

Cornell Institute
for Public Affairs

**MPA
PROGRAM HANDBOOK**

for 2016 cohort

2016 – 2017

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PREFACE

CIPA graduates are leaders in organizations serving the public throughout the world who contribute to the formation, design and implementation of sound public policies and programs to improve human well-being. CIPA offers a flexible and challenging two-year program of graduate professional studies in public affairs that will qualify Fellows enrolled for the Master of Public Administration (MPA) degree for careers in public affairs, public administration, and public policy. This Program Handbook is designed to help CIPA Fellows—with the guidance of their faculty advisors—create programs of study that are appropriate to their interests and career aspirations. It provides information pertaining to degree requirements and program protocols. It also includes forms that will expedite the unavoidable paperwork for satisfying academic requirements.

To find a selection of courses that can help Fellows prepare themselves for professional careers in public affairs, public administration, and public policy, please consult the CIPA Course Guide which is available as a pdf document on the CIPA website or as a hard copy in the CIPA office.

No program handbook can present the full spectrum of individual learning, professional activities, and intellectual challenges to be experienced at Cornell. With the help of their advisors, CIPA Fellows are encouraged to explore and design a two-year program of study that addresses their respective interests. It should prepare them for a lifetime of leadership in the public affairs arena, whether this is in the public sector, non-governmental organizations, advocacy groups, private sector, journalism or any other institutional base.

Welcome to CIPA!

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MPA CURRICULUM

At Cornell, the MPA (Master of Public Administration) degree is a two-year graduate program that requires four semesters of residence (of which one can be away from campus in approved off-campus study programs). Because post-baccalaureate experience is weighed heavily in CIPA admission decisions, a majority of fellows will have spent some time already engaged in public affairs in some way. This makes the graduate learning experience more meaningful.

The MPA program presents a basic structure for undertaking graduate study in public affairs, but CIPA Fellows are the primary designers of their respective educational and career trajectories while at Cornell. When entering the program, each fellow is provided a faculty advisor. Fellows work with their respective advisors to design individualized courses of study. Fellows decide upon a concentration and a plan of study and choose one of the three options for completing the professional writing/analysis qualification: a capstone project, a professional report, or a thesis. The latter option will require a fellow to identify an additional advisor with subject matter specialization.

During their two years of study, CIPA Fellows must satisfactorily complete sixteen courses, typically four courses per semester. The MPA curriculum includes the following components:

- Foundation Coursework – nine courses in total including two courses in each of the three broad areas listed below as specified:
 - Administrative, Political and Policy Processes
 - one course on leading and managing in the public affairs arena and
 - one course analyzing politics and processes for implementing policy
 - Economic Analysis and Public Sector Economics
 - one course on intermediate microeconomics (or demonstrated competency) and
 - one course on the microeconomics of government policy
 - Quantitative Methods and Analytics
 - one course on inferential statistics (or demonstrated competency) and
 - one course on decision analytic methods for public affairs

and three additional elective foundation courses that reflect the CIPA Fellow's professional goals

- Concentration Coursework -- five courses in the Fellow's selected area of professional focus
- Specialized Coursework (two courses related to professional writing/analytical qualifications and/or for strengthening professional preparation)
- Practical Experience: Internship, Off-Campus Study, Capstone and/or Public Service Exchange
- CIPA Colloquium (four semesters)
- Co-curricular Activities: Including the CIPA Colloquium Committee, *The Cornell Policy Review*, Women in Public Policy (WIPP), CIPA-New Orleans Professional Partnership (CIPA-NOLA), the International City/County Management Association (ICMA), the Cornell Latin America Student Society (CLASS), the International Affairs Forum (IAF) and the Jade Moore Forum on American Politics
- Professional Writing/Analytical Qualification: Contributions to a Capstone Project, a Professional Report, or a MPA Thesis

Some substitution of coursework may be allowed, based on a fellow's previous mastery of a subject; for example, a fellow with a bachelor's degree in economics would not be expected to repeat the intermediate microeconomics course, but would instead take more advanced graduate work. Fellows in consultation with their advisors can propose alternative ways in which the purposes of the curriculum's structure can be better fulfilled in their case, petitioning for approval of some modification that will enrich their degree program.

PLEASE NOTE: The CIPA web site (www.cipa.cornell.edu) contains an online course guide that fellows may use to identify Cornell courses that are being offered during the current academic year, and which can fulfill foundation and concentration requirements for the MPA degree. The course guide is also available in the CIPA office.

The CIPA PROGRAM Plan of Study must be signed by advisors after appropriate consultations and consideration, and are due from all CIPA Fellows, to be turned in to the CIPA GFA Office, **at the end of the first semester and no later than the beginning of their second semester of study.** They should be reviewed with advisors and resubmitted with possible revisions, **at the beginning of fellows' third semester of study at Cornell.** A timeline for submitting all CIPA forms and meeting program milestones is located at the end of this handbook.

Plan of Study forms may be downloaded from the CIPA web site and are also included at the end of this Handbook. The plan of study is not a 'contract' but rather an 'indicative plan.' A plan of study can be modified according to a fellow's professional objectives, in **consultation with his/her advisor**, at any time. Completing and revising the plan of study is an occasion/opportunity for fellows to reflect on their objectives and try to give them concrete form. Fellows who do not prepare and submit this documentation on schedule are liable to forfeit their good standing in the program, which puts their funding from CIPA in jeopardy. It is the fellow's responsibility to alert advisors to any changes that are made after an advisor approves their program plan of study.

FOUNDATION COURSEWORK

The foundation coursework requirements are intended to strengthen fellows' conceptual and analytical capabilities for pursuing specialized studies in their chosen concentration.

The three foundation areas are:

- **Administrative, Political and Policy Processes:**

CIPA graduates should have a good understanding of (a) how objectives are and should be formulated and pursued within public sector and non-profit organizations serving the public good and in private and other organizations that attempt to influence public decisions; (b) how public purposes and values can be advanced strategically through leveraging stakeholders and utilizing available resources, organization and skills, cognizant of legal, ethical and professional obligations; and (c) the interplay between politics and administration within the public affairs arena in which they expect to work (international, national, state, local, private, nonprofit)

Fellows will take one course from a selected set on leading and managing in public and non-profit organizations and also take one course from a selected set on analyzing politics and processes for implementing policy.

- **Economic Analysis and Public Sector Economics:**

CIPA graduates should have a solid foundation of knowledge in economics and public sector economics, including understanding of supply and demand, marginal analysis, the price mechanism and market structures, as well as standard rationales for government intervention in the marketplace. Fellows should appreciate the value of economic concepts for understanding and assessing human interactions and public policy.

Fellows will take one course on microeconomics for public affairs (or demonstrate competency) and one course from a selected set on the microeconomics of government policy.

- **Quantitative Methods and Analytics:**

CIPA graduates should be able to define and assess a problem and then choose appropriate tools or methods to determine and evaluate both solutions and impacts. A key part of analytical training is to develop the ability to identify appropriate methods for a given problem and gain confidence in applying them in real-world situations. CIPA graduates should recognize that quantitative skills and analytical modeling techniques are often necessary complementary elements to qualitative methods that must be considered for policy research, evaluation and decision-making in the public sector.

Fellows will take one course on inferential statistics and multivariate analysis for public affairs and one course from a selected list on decision analytic methods for public affairs.

- In addition, fellows will select 3 more elective foundation courses that provide them with foundational knowledge and skills directly relevant to their own professional interests.

CONCENTRATION COURSEWORK

There are eight concentration options:

- Government, Politics and Policy Studies
- Economic and Financial Policy
- Environmental Policy
- Human Rights and Social Justice
- International Development Studies
- Public and Nonprofit Management
- Science, Technology and Infrastructure Policy
- Social Policy

Five graduate-level courses are required in the area of the fellow's chosen concentration. Under each concentration, a variety of courses have been identified that build on the foundation courses taken and give fellows more depth in a chosen area. (Please see the CIPA Course Guide.) With advisor agreement, one or two concentration courses can be at the 3000 or 4000 level where more appropriate than graduate course offerings.

At the end of the first semester and no later than the beginning of the second semester of study, fellows should file the following documents in the CIPA office:

- CIPA Declaration of Concentration including a one or two-page narrative describing how the chosen concentration courses come together as a coherent set to help the fellow achieve their professional goals.
- CIPA Program plan of study listing any courses already completed, proposed coursework to be taken in the remaining three semesters, and indicating tentatively which professional writing option will be completed. The professional writing option decision should be confirmed by the end of the second semester.

Fellows must also submit a revised CIPA Program plan of study at the beginning of their third semester of study which reflects their finalized course of study for the MPA degree. These forms must be signed by a fellow's advisor so that the advisor is aware of the fellow's plans. These documents provide a venue for focused discussion of what fellows want to get from the program.

SPECIALIZED COURSEWORK

In addition to the total of fourteen foundation and concentration courses, CIPA Fellows complete two courses of their choice that will strengthen their professional capabilities. It may be an additional skill such as a foreign language, more math, computer science, a course in communication or in writing etc. Fellows choose many different things for their specialized coursework depending on their career goals. Fellows will often choose an additional concentration or foundation course to fulfill this requirement. The CIPA Capstone course does not count toward this requirement. Nor does an independent study (which may be done to support a thesis or professional report) count as specialized coursework.

Any other specialized course should add in other ways to fellows' respective professional qualifications, e.g., language competence. International Fellows may enroll in an ESL (English as a second language) course, or U.S. Fellows may consider a semester of studying another language as their second specialized course, or take writing or public speaking coursework. This category of coursework gives opportunities for elective study in an area to strengthen particular professional capabilities.

LEARNING GOALS FOR THE MPA

CIPA offers a flexible MPA that allows our fellows to pursue an array of professional and career goals. We do, though, expect that CIPA Fellows will design their programs so that they have achieved the following learning goals at the time of graduation. In addition, we hope our fellows gain the skills needed to be lifelong learners since it is impossible for CIPA Fellows to gain all of the expertise they will need in their careers in a two-year program.

CIPA graduates' learning goals fall into the following categories:

- A. Problem Solving and Analytical Skills
 - 1. Administrative, Political and Policy Analysis
 - 2. Economic Analysis and Public Finance
 - 3. Quantitative, Analytical and Qualitative Analysis for Public Affairs
- B. Specialized Public Policy Subject Matter Competence
- C. Writing Skills
- D. Group Working, Management and Leadership Skills
- E. Communication and Presentation Skills

PRACTICAL EXPERIENCE: INTERNSHIPS, OFF-CAMPUS STUDY, PUBLIC SERVICE EXCHANGE

Direct experience with professional work in public affairs is a key component of CIPA's MPA program, serving as a practical complement to formal academic study. Fellows are expected to gain practical work experience in an area related to their concentration. There are several options for meeting this requirement.

Summer Internship: Most fellows undertake an internship during the summer between their first and second years of graduate study. Millie Reed, CIPA Career Management Coordinator, provides assistance to fellows in finding internships that match their interests, expertise, and professional goals. Her office is located in Caldwell Hall, room 190, and she can be reached by phone at (607) 255-5587 or by e-mail at mrr6@cornell.edu.

Internships are available in organizations in the public, private, nonprofit, and academic sectors. Recent CIPA Fellows have been placed in internships with the following representative organizations:

- Accenture
- Amazon
- Ashoka
- Asia Society
- Aveshka
- Boston Redevelopment Authority
- Brookings
- Calvert Investments
- Cato Institute
- China Development Bank
- Citibank
- Congressional Research Service
- Council on Foreign Relations
- Deloitte and Touche
- DeVos Institute of Arts Management
- Google
- Government Accountability Office
- International Finance Corporation
- McKinsey
- New York City Comptroller's Office
- New York City Department of Parks and Recreation
- New York City Department of Transportation
- New York City Mayor's Office of Operations
- New York City Office of Management and Budget
- Parsons
- Partnership for Public Service
- United Nations Development Programme
- UNESCO
- UNFPA
- UNICEF
- UN Women
- United Nations Secretariat
- United States Agency for International Development
- United States Department of Justice
- United States Department of State
- United States Environmental Protection Agency

Additional information on internships is available on the CIPA web site at:

<http://www.cipa.cornell.edu/career/job.cfm>

CIPA Public Service Exchange: Another opportunity for practical experience is the **Public Service Exchange**. This represents a unique service-learning partnership with nonprofit and Government agencies located primarily in Tompkins County as well as in the greater New York region. CIPA Fellows who wish to participate in the Service Exchange must register in the fall or spring semester for *PADM 5900 — Consulting for Nonprofit and Government Organizations*. This opportunity can be in addition to or instead of the summer internship.

