



THE CORDELL INSTITUTE

Strategic Statement

NOVEMBER 2021

Faculty Directors



Neil M. Richards, JD, MA
Koch Distinguished Professor in Law,
Washington University School of Law



Jonathan W. Heusel, MD, PhD
Professor of Pathology, and of Genetics,
Washington University School of Medicine

Staff Leadership



Patricia A. Hageman, JD

2021–22 Research Fellow

Muhammad Shayan, MA

2021–22 Microsoft Corporation Research Fellow

Jesse Lieberfeld, JD

Affiliate Fellows

- Marian Adly, MS
- Dustin Baldrige, MD, PhD
- Danielle Keats Citron, JD
- Randi E. Foraker, PhD, MA
- Samual Garner, JD, MA
- Woodrow Hartzog, JD, LLM, PhD

- Pauline Kim, JD
- Jonathan H. King, JD, LLM
- Kirk J. Nahra, JD
- Rachel Sachs, JD, MPH
- Andrew Serwin, JD

Founders

Timothy J. Eberlein, MD



Nancy Staudt, JD, PhD



The Cordell Institute is dedicated to solving problems and overcoming the challenges of complex human information, particularly with respect to genomic medicine and the deployment of human information-based health technologies. With its foundation in a top-ranked, internationally renowned university, The Cordell Institute provides a powerful and unique voice among the medical, scientific, and legal communities.



Founding Donors

Joe and Yvonne Cordell are trusted advisors to the leaders of Washington University School of Law. Joe serves on school’s Board of Advisors, and Yvonne has served on the School of Law’s Scholarship Initiative Committee. Both were recognized with the Distinguished Alumni Award in 2017 and honored with a Founders Day Award in 2021. The Cordells made the lead gift to enable the creation of the Joseph and Yvonne Cordell Institute for Policy in Medicine & Law.



Who We Are

The Joseph and Yvonne Cordell Institute for Policy in Medicine & Law at Washington University in St. Louis is a collaboration between the University’s School of Law and School of Medicine, and includes a national network of fellows whose expertise spans privacy and health law, public health, genomic medicine, information technology, and more.

Vision

The Cordell Institute's vision is to become the leading resource for research and policy related to how human information is used in our global society to advance healthcare and beyond. This includes guiding the ethical use of technology and data in medical research and the delivery of healthcare, as well as rebuilding frameworks and creating new policy for the ethical use of human information.

By bringing together biomedical experts in human genomics with legal experts in privacy and health law, the Cordell Institute seeks to reimagine how ethics and regulations can be synchronized with technological advancements.

Our scholarship drives policies that reveal how human information can be used appropriately and effectively to build confidence and trust.

Mission

The Cordell Institute's mission is to pioneer an ethical, data-driven future, to promote health, and to protect people, through:

- Maintaining a focus on the individuals of our society, empowering patients, families, and communities to understand and utilize their information to their benefit;
- Serving as a trusted and accessible educational resource for the medical and legal professions, as well as the public, in the areas of human information and genomic medicine policy; and
- Inspiring the next generation of medical-legal scholars to build upon a tradition of excellence and leadership in the area of genomic medicine.



Strategic Goals

The Cordell Institute has identified six major strategic goals for carrying out its mission and vision during the next three years. These goals reflect the Institute's accomplishments to date, along with its anticipated work through 2024.

- ① Research
- ② Engage
- ③ Lead
- ④ Educate
- ⑤ Collaborate
- ⑥ Support

1

Research

The Cordell Institute will develop a body of published, substantive research upon which lawmakers, policymakers, and others may rely.

The Institute's Directors and Fellows will publish books, book chapters, white papers, law review articles, medical journal articles, peer-reviewed scientific articles, and other scholarly publications along with opinion editorials and other legal- and policy-related publications.



- **Hire** one to three full-time research fellows annually as primary drivers for specific projects and scholarly works. Directors, affiliate professional fellows, and additional mentors will supervise and oversee the work of these full-time research fellows.
- **Enhance** its focus on the publication of scientific and/or ethical research articles. The Institute may establish part-time fellowships for individuals who will author such articles, and will identify and follow any necessary peer-review processes.
- **Continue to publish** informal scholarly articles such as op-eds. It will work with Danforth Campus and School of Medicine public relations staff to identify opportunities for such publications and will encourage directors and fellows to author and submit such pieces.
- **Develop and maintain** an accessible online library of research resources. It will acquire and maintain a professionally designed space/pages on the website for this purpose, including an index, and will regularly update its library.



2

Engage

The Cordell Institute will engage global, national, and regional audiences.

The Institute will reach domestic and international legislators, policymakers, administrative agencies, and tribunals. It will become a reliable resource for the international, national, and regional media and will grow its overall audience base.



