

MPA Course Guide

for 2016 cohort

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Overview of CIPA Course Requirements

During two years of study, CIPA Fellows must satisfactorily complete at least sixteen semester-length courses or their equivalent, typically four courses per semester. The MPA course curriculum includes the following components:

- **Foundation Coursework -- nine semester-long courses or equivalent**

- A. Core Competency Foundation Coursework:

- Two courses in each of the three foundation areas listed below with one course in each of the foundation sub-areas:

- Administrative, Political and Policy Processes

- a. One course on leading and managing in the public affairs arena
 - b. One course analyzing politics and processes for implementing policy

- Economic Analysis and Public Sector Economics

- a. One course on intermediate microeconomics for public affairs (unless a fellow demonstrates proficiency)
 - b. One course on the microeconomics of government and policy

- Quantitative Methods and Analytics

- a. One course on inferential statistics for public affairs (unless a fellow demonstrates proficiency)
 - b. One course on decision analytic methods for public affairs

- B. Elective Foundation Coursework:

- Three additional courses chosen from any of the foundation areas.

- **Concentration Coursework -- five semester-long courses or equivalent**

- Five courses within **one** of the eight concentration areas offered in the program.

- **Specialized Coursework -- two semester-long courses or equivalent**

- Two courses to strengthen professional preparation, which may include statistical, analytical or mathematical skills, professional writing or speaking, leadership or management, or additional skills or knowledge needed for a fellow's selected concentration. CIPA Fellows may also want to consider including a course from the list of General Concentration courses, or from the list of Public and Nonprofit Management courses as one of their two specialized/professional development courses.

- **Colloquium – enrollment required every semester in residence**

To earn the MPA degree, CIPA Fellows must additionally complete the following requirements:

- **Practical Experience**

- Almost all fellows engage in summer internships. Some fellows choose to do off-campus externships and/or participate in Cornell's Public Service Exchange. More information about the practical experience component of the MPA degree is in the Program Handbook.

- **Professional Writing**

- Most CIPA Fellows choose to participate in the CIPA Capstone program to satisfy the professional writing requirement. Some fellows instead will choose to write a professional report or a thesis. More information about the professional writing requirement options is available in the Program Handbook.

Within the above framework, each CIPA fellow will craft an individualized MPA that will serve their professional goals. At the end of the first semester of study, CIPA fellows will prepare a complete Plan of Study and Concentration Declaration with a justifying narrative (see two documents on next several pages). Fellows will consult with their academic advisor and after the advisor has approved, the documents will be filed in the CIPA GFA Office. The documents can and must be updated if a fellow's plan of study changes. The CIPA MPA requires that fellows take responsibility for creating their optimal MPA and, thus, CIPA Fellows are responsible for ensuring that they are meeting all program requirements. Fellows should read this document and the Program Handbook carefully and consult regularly with their advisors.

Please read the CIPA MPA Program Handbook carefully for more information and detail about the overall curriculum. This course guide offers advice on appropriate courses for the foundation and the concentration areas of study, and is intended as a complement to the Program Handbook.

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 _____

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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.

FOUNDATION COURSEWORK

To develop a strong foundation of cross-disciplinary knowledge for working in the broad domain of public affairs, CIPA Fellows all take coursework in three complementary foundation areas:

1. Administrative, Political and Policy Processes -- how public affairs are conducted and the processes by which policies are made and carried out.
2. Economic Analysis and Public Sector Economics - how to allocate scarce resources among alternative uses in public affairs.
3. Quantitative Methods and Analytics - how options and results in public affairs are determined and evaluated.

To fulfill their foundational course requirements, fellows will each take two courses in each of these three foundation areas, for a total of six courses. These courses are chosen one each from six designated sets of courses which are further described below.

We strongly encourage all fellows to complete their six non-elective foundation courses during their first year and certainly no later than the end of their third semester. This requirement creates an identifiable foundational core to the CIPA curriculum that will help the fellow during their second year.

In addition, each fellow will choose 3 elective foundation courses. There is considerable diversity in the list of elective foundation courses, so fellows have scope for selecting a set of courses that they think will meet their respective professional needs and objectives. It is important for fellows to have a clear rationale for their combination of courses in this area, rather than just selecting from the listed courses to 'meet requirements'.

Core Competency Foundation Courses

Fellows must enroll in at least one of the courses in each of the six core-competency areas listed below. There are two core competency (sub-foundation) areas for each of the three foundation areas.

Administrative, Political, and Policy Processes

The Guiding Principle for the Analytical, Political and Policy Processes Foundation area:

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 the utilization of 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).

Group 1: One course on leading and managing in the public affairs arena, chosen from the following:

PADM 5110: Public Administration

O'Toole

Spring

This course prepares fellows to work within government departments and agencies, state and local authorities, and nonprofit public benefit corporations; and with private firms working in the public interest at the interface with governments and public benefit corporations. While the emphasis is on local and mid-size organizations, some material will address international and domestic national level organizations. The course prepares fellows to conduct research on public organizations, leadership and management, and to be effective in public careers.

PADM 5114: Organizational Design, Change and Leadership

Cabrera and Cabrera

Spring

This course explores four functional elements required to design, develop, lead, and manage a complex adaptive organization. Students will gain a deep understanding of the historical stages of research in organizational leadership, change, and design. They will explore the essential importance of organizational learning and development of culture through shared mental models in order to perform a thorough analysis of mission-critical systems that yield capacity for carrying out coordinated daily tasks that subsequently lead to the goal state of the system. They will challenge conventional concepts of vision, mission, goals, and strategy to design organizations that enculturate a clear and concise organizational end state (vision) and a simple rule set for daily action (mission). Students will explore case studies in organizational design and leadership to gain experience using the tools and methods of the course.

PADM 5410: Nonprofit Management and Finance

Grasso

Fall

This course provides students with a practitioner's focus on financial and managerial issues in the nonprofit sector, including universities, hospitals, government agencies, and foundations. The course will include an overview of nonprofit financial statements, debt issuance, endowment management, credit analysis, organizational governance issues, strategic planning, industry trends, executive compensation, and philanthropy. Students will gain a comprehensive overview of all critical aspects of nonprofit management.

PADM 5450: International Public and NGO Management

Mathiason

Fall and Spring

This course develops from a general discussion of the differences between management of international public and NGO organizations and similar organizations at the national level or below, through an examination of the management process in the context of results-based management, which is the dominant approach taken in both public and non-governmental organizations. It then examines the application of analysis methods to specific organizations. The goal is to provide students with the tools to be intelligent consumers of international services and effective participants in their governance.

PADM 5570: Corporate Responsibility

Tobin

Fall

This course will provide an overview of the area of corporate sustainability, with particular emphasis on the finance industry, and the focus will be on understanding how a growing recognition of the challenge of sustainability affects corporate behavior. The competing demands of maximizing shareholder returns and meeting stakeholder expectations concerning environmental management, social benefits, and ethical behavior create a variety of reputational and other risks for corporations, but also create opportunities for these entities to demonstrate a responsible approach to doing business.

Group 2: One course on analyzing politics and processes for implementing policy, chosen from the following:

PADM 5130: Legal Aspects of Public Agency Decision Making

Manne

Fall

This course introduces the application of legal concepts to decision-making processes conducted by governmental agencies, particularly at the federal level. It explores how constitutional law, statutory law, and judge-made law shape agency decisions. Attention is given, for example, to roles agencies play in American government, differences between rule-making proceedings and adjudications, rights of parties to obtain judicial review of agency decisions, how judges review factual and legal determinations by agency officials, and the rights of parties appearing before agencies.

PADM 5380: The Translation of Research into Policy and Practice

Whitlock

Spring

Translational research is the multi-phased process by which research-generated knowledge relevant to health outcomes comes to serve the general public. Although logical to closely link science to practice, doing this raises critical questions about what constitutes “evidence,” how it gets used or misused, and what happens when people disagree about “the facts.” As such, the design, testing, and dissemination of evidence-based program models represents a growing field of scientific inquiry. This course explores questions related to both the knowledge side of the equation (e.g. How does knowledge become “evidence”?), and the translation process (e.g. What factors affect adoption of evidence-based programs, approaches or policies?).

PADM 5619: Politics, Policy and Political Management

Lamb

Fall

This course examines political aspects of policy making that increasingly influence policy outcomes. Students will gain a familiarity with political concepts covered in the course, providing tools to help separate consequential policy proposals and political actions from political antics. The course will examine the U.S political system, how parties have evolved, and how partisan politics is impacting governing today at federal, state, and local levels. The course will address how the public and outside interest groups influence politics and policy-making through campaigns, public engagement, lobbying, and activism. This goal of the course is to provide future policy professionals with an insider’s perspective on governing today.

PADM 5655: Planning and Management of Agricultural and Rural Development (also IARD 6030)

Uphoff

Spring

This course reviews experience and approaches for the planning and implementation of agricultural and rural development in a range of developing countries, with particular attention to contemporary issues of participation, decentralization, local institutions, capacity-building, civil society, social capital, and empowerment. Case studies from Asia, Africa, and Latin America.

PADM 5656: Institutional Reform in Developing Countries

Rumi

Spring

This course will focus on the theory and practice of institutional reform in developing and transitional countries. Several developing countries have been grappling with the challenge to restructure public bureaucracies to make them responsive to citizen needs as well as instruments of regulation for dynamic markets. Citizens in most developing countries have been articulating the need for effective and efficient service delivery from their states as well as civil society. However, delivery of public services, entitlements and regulation demand functional governance mechanisms that negotiate the limited resources and capacities to deliver outcomes. This course will acquaint the students as to how certain countries and communities across the globe have attempted to improve their institutions and governance.

Economic Analysis and Public Economics

The Guiding Principle for the Economic Analysis and Public Economics Foundation area:

CIPA graduates should have a solid foundation of knowledge in economics especially public sector economics. This includes understanding of supply and demand, marginal analysis, the price mechanism, and market structures, as well as standard rationales for government intervention in the marketplace. Such rationales include externalities, public goods provision, income redistribution and information asymmetries, among others. Fellows should understand the value of basic economic concepts for understanding and assessing human interactions and public policy. CIPA Fellows should have competence in microeconomics and public economics and, depending on career interests, in one or more specific fields of economics.

Group 1: One course in intermediate microeconomics for public affairs, chosen from the following:

CRP 5122: Intermediate Microeconomics for Public Affairs

Brooks

Fall

Fellows who do not have a prior background in intermediate level microeconomics will take this course during their first semester unless they would prefer to take an intermediate microeconomics course that uses calculus. This course covers the intermediate level microeconomic theory necessary to understand the many applications of economics presented in subsequent courses you will take as a CIPA Fellow. The primary learning goals of this course are (1) to learn the core concepts of microeconomics and (2) to develop analytical problem-solving skills. This course differs from typical intermediate-level microeconomic courses in that there

will be more emphasis on the role of policy and the public sector in the economy, although understanding the role and importance of markets will remain central.

ECON 3030: Intermediate Microeconomics (requires calculus)

Staff

Fall and Spring

This course should be viewed as an alternative to CRP 5122 for those fellows who have taken a microeconomics course at an introductory level and are interested in studying intermediate microeconomics using calculus-based analysis. In this course the pricing processes in a private enterprise economy are analyzed under varying competitive conditions, and their role in the allocation of resources and the functional distribution of national income is considered.

PAM 5470: Microeconomics for Management and Policy (spring entrants only)

Kleiner

Spring

Fellows who enter the MPA program in the spring semester and do not have a prior background in intermediate level microeconomics will take this course during their first semester. This course introduces microeconomic theory and its application to decision making in the management and policy arenas. Places special emphasis on the economic environment of health care organizations and the problems faced by managers in this environment.

Note: Fellows who have demonstrated competency in intermediate microeconomics will instead take an applied economics course in an area of their interest. See note on page 22 and list of suggested courses in applied economics.

Group 2: One course on the microeconomics of government policy, chosen from the following:

Note: All of these courses require CRP 5122 or an alternative intermediate microeconomics as a prerequisite and, thus, must be taken after the fellow has completed their intermediate microeconomics course or demonstrated competency.

ECON 4260: Public Finance: The Microeconomics of Government (requires calculus)

Wissink

Fall

This course analyzes the role of government in a free market economy. Topics include public goods, market failures, allocation mechanisms, optimal taxation, effects of taxation, and benefit-cost analysis. Current topics of an applied nature vary from semester to semester.

ILRLR 6420: Economic Analysis of the Welfare State

Hutchens

Spring

This course uses the tools of public economics to analyze modern welfare states. Although examples are drawn from several countries, the course focuses on the United States, Canada, and Sweden. What are the rationales for the level of government intervention in these states, and how do these rationales square with notions of market failure? What are the economic costs and benefits of taxes, transfers, and regulations in these states? Can voting models explain the growth and operation of welfare states? The possible answers to these questions are discussed.

PADM 5220: Economics of the Public Sector

Staff

Spring

This course covers topics in public economics, macroeconomics, and political economy. The course will use the tools of economics to consider when and how government should intervene in the economy, and how different levels of government might intervene differently; fiscal and monetary policy tools and effects, basics of the business cycle, and determinants of economic growth; private incentives that impact the behavior of government actors and how that may impact policy design.

PAM 5080: Economics of the US Social Safety Net

Leung

Spring

This course provides an overview of the major programs that make up the social safety net in the United States, and the various issues in program implementation and design. We will review the economic rationale behind social programs, identify the economic consequences of these programs, and assess the empirical research on these topics. A major emphasis of this course will be on understanding the strengths and limitations of the core methodologies used in the existing economics literature.

PAM 5130: Behavioral Economics and Public Policy

Tripp

Spring

Standard economic theory assumes that individuals are rational decision-makers; however, that is often not the case in the real world. Behavioral economics uses findings from psychology to determine ways in which individuals are systematically irrational to improve upon existing models. The first part of this course reviews these theories, while the second part of the course focuses on how these findings have been used to design better education, health, and tax policies as well as many others.

PAM 5170: Market Regulation and Public Policy

Geddes

Spring

This course provides an overview of basic topics in the economics of regulation. It uses the tools of microeconomics to investigate government interventions in the marketplace, considering both the rationale for and the effects of such interventions. Alternative theories of government intervention in the marketplace will be considered, including those grounded in the public interest theories those grounded in private interests such as wealth redistribution and regulatory capture. Specific examples of regulation, including individual industry regulation and broader social regulation are analyzed, and various methods of government intervention are considered. Different methods of government intervention including direct regulation, government enterprise, and the liability system, will also be considered. Current regulatory issues will be used as examples.

PAM 5400: Economics of Consumer Policy

Tennyson

Spring (not offered 2016-17)

This course analyzes government laws and regulations aimed at protecting consumers. Such consumer protection policies address a broad range of market activities including restricting who may provide goods and services in a market and the prices they may charge, but are often

concerned with addressing more subtle problems related to consumers' information or knowledge in markets. The course uses the lens of economic policy analysis to study the need for such policies and their effects on markets. Various approaches to consumer protection in the United States and in other countries are explored

Quantitative Methods and Analytics

The Guiding Principle for the Quantitative Methods and Analytics Foundation area:

Professionals in the public affairs arena must 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, evaluations, and decision making in the public sector.

Group 1: One course on inferential statistics for public affairs, chosen from the following:

CRP 5450: Inferential Statistics for Planning and Public Policy

Brooks

Fall and Spring

This course is an introduction to the inferential statistical methods and econometrics/regression analysis needed to understand empirical public policy and planning research and to do basic applied public policy analysis. The statistical concepts are illustrated using data and examples primarily from the fields of public policy and planning. This course is most appropriate for fellows with no background in inferential statistics.

PAM 5100: Applied Multivariate Statistics in Public Affairs

Hall

Spring

This course is appropriate for CIPA fellows who have had some prior coursework in basic inferential statistics. Fellows may not take both this course and CRP 5450. This course begins with a brief introduction to basic statistical concepts and probability theory before introducing multivariate regression models. The course will end with an introduction to extensions of the linear regression model, including models for binary and categorical outcomes. While statistical modeling is the focus of the course, we proceed with the assumption that models are only as good as the theoretical and substantive knowledge behind them. Thus, in covering the technical material, we will spend considerable time discussing the link between substantive knowledge and statistical practice.

PAM 5690: Regression Analysis and Managerial Forecasting

Evans

Fall

Teaches various statistical methods for managerial decision making, with a particular emphasis on regression and forecasting. Other topics include ANOVA, correlation, confounding, interaction, and statistical process control. Emphasizes applications to health care organizations.

Note: Fellows who already have competency in multivariate statistical methods should choose a more advanced course in applied statistical analysis. See note on page 24 of this guide for guidance and a list of suggested courses.

Group 2: One course on decision analytic methods for public affairs, chosen from the following:

CRP 5250: Introductory Methods of Planning Analysis

Donaghy

Spring

This course provides an introduction to methods for developing and evaluating (for the most part) quantitative information in support of the activity of planning. The methods considered are widely used by planning practitioners and policy analysts and embody modalities of thinking that often structure the ways that issues are framed for public discussions and policy decisions.

PADM 5320: Public Systems Modeling

Loucks

Fall and Spring

This course offers an introduction to the art of model building and use, especially related to public sector planning and management issues. The course focuses on the quantitative systems approach for identifying and evaluating alternative possible decisions and their physical, economic, environmental, and social impacts. Modeling methods include various deterministic and probabilistic optimization and simulation models, decision analysis, evolutionary search algorithms, and statistical models applied to a variety of public sector issues. The aim of all of this “modeling technology” is to help us generate and communicate information that can assist and better inform public decision-making.

PADM 5340: Introduction to Evaluation

Johnson

Fall

This graduate-level course provides an introduction to basic evaluation concepts and main types of evaluation approach, as well as the norms, values and inherent tensions of professional evaluation practice. Emphasis is on cultivating evaluative thinking, understanding the strengths of qualitative and quantitative methods for evaluation, and carefully weighing tradeoffs between rigor, feasibility and use of results. Using small case scenarios and exercises, students will learn to answer the question: what is the right evaluation approach for this situation? Includes practice with measure development, data collection, analysis and reporting.

PADM 5345 Evaluation of International Programs and Projects

Mathiason

Spring

The course addresses how to plan, manage and evaluate programs and projects undertaken by international public and non-governmental organizations. It focuses on results-based management, which is the dominant approach taken by international organizations and bilateral development agencies. The approach is applied to programs of development cooperation and humanitarian assistance as well as the regular programs of organizations dealing with such diverse functions as regime creation, monitoring of human rights, trade regulation and elimination of weapons of mass destruction.

PADM 5449 Systems Thinking and Modeling in Public Affairs

Cabrera and Cabrera

Fall

This course serves as an introduction to systems thinking methods and technical tools in the field of public affairs. Students will develop skills that allow them to understand how to improve their analysis of complex, unpredictable, real-world systems.

PAM 5300 Cost Benefit Analysis

Kenkel

Spring

In-depth treatment of methods for public policy analysis. This course focuses on cost-benefit analysis, a method grounded in microeconomics and applied welfare economics. Topics include market failures; willingness to pay; opportunity costs; discounting future costs and benefits; handling uncertainty and risk; incorporating distributional impacts; methods to value a statistical life; and methods to value environmental quality and other non-market goods. Numerous examples are taken from a variety of policy areas, including crime, education, health, welfare and regulation.

Elective Foundation Courses

To strengthen their preparation for careers in public affairs, fellows will also take three additional foundational courses, bringing their total number of foundational courses up to nine. Fellows may choose from the list below or they may take more than one from any of the core competency lists above (as long as the courses do not cover the same material). Fellows may concentrate the three elective foundation courses in one or two foundational areas or may distribute them across the three foundational areas. For any of the additional elective foundation course requirements, CIPA Fellows may request substitution of other relevant courses with the approval of their advisors and a petition. Note that courses at the 7000-level are Ph.D. level courses and will only be suitable for MPA's who have a lot of prior education in that area; courses at the 6000-level will generally have prerequisites and may also be Ph.D. level courses. Please choose your elective courses with care.

Administrative, Political, and Policy Processes

AEM 4310 Agricultural and Food Policy

ANTHR 6461 Anthropology of Organizations

CEE 5900 Project Management

CRP 5460 Introduction to Community and Environmental Dispute Resolution

CRP 6011 Ethics, Development and Globalization

CRP 6120 Devolution, Privatization: Challenges for New Urban Management

CRP 6150 Current Issues and debates on NGOs

ECON 3800 Economics and the Law

ECON 4290 Economic Analysis of Politics [requires instructor permission]

GOVT 3547 American Primacy Challenged: International Political Economy

GOVT 3557 U.S. Exceptionalism Questioned: Comparative Political Economy

GOVT 6121 American Political Development

GOVT 6171 Politics of Public Policy [instructor permission]

GOVT 6222 Political Participation

GOVT 6274 People, Markets, and Democracy

GOVT 6603 Contentious Politics and Social Movements

ILRIC 6330 Comparative Political Economy and Global Debates (also GOVT 6303)

ILRLR 6011 Negotiation: Theory and Practice

ILRLR 6012 Managing and Resolving Conflict

LAW 6161 Comparative Law: The Civil Law Tradition

LAW 6701 Legislation

LAW 6791 Public International Law

LAW 6844 State and Local Government

NS 4450 Toward a Sustainable Global Food System: Food Policy for Developing Countries

PADM 5418 Strategic Stakeholder Engagement

PADM 5420 Public Budgeting

PADM 5455 Comparative Public Administration: The Case of Seoul, Korea

Economic Analysis and Public Sector Economics

Note: Fellows who enter the program with demonstrated proficiency in intermediate microeconomics should choose a course from this section related to their career interests instead of enrolling in CRP 5122.

AEM 4300 International Trade Policy

AEM 4420	Emerging Markets
AEM 6320	Open Economy Analysis: Theory and Applications
AEM 4140	Behavioral Economics and Managerial Decisions
AEM 4421	Research and Strategy in Emerging Markets
AEM 6300	Policy Analysis: Welfare Theory, Agriculture, and Trade (also ECON 4840)
CRP 5040	Urban Economics
CRP 6050	Urban Public Finance
ECON 3040	Intermediate Macroeconomic Theory
ECON 4210	Money and Credit
ECON 4220	Financial Economics
ECON 4510	International Trade Theory and Policy
ECON 4560	Development Economics
ECON 4660	Behavioral Economics
ILRIC 6350	Labor Markets and Income Distribution in Developing Countries
ILRLE 5400	Labor Economics
NBA 5240	Macroeconomics and International Trade
NS 6480	Economics of Food and Malnutrition
NS 6850	Microeconomics of Development: Applications to Health, Nutrition and Education
PAM 4140	Global Health Economics and Policy
PAM 5210	Development Economics and Public Policy
PAM 5334	Corporations, Shareholders and Policy
PAM 5440	Regulating Financial Institutions
PAM 5970	Economics and Environmental Policy

Quantitative Methods and Analytics

The first section of courses listed below cover inferential statistics, econometrics and related empirical methods. The second section lists courses in policy modeling which includes operations research, optimization and management science. The third section lists courses that cover qualitative analytical methods and evaluation. The last section lists courses in spatial analytical methods including GIS.

Inferential Statistics and Econometrics

Note: Fellows who enter the program with demonstrated proficiency in inferential statistics should choose a course from either section A or B below instead of enrolling in CRP 5450.

A. Courses that require an inferential statistics courses as a prerequisite:

AEM 4110 Introduction to Econometrics

AEM 6390 Research Methods in International Development

DSOC 6190 Quantitative Research Methods

ECON 3120 Applied Econometrics

ECON 3140 Introduction to Econometrics

B. Courses that require econometrics or multivariate regression analysis as prerequisites:

ECON 4110 Cross-Sectional and Panel Econometrics

ECON 4120 Time Series Econometrics

ILRST 4550 Applied Time Series Analysis

**NS 6850 Evaluating the Impact of Health, Nutrition and Education Programs in
Developing Countries**

PAM 4100 Causal Reasoning and Policy Evaluation (instructor permission required)

PAM 5210 Development Economics and Public Policy

PAM 6050 Demographic Techniques (instructor permission required)

PAM 6090 Empirical Strategies for Policy Analysis (instructor permission required)

Quantitative Analysis and Public System Modeling Tools and Methods

AEM 4060 Risk Simulation and Optimization

AEM 4120 Computational Methods for Management and Economics

CEE 3040 Uncertainty Analysis in Engineering

CEE 5970 Risk Analysis and Management

CEE 5980 Introduction to Decision Analysis

CRP 6210 Introduction to Quantitative Methods for the Analysis of Public Policy

ORIE 4300 Optimization Modeling

ORIE 4820 Spreadsheet-Based Modeling and Data Analysis

SYSEN 5100 Model Based System Engineering

SYSEN 5200 Systems Analysis Behavior and Optimization

SYSEN 5300 Systems Engineering and Six-Sigma for Design and Operation of Reliable Systems

Qualitative and Mixed Methods

DEA 6560 Research Methods in the Social Sciences (instructor permission)

DSOC 6001 The Empirics of Development and Social Change

PADM 5341 Mixed Methods for Public and Nonprofit Evaluation

PAM 3120 Research Design, Practice, and Policy

SOC 5080 Qualitative Methods

Spatial Methods

CRP 4080 Introduction to Geographic Information Systems (GIS) (Also CRP 5080)

CRP 6270 Regional Economic Impact Analysis

CRP 6290 Advanced Topics in GIS

DSOC 3140 Spatial Thinking, GIS, and Related Methods

DSOC 5600 Analytical Mapping and Spatial Modeling

PAM 6950 Spatial Demography

CONCENTRATION COURSEWORK

Each fellow selects **one** of eight areas of concentration areas offered in the program and, with the advice and counsel of his or her advisor, selects a set of five courses within that concentration. The concentration areas are broad enough that they cannot be mastered with a set of five courses,

but concentration courses should give fellows a degree of specialization and expertise with which they can proceed effectively on a career in public affairs.

There is no right or best set of courses for any concentration because fellows' backgrounds vary as do their goals: the concentration coursework is meant to be tailored to each fellow's respective professional interests and objectives. The concentration requirement is an opportunity for fellows to develop their professional identity, recognizing that in the course of a career there can be several changes in focus and direction. What is important is that serious thought be given to crafting a set of courses that are complementary and that instill a base of both knowledge and skills. Fellows should also consider including courses that contribute functional skills and generalizable knowledge as part of their concentrations. That is, the ideal concentration will include more than just courses focused on specific knowledge relevant to the chosen area of public affairs.

Concentrations should not be constituted of courses just from a single school or department because concentrations are expected to provide fellows with some breadth of perspectives. If a fellow has good reasons for a 'concentration' of courses drawn from a single school or department, these should be explained and justified in the one-page written statement that accompanies the Declaration of Concentration form. This must be signed by a fellow's CIPA advisor indicating concurrence in the planned program of study. Such explanation is particularly important if a fellow wants to take most or all of his/her concentration courses in the Johnson Graduate School of Management or professional Masters' programs offered by the School of Industrial and Labor Relations, the Department of City and Regional Planning, or the College of Engineering, given that an MPA degree program differs from other degree programs in both purpose and content.

When declaring a concentration, each fellow is asked to submit a study plan and statement of objectives for their concentration that give it more focus and coherence. This plan of study, concentration declaration and narrative should be discussed with the academic advisor before submission by January 30 of the first year of study.

In the CIPA Declaration of Concentration statement, fellows will provide the rationale that guided them in choosing their proposed set of concentration courses. It is essential that they provide information in that statement about their public policy interests in this area, and how they relate to and are supported by the chosen set of courses. While some of the courses listed for the concentrations may not have direct public policy content, most of the courses selected for your concentration must have a policy or public affairs focus appropriate for an MPA degree.

The eight MPA concentrations are:

- Economic and Financial Policy
- Environmental 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

The suggested lists of concentration courses that follows are neither complete nor fully accurate. New courses are added to the curriculum every semester and some courses are dropped as faculty interests and department needs change. Fellows should use these lists to get an idea of courses that might be suitable for their personalized concentration, but they should also consult the course offerings for departments they consider relevant for their interests. Fellows should also bear in mind that elective foundation courses may also be appropriate concentration courses in some cases (but cannot be double counted as both).

PLEASE NOTE: CIPA Fellows may elect to substitute relevant courses that are not listed in this Course Guide, by petition, with the approval of their advisor and the Director of Graduate Studies.

Courses Appropriate for Any Concentration

Many courses beyond those in the foundation areas are relevant to public affairs professionals regardless of their interests – for example, leadership, strategic thinking, and communication skills. Moreover, relevant skill sets will vary not just with the concentration area but also with chosen career paths within a concentration. For example, fellows interested in social entrepreneurship or in managing organizations may need different skills than those who are primarily interested in public policy analysis. Fellows interested in an entrepreneurial or administrative career path might want to develop knowledge of basic accounting, budgeting or marketing, for example; those interested in public policy analysis will want to develop a toolkit that includes more project evaluation and project management skills.

While not meant to be fully inclusive, the following courses are some that may be relevant for inclusion in any concentration (or as specialized/professional development coursework).

Suggested Courses for Any Concentration

AEM 3380 Social Entrepreneurs, Innovators and Problem Solvers

CEE 5900 Project Management

COMM 3030 Organizational Writing

COMM 3070 Communicating for Impact: Developing Strategic Communication

COMM 3760 Planning Communication Campaigns

COMM 4200 Public Opinion and Social Process

COMM 4560 Community Involvement in Decision Making

HADM 6125 Foundations of Social Entrepreneurship

ILRLR 6011 Negotiation: Theory and Practice

ILRLR 6012 Managing and Resolving Conflict

NBA 5100 Social Entrepreneurship

NBA 5410 Project Management

NBA 5660 Oral and Written Communication

ORIE 4820 Spreadsheet-Based Modeling and Data Analysis

PADM 5130 Legal Aspects of Public Agency Decision-Making

PADM 5418 Strategic Stakeholder Engagement

PADM 5419 Exercising Leadership in the Public and Nonprofit Sectors

PADM 5340 Introduction to Evaluation

PADM 5341 Mixed Methods for Public and Nonprofit Evaluation

PADM 5342 Evaluation for Accountability and Oversight; G.A.O. Practicum

PADM 5380 The Translation of Research into Practice and Policy (also HD 6680)

PADM 5425 Accounting for Corporate, Nonprofit, and Governmental Organizations

PADM 5431 Fundraising

PADM 5449 Systems Thinking and Modeling for Public Affairs

PADM 5570 Corporate Responsibility

PADM 5900 Consulting for Nonprofit and Government Organizations

PADM 5944 Meeting the Policy Challenge

PAM 4100 Causal Reasoning and Policy Evaluation

PAM 5300 Cost-Benefit Analysis

Economic and Financial Policy

CIPA Fellows in the Economic and Financial Policy Concentration address public policy issues in some combination of these two areas. Fellows may study these policy issues at the level of international organizations, national, state or local governments, non-governmental organizations, or the private sector. Fellows learn about important economic and financial policy issues and analytical methods to address them.

CIPA Fellows who select the Economic and Financial Policy concentration take a minimum of five courses related to their specific area of focus. The listing of courses below is organized thematically into four groups. CIPA fellows will usually have a concentration focus within one of these areas but are advised not to concentrate too narrowly and thus to take some coursework in two or three of the areas and, of course, keep their public affairs focus in mind.

- Economic Policy, Public Economics, and Public Finance
- Finance and Financial Policy
- Economic and Financial Management and Decision-Making
- International Economics and Finance

CIPA Fellows interested in environmental policy, sustainability and finance within the economic and financial policy area may want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School. For further information please see the CIPA Program Handbook.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Suggested Courses for Economic Policy, Public Economics, and Public Finance

AEM 4580 Economics and Psychology of Sustainable Business

AEM 6300 Policy Analysis: Welfare Theory, Agriculture, and Trade

AEM 6600 Natural Resources and Economic Development

CRP 5040 Urban Economics

CRP 6050 Urban Public Finance

ECON 3040 Intermediate Macroeconomic Theory

ECON 4210 Money and Credit

ECON 4260 Public Finance: The Microeconomics of Government

ECON 4290 Economic Analysis of Politics [requires instructor permission]

ECON 3800 Economics and the Law

ECON 4060 Economic Decisions under Uncertainty

ECON 4630 Industrial Policy

NBA 5240 Macroeconomics and International Trade

PAM 5130 Behavioral Economics and Public Policy

PAM 5170 Market Regulation and Public Policy

PAM 5300 Cost-Benefit Analysis

PAM 5334 Corporations, Shareholders, and Policy

PAM 5340 Regulation and Infrastructure Policy

PAM 5400 Economics of Consumer Policy

Suggested Courses for Financial Policy

AEM 4230 Contemporary Topics in Behavioral Finance

AEM 4590 Financial Markets and Institutions (also NBA 5430)

AEM 4620 Advanced Financial Modeling and Analysis

ECON 4210 Money and Credit

ECON 4220 Financial Economics

ECON 4240 Financial Economics, Derivatives, and Risk Management

ECON 4905 Financial Fragility and the Macroeconomy

LAW 6461 Financial Institutions [formerly Banking Law]

NBA 5061 Comprehensive Financial Statement Analysis

NBA 5110 Financial Modeling

NBA 5510 Emerging Markets Finance

NBA 5580 Corporate Financial Policy

NBA 6030 Sustainable Global Enterprise

NBA 6560 Valuations Principles

PADM 5572 Topics in Environmental Finance and Impact Investing

PAM 5334 Corporations, Shareholders and Policy

PAM 5440 Regulating Financial Institutions

Suggested Courses for Economic and Financial Management and Decision-making

AEM 3380 Social Entrepreneurs, Innovators and Problem Solvers

AEM 4140 Behavioral Economics and Managerial Decisions

AEM 4190 Strategic Thinking

AEM 4210 Derivatives and Risk Management

AEM 4530 Risk Management, Internal Control and Assurance (also called Auditing and Assurance)

CRP 6210 Introduction to Quantitative Methods for the Analysis of Public Policy

ECON 4060 Economic Decisions under Uncertainty

ECON 3810 Decision Theory I

ECON 3820 Decision Theory II

ECON 4010 Game Theoretic Methods

ECON 4020 Game Theory

NBA 5061 Comprehensive Financial Statement Analysis

NBA 5100 Social Entrepreneurship

NBA 5530 Accounting and Financial Decision-making

NBA 5980 Behavioral Finance

NBA 6030 Sustainable Global Enterprise/Strategies for Sustainability

NBA 6710 Business Ethics

NCC 5500 Financial Accounting

NCC 5540 Managing and Leading in Organizations

PADM 5114 Organizational Design, Change and Leadership

PADM 5410 Nonprofit Management and Finance

PADM 5425 Accounting for Corporate, Nonprofit and Government Organizations

PADM 5449 Systems Thinking and Modeling for Public Affairs

PADM 5570 Corporate Responsibility

PAM 5440 Regulating Financial Institutions

Suggested Courses for International Economics and Finance

AEM 4420 Emerging Markets

AEM 4421 Research and Strategy in Emerging Markets

AEM 4290 International Financial Management

AEM 4350 Political Economy of the WTO

AEM 6320 Open Economy Analysis: Theory and Applications

AEM 7620 Microeconomics of International Development

AEM 7670 Topics in International Finance

ECON 3370 The Economy of India

ECON 3380 China's Economy Under Mao and Deng

ECON 3545 International Finance and Macroeconomics

ECON 4510 International Trade Theory and Policy

ECON 4520 International Monetary Theory and Policy

ECON 4590 Economics of Export-Led Development

NBA 5130 International Finance Cases

NBA 5240 Macroeconomics and International Trade

NBA 6030 Strategies for Sustainability

NBA 6190 Leaders in Sustainable Global Enterprise

Environmental Policy

CIPA graduates who focus on environmental policy should be capable of leading, coordinating and using inputs from teams of specialists in the development of environmental management plans and policies. Working in the environmental area is typically a multi-disciplinary endeavor, so it becomes advantageous to structure a concentration keeping in mind that one may work with scientists, engineers, economists and lawyers in the search for politically feasible solutions to environmental problems. Having some scientific knowledge and competence can be a great asset, and sufficient economic and legal knowledge to be able to analyze and formulate domestic and/or international environmental policy. CIPA Fellows who select the environmental policy concentration take a minimum of five courses related to their specific area of focus.

CIPA Fellows interested in environmental policy, sustainability and finance may also want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School. For further information, please see the CIPA Program Handbook.

The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

A few suggested Courses for Environmental Science

BEE 3299 Sustainable Development

BEE 3710 Physical Hydrology for Ecosystems

BEE 4010 Renewable Energy Systems

Suggested Courses for Environmental Policy

AEM 4500 Resource Economics

AEM 4510 Environmental Economics

BEE 4010 Renewable Energy Systems

BEE 4750 Environmental Systems Analysis

BEE 4800 Our Changing Atmosphere: Global Change and Atmospheric Chemistry

BEE 4870 Sustainable Energy Systems

BEE 4890 Entrepreneurial Management for Engineers

CEE 4540 Sustainable Small-Scale Water Supplies

CEE 4650 Transportation and Air Quality Modeling

CEE 5970 Risk Analysis and Management

CEE 6025 Special Topics in Environmental and Water Resources Analysis

COMM 4210 Communication and the Environment

COMM 4560 Community Involvement in Decision Making

COMM 4860 Risk Communication

COMM 6210 Advanced Communication and the Environment

CRP 3840 Green Cities

CRP 5460 Introduction to Community and Environmental Dispute Resolution

CRP 5540 Introduction to Environmental Planning

CRP 5590 Legal Aspects of Land Use Planning

CRP 5620 Perspectives on Preservation

CRP 6506 Environmental Planning Seminar: Wilderness and Wildlands

DEA 6610 Environments and Health

DSOC 6200 Community, Place and Environment

DSOC 6320 Environmental Governance

FSAD 4440 Global Fashion Management

GOVT 4303 The GMO Debate: Science and Society

HD 6650 Poverty, Children and the Environment

ILRIC 4313 Labor, the Environment and Climate Change

NBA 6030 Sustainable Global Enterprise/Strategies for Sustainability

NTRES 3220 Global Ecology and Management

NTRES 3240 Sustainable, Ecologically Based Management of Water Resources

NTRES 3300 Planning for Environmental Conservation and Sustainability

NTRES 3320 Introduction to Ethics and the Environment

NTRES 4300 Environmental Policy Processes

NTRES 4440 Resource Management and Environmental Law

NTRES 4940 Sustainability Science

PADM 5570 Corporate Responsibility

PADM 5572 Topics in Environmental Finance and Impact Investing

PADM 5734 Policy Issues in Disaster Prevention and Recovery

PAM 5970 Economics and Environmental Policy

6000/7000-Level Courses – these courses generally have prerequisites

AEM 6510 Environmental and Resource Economics

AEM 6600 Natural Resources and Economic Development

AEM 7500 Resource Economics

BEE 7540 Water Management in an era of Growing Water Scarcity

CEE 6200 Water-Resources Systems Engineering

COMM 6210 Advanced Communication and the Environment

DSOC 6210 Foundations of Environmental Sociology

LAW 6361 Environmental Law

LAW 6601 Land Use

NTRES 4440 Resource Management and Environmental Law

NTRES 6010 Seminar on Selected Topics in Environmental Social Science and Resource Policy

NTRES 6310 Environmental Governance

Government, Politics, and Policy Studies

CIPA Fellows in the government, politics and policy studies concentration evaluate actionable research and information to address political and social issues in domestic and international contexts. Fellows who elect this concentration develop an advanced understanding of how political management intersects program and resource management in the public sector. Fellows also develop a skills set that allows them to work with elected officials, public managers, and citizens to develop actionable policy goals. This concentration, in particular, focuses on the politics of domestic and international policymaking and administrative processes. Typical career paths pursued by fellows concentrating in this area include government affairs, legislative analysis, public sector consulting, and international diplomacy.

CIPA Fellows who select the government, politics and policy studies concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, with the approval of their advisor.

Suggested Courses for Government, Politics and Policy Studies

ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs

COMM 4200 Public Opinion and Social Process

COMM 4280 Communication Law

CRP 6720 International Institutions

CRP 6120 Devolution, Privatization: Challenges for New Urban Management

DSOC 4810 Global Conflict and Terrorism

DSOC 6320 Environmental Governance

ECON 3800 Economics and the Law

GOVT 3021 Social Movements in American Politics

GOVT 3082 American Political Campaigns

GOVT 3111 Urban Politics

GOVT 3161 The American Presidency

GOVT 3191 Racial and Ethnic Politics in the U.S.

GOVT 3212 Public Opinion and Representation

GOVT 3363 Post-Communist Transitions

GOVT 3403 China under Revolution/Reform

GOVT 3547 American Primacy Challenged: International Political Economy

GOVT 3557 American Exceptionalism Questioned: Comparative Political Economy

GOVT 3967 China Transnationalized

GOVT 3988 Democracy, Dictatorships and U.S. Foreign Policy

GOVT 4041 American Political Development in the 20th Century

GOVT 4112 The Politics of Change

GOVT 4283 Latino Politics as Racial Politics

HIST 4390 Reconstruction and the New South

PADM 5130 Legal Aspects of Public Agency Decision Making

PADM 5419 Exercising Leadership in Public and Non-Profit Sectors

PADM 5619 Policy, Politics and Political Management

PADM 5620 Lobbying: Theory, Practice and Simulations

PADM 5734 Policy Issues in Disaster Prevention and Recovery

PADM 5764 Intellectual Property Law and Policy

PADM 5944 Design Thinking: Meeting the Public Policy Challenge

PAM 3370 Race and Public Policy

PAM 3780 Sick Around the World? Comparing Health Care Systems Around the World

PAM 5334 Corporations, Shareholders and Policy

PAM 5440 Regulating Financial Institutions

6000/7000-Level Courses -- generally have prerequisites.

COMM 6180 Media Influence and Persuasion

COMM 6860 Risk Communication

GOVT 6132 The Politics of Inequality in the United States

GOVT 6151 State and Economy in Comparative Perspective

GOVT 6202 Political Culture

GOVT 6291 Contemporary American Politics

GOVT 6461 Public Opinion

GOVT 6596 Nonviolence and Political Theory

GOVT 6857 International Political Economy

GOVT 6897 International Security

GOVT 6596 Nonviolence and Political Theory

LAW 6011 Administrative Law: The Law of the Regulatory State

LAW 6161 Comparative Law: The Civil Law Tradition

LAW 6661 Constitutional Law and the European Union

LAW 6791 Public International Law

Human Rights and Social Justice

CIPA Fellows concentrating in Human Rights and Social Justice focus on human rights, which, although often assumed to be universal, remain controversial in domestic and world politics, and in plans, policies strategies and criteria for promoting equity and fairness as goals of public affairs. Fellows study theories and policies that support the expansion of human rights and the elimination of all forms of discrimination, such as that based on gender, race, ethnicity, class, religion, caste, sexual orientation, disability, age or marital status and that work toward ensuring equal opportunities before the law and in society-at-large. Students pursuing this concentration also address the political and economic constraints that stand in the way of full realization of human rights and prepare themselves to serve as more effective advocates for alleviating political, economic and social inequality. Within this broad concentration, fellows may want to narrow their focus. Possible focus areas include inequality (social and/or economic), race and ethnicity, gender or sexual orientation, civil rights and human rights, rights and liberties in war or disaster situations.

The course listing below is intended to help fellows develop a particular area of study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may substitute other relevant courses, with the approval of their advisors.

Suggested Courses for Human Rights and Social Justice

AMST 4505 Civil Rights Temporalities

AMST 4851 Refugees

ASRC 4602 Women and Gender Issues in Africa

ANTHR 4427 Gender Theory

ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs

CRP 6011 Ethics, Development and Globalization

CRP 6720 International Institutions

DSOC 3050 Education, Inequality, and Development

DSOC 3230 Gender and Global Change

DSOC 4100 Health and Survival Inequalities

ECON 3440 Women in the Economy

GOVT 3002 Civil Rights and Civil Liberties

GOVT 3012 The Politics of Poverty in the U.S.

GOVT 3021 Social Movements in American Politics

GOVT 3635 Human Rights and Global Justice

GOVT 3897 Human Rights at War

GOVT 4112 The Politics of Change

GOVT 4232 The Politics of the Inner City

GOVT 4264 Social Movements in Latin America

GOVT 4283 Latino Politics as Racial Politics

GOVT 4635 Feminist Theory/Law and Society

GOVT 4805 Race and Racism/Law and Society

HD 3570 Social Inequalities in Physical and Mental Health

ILRLE 4450 Women in the Economy

ILRLR 3820 Gendered Workplace

ILRLR 3830 Workers' Rights as Human Rights

ILRLR 4000 Union Organizing

ILRLR 4820 Ethics at Work

ILRLR 4880 Justice

ILRIC 6010 Crossing Borders: Migrations in Comparative Perspective

ILRLR 6070 Values, Rights and Justice at Work

ILRLR 6079 Low Wage Workers and the Law

ILRLR 6840 Employment Discrimination and the Law

NS 4570 Health, Poverty, and Inequality: A Global Perspective

PAM 3040 Immigration and Public Policy

PAM 3150 Social Welfare Policy in the U.S.

PAM 3370 Race and Public Policy

PAM 4470 Families and Social Inequality
PAM 5080 Economics of the U.S. Social Safety Net
SOC 3570 Schooling, Racial Inequality, and Public Policy in America
SOC 5180 Social Inequality: Contemporary Debates, Theories and Models

6000/7000-Level Courses -- generally have prerequisites

CRP 6720 International Institutions
GOVT 6132 The Politics of Inequality in the United States
GOVT 6635 Education, Social Justice, and the Law
GOVT 6022 Racial and Ethnic Politics in the U.S.
GOVT 6776 The Problem with Rights
GOVT 6867 International Law, War and Human Rights
LAW 6560 International Human Rights and Institutions
LAW 7311 Immigration and Refugee Law
LAW 7855 International Human Rights Clinic
PAM 6360 Race, Immigration and the Family

International Development Studies

Fellows interested in this concentration are concerned with administrative and policy issues in developing countries. CIPA Fellows in the international development studies concentration can explore a broad range of disciplinary perspectives such as anthropology, demography, economics, regional planning, biotechnology, and legal studies. This concentration helps fellows understand the broad and specific contexts in which international development decisions are made. CIPA Fellows who select the international development studies concentration take a minimum of five courses related to some specific area of concern.

International Development Studies at Cornell is one of the university's strongest multi-disciplinary areas of teaching and research relevant to public affairs. This is an area where Cornell has arguably the strongest and broadest curricular and faculty resources of any university in the country in the world. The concentration area is so large that the knowledge and skill needs for being effective in it are immense. Moreover, this is also a rapidly changing area of knowledge and practice. Fellows should be looking ahead when formulating a concentration, but this involves a good knowledge of the current state of the art and also of history; how we got to where we are now; what has been successful and what has not and why.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Suggested Courses for International Development Studies

- AEM 3380 Social Entrepreneurs, Innovators, and Problem Solvers**
- AEM 4300 International Trade Policy**
- AEM 4310 Agricultural and Food Policy**
- AEM 4420 Emerging Markets**
- AEM 4421 Research and Strategy in Emerging Markets**
- AEM 4640 Economics of Agricultural Development**
- AEM 6040 Food Systems and Poverty Reduction**
- AEM 6300 Policy Analysis, Welfare Theory, Agriculture and Trade**
- AEM 6390 Research Methods in International Development**
- AEM 6600 Natural Resources and Economic Development**
- ARSC 4601 Educational Innovations in Africa and the African Diaspora**
- ASRC 4603 Politics and Social Change in Southern Africa**

BEE 4870	Sustainable Bioenergy Systems
CRP 6011	Ethics, Development and Globalization
CRP 6150	Current Issues and debates on NGOs
CRP 6720	International Institutions
CRP 6740	Urban Transformations in the Global South
DSOC 4810	Global Conflict and Terrorism
DSOC 5200	Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C
DSOC 6050	Social Theories of Development
DSOC 6601	The Empirics of Development and Social Change
DSOC 6620	The Social Life of Land
DSOC 6820	Community Organizing and Development
ECON 3370	The Economy of India
ECON 3380	China's Economy Under Mao and Deng
ECON 4510	International Trade Theory and Policy
ECON 4520	International Monetary Theory and Policy
ECON 4560	Development Economics
ECON 4590	Economics of Export-Led Development
EDUC 5020	Education and Development in Africa
FSAD 4440	Global Fashion Management
FSAD 6021	Apparel and Textiles in Developing Nations
IARD 4020	Agriculture in Developing Nations I
IARD 4030	Traditional Agriculture in Developing Countries
IARD 6020	International Agriculture in Developing Countries
ILRIC 6010	Crossing Border: Migrations in Comparative Perspective

ILRIC 6330 Comparative Political Economic and Global Debates

ILRIC 6350 Labor Markets and Income Distribution in Developing Countries

NBA 5240 Macroeconomics and International Trade

NBA 6030 Sustainable Global Enterprise/Strategies for Sustainability

NS 4500 Public Health Nutrition

NS 4450 Toward a Sustainable Global Food System: Food Policy for Developing Countries

NS 4480 Economics of Food and Malnutrition

NS 4570 Health, Poverty, and Inequality: A Global Perspective

NS 4600 Explorations in Global and Public Health

NS 4630 Global Health, Development and Policy Issues in Tanzania (Summer)

PADM 5345 Evaluation of International Programs and Projects

PADM 5450 International Public and NGO Management

PADM 5570 Corporate Responsibility

PADM 5655 The Planning and Management of Agricultural and Rural Development

PADM 5656 Institutional Reform in Developing Countries

PADM 5657 Alternative Paradigms, Practices, and Challenges in International Development

PAM 4140 Global Health Economics and Policy

PAM 5210 Development Economics and Public Policy

6000/7000-Level Courses -- generally have prerequisites.

AEM 6125 Impact Evaluation in Developing Countries

AEM 6300 Policy Analysis: Welfare Theory, Agriculture, and Trade

AEM 6320 Open Economy Analysis: Theory and Applications

AEM 6600 Natural Resources and Economic Development

AEM 7620 Microeconomics of International Development

CRP 6011	Ethics, Development and Globalization
CRP 6720	International Institutions
ECON 7730	Economic Development
EDUC 6820	Community Education and Development
GOVT 6494	Agrarian Political Economy
GOVT 6603	Contentious Politics and Social Movements
LAW 6681	International Law and Foreign Direct Investment
LAW 6981	WTO and International Trade Law
NBA 6030	Sustainable Global Enterprise/Strategies in Sustainability
NS 6850	Microeconomics of Development: Applications to Health, Nutrition and Education

Public and Nonprofit Management

Fellows interested in this concentration intend to pursue careers as public sector general managers or leadership roles in domestic and international nonprofit organizations. Fellows interested in this area should develop a strong set of financial, personnel and technology management skills, as well as analytical tools that are essential for public/nonprofit managerial forecasting and organizational decision-making. Coursework includes fundamentals of public and nonprofit administration, budgeting, human-resource management, strategy, organizational behavior, managing client relations and leveraging technology.

CIPA Fellows who select the public and nonprofit management concentration take a minimum of five courses related to their area of focus. The course listing below, organized to facilitate course selection, is designed to help fellows develop their concentration, but it should not limit choices.

CIPA Fellows pursuing this concentration may be interested in the Infrastructure Policy, Management and Finance (IPMF) Certificate. For further information about the certificate program, please see the CIPA Program Handbook.

PLEASE NOTE: CIPA Fellows may substitute other relevant courses, by petition, with the approval of their advisor.

Suggested Courses for Public and Nonprofit Management

AEM 3380 Social Entrepreneurs, Innovators, and Problem Solvers

CEE 5900 Project Management

COMM 3030 Organizational Writing

COMM 4560 Community Involvement in Decision Making

COMM 4860 Risk Communication

CRP 5460 Introduction to Community and Environment Dispute Resolution

CRP 6050 Urban Public Finance

CRP 6120 Devolution, Privatization: Challenges for New Urban Management

DSOC 6820 Community Organizing and Development

HADM 6125 Foundations of Social Entrepreneurship

ILRHR 3650 Organizational Consulting: Process and Results

ILRHR 3670 Employee Training and Development

ILRHR 4603 Work Groups and Teams

ILRHR 5600 Human Resources Management

ILRHR 6611 Entrepreneurs and Entrepreneurial Organizations

ILRHR 6680 Staffing Organizations

ILRHR 6690 Managing Compensation

ILRHR 6900 International Comparative Human Resource Management

ILRHR 6910 Business Strategy and Finance for Human Resources

ILRIC 4313 Labor, the Environment and Climate Change

ILRIC 4344 International Labor Law

ILRIC 4360 Global Comparative Disability Policy

ILRLE 4430 Compensation, Incentives, and Productivity

ILRLR 3820 Gendered Workplace

ILRLR 4040 Contract Administration

ILRLR 4820 Ethics at Work

ILRLR 5010 Labor and Employment Law

ILRLE 6480 Economic Analysis of the University

ILRLR 4865 The Crisis in Public Education

ILRLR 6011 Negotiation: Theory and Practice

ILROB 5200 Organizational Behavior

ILROB 5251 Building Commitment to Groups and Organizations

ILROB 5270 Leadership in Organizations

ILROB 5790 Negotiation and Conflict Resolution

ILROB 6080 The Politics of Organizational Change

INFO 4200 Information Policy: Research, Analysis, and Design

LAW 6592 Labor Law, Practice, and Policy

NBA 5150 Leadership Theory and Practice

NBA 5670	Management Writing
NBA 6010	Electronic Commerce
NBA 6340	Customer Relationship Management
NBA 6630	Managerial Decision Making
NCC 5080	Managing Operations
NCC 5500	Financial Accounting
NCC 5540	Managing and Leading in Organizations
NCC 5560	Managerial Finance
PADM 5110	Public Administration
PADM 5114	Organizational Design, Change and Leadership
PADM 5130	Legal Aspects of Public Agency Decision-Making
PADM 5340	Introduction to Evaluation
PADM 5341	Mixed Methods for Public and Nonprofit Evaluation
PADM 5342	Evaluation for Accountability and Oversight: GAO Practicum
PADM 5345	Evaluation of International Programs and Projects
PADM 5410	Nonprofit Management and Finance
PADM