For the public service exchange, fellows each address a problem, issue, or opportunity for a client using a consultative approach. The types of activities that fellows will engage in are consistent with a traditional public sector consulting firm. A representative sampling of previous clients includes:

- Alternatives Federal Credit Union
- American Red Cross
- Cancer Resource Center of the Finger Lakes
- City of Ithaca Department of Planning and Urban Renewal
- City of Ithaca Downtown Partnership
- Cornell Cooperative Extension of Tompkins County
- Cornell University International Students and Scholars Office
- Economic Development Administration
- Educate the Children, Inc. (Nepal)
- Health and Human Services Coalition of Tompkins County
- Ithaca Department of Public Works
- Ithaca Public Education Initiative

- Ithaca Youth Bureau
- Namaste Montessori School
- New York City Housing Authority (NYCHA)
- Save the Children (Bolivia)
- Tompkins County Office for the Aging
- Mutual Housing Association of Tompkins County
- New Orleans Recovery Project for the 9th Ward
- Pipeline 4 Progress
- Stop the Silence
- Upstate New York Safety Coalition Task Force

Fellows interested in participating in the Public Service Exchange should contact the Service Learning Coordinator, Laurie Miller, by phone at 255-4858, or by e-mail at ljm44@cornell.edu.

Off-Campus Study Programs: Fellows may enroll in one semester of off-campus study as part of their MPA Course of Study. These opportunities are available to Fellows in good academic standing and who are making satisfactory progress toward the degree and have a completed and signed plan of study on file with the CIPA office has been updated to demonstrate how the Fellow has integrated the off-campus study into their MPA. Fellows must be in good academic standing during both the semester in which they are off-campus and during the prior semester when they are applying. Fellows interested in off-campus study are strongly encouraged to begin planning this with their academic advisors as early as possible in their graduate careers at Cornell. All coursework undertaken at institutions other than Cornell must be approved by a Fellow's academic advisor and confirmed by the Director of Graduate Studies. Information sessions on off-campus study opportunities are held during the fall semester. As each opportunity has its own application requirements and deadlines, students should carefully research each program before applying.

Opportunities for off-campus study include the following programs:

Two study programs maintained by Cornell on a university-wide basis have been approved by the CIPA Core Faculty as meeting professional and academic standards that satisfy MPA degree requirements. These programs in Nepal and Italy include instruction by Cornell faculty, on-site Cornell staff, and residential opportunities. Although there is no additional tuition charge for participating in these programs, which are open to both Cornell undergraduate and graduate students, students may incur additional expenses related to travel and lodging.

Cornell-Nepal Studies Program

The Cornell-Nepal Study Program (CNSP) is a pioneering joint venture between Cornell University and Tribhuvan National University of Nepal, initiated in 1993. Courses are taught in English at the program facility and the main Tribhuvan campus in the medieval town of Kirtipur, near Kathmandu, by Nepalese faculty from the Tribhuvan University Department of Sociology/Anthropology. CNSP is the first and only study-abroad program in Nepal to bring students from American universities to live and study together with Nepalese peers in residential program houses. CIPA Fellows participating in the program have the option of pursuing either field research or internships in addition to coursework. As Kathmandu serves as a regional hub for many inter-Governmental and non-Governmental organizations, CNSP is ideal for Fellows seeking field experience in a developing country during the academic year. For more information, please consult the online program information through the Cornell Study Abroad office at www.cuabroad.cornell.edu.

Cornell in Rome Program

Cornell in Rome is a semester-long study-abroad program offered through Cornell's College of Architecture, Art, and Planning. Educating students in Italy for over twenty years, the program has provided a transformative experience for many CIPA Fellows interested in international development, food security, and agricultural development policy. Core components of the program include a full-time internship and a

rigorous professional development seminar. For more information, please contact Nancy Brooks at nb275@cornell.edu or consult the online program information at <http://aap.cornell.edu/academics/rome/academic-programs/mrp-cipa>. CIPA Fellows participating in the Cornell in Rome program for a semester typically have internships at United Nation's agencies like FAO, WFP or IFAD. The full-time internship will count as two concentration courses and the professional development seminar counts as a research course. Consequently, a CIPA Fellow in Rome will only get credit for three courses. Since the typical CIPA course load is four courses, the fellow will need to take five courses during another semester to be able to participate in the Rome program.

CIPA Washington Externship Semester

The CIPA Core Faculty has approved an Externship Semester opportunity to enable fellows to live and work in Washington, DC for a semester. Through the CIPA Externship Semester in Washington, DC, fellows undertake an externship for up to forty hours per week while completing professional development exercises through an intensive externship course. Participants also enroll in a CIPA colloquium course featuring alumni speakers (parallel to the CIPA Colloquium series offered each semester in Ithaca). The full-time internship will count as eight credits, one applied toward the concentration and one applied toward the specialized research courses. Fellows may also enroll in CIPA-approved elective coursework at the Graduate School, a professional education program established for federal managers, to earn additional credits toward the MPA degree. Unlike the Cornell programs described above, there is no residential opportunity provided by this program, although living accommodations are often available at the Cornell in Washington Center, 2148 O Street NW on Dupont Circle, on a space-available basis. Fellows are responsible for securing their own accommodations.

Cornell staff members remain in constant communication with fellows through written assignments, and periodically travel to Washington, DC, throughout the semester to monitor fellows' progress. The Center for Nonprofit Advancement, a public-service NGO in Washington at 1666 K Street NW, provides facilities for the Colloquium and for CIPA Fellow meetings and other activities. There is no additional tuition charge for participating in this program, and fellows retain insurance coverage under the Student Health Insurance Plan (SHIP) for the duration of the semester. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

CIPA New York City Externship Semester

CIPA's Externship Semester in New York City is operated in collaboration with the College of Human Ecology's Urban Semester Program. Through the CIPA Externship Semester in New York City, fellows undertake an externship in New York City for eight credits, and enroll in a three-credit reflective seminar taught by an Urban Semester Program instructor. Fellows also enroll in a colloquium organized by CIPA featuring distinguished scholars and practitioners in the New York City area. In total, fellows can complete three CIPA course requirements in New York City (in addition to colloquium). As such, fellows interested in participating in this off-campus study program should plan on taking an additional course in one of their residential semesters to ensure they maintain progress toward the degree. Residential space is available for participants at the 92nd Street YMCA. There is no additional tuition charge for participating in this program, and fellows retain insurance coverage under the Student Health Insurance Plan (SHIP) for the duration of the semester. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

Capital Semester Program in Albany

The Albany Semester Program is offered in collaboration with The New York State Capital Semester Program. This program, which is available as an off-campus study option each spring, provides CIPA students with the opportunity to work for a public, private, or nonprofit public affairs organization in the Albany area, while taking coursework in public policy analysis that applies toward the MPA degree. In total, four courses may be taken in Albany--an eight credit externship, a core course facilitated by the Capital

Semester Program, and a course taught via blended (site/online) instruction by a CIPA faculty member. As part of this experience, students attend hearings and legislative sessions, meet with lobbyists and constituents, and draft substantial policy deliverables. Paid internship opportunities are available for students seeking placements with the New York State Legislature. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

CIPA Mysore Externship Semester

The CIPA Mysore Externship Semester offers fellows the opportunity to live, work, and study in Mysore, India for one semester of their graduate careers through a partnership with the Swami Vivekananda Youth Movement (SVYM). SVYM is a non-profit organization based in Mysore, India with a project portfolio focused on education, health, poverty alleviation, and training/research/advisory/consulting services. Fellows enroll in graduate-level coursework in development administration and nonprofit management through SVYM's Master of Development Management (MDM) program and complete internships facilitated by SVYM. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

Funding for Engaged Learning/Practical Experience Opportunities

CIPA has a limited amount of funding to support fellows completing their practical experience requirement. The practical experience requirement may be fulfilled through a variety of engaged learning opportunities/practical experiences, including those associated with off-campus semesters, immersion courses (such as the SMART or Capstone programs) or summer internships. Fellows may apply for funding of one practical experience during their degree careers at CIPA. Please note that funding is awarded on a competitive basis and therefore is not guaranteed: funding decisions are made based on a variety of factors, including alignment of the engaged learning opportunity with a student's academic and professional objectives. Awarded amounts will vary depending on the costs of travel/lodging for the experience, and availability of funds. There is no minimum stipend award.

Additional financial support for experiential learning opportunities sponsored by CIPA but not counting toward a fellow's practical experience requirement may be available through support provided to CIPA from Cornell's Office of Engaged Learning or the Office of the Vice Provost for International Affairs. Availability of such funding cannot be guaranteed, and will be announced along with calls for applications to the relevant programs. Awarded amounts will vary depending on the costs of travel/lodging for the experience, and availability of funds.

Graduate Certificate Programs

CIPA offers fellows the opportunity to explore policy spaces in-depth, as well as develop specialized professional skills, through one-year graduate certificate programs. These programs require coursework designated as satisfying certificate requirements by CIPA Faculty, intensive practical experience and exit project requirements, and participation in a seminar series organized around pressing issues in each space. These programs require that fellows apply through a competitive application process, and may require academic or professional prerequisites. There are currently two certificate programs available to CIPA Fellows in their second year of study:

- **Environmental Finance and Impact Investment (EFII) Fellows Program:** This program, overseen by CIPA Faculty member John Tobin, provides fellows with the knowledge, skills, and abilities necessary for successful practice in the fields of environmental finance and impact investment. Fellows will receive rigorous interdisciplinary training in several areas relevant to EFII, including economic and political analysis; finance and analytics; science and technology; and markets and regulation. For more information, please contact CIPA Faculty member John Tobin at john.tobin@cornell.edu.

- **Certificate Program in Infrastructure Policy, Management, and Finance:** This program, run in collaboration with the Cornell Program in Infrastructure Policy (CPIP), provides fellows with a rigorous overview of current trends and best practices in the delivery, maintenance, and operation of physical infrastructure. Areas covered in this certificate program include organizational design, regulation and infrastructure policy, infrastructure finance, and project management. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

CIPA COLLOQUIUM

Fellows are required to register for *PADM 5010: CIPA Colloquium* and attend each semester that they are in residence at Cornell. PADM 5010 meets on designated Thursday afternoons from 4:45-6:00 pm. Fellows should consult the course roster for venue information. This forum features invited speakers who address a diverse range of issues in public affairs that face public policy professionals, helping CIPA Fellows make links between their coursework and a wide array of challenges for domestic and international public policy and administration. Fellows at all stages of their respective programs attend presentations by leaders from the public, private, and nonprofit sectors to gain insights and refine their own thinking and career goals in the process. On an annual basis, at least one of these presentations will be entitled the Jade Moore Colloquium on American Politics, in memory of Jade Moore, a former CIPA student with a passion for American government and politics. A listing of upcoming colloquium presentations can be found on the CIPA web site, www.cipa.cornell.edu.

Fellows who are pursuing off-campus opportunities in CIPA-approved programs will be automatically excused from colloquium during their semester away. Fellows who have a course scheduling conflict with PADM 5010 may petition to have the colloquium requirement waived if the course is integral to the completion of their CIPA course of study. A colloquium waiver will be given for only one semester while in residence at Cornell.

Please consult the colloquium syllabus for academic and attendance requirements.

CO-CURRICULAR ACTIVITIES

Fellows have the opportunity to develop practical skills by organizing, managing, and participating in a variety of CIPA-sponsored activities. These are student-led initiatives and, while not required, they provide fellows with opportunities to share experiences and perspectives with their peers, and to meet practitioners and distinguished faculty members from the field of public affairs.

- *The Cornell Policy Review*
The *Review* is CIPA's academic public policy journal. Drawing upon their own research and professional experiences, CIPA Fellows and external contributors write articles for this publication and edit articles submitted by faculty, alumni and others. Working on *The Review* gives fellows a greater appreciation for the rigors of academic publishing and the peer review process, while simultaneously allowing participating fellows to refine the writing and editing skills that are vital to preparing public affairs reports and position papers.
- *Women in Public Policy (WIPP)*
WIPP is an organization that facilitates the professional integration of women into public policy roles. WIPP organizes discussions and debates on gender and policy issues regarding women in the public arena, and generates public awareness about economic, social, political and historical issues in relation to gender and power in policy. WIPP promotes principles of equality, justice and integrity in the public and private arena and provides a support system and networking opportunities for its members. WIPP invites women leaders to speak at Cornell, co-hosts various events on campus that deal with women and equality, holds panel discussions on current issues on gender, and makes information available to its members of gender policy related events at Cornell and beyond.

- *CIPA New Orleans Professional Partnership (CIPA-NOLA)*
CIPA-NOLA is dedicated to enabling CIPA Fellows to provide ongoing assistance to the rebuilding efforts in St. Bernard Parish and New Orleans following the devastation of Hurricane Katrina. Concurrently, it also allows fellows to develop graduate-level public administration and policy skills. The components of the partnership include the New Orleans Discussion Group series in the fall, a classroom-based consulting project opportunity, an annual Spring Break service trip to St. Bernard Parish, and a summer internship opportunity. Each component provides an opportunity for fellows to develop various skills and build relationships while helping nonprofits meet the tremendous needs of the area.
- *The International City/County Management Association*
The Cornell Chapter of the International City/County Management (ICMA) provides a forum for CIPA Fellows to advance professional local government management and create sustainable communities that improve lives worldwide. ICMA members are committed to identifying leading practices to address the needs of local governments and professionals serving communities globally.
- *Cornell Latin American Student Society*
The Cornell Latin American Student Society is a co-curricular organization dedicated to enhancing relationships between Cornell and Latin America, raising awareness of opportunities and challenges within Latin America, and foster an active engagement of the Cornell community in development projects in the region.

Cornell Policy Review Editors

At the end of each fall semester, CIPA accepts applications for the positions of Editor-in-Chief, Business Editor, and Social Media Editor of *The Cornell Policy Review*.

Applicants must be CIPA Fellows in good academic standing. Applicants must be willing to commit themselves to be in residence at Cornell during the three academic semesters for the remainder of their tenure at Cornell. Fellows planning to participate in a semester of off-campus study, for example, are not eligible.

Fellows who are selected for these positions will serve as Editors-in-Training during their first-year spring academic term and as full Editors for the remaining two semesters following their appointment. Small stipends may be available for Editors.

Information on applying for these positions is provided to CIPA Fellows in late November of each year. For additional information, please contact Sharon Tennyson, CIPA Director, at st96@cornell.edu.

PROFESSIONAL WRITING/ANALYSIS QUALIFICATION

CIPA Fellows, by the time they complete the MPA program, should have acquired and/or upgraded – and be able to demonstrate – high-level skills for writing and analysis, with experience in oral presentation of their work.

During the second year of MPA study, each fellow will have the opportunity to take a public service-oriented capstone course that involves preparation of a **professional project report** and making **formal oral presentations** in the context of collaborative group with a real client agency or program being served. Alternatively, fellows may write a **professional report** based on their internship experience between the first and second years, or a **policy-related MPA thesis** researched and presented in a more academic manner.

Capstone Project

The CIPA Capstone is a semester-long service-learning course designed for second-year MPA Fellows. It offers an opportunity for Fellows to apply the knowledge and skills that they have been acquiring through coursework and internship experiences by engaging in rigorous *pro bono* consulting projects for real-world clients in public agencies and non-profit organizations.

Each semester, several Capstone projects are offered, one addressing a public service initiative or policy issue posed by a domestic client, and in the other, by an international client. For each Capstone project, Fellows will form a number of complementary consulting groups that propose solutions which are relevant and actionable. The Capstone projects are multidisciplinary and experiential in nature, and Fellows have opportunities to learn from each other and from resources across the University, as well as from CIPA's contacts in the field. Fellows learn about managing programs and undertaking policy analysis within the constraints of different political environments and organizations, as well as gain professional and public-service experience.

The experiential learning and teamwork required in each Capstone project will enhance fellows' abilities as public affairs professionals and leaders. Fellows are expected to produce written products and make oral presentations for which they have individual responsibility. Grading will be based on: participation in the course and performance on individual assignments; contributions to the final group report; evaluations by the client; and peer ratings by teammates.

To learn more about current CIPA Capstone projects, requirements, and registration, or to discuss future topics, please contact Laurie Miller, the CIPA Capstone coordinator at: ljm44@cornell.edu.

Fellows who are choosing one of the alternatives to the capstone described below may not enroll in a capstone course.

The capstone course (or any course approved as a capstone alternative) does NOT count as one of the 16 courses required for the MPA. The capstone course (or its equivalents) is a 17th course that is taken in service to the professional writing requirement of the MPA.

Alternatives to the Capstone Project

Other Cornell courses that provide a substantial consultative engagement may be substituted for the CIPA Capstone requirement by petitioning. For example, some CIPA Fellows have qualified to participate in the Johnson School's Sustainable Global Enterprise (SGE) Immersion course. Second-year CIPA Fellows who assume leadership roles in the Student Multidisciplinary Applied Research Team (SMART) Program managed by CIIFAD can have this experience satisfy their professional writing requirement as an alternative to the Capstone. Fellows wishing to pursue this option should discuss this with their academic advisors and the director responsible for the SMART Program, Professor Ralph Christy (rdc6@cornell.edu), also a member of the CIPA Core Faculty. Petitions need to be discussed with (and signed by) both the fellow's academic advisor and the CIPA Director of Graduate Studies.

Some fellows, based on their professional and career objectives, will prefer to follow up their internship experience by writing a more thorough and authoritative **professional report** than was possible during their internship period, or fellows can write research-based **MPA theses** similar to typical Master's-level theses, although with explicit policy relevance and relationship. This option is discussed more below.

These two written products differ more in their intended audiences than in quality or quantity of work. Professional reports are written for a specific audience (client), to assist in decision-making and program management or evaluation, while theses are written for a general audience, for anyone in the world who would be interested in their subjects.

Fellows should make a decision on which route they will take for meeting their Professional Writing requirement by the end of their second semester (end of the spring semester of the first year). It is important to make the decision by this date so that the summer as needed to support the fellow's decision. For example, fellows who choose the professional report often do much of the work on their report during their summer internship.

Professional Report

Most fellows undertake an **internship** during the summer between their first and second years, and most of these assignments require some written report or output from the work engaged in. Some fellows, having done this professional work, would like to develop their analysis to a higher level, with more research, more data assembly and analysis, more detailed evaluation and explanation. Fellows choosing this option to demonstrate professional writing and analytical skills may spend a semester enrolled in an independent study or directed reading course with a Public Affairs field faculty member but they are not required to do so. If a fellow decides to do an independent study, it will NOT count as one of the 16 courses required for the MPA. Instead, like the Capstone course, it is a 17th course in service to the professional writing requirement.

The faculty advisor overseeing a fellow's professional report is typically the fellow's academic advisor although it does not have to be. If the fellow wants support from a faculty member who is not their advisor, it is the responsibility of the fellow to identify and recruit a faculty member with subject matter expertise to advise on and evaluate the project. Working with a faculty advisor through a directed reading course can develop the fellow's writing and learning into a more complete and useful document for the client and others but is not necessary. In general, professional reports will be written by a single fellow for a specified client according to that client's needs. For this to meet the professional writing requirement, the report needs to be approved by both a representative of the client and either the academic advisor or the faculty member who supervised the independent study if an independent was done.

It is possible for 2-3 fellows to collaborate in a joint consultancy and prepare a joint professional report. For this to meet the professional writing requirement, the joint report needs to be approved by a representative of the client and the academic advisor(s) or faculty member(s) who will supervise the study (as above), but, in addition, in the case of jointly produced professional reports, fellows must get prior approval in writing from their faculty advisors, the Director of Graduate Studies and their client supervisor; each fellow must contribute equally to the report and both must agree in writing that their contributions are equal; and they must document their individual contributions to it by clearly indicating who did/wrote what (1) in the table of contents and (2) in a brief prefatory statement outlining their division of labor. In general, it is very hard to meet the conditions for producing a joint professional report. Fellows who are working for the same organization are strongly advised to prepare separate, independently written reports.

Fellows who are planning on writing a professional report are required to participate in the proseminar that is offered during their third semester. Their Professional Report Preliminary Form, along with a copy of the project description, must be signed by the thesis advisor and submitted to the CIPA GFA Office no later than the end of the first semester of their second year.

Thesis

For some Fellows, perhaps because they intend to pursue a Ph.D. beyond the MPA degree and have some particular **topical concern** within the broad domain of public affairs that can be well-served by broad-ranging but focused research, writing a thesis that corresponds to the Graduate School's MA or MS degree requirements will be another acceptable way to meet the professional writing requirement. Fellows who choose this option will be responsible for finding a willing faculty member within the field of Public Affairs, who will serve as a thesis advisor. Because a thesis advisor should have some expertise in the subject matter of the thesis, usually the thesis advisor will be different from the Fellow's academic advisor. A listing of Public Affairs field faculty can be found on the CIPA website. For writing a thesis, Fellows may enroll for a

semester of directed reading or independent study under the supervision of their thesis advisors, but they are not required to do so. A Fellow must be in good academic standing to choose a thesis as their professional writing requirement. If a Fellow decides to do an independent study, it will NOT count as one of the 16 courses required for the MPA. Instead, like the Capstone course, it is a 17th course in service to the professional writing requirement.

Fellows who are planning on writing a MPA thesis are required to participate in the thesis proseminar sessions that are offered during the fall semester of their second year. They must submit a Thesis Prospectus Form, along with a copy of the thesis prospectus, signed by their proposed thesis advisor, to the CIPA Office no later than the end of the first semester of their second year.

The MPA thesis must meet the format requirements of the Graduate School. For formatting specifications, fellows should consult the *Doctoral Dissertation & Master's Thesis: Formatting, Production, and Submission Requirements Guide* available outside of the Graduate School Registrar's Office in Caldwell Hall. Limited copies of this document are also available in the CIPA GFA Office.

Procedures and Timeline

Fellows should discuss these options with their respective academic advisors during the first year and should make tentative decisions among the three options by the end of their first year. A final decision may await the completion of the summer professional experience, as this could become the basis for submitting a professional report. Please review the Timeline for Completing the MPA degree program is located near the end of the Handbook. The final Program Plan of Study should be filed in the CIPA office at the beginning of the third semester and must include their professional writing option, so that fellows are clear about what remains to be completed in their final semesters before graduation. Some fellows plan to complete the writing of a thesis or professional report during the summer after their fourth semester, receiving their degree in August. This is acceptable to the program, but it should be something planned, not the consequence of missing the deadline for a May graduation.

This Plan of Study will show which semester the fellow plans to take the Capstone seminar in his/her second year, and whether with a domestic or international focus; or alternatively, it will indicate whether the fellow is planning to complete a professional report or a MPA thesis, with plans, if needed for a thesis, for independent study or directed reading in which semester, and with what faculty supervision. Fellows who do not make decisions on these questions by the start of the second year cannot expect that they will necessarily be able to graduate in May. This decision, which should be discussed with and concurred in by the fellow's academic advisor, will be reviewed by the DGS.

Occasionally, the subject area chosen for a thesis or professional report can best be advised on by a faculty member who is not a member of the field of Public Affairs. In consultation with his/her academic advisor, the fellow may seek agreement from a faculty member outside the Public Affairs field to serve as his/her thesis or professional report advisor, since subject-matter expertise is valued and something to be developed during a fellow's career at Cornell. The fellow must inform the Director of Graduate Studies if they choose a thesis advisor from outside of the field of Public Affairs.

Role of the Thesis/Professional Report Advisor

The role of the faculty advisor for the thesis, and the faculty advisor and supervisor from the client organization for the professional report, is to provide periodic advice to the fellow on issues related to the scope, content and organization of the professional report or thesis, and to ensure the quality of the final project prior to submission. Responsibility for writing an acceptable thesis or professional report remains fully with the fellow. CIPA does not operate with the same 'special committee' system for all fellows that the Graduate School prescribes for academic Master's or Ph.D. degrees. For the thesis option, fellows should follow Graduate School norms and procedures for thesis preparation, presentation and defense.

Approval of the Thesis/Professional Report

Approval of this writing project is conveyed by faculty advisors signing the abstract of the thesis or an executive summary of the project paper, as well as by signing the CIPA Thesis/Professional Report Approval Form (see forms online). Where the thesis or professional report advisor is a member of the field of Public Affairs, only his/her signature is needed on the report/thesis to be filed in the CIPA office, to be kept in the permanent archives. Where the thesis advisor is not a field member, both that thesis advisor and the fellow's academic advisor will need to sign the abstract of the thesis or project paper and the associated approval forms. This ensures that all CIPA theses/ professional reports are approved by a member of the field of Public Affairs to be considered as completing the degree requirements. Fellows completing a professional report must also obtain the approval of their supervisor at the host (client) organization as noted above.

Fellows who wish to have a thesis advisor who is not a member of the field of Public Affairs can request that this advisor be designated as a special thesis advisor, or possibly the faculty member can be added (elected) to the field of Public Affairs (but this requires some time). In addition, as noted above, the fellow's academic advisor will also need to review and approve the thesis or professional report, which will require more time between completion of the thesis draft and final approval (allowing time for any necessary revisions or polishing). While the thesis or professional report advisor has primary responsibility for supervising and approving the thesis or report, fellows should keep their academic advisor informed on the timeline and substance of the thesis/report if they want to be assured of meeting graduation requirements as planned.

To get sufficient and timely feedback from faculty supervising a thesis or professional report, drafts need to be submitted to advisors enough in advance for the material to be read and commented upon. Schedules for submission of drafts need to be worked out with advisors in advance. Theses and professional reports that are not of an acceptable quality, in presentation as well as substance, may not be approved in time for degree conferral as anticipated if too little time for feedback is allowed. Both theses and professional reports are more substantial undertakings than a research paper for a seminar or course.

Finalizing the Thesis/Professional Report

Upon receiving faculty approval of their thesis or professional report, fellows should submit this document in final form to the CIPA GFA Office. In order to graduate on schedule at the end of a given academic term, Fellows need to turn in the following documents no later than two weeks before the graduation date so that CIPA can meet Graduate School deadlines:

- One electronic copy of thesis or professional report
- A completed CIPA Thesis Approval Form or CIPA Professional Report Approval Form

Fellows are expected to provide their academic advisors and/or their client organization with copies of their final thesis or report.

ACADEMIC ADVISING

CORE FACULTY

CIPA Fellows can take courses according to their professional objectives and academic preparation from a wide, multi-disciplinary variety of faculty members across the university. However, to provide cohesion to the program and coherence in advising, CIPA is guided, and most advising is done, by a set of core faculty who come from many disciplines and (presently) six colleges, listed below. They share a commitment to Cornell's providing quality graduate education for careers in public service of many types. The core faculty bring a range of experience and involvement in domestic U.S. and international public affairs to their teaching and advising. There are also over 100 Cornell faculty who are members of the graduate field of Public Affairs who can serve as thesis advisors and whose courses broaden curriculum opportunities. The core faculty are field members more involved in the management and direction of the CIPA program.

Core Faculty

Sharon Tennyson, CIPA Director, Professor, Department of Policy Analysis and Management
292 Caldwell Hall (607) 255-2619 sharontennyson@cornell.edu

Nancy Brooks, Visiting Associate Professor and Director of Graduate Studies, Department of City and Regional Planning
212 Sibley Hall (607) 255-2186 NB275@cornell.edu

Nancy Chau, Professor, Charles H. Dyson School of Applied Economics and Management
212 Warren Hall (607) 255-4463 HYC3@cornell.edu

Ralph Christy, Professor, Charles H. Dyson School of Applied Economics and Management
204 Warren Hall (607) 255-2194 RDC6@cornell.edu

Kieran Donaghy, Professor, Department of City and Regional Planning
315 W. Sibley Hall (607) 254-4865 KPD23@cornell.edu

Oliver Gao, Associate Professor, Civil and Environmental Engineering
324 Hollister Hall (607) 254-8334 HG55@cornell.edu

R. Richard Geddes, Associate Professor, Department of Policy Analysis and Management
251 Martha Van Rensselaer (607) 255-8391 RRG24@cornell.edu

Joseph Grasso, Associate Dean for Finance and Administration
309 Ives Hall, ILR Dean's Office (607) 254-6374 JEG68@cornell.edu

Matthew Hall, Associate Professor, Department of Policy Analysis and Management
295 Martha Van Rensselaer (607) 255-1639 MSH284@cornell.edu

D. Peter Loucks, Professor, Civil and Environmental Engineering
311 Hollister Hall (607) 255-4896 DPL3@cornell.edu

John Sipple, Associate Professor, Developmental Sociology
261 Warren Hall (607) 255-3005 JWS28@cornell.edu

John Tobin, Professor of Practice, Environmental Finance and Impact Investing
182 Martha Van Rensselaer (607) 255-6876 JT728@cornell.edu

Norman Uphoff, Professor, Department of Government and International Agriculture
187 Martha Van Rensselaer (607) 255-1902 NTU1@cornell.edu

ACADEMIC ADVISORS

Upon entering the MPA program, each Fellow is assigned a member of the CIPA instructional faculty or core faculty as an advisor based on the area of interest that was indicated in his/her CIPA application. Following registration, fellows may elect to change this advisor via a Petition Request Form (see forms online) if they think that some other member of the faculty would be more appropriate given (sometimes changing) career interests.

Faculty advisors represent a broad overview of the CIPA program and are available to provide information on courses. They assist fellows in finalizing their program-of-study and course choices. They may also help fellows identify an appropriate thesis or professional report advisor if this is the professional writing option a fellow wishes to pursue.

When requesting a CIPA-specific program adjustment such as a substitution for a course requirement, fellows should consult directly with their advisor first. CIPA Petition Forms can be found online or in the CIPA Office. The Director of Graduate Studies has responsibility on behalf of the Core Faculty and the Field of Public Affairs for maintaining the coherence of the CIPA curriculum as well as for enabling fellows to get the most benefit from their Cornell studies and has final approval over curriculum substitutions.

REGISTRATION INFORMATION

Cornell has a two-step registration process. The first involves becoming **registered as a graduate student** at Cornell University through its Graduate School. This registration covers things like the privilege to enroll in, access to the library system, assignment of an e-mail address, and enrollment in health insurance. This registration precedes and is not to be confused with **course registration**, or **enrollment**, which is discussed here.

CIPA Fellows register for their courses on-line, using a computer facility called Student Center. This service enables fellows to request classes for the upcoming semester during the pre-enrollment period before a semester begins, and to enroll in or to drop classes for the current semester during what is called **the add-drop period**. This is a three-week period at the start of each semester during which graduate students register for the courses that they will take that semester and can ‘un-register’ for any that they have signed up for but then decide not to take. Access and instructions for using Student Center can be found on the Office of the University Registrar’s Website: <http://registrar.sas.cornell.edu/student/enroll.html>. A complete listing of academic dates can be found at: <http://www.cornell.edu/academics/calendar/>.

While many undergraduate courses require pre-enrollment, partly because some have limits (caps) on course enrollment, most graduate courses have no pre-enrollment or do not require this. Graduate Fellows need to do their final course registration (enrollment) *by the end of the third week of the semester*. This means that they can ‘shop around’ before this deadline, making decisions about the set of courses that they will take during a semester after they can get acquainted with them directly. This distinguishes Cornell from most other institutions as CIPA Fellows and all graduate students can select their courses with more information than just a capsule description and syllabus to go on.

Registering for 1-Credit or 2-Credit Courses:

For a course to fulfill a CIPA requirement as being a ‘course’ (one of the 16 that must be completed to earn the MPA degree), it must be at least 3 credits. (Three- and four-credit courses are counted essentially the same within the CIPA system.) Fellows who want to enroll in a 1-credit or 2-credit course can get CIPA credit for a ‘course’ by pairing it with another 2- or 1-credit course, for a total of at least 3 credits. A 1-credit and a 2-credit course, two 1.5 credit courses or two 2-credit courses get counted as a ‘course’ for degree purposes. Three 1-credit courses do not get counted as one course nor does two 1-credit plus a 1.5 credit count as a course.

Registering for a Course in the Cornell Law School:

Enrollment in Law School courses for non-JD degree candidates is by permission of the Law School only. CIPA Fellows should be aware that the Law School operates on a slightly different academic schedule than the rest of the university; classes may begin one to two weeks earlier than CIPA courses. In addition, the Law School maintains a separate registration system that must be done in-person at the Law School Registrar's Office, located at 161 Myron Taylor Hall. Information on courses offered, complete course descriptions, and course meeting times are available online at <http://support.law.cornell.edu/Fellows>.

Registering for a Course in the Johnson Graduate School of Management:

CIPA Fellows may enroll in some Johnson School core or elective courses with the consent of the JGSM instructor of that course. The Johnson School manages its own registration and maintains strict guidelines about adding and dropping a course. Please consult Johnson course descriptions for information on enrollment.

GENERAL COURSE ADVICE**Summer Webinar in Statistics, Microeconomics and Excel**

Fellows who have limited preparation in quantitative and economic analysis, given their lack of previous coursework in economics or statistics and/or low scores on the quantitative section of the GRE, are advised to enroll in CIPA's foundational 'webinar' prior to matriculation. This webinar, which is made available as a distance-learning experience, covers elementary statistical analysis, microeconomic theory, and excel applications. Its objectives are: 1) to provide fellows with some basic terminology and skills that will make it easier for them to engage in graduate coursework at CIPA, and 2) to provide academic advisors with some metric for determining the level of quantitative coursework that fellows can reasonably enroll in during their first semester.

Material is presented in a series of modules, with instructors holding virtual office hours with fellows throughout the summer prior to start of fall semester. There is no tuition fee for fellows participating in the foundational webinar, but they will need to purchase some textbooks for this. CIPA will inform incoming fellows whose background in economics and quantitative analysis looks insufficient for starting coursework at the expected level and invite them to take the webinar. Other fellows who would like to *refresh their understanding* of economic and statistical concepts and methods prior to the start of classes are welcome to participate in the webinar, and may arrange for this by contacting Thomas O'Toole at tjo22@cornell.edu.

English as a Second Language

For CIPA Fellows who believe they need to strengthen their professional English skills, ESL courses are strongly advised during the first semester. Fellows who start the MPA program with a minimum-acceptable level of English are also advised to defer courses that require much reading/writing until their second semester of graduate study, by which time their command of English should have substantially improved.

There are opportunities to take credit-bearing ESL courses on campus, and the current offerings for each year are outlined in the CIPA orientation materials for international students. CIPA Fellows may enroll in these courses if their TOEFL and/or GRE verbal scores suggest they could benefit from some additional training in academic English. Fellows interested in enrolling in these courses should discuss the idea with their faculty advisor and contact Thomas O'Toole at tjo22@cornell.edu with additional questions.

Please note: Fellows may count a maximum of one semester of ESL coursework as part of their specialized (professional development) coursework, with permission. Fellows may **not** take an ESL course during their second year of the program. Fellows who need this support are strongly encouraged to do it their first semester.

CIPA Concentration

Fellows each select a concentration that is appropriate for their respective backgrounds and their career interests. While it is possible to pursue a career transition at CIPA, two years is not enough time to obtain the subject matter depth and breadth necessary to compete with seasoned practitioners already operating in the new sub-field. It is recommended that fellows who would like to concentrate in international development, for example, should have at least some prior field experience in a developing country in order to be competitive in the employment market post-graduation, or if they want to concentrate on human rights that they have some prior experience in this policy area.

CIPA does not have ‘dual’ or ‘combined’ concentrations because five courses is not that many for attaining a reasonable degree of mastery in any single concentration areas. However, there is a great deal of flexibility in putting together a concentration. Someone interested in international development and social policy (e.g., aging) could choose development courses that deal with demographic and/or health issues, to design a development concentration which focuses on issues affecting an aging population; or conversely, a fellow could have a social policy concentration that includes appropriate development-oriented courses.

The choice of courses to constitute a fellow’s concentration is one of the most important parts of any CIPA course of study. The concentration should NOT be a smorgasbord or potpourri of diverse courses. Fellows should consider what combination of subjects within their chosen concentration will give them both reasonable breadth (coverage) of the area chosen and also some identifiable expertise within that concentration, possibly amplified by work done in the capstone course or for a professional report or thesis. A well-constructed concentration should reflect some purposiveness and coherence.

No fellow can know now what she or he will be doing 5, 10 or 20 years from now. But ‘as the bough is bent, so grows the tree.’ Fellows are positioning themselves, by their choice of courses and by the competences that they develop while at Cornell, for careers along certain trajectories. There will be various career-changing opportunities that arise in most people’s lives, so it is good to be prepared intellectually for a range of career paths. This is why the CIPA curriculum combines a reasonably diverse set of foundational courses, complemented by the fellow’s individually-determined concentration.

ACADEMIC STANDARDS

CIPA functions under the aegis of the Graduate School of Cornell University and thus operates within its procedures and policies. CIPA Fellows can consult a general, comprehensive overview of Cornell Graduate School policy and requirements on-line at: <http://gradschool.cornell.edu/policies> and <http://gradschool.cornell.edu/requirements>.

The publications listed on the Graduate School’s web page on University Policies and Procedures contain general requirements pertaining to all fellows enrolled in the Graduate School. CIPA, like many other graduate fields, has its own additional guidelines, and fellows are responsible for familiarizing themselves with these regulations also.

REGISTRATION REQUIREMENTS

At the beginning of each semester, all students must register with the university. Registration establishes a fellow’s status as a Cornell student and confers access to the range of university resources and services available to all students. **Registration** is not, however, synonymous with **course enrollment**, which is a separate process discussed above.

Registration is necessary each semester until a fellow either completes the MPA degree or withdraws from Cornell -- unless a leave of absence for health or other reasons is petitioned for and granted. Each regular degree student is expected to complete the requirement of four registered semesters with reasonable continuity. CIPA Fellows normally pay the same tuition, and continue receiving the same financial aid from CIPA, whether they are studying in Ithaca or during semesters in Washington, Nepal, Rome, or Mysore.

COURSES AND GRADES

CIPA Fellows take at least 16 courses during the two years, usually 4 per semester plus CIPA Colloquium. **They are expected to take all of the courses that are planned for meeting their degree requirement for a letter grade, except for those courses that do not offer this as an option.** (Some courses are taught only with pass/fail grading.) Of the 14 foundation and concentration courses, fellows are permitted to enroll in no more than 2 courses on a Pass/Fail basis and only when a letter grade is unavailable.

A grade of B- or above in at least 14 out of the 16 courses is required for completing the MPA degree. While as many as two grades of C or C+ are acceptable, in no case will a grade of C- or below be counted toward satisfying the requirements of the degree. For courses that only offer a Pass / Fail grading option, the fellow should find out from the course instructor in advance (prior to the end of the course add/drop period) whether the standard for receiving a Pass grade is consistent with CIPA requirements (i.e., B- or above). It is the obligation of each CIPA Fellow to understand and comply with CIPA's academic standards.

The official university grading system is based on letter grades with pluses and minuses. These are the quality-point equivalents:

A+	=	4.3	B+	=	3.3	C+	=	2.3
A	=	4.0	B	=	3.0	C	=	2.0
A-	=	3.7	B-	=	2.7			

To maintain eligibility for academic funding from CIPA, fellows must maintain at least a B average (3.0). Fellows who perform below a B average during the first semester will receive a notice from the CIPA Director of Graduate Studies, informing them that they are on academic probation and if they still have a cumulative GPA lower than a B average at the end of their second semester, they will not be eligible for financial aid during their second year. If a fellow's GPA is lower than a C average at the end of any semester, this will be grounds for separation from the program. A CIPA Fellow who is on academic probation must make a special appointment to meet with his or her advisor and the DGS to develop an academic plan in writing for the completion of their degree.

Fellows may be granted an Incomplete (INC) in a course when two conditions are met:

- The fellow has a substantial equity at a passing level in the course with respect to work already completed (i.e., completion of assigned written work and any exams, regular attendance and class participation), and
- The fellow has been prevented by circumstances beyond his or her control, such as illness or family emergency, from completing all of the course requirements on time.

It is the fellow's responsibility to initiate a request for a grade of Incomplete, and the reasons for requesting an Incomplete must be acceptable to the instructor, who shall specify what the specific make-up requirements are. CIPA requires that a statement signed by the instructor be on file indicating the reason for the grade of incomplete and the requirements/restrictions agreed upon, for making up the Incomplete.

The Graduate School requires that all grades of Incomplete be made up within one year, or the grade will be frozen on the transcript. Once an Incomplete is frozen, a fellow must petition to the Graduate School to have

the grade changed. It is the fellow's responsibility to see that all grades of Incomplete are made up within the deadline, and that the grade has been properly recorded with the Office of the Registrar.

Fellows who receive two incomplete grades (INC or NGR) from their first semester will receive a warning notice from the CIPA Director of Graduate Studies. Any fellows who get two additional incomplete grades during their second semester (a total of four unresolved incompletes) will be placed on academic probation and will not be eligible for financial aid during their second year.

RESIDENCE REQUIREMENT

CIPA Fellows must complete four semesters of full-time study in the program.

Relevant coursework taken prior to entering the CIPA program at some other institution or at Cornell does not count toward shortening the period of study at CIPA. It will, though, strengthen the fellow's record for employment and justify taking more advanced coursework in the CIPA program. Similarly, taking an overload of coursework while in the program does not shorten the time necessary to complete the degree.

A semester spent in one of CIPA's off-campus study options can count as one of the four required semesters, and at most one semester off-campus in an approved program can be counted. No other off-campus study programs are approved to fulfill a registered semester requirement.

COURSE LOAD REQUIREMENTS

CIPA Fellows are expected to enroll in 4 full-semester program-related courses plus CIPA Colloquium during each of the four semesters they are at CIPA, for a minimum of 16 courses in total. These 16 courses must include 9 foundation courses, 5 concentration courses, and 2 additional courses related to a fellow's professional development.* CIPA fellows may take more than 16 courses during their four semesters at Cornell. Fellows cannot earn the MPA in less than four semesters unless they both have a Cornell undergraduate degree and are approved for the accelerated MPA available to them. In that situation, those students will likely be able to complete the degree in three semesters but not less than that.

Undergraduate courses below 4000 (with some exceptions such as ECON 3030, 3040, 3125 and selected 3000-level PAM courses) may generally not be used to meet MPA degree requirements. Some courses numbered in the 4000s which have no equivalent at a higher number level and which are relevant to the fellow's professional development may be appropriate components of a course of study in consultation with the fellow's advisor. In general, fellows are strongly encouraged to pursue coursework at the 5000 and the 6000 level as these are more advanced and are appropriate for graduate study. Courses at the 7000 level (and some 6000 level courses) are generally for Ph.D. students and should only be taken by CIPA Fellows who have the appropriate advanced training. Fellows should consult closely with their faculty advisors in their course selection process and use the add/drop period to carefully consider course choices.

*As noted earlier, international fellows who find English challenging (even though they have met the Graduate School's minimum TOEFL requirements) are encouraged to enroll in either a writing class, or in an English as a Foreign Language class their first semester or possibly second. Such courses may be counted toward the specialized professional development coursework requirement.

PETITION PROCESS

Fellows may request waivers or changes to some CIPA program requirements. This is done formally through a written petition to CIPA, the College of Human Ecology or the Graduate School depending on the nature of the waiver request. The petition must present clear rationale and appropriate evidence that a waiver or substitution is needed and warranted. All petitions must be approved before the beginning of the semester during which the substitution will occur. At the very latest, the petition must be signed and submitted before the end of the add period. In no case can petitions be submitted for retroactive approval. Finally, petitions will not be considered for waiving required foundation courses.

CIPA petitions are intended for CIPA-specific program adjustments such as:

- Substituting a different course (than one listed in CIPA materials) for meeting an established course requirement. The petition must be approved before the substitute course is taken.
- Pursuing an off-campus study option.
- Requesting a substitute Cornell course for the CIPA Capstone requirement (see page 61 of this Handbook), or
- Waiving colloquium if you have a course time conflict

CIPA petitions may be downloaded from the CIPA web site or are available in hard copy in the CIPA office. All petitions must be typed and signed. Handwritten petitions will not be considered.

College of Human Ecology petitions are used for:

- Adding or dropping a course after the add/drop period has ended
- A leave of absence for personal reasons

CHE petitions may be downloaded from the CHE's registrar's website.

Graduate School petitions are to be used for requesting exceptions to graduate student regulations such as

- A leave of absence request for health reasons
- An in absentia request

Graduate School petition forms are available in the Graduate Office or at <http://www.gradschool.cornell.edu> under "Publications and Forms."

REGISTRATION IN ABSENTIA/LEAVES OF ABSENCE

The MPA degree is a two-year (four-semester) program of coursework and professional experience. Normally this is completed in four consecutive semesters in residence at Cornell or with three semesters in residence with one semester in an approved off-campus study program.

Under special circumstances and in consultation with their academic advisors and the CIPA Director of Graduate Studies, **registration 'in absentia'** in conjunction with the Fellow's MPA program can be approved, or a **leave of absence** can be taken for one semester as explained below.

- **'In absentia' registration** is appropriate only for fellows who will be working full-time off-campus on an approved research project or internship that is integral to their MPA degrees. This signifies that they are practically continuing their program of study but are in an off-campus location.
- Going **'on leave'** is appropriate for fellows who must interrupt their studies—whether for health or other personal reasons, or to participate in an approved off-campus study program that requires enrollment in

another institution. That program even if dovetailing with the CIPA MPA program is not the same thing as being enrolled with the Cornell Graduate School.

NOTE: Fellows who register in absentia are not able to enroll in coursework at another institution. (The Graduate School does not allow students to be concurrently registered both at Cornell and another institution.)

Academic work done while registered 'in absentia' can possibly be counted toward the MPA since gaining in absentia status requires work that is integral to a fellow's course of study. Work that fellows may do while 'on leave' will not count toward the MPA, unless approved in advance by their advisor and the DGS.

International fellows who require visas for their study at Cornell typically do not lose their visa status when registered 'in absentia,' while visa status changes if a fellow goes 'on leave.' **ALL VISA ISSUES RELATED TO 'IN ABSENTIA' REGISTRATION OR GOING 'ON LEAVE' MUST BE DISCUSSED WITH THE I.S.S.O. BEFORE PETITIONING FOR EITHER STATUS TO ENSURE THAT THE RESULTS WILL BE SATISFACTORY.**

REGISTRATION 'IN ABSENTIA'

'In-absentia' status provides an opportunity for fellows to pursue a professional engagement typically related to a research project during the academic year, usually just one semester, in a location at least 100 miles away from the University's Ithaca campus. The research or work done during an in absentia semester must be integral to the fellow's course of study.

In-absentia status may only be granted in the fellow's second year of study and is limited to one semester, except under exceptional circumstances. Fellows when in-absentia are not eligible for financial aid from CIPA. However, the financial aid award agreed upon at admission will resume once the fellow returns to Cornell from in-absentia status (after one semester).

In-absentia petitions for a fall-semester leave must be submitted to the Graduate School by June 15; and for the spring semester, by Nov. 1. Petitions received after these deadlines, if approved, may be subject to late-registration fees and finance charges. Fellows who are registering to be in-absentia for a semester should settle their Bursar accounts prior to the first day of classes of that semester and should provide the Bursar's Office with their billing address for the in-absentia period.

To be registered in-absentia, fellows must complete an "In Absentia Petition" form from the Graduate School, outlining the reasons why they need to pursue meeting their degree requirements off-campus. When registering in-absentia, fellows may waive the Student Health Insurance Plan (SHIP) requirement if they can show that they will have adequate insurance coverage. Otherwise, they must make payments to continue with SHIP. Note also that fellows must complete any required summer registration while registered in-absentia. Summer registration is a separate process required of all students who receive financial aid, assistantships, or use campus facilities during the summer. The application forms for in-absentia registration are available at www.gradschool.cornell.edu/forms.

FOR INTERNATIONAL FELLOWS, note that in-absentia registration DOES count as full registration for immigration purposes, so their F-1 status will be maintained. Note further that **FELLOWS ON AN F-1 VISA CANNOT APPLY FOR OFF-CAMPUS WORK AUTHORIZATION UNTIL THEY HAVE COMPLETED AT LEAST ONE FULL ACADEMIC YEAR OF STUDY.**

To CIPA Fellows to obtain in-absentia registration status, the following steps are involved to ensure that appropriate arrangements are made regarding financial aid and visa status, where relevant:

1. Complete all required Graduate School forms AT LEAST ONE MONTH in advance of the Graduate School deadline (May 15 for the following fall semester; October 1 for the spring semester) so that the necessarily consultation with academic advisors and CIPA administration can be completed in good time.
2. A fellow seeking to register in-absentia to conduct field research for a thesis or professional report must develop and present a detailed proposal, outlining the research question, methodology, research timeframe, and a preliminary bibliography. In the proposal, the rationale for field research should be fully explained: why it is necessary to acquire thesis/professional report data via field research, rather than by other means — e.g., from existing data sets, etc.

If wishing to register in-absentia to pursue a professional engagement, a fellow must develop a detailed proposal outlining why the engagement proposed is integral to achieving the fellow's professional objectives, and why these objectives cannot otherwise be met through the usual means of satisfying CIPA's practical experience requirement: summer internships, off-campus study, Public Service Exchange, Capstone Program.

3. Meet with the fellow's academic advisor to discuss the research proposal/professional development rationale for being approved to register in-absentia.
4. Meet with the CIPA Director of Graduate Studies to discuss the research proposal/professional development rationale for registering in absentia. Obtain approval (signature) from the Director of Graduate Studies on all required Graduate School paperwork.
5. Submit the required Graduate School paperwork to its office in Caldwell Hall by the deadline.

LEAVE OF ABSENCE

A leave of absence can be granted for personal or medical reasons, or to participate in an approved off-campus study program that requires enrollment in another institution. To have a leave approved, a fellow must file a "Leave of Absence/Withdrawal" form. The Graduate School Registrar handles the forms for a health LOA and the College of Human Ecology Registrar handles all personal LOA requests. Please contact the DGS and the CIPA office before beginning a LOA application.

A leave of absence may normally only be taken in a fellow's second year of study, and is limited to one semester, except under exceptional circumstances.

Fellows on leave are not eligible for financial aid. However, the financial aid award agreed upon at admission can be reinstated once the fellow returns from leave (after one semester).

During a leave of absence, fellows will not have access to campus facilities and personnel. In most cases, this means that fellows will no longer have access to labs, libraries, and online resources that require a NetID. Fellows on medical leave also cannot remain in student housing.

International Fellows who hold a nonimmigrant visa and are considering requesting a leave of absence, or who are considering leaving the U.S. for any reason, must talk to a staff member of the International Students and Scholars Office (ISSO) because international students need to be continuously registered during the Fall and Spring semesters to maintain their visa status.

- Any fellow considering a leave or international travel should right away discuss options for maintaining their visa status with an ISSO advisor.

- Also, before leaving Cornell for any travel outside the U.S., international students need to contact the Graduate Student Services Office and ISSO at Cornell for information on how to maintain their visa eligibility for reentry.

ANY INTERNATIONAL STUDENT, before initiating the application for a leave of absence, must meet with an advisor in ISSO to discuss how to maintain legal immigration status. AS NOTED ABOVE, STUDENTS ON AN F-1 VISA CANNOT APPLY FOR OFF-CAMPUS WORK AUTHORIZATION UNTIL THEY HAVE COMPLETED AT LEAST ONE (1) FULL ACADEMIC YEAR.

The question of whether to register in-absentia or to take a leave of absence to pursue field research or a professional public affairs related engagement off-campus is a personal and professional decision that should be taken with advice from faculty and other academic/career advisors. Taking a leave severs the fellow's relationship with the University during the leave period. Also, CIPA financial aid is suspended until the fellow returns to full-time, registered status. A fellow on leave will not have financial support to undertake field research or professional engagements during the leave period, and this can entail significant expense (living/travel).

Registering in-absentia or taking a leave of absence does not shorten the time to degree. Fellows returning from in-absentia status or from a leave of absence are still expected to complete the four-semester of coursework required for the MPA degree (if their leave semester did not include coursework at another institution which is pre-agreed to be counted toward CIPA requirements). Fellows participating in a CIPA off-campus program in Washington, DC, in Rome, or in Kathmandu are neither on leave nor in-absentia; so their studies and field work in these programs will count toward the degree.

Fellows are strongly advised to discuss any leave plans with their respective academic advisors and with the Director of Graduate Studies before pursuing the option of registration in-absentia or a leave of absence.

COMPLEMENTARY AND JOINT DEGREES

CIPA recognizes that, for some fellows, there are significant academic and professional advantages to pursuing complementary studies in CIPA and another degree program. With approval by the CIPA Director of Graduate Studies, MBA students at the Johnson Graduate School of Management, MEng. Students in the College of Engineering, and JD students at Cornell Law School may count up to twelve credits of their degree programs toward the MPA degree. Likewise, CIPA Fellows may count up to twelve credits of their MPA programs toward the MBA, MEng. and JD degrees. This complementary degree program reduces the time to complete both degrees by one semester (fellows may earn both degrees in 3.5 years). Students must be accepted to both degree programs independently, and admission to one degree program should not be understood as enhancing the likelihood of admission to the other. Fellows who are interested in complementing their MPA degree with an MBA, MEng. or JD degree must demonstrate to their academic advisor and the CIPA Director of Graduate Studies both a sound purpose for their course of studies, as well as the ability to thrive within the rigors of such a program. Fellows are advised to initiate discussion of their plans for complementary degrees with their academic advisors as soon as possible after matriculating at CIPA.

CIPA has developed a formal joint degree program with the Sloan Program in Health Administration. Fellows who are successfully admitted to both graduate programs may complete the Master of Public Administration (MPA) and Master of Health Administration (MHA) degrees in three years. This intensive joint degree program is designed for fellows whose academic and professional objectives would be furthered by coursework and professional engagement in both programs. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

Complementary degree programs should only be pursued by students in good academic standing, and who are making satisfactory progress toward the MPA degree. Complementary degree students should discuss their plan for finishing both degrees with their academic advisor as soon as possible after receiving an offer of admission. A complementary degree declaration form (available in the CIPA main office and through the "forms" section of the CIPA website) should be submitted to the CIPA GFA office within two weeks of receiving an offer of admission from a complementary degree program.

CORNELL'S CODE OF ACADEMIC INTEGRITY

Absolute integrity is expected of every Cornell student in all academic undertakings. Integrity entails a firm adherence to a set of values, and those most essential to an academic community are grounded on the principle of honesty with respect to the intellectual efforts of oneself and others. Academic integrity is expected not only in formal coursework situations, but in all university relationships and in all interactions connected to the educational process, including the use of university resources. Both students and faculty of Cornell assume the responsibility for maintaining and furthering these values.

A Cornell student's submission of work for academic credit indicates that the work is the student's own. All outside assistance should be acknowledged; sources must be credited; and the student's academic position truthfully reported at all times. In addition, Cornell students have a right to expect academic integrity from their peers.

- A student shall in no way misrepresent his or her work. All CIPA Fellows must understand how to properly cite prior work and others' work.
- A student shall in no way fraudulently or unfairly advance his or her academic position.
- A student shall refuse to be a party to another student's failure to maintain academic integrity.
- A student shall not in any other manner violate the principle of academic integrity.

Failure to observe these expectations and requirements will have serious consequences for anyone breaching them. The Cornell Code of Academic Integrity must be read carefully by all CIPA Fellows. It can be read online at <http://cuinfo.cornell.edu/Academic/AIC.html>. Fellows are responsible for fully understanding the Cornell Code of Academic Integrity. Failure to understand the Code is never a defense against an academic integrity charge. Fellows who have any questions about the Code should speak with their advisors. Concepts and standards can vary between countries, so international Fellows have to be particularly careful to understand and abide by the American concepts and standards followed at Cornell.

Please note that CIPA will be participating in a program that runs computer checks on written work that can identify and document plagiarism. Such checks are becoming more and more standard, so it behooves everyone to abide by the norms that expect/require original work and to make explicit attribution and crediting of others' work where cited or otherwise used.

CIPA will pursue expulsion for any CIPA Fellow convicted of more than one academic integrity violation. Fellows with any academic integrity violations are ineligible for induction into Pi Alpha Alpha, the public affairs honor society.

PUBLIC AFFAIRS FIELD FACULTY

The graduate school is organized into more than 90 major fields of study, or subject areas, of which public affairs is one. Fields are not limited to traditional college or department divisions, or traditional disciplines so they may draw together faculty members from several colleges, departments, and related disciplines in accordance with scholarly interests.

Fellows in the MPA program have the opportunity to create a program of study that incorporates courses and faculty expertise across a range of subjects. CIPA currently has more than one hundred Public Affairs field faculty members, appointed in 26 departments from across campus.

FIELD FACULTY LISTING BY DEPARTMENT

Africana Studies

N'Dri Assie-Lumumba
Locksley Edmondson
Salah Hassan

Animal Science

Alice Pell

Anthropology

Magnus Fiskesjo
Kathryn March
Vilma Santiago-Irizarry

Applied Economics and Management

Christopher Barrett
Arnab Basu
Nancy Chau
Ralph Christy
Jon Conrad
Mark Conostas
Miguel Gomez
David Just
Ravi Kanbur
Steven Kyle
David Lee
Shanjun Li
Prabhu Pingali
Greg Poe

Biological and Environmental Engineering

Tammo Steenhuis

City and Regional Planning

Richard Booth
Nancy Brooks
Kieran Donaghy
John Forester
Susan Christopherson
Neema Kudva
Stephan Schmidt

Michael Tomlan

Mildred Warner

Civil and Environmental Engineering

Ricardo Daziano
H. Oliver Gao
D. Pete Loucks
Thomas O'Rourke
Jery Stedinger

Communications

Sahara Byrne
Jonathon Schuld

Design and Environmental Analysis

Paul Eshelman

Development Sociology

Alaka Basu
David L. Brown
Parfait Eloundou-Enyegue
Shelley Feldman
Charles Geisler
Thomas Hirschl
Philip McMichael
John Sipple
Lindy Williams
Wendy Wolford

Economics

Henry Wan, Jr.

Government

Valerie Bunce
Allen Carlson
Peter Enns
Matthew Evangelista
Gustavo Flores-Macias
Ronald Herring
Michael Jones-Correa

Peter Katzenstein
Kenneth Roberts
M. Elizabeth Sanders
Martin Shefter
Norman Uphoff
Nicolas Van de Walle
Christopher Way

Hotel School

Sheryl Kimes

Human Development

Anthony Burrow
Elaine Wethington

Industrial and Labor Relations

Marya Besharov
Lance Compa
Maria Cook
Ronald Ehrenberg
Gary S. Fields
Joseph Grasso
Robert Hutchens
George Jakubson
Harry Katz
Sarosh Kuruvilla
Pamela Tolbert

Johnson Graduate School of Management

Lourdes Casanova
Glen Dowell
Robert Frank
Robert Jarrow
Vithala Rao

Landscape Architecture

Sherene Baugher

Law School

George Hay
Robert Hockett
Muna Ndulo

Saule Omarova

Mechanical and Aerospace Engineering

Zellman Warhaft

Natural Resources

Barbara Knuth
Steven Wolf

Near Eastern Studies

Ross Brann

Nutritional Science

John Hoddinott
David Pelletier
Sera Young

Plant Breeding

K. V. Raman

Policy Analysis and Management

Rosemary Avery
John Cawley
R. Richard Geddes
Matthew Hall
Don Kenkel
Hyuncheol (Bryant) Kim
Alan Mathios
Laura Tach
Sharon Tennyson
William Trochim
Maureen Waller
Nicolas Ziebarth

Information Science

Steven Jackson

Sociology

Victor Nee

FIELD FACULTY LISTING BY CONCENTRATION

Environmental Policy

Christopher Barrett
Richard Booth
Nancy Brooks
Lourdes Casanova
Nancy Chau
Jon Conrad
Glen Dowell
Oliver Gao
Charles Geisler
Steven Jackson
Barbara Knuth
Neema Kudva
David Lee
Shanjun Li
D. Pete Loucks
Kathryn March
Philip McMichael
Stephan Schmidt
Jonathon Schuldt
Jery Stedinger
Tammo Steenhuis
Michael Tomlan
Norman Uphoff
Steven Wolf

Applied Economics and Management
City and Regional Planning
City and Regional Planning
Johnson Graduate School of Management
Applied Economics and Management
Applied Economics and Management
Johnson Graduate School of Management
Civil and Environmental Engineering
Development Sociology
Information Science
Natural Resources
City and Regional Planning
Applied Economics and Management
Applied Economics and Management
Civil and Environmental Engineering
Anthropology
Development Sociology
City and Regional Planning
Communications
Civil and Environmental Engineering
Biological and Environmental Engineering
City and Regional Planning
Government
Natural Resources

Economic and Financial Policy

Christopher Barrett
Arnab Basu
Richard Booth
Nancy Brooks
Nancy Chau
Susan Christopherson
Kieran Donaghy
Glen Dowell
Rick Geddes
Miguel Gomez
John Hoddinott
Robert Jarrow
H. Bryant Kim
Steven Kyle
David Lee
Shanjun Li
Sharon Tennyson
Mildred Warner

Applied Economics and Management
Applied Economics and Management
City and Regional Planning
City and Regional Planning
Applied Economics and Management
City and Regional Planning
City and Regional Planning
Johnson Graduate School of Management
Policy Analysis and Management
Applied Economics and Management
Nutrition Science
Johnson Graduate School of Management
Policy Analysis and Management
Applied Economics and Management
Applied Economics and Management
Applied Economics and Management
Policy Analysis and Management
City and Regional Planning

Government, Politics and Policy Studies

Richard Booth
Ross Brann
Nancy Brooks
Valerie Bunce

City and Regional Planning
Near Eastern Studies
City and Regional Planning
Government

Lourdes Casanova
 Allen Carlson
 Nancy Chau
 Maria Cook
 Locksley Edmondson
 Peter Enns
 Matthew Evangelista
 Shelley Feldman
 Gustavo Flores-Macias
 R. Richard Geddes
 George Hay
 Robert Hockett
 Michael Jones-Correa
 Peter Katzenstein
 Pete Loucks
 Theodore Lowi
 Kathryn March
 Alan Mathios
 Victor Nee
 Kenneth Roberts
 Saule Omarova
 Elizabeth Sanders
 Jonathon Schuldt
 John Sipple
 Sharon Tennyson
 Norman Uphoff
 Nicolas Van de Walle
 Christopher Way
 Mildred Warner
 Lindy Williams
 Wendy Wolford

Johnson Graduate School of Management
 Government
 Applied Economics and Management
 Industrial and Labor Relations
 Africana Studies
 Government
 Government
 Development Sociology
 Government
 Policy Analysis and Management
 Law School
 Law School
 Government
 Government
 Civil and Environmental Engineering
 Government
 Anthropology
 Policy Analysis and Management
 Sociology
 Government
 Law School
 Government
 Communications
 Development Sociology
 Policy Analysis and Management
 Government
 Government
 Government
 City and Regional Planning
 Development Sociology
 Development Sociology

Human Rights and Social Justice

N'Dri Assie-Lumumba
 Sherene Baugher
 Richard Booth
 Nancy Brooks
 David L. Brown
 Anthony Burrows
 Nancy Chau
 Maria Cook
 Matthew Evangelista
 Shelley Feldman
 Magnus Fiskesjo
 Robert Frank
 Charles Geisler
 Salah Hassan
 Matthew Hall
 George Hay
 Sarosh Kuruvilla
 D. Pete Loucks
 Kathryn March
 Philip McMichael
 Muna Ndulo

Africana Studies
 Landscape Architecture
 City and Regional Planning
 City and Regional Planning
 Development Sociology
 Human Development
 Applied Economics and Management
 Industrial and Labor Relations
 Government
 Development Sociology
 Anthropology
 Economics
 Development Sociology
 Africana Studies
 Policy Analysis and Management
 Law School
 Industrial and Labor Relations
 Civil and Environmental Engineering
 Anthropology
 Development Sociology
 Law School

Prabhu Pingali
Kenneth Roberts
Vilma Santiago-Irizarry
Martin Shefter
Norman Uphoff
Maureen Waller
Lindy Williams
Wendy Wolford

Applied Economics and Management
Government
Anthropology
Government
Government
Policy Analysis and Management
Development Sociology
Development Sociology

International Development

N'Dri Assie-Lumumba
Christopher Barrett
Alaka Basu
Richard Booth
Nancy Brooks
David L. Brown
Nancy Chau
Mark Constat
Maria Cook
Ralph Christy
Locksley Edmondson
Parfait Eloundou-Enyegue
Shelley Feldman
Salah Hassan
George Hay
Ronald Herring
Steven Jackson
John Hoddinott
H. Bryant Kim
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D. Pete Loucks
Kathryn March
Philip McMichael
Muna Ndulo
Alice Pell
Prabhu Pingali
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Henry Wan Jr.
Mildred Warner
Wendy Wolford

Africana Studies
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City and Regional Planning
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Africana Studies
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Information Sciences
Nutrition Sciences
Policy Analysis and Management
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Civil and Environmental Engineering
Anthropology
Development Sociology
Law School
Animal Science
Applied Economics and Management
Plant Breeding
Government
Economics
City and Regional Planning
Development Sociology

Public and Nonprofit Management

Marya Besharov
Richard Booth
Nancy Brooks
Nancy Chau
Lance Compa
Gary Fields
R. Richard Geddes
Charles Geisler
Joseph Grasso
George Hay
Sheryl Kimes

Industrial and Labor Relations
City and Regional Planning
City and Regional Planning
Applied Economics and Management
Industrial and Labor Relations
Industrial and Labor Relations
Policy Analysis and Management
Development Sociology
Industrial and Labor Relations
Law School
Hotel School

D. Pete Loucks
Kathryn March
John Sipple
Pamela Tolbert
Michael Tomlan
William Trochim
Norman Uphoff
Mildred Warner

Civil and Environmental Engineering
Anthropology
Development Sociology
Industrial and Labor Relations
City and Regional Planning
Policy Analysis and Management
Government
City and Regional Planning

Science, Technology, Infrastructure Policy

Richard Booth
Nancy Brooks
Nancy Chau
Ricardo Daziano
Glen Dowell
Ronald Ehrenberg
Oliver Gao
R. Richard Geddes
Steven Jackson
David Just
Steven Kyle
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Thomas O'Rourke
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Social Policy

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Paul Eshelman
Shelley Feldman
John Forester
Matthew Hall
Thomas Hirschel
Robert Hutchens
Michael Jones-Correa
George Jakubson
David Just
Harry Katz
Don Kenkel
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Nicolas Ziebarth

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Sociology
Nutritional Sciences
Policy Analysis and Management

TIMELINE FOR COMPLETING THE MPA DEGREE PROGRAM

Important 'milestones' for CIPA Fellows:

As a general rule, CIPA Fellows should meet with their academic advisors **at least once per semester** to keep them up-to-date on their study plans and progress. Failure to meet the following milestones will result in a **loss of good standing** in the program. A loss of good standing in the program will put a fellow's CIPA funding in jeopardy, might prevent a fellow from participating in an off-campus study semester, and/or graduating on time.

Semester 1:

Before classes begin: Each first year CIPA Fellow will meet with his/her advisor for a group advising session or in a make-up session set up within the advisor's time availability, or with some other advisor designated by CIPA if the assigned advisor is not available at this time. This will ensure that Fellows know both the procedures and expectations for their studies at Cornell.

During the first two weeks of the semester: The CIPA Fellow's first-semester course schedule must be discussed with and approved by the faculty advisor. This approval may be done through an email correspondence if there has been prior discussion before classes begin and if it is not possible to meet in-person before the end of the add-drop period. It is crucial that the first-semester course schedule be confirmed by the advisor before the end of the third week and it is too late to add or drop courses.

Any CIPA Fellows who intend to spend a semester away from Ithaca in one of CIPA's approved programs or are enrolled in a dual degree program must work especially closely with their advisers to establish a course of study plan and to-do list to enable them to achieve those goals.

At the end of the first semester, fellows should meet with their advisors to review their Plan of Study, Declaration of Concentration and Concentration narrative. These documents will be submitted to the CIPA office. These forms should be completed and submitted by the end of the first semester and under no conditions later than the beginning of the second semester.

Semester 2:

No later than the beginning of the second semester (No later than last day of January) **Completed CIPA program plan of study forms** are due in the CIPA GFA office, signed by advisors after appropriate consultation (see page 8 of the Program Handbook). Even though only the first semester has been completed, the plan of study lists all 16 courses that are proposed by the Fellow for completing their MPA degree requirements.

This is not a contract but rather an indicative plan that the fellow and his/her advisor are agreed on as a course of study that will qualify for an MPA degree once completed. If with further information or consideration it can be improved upon, by agreement with your advisor the plan can be modified.

Your **declaration of concentration**, accompanied by a 1 or 2-page narrative statement explaining your choice of concentration and listing a proposed set of five courses that constitute a coherent concentration suitable for a Masters Degree in Public Affairs/Public Administration, is also due no later than the beginning of your second semester. Both of these documents can be revised at any time in consultation with your advisor, and they must be revised if significant changes are made to the concentration. After CIPA Fellows have declared their concentration, they may change advisors if some other member of the Core Faculty more closely matches their interests. CIPA Fellows who would like to change advisors must first contact the CIPA office.

During the second semester: CIPA Fellows should discuss with their advisors their plans for meeting the professional writing requirement (capstone, professional report, or MPA thesis). CIPA Fellows should make their choice **no later than the start of the third semester**. This date is important because those who opt for a thesis or professional report instead of the capstone experience (course) need to get started by the beginning of the second year and to participate in the Proseminars offered to facilitate completion of a thesis or professional report. Registration for enrollment in a capstone course, either fall or spring semester of the Fellow's second year, needs to be done at this time if this will be how the Fellow expects to fulfill the professional writing requirement.

A *tentative decision* should actually be made by the end of the second semester. But finalizing this decision may need to await completion of the summer professional experience, as this could become the basis for submitting a professional report (see page 15 of the Program Handbook).

Semester 3:

At beginning of the third semester (i.e., during the first or second week of the semester while it is still possible to add or drop courses): **CIPA program plan of study** and **declarations of concentration** must be again reviewed with advisors and signed again by them. The updated plan of study and declaration of concentration with narrative (which may or may not be revised from that submitted at the end of the first semester) need to be resubmitted to the CIPA office during the start of the third semester (see pages 4 and 5 of the Program Handbook). This revised plan of study must include the Fellow's professional writing requirement choice (capstone, professional report, or MPA thesis).

Note: If a fellow's plan of study is revised subsequently during the second year of the program, the Fellow is responsible for meeting with his/her advisor for review and for resubmitting the signed document(s) to the CIPA GFA office. Fellows are responsible for having an accurate plan of study on file in the CIPA GFA office at all times from the end of their first semester. This plan of study will be compared with fellows' transcript before they are put on the list for graduation.

Fellows who plan on writing a professional report or MPA thesis must participate in the **Proseminars** on professional writing that are conducted for them by core faculty during the third semester. Fellows who are planning to write an MPA thesis must also identify a willing thesis advisor who will typically be different from their CIPA academic advisors.

By end of the third semester: Fellows opting to write a professional report or an MPA thesis need to have completed, to get signed, and to file in the CIPA GFA office, a thesis prospectus or a professional report preliminary approval form. These forms are available on-line.

Semester 4:

By the beginning of the fourth semester: After making final course selection, any changes to the plan of study must be reviewed with your advisor, and if there are any changes, a final plan of study must be submitted to the CIPA GFA office so that this final plan of study matches the Fellow's transcript when graduation is certified.

Before the end of the fourth semester: If the Capstone course has not been taken to meet the professional writing requirement, final drafts of the professional report or MPA thesis should be submitted to the advisor(s) for review typically at least six weeks before the date that the Graduate School has set for applying for May graduation or for an August or December degree conferral, and the approval form for the professional report or MPA thesis signed by the advisor(s) must be submitted to the CIPA office by the date set by the Graduate School for applying for May graduation or for August or December degree conferral.

CIPA PLAN OF STUDY

Name _____

Concentration _____

Anticipated Degree Date _____
Semester / Year

Focus (optional) _____

Signature of CIPA Core Advisor _____ Date _____

Approval: By signing here, the advisor acknowledges that they have reviewed the Fellow's proposed plan of study and believe it meets the academic requirements of CIPA, although final responsibility for insuring that the plan of study meets all CIPA requirements remains with the CIPA Fellow.

Printed name of CIPA Core Advisor _____

NOTE: CIPA Fellows are expected to take all courses for a letter grade, except for those courses that do not offer a letter grade as an option. Fellows are only permitted to enroll in a maximum of two courses on a Pass/Fail basis and only when a letter grade is unavailable.

CORE FOUNDATION COURSEWORK								
Administrative, Political and Policy Processes								
Group 1: Leading and Managing in Organizations (Choose one from the following)								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade
PADM 5110	Public Administration							
PADM 5114	Organizational Design, Change and Leadership							
PADM 5410	Nonprofit Management and Finance							
PADM 5450	International Public and NGO Management							
PADM 5570	Corporate Responsibility							
Group 2: Analyzing Politics and Processes for Public Decision making (Choose one from the following)								
PADM 5130	Legal Aspects of Public Agency Decision Making							
PADM 5380	Translation of Research into Policy and Practice							
PADM 5619	Politics, Policy and Political Management							
PADM 5655	Planning and Management of Agricultural and Rural Development							
PADM 5656	Institutional Reform in Developing Countries							

Economic Analysis								
Group 1: Intermediate Microeconomics (Choose one from the following)								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade
CRP 5122	Intermediate Microeconomics for Public Affairs							
ECON 3030	Intermediate Microeconomics (requires calculus)							
PAM 5470	Microeconomics for Management and Policy (spring entrants only)							
Applied Course*								
* Students who have demonstrated proficiency in intermediate microeconomics choose an applied economics course for this foundation requirement.								
Group 2: Microeconomics of Government Policy (Choose one from the following)								
ECON 4260	Public Finance: The Microeconomics of Government (requires calculus)							
ILRLE 6420	Economic Analysis of the Welfare State							
PADM 5220	Economics of the Public Sector							
PAM 5080	Economics of the US Social Safety Net							
PAM 5130	Behavioral Economics and Public Policy							
PAM 5170	Market Regulation and Public Policy							
PAM 5400	Economics of Consumer Policy							

Quantitative Methods and Analytics								
Group 1: Inferential Statistics (Choose one from the following)								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade
CRP 5450	Inferential Statistics for Planning and Public Policy							
PAM 5100	Applied Multivariate Statistics in Public Affairs							
PAM 5690	Regression Analysis and Managerial Forecasting							
Applied Course*								
* Students who have demonstrated proficiency in inferential statistics choose an advanced applied statistics course for this foundation requirement.								

Group 2: Decision-Analytic Methods (Choose one from the following)								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade
CRP 5250	Introductory Methods of Planning Analysis							
PADM 5320	Public Systems Modeling							
PADM 5340	Introduction to Evaluation							
PADM 5345	Evaluation of International Programs and Projects							
PADM 5449	Systems Thinking and Modeling for Public Affairs							
PAM 5300	Cost Benefit Analysis							

ELECTIVE FOUNDATION COURSEWORK								
Three additional semester-length courses (or equivalent) in the Foundation Areas								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade

CONCENTRATION COURSEWORK								
Five semester-length courses (or equivalent) in one of the eight concentration areas								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade

SPECIALIZED COURSEWORK								
<i>Two semester-length courses or equivalent</i>								
		Earlier Work	FA 20__	SP 20__	FA 20__	SP 20__	Credit Hours	Grade

CIPA COLLOQUIUM

Must enroll each semester

PADM 5010	CIPA Weekly Colloquium	N/A						
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PRACTICAL EXPERIENCE

Internship:

Institutional Affiliation _____ Dates of Internship _____

Other: _____

PROFESSIONAL WRITING REQUIREMENT

Please choose one:

MPA Thesis ☐ Professional Report ☐ Int'l Capstone Project ☐ Domestic Capstone Project ☐

Title _____

Thesis Advisor(s) and/or Client _____

Date Submitted _____

CIPA DECLARATION OF CONCENTRATION

Name _____ Date _____

Cornell ID# _____ E-Mail _____

Chosen Area of Concentration: Please check one from the list below.

- _____ Environmental Policy
- _____ Economic and Financial Policy
- _____ Government, Politics, and Policy Studies
- _____ Human Rights and Social Justice
- _____ International Development Studies
- _____ Public and Nonprofit Management
- _____ Science, Technology and Infrastructure Policy
- _____ Social Policy

Your concentration and its relationship to your professional objectives: Please list the concentration coursework you intend to take to fulfill the requirements for your concentration. ATTACH A ONE to TWO PAGE STATEMENT OF YOUR PROFESSIONAL OBJECTIVES FOR CHOOSING THIS CONCENTRATION INCLUDING A COMPELLING RATIONALE ARTICULATING HOW THE COURSES LISTED BELOW COMPRISE A COHERENT CONCENTRATION AND HELP YOU ACHIEVE YOUR PROFESSIONAL GOALS.

This narrative statement is a very important opportunity for professional and intellectual self-reflection as you carefully consider what you hope to do in your future with the career you will pursue upon completing your MPA.

1. _____
2. _____
3. _____
4. _____
5. _____

Anticipated Graduation Date (Semester/Year): _____

Academic Advisor's Concurrence: _____(signed)

Date: _____

Fellows: This form is to be completed and submitted along with the narrative statement to the CIPA GFA Office at the end of the first semester and definitely no later than the beginning of the second semester in the MPA program.

CIPA MPA Thesis Prospectus Form

Name _____

Address _____

Phone _____

E-Mail _____

Cornell ID# _____

Project Title: _____

Approval

By signing here, the advisor acknowledges that the attached thesis prospectus meets the academic expectations of CIPA.

Signature of thesis advisor _____

Printed name of advisor _____

Date _____

Fellows: This form, along with a copy of the thesis prospectus, must be submitted to the CIPA GFA Office no later than the end of the first semester of your second year. (December 1st for fall admission start date and May 1st for spring admission start date.)

CIPA MPA THESIS APPROVAL FORM

Name _____

Address _____

Phone _____

E-Mail _____

Cornell ID# _____

Project Title: _____

Approval

This is an acknowledgement that the above-named Fellow has completed a thesis for the Master of Public Administration degree that meets the academic standards set forth by CIPA.

*Signature of thesis advisor _____

Printed name of advisor _____

Date _____

*If the thesis advisor is not a member of the field of Public Affairs, the fellow's academic advisor must also approve the thesis.

*Signature of CIPA academic advisor _____

Printed name of advisor _____

Date _____

Fellows: This form, along an electronic copy of the thesis in PDF format, should be submitted via email to jld21@cornell.edu no later than two weeks before graduation.

CIPA MPA PROFESSIONAL REPORT PRELIMINARY FORM

Name _____

Address _____

Phone _____

E-Mail _____

Cornell ID# _____

Project Title: _____

Approval

By signing here, the advisor acknowledges that the project outlined by the above-named Fellow meets the academic standards of CIPA.

Signature of faculty advisor _____

Printed name of advisor _____

Date _____

By signing here, the client organization supervisor confirms that the project outlined by the above-named Fellow meets the professional expectations of client organization. Approval to undertake the project is hereby granted. The supervisor also acknowledges that it is permissible for a copy of this professional report to be archived at CIPA and reviewed by a CIPA faculty member.

Signature of supervisor _____

Printed name of supervisor _____

Phone/e-mail of supervisor _____

Date _____

Fellows: This form, along with a project description, must be submitted to the CIPA GFA Office no later than the end of the first semester of your second year. (December 1st for fall admission start date and May 1st for spring admission start date.)

CIPA MPA PROFESSIONAL REPORT APPROVAL FORM

Name _____

Address _____

Phone _____

E-Mail _____

Cornell ID# _____

Project title: _____

Approval

The advisor acknowledges that the above-named Fellow has completed a professional report for the Master of Public Administration degree that meets the academic standards set forth by CIPA.

Signature of faculty advisor _____

Printed name of advisor _____

Date _____

By signing here, the client organization supervisor confirms that the project outlined by the above-named Fellow has completed a professional report that meets the expectations of his/her organization or agency.

Signature of supervisor _____

Printed name of supervisor _____

Phone/e-mail of supervisor _____

Date _____

Fellows: This form, along with an electronic copy of the professional report in PDF format via email to jld21@cornell.edu.

CAPSTONE PROJECT FORM

Name _____

Address _____

Phone _____

E-Mail _____

Project Title _____

By signing here, the instructor confirms that the CIPA Fellow is enrolled and participating in the Capstone Project:

Signature of Capstone Instructor _____

Printed Name of Capstone Instructor _____

Date _____

Fellows: This form must be submitted to the CIPA GFA Office upon completion of the Capstone Course.

CIPA PETITION REQUEST

Name _____ Date _____

Cornell ID# _____ E-Mail _____

CIPA petitions are intended for CIPA-specific program adjustments such as:

- Substituting a different course (than one listed in the CIPA materials) for meeting an established course requirement. The petition must be approved before the substitute course is taken. Waivers for the three required core foundation courses are not given and, thus, cannot be petitioned.
- Pursuing an off-campus study option
- Requesting a substitute for the CIPA Capstone Requirement

Note: Requests for adding and dropping classes after the deadline for this is passed, or for a grade change or a leave of absence, should be made directly to the Cornell Graduate School. The Graduate School petition can be found online: <http://www.gradschool.cornell.edu>.

PETITION (If more space is needed, please type up petition on a separate sheet and attach it.)

EXPLANATION

Academic advisor(s)

Date

Complete the top portion of this form (please type!) and submit it to the CIPA Office.

Office Use Only

ACTION TAKEN

Approved

Denied

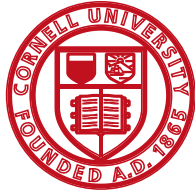
COMMENTS:

_____ Director of Graduate Studies	_____ Date
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Directions for completing CIPA Petition Request:

1. Please obtain the approval of your academic advisor. **Note:** CIPA Colloquium (PADM 5010) waivers will need approval of CIPA Executive Director, Thomas O'Toole.

Please submit your completed, typed request to the CIPA GFA Office (201A Caldwell Hall) for consideration by the Director of Graduate Studies. The signature of your academic advisor is required before you submit your request to the CIPA GFA Office.



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Cornell Institute for Public Affairs

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Ithaca, NY 14853-2602

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Email: cipa@cornell.edu

Web: <http://www.cipa.cornell.edu>