- **Reach** U.S. legislators, tribunals, and policymakers by providing expert testimony before courts and federal and state legislatures and administrative agencies, drafting and submitting amicus filings, establishing working relationships with University lobbyists, and maintaining an easily accessible library of resources on its website.
- **Become known** before international tribunals, legislators, and policymakers by providing expert testimony before courts and regulators abroad, publishing items in international publications and locations, and participating in and hosting events at international conferences.
- **Become** a reliable resource for the international, national, and regional media, and will work with WashU public affairs staff, and possibly contract with a public relations firm, to enhance this effort. It will develop a press kit, issue press releases, and engage in media interviews and appearances. It will also engage with mainstream press via social media, enhance and maintain relationships with national and regional media personalities.
- **Grow** its overall audience base by hosting an annual symposium and engaging with academia, medical and legal practitioners, ethicists, and privacy professionals through periodic webinars and speaker events such as events for professional continuing education credit. It will design and maintain consistent branding and will maintain a professional quality website, establish a periodic electronic newsletter, and enhance its social media engagement.

3

Lead

The Cordell Institute will become a hub for experts to reimagine the future.

The Institute will become a source of cutting-edge thinking and innovation, and will provide a space for dialogue and collaboration among experts.

- **Build** relationships with external organizations and individuals who already are regarded as innovative thought-leaders, by pursuing affiliations with leading experts, recruiting outside scholars from diverse national and global regions to facilitate exchanges of ideas and scholarship, and entering into partnerships with organizations on discrete projects and events.



- **Provide** a space for dialogue among thought leaders by bringing international and national leading experts to St. Louis for an annual symposium, multiple colloquia, and high-level academic round tables. The Institute will co-sponsor collaborative events such as the Privacy Law Scholars Conference. The Institute also will explore the use of virtual spaces to bring together thought-leaders, scientists, judges, legislators, and corporate and legal professionals on specific topics relevant to the Institute’s mission and founding principles.
- **Facilitate and support** the work of Washington University faculty, particularly junior faculty. It will facilitate the novel, innovative work of faculty to develop new curricula, databases, and other resources that promote their individual work as it relates to the Institute. The Institute will also provide mentorship opportunities and will identify a mechanism for rewarding and fostering innovative thinking and research, such as competitive fellowships.



4

Educate

The Cordell Institute will support and foster the education of Washington University students in accordance with the Institute’s mission and will serve as a resource to students who are pursuing interests at the intersection of health and human information policy.



- **Engage** with student groups, including co-sponsorship of events with the law school’s Health Law Association and the Technology & Privacy Society. The Institute will encourage and facilitate collaborative events among student groups, including between the Danforth and Medical Center campuses and with other American and international institutions of higher learning.
- **Provide** mentorship opportunities for students and encourage students to research and write in areas of interest to the Institute’s mission. The Institute will foster means of recognition and awards to top students, such as the International Association of Privacy Professionals Westin Scholar Award. The Institute will explore the creation and implementation of its own student prizes and scholarships.
- **Employ** University students as research assistants. It will maintain communications with, and foster support of, alumni who engaged with the Institute as students.

5

Collaborate

The Cordell Institute will engage the resources of Washington University and the St. Louis regional community and will become an active partner and contributor to the University and the region.



6

Support

The Cordell Institute will provide the infrastructure and support necessary for Cordell Institute directors, employees, and fellows to flourish in their work.



- **Leverage** the expertise and resources of the law school and medical school, and University at-large, to facilitate professional collaborations and workspaces. The Institute will identify personnel across the University who could be helpful to Cordell pursuits and will identify valuable library, data, and other research resources. It will provide capital equipment and supplies necessary for its work.
- **Recruit and retain** top talent to serve as directors and employees. The Institute will competitively compensate directors and employees and provide them with professional development opportunities and support. The Institute will promote a collaborative and inclusive culture.
- **Provide** sufficient human resources to perform its work in a professional manner. The Institute will collaborate with University administrative staff, enter into professional services contracts as appropriate, recruit and employ students, and recruit and utilize volunteers to assist with events and other activities as necessary.



- **Build and enhance** relationships within Washington University, by reaching out to relevant Danforth campus and School of Medicine departments to ensure they know who we are, partnering with other University and medical school departments, centers and institutes to co-sponsor discrete projects and events, and enhancing and maintaining administrative relationships within and between the medical and Danforth campuses. The Cordell Institute specifically will pursue relationships with the Institute for Public Health, Institute for Informatics, and Center for Population Health Informatics.
- **Become** a greater community partner through prioritizing mission-appropriate speaking engagements and dialogue, co-sponsoring

regional events, participating in University and regional charitable events, and identifying and prioritizing regional projects and partnerships, such as genomics outreach and regional health data sharing. The Cordell Institute specifically will pursue projects with the St. Louis Venture Café, Ethical Society of St. Louis, Academy of Science of St. Louis, and the regional chapter of the International Association of Privacy Professionals.

- **Employ** the fundraising resources of the University and engage with the St. Louis community by developing and maintaining working relationships with the Danforth, medical school, and law school advancement leadership and staff, and developing and maintaining visibility with the St. Louis philanthropic community.

- **Maintain** sufficient financial resources. The Institute will employ sound stewardship of its existing financial resources and will pursue appropriate new funding opportunities in concert with University advancement. It will pursue national and regional corporation and foundation grants as well as alumni driven resources.



The Cordell Institute

Washington University in St. Louis

Anheuser-Busch Hall, Room 541B, St. Louis, Missouri 63130

cordellinstitute.wustl.edu • cordellinstitute@wustl.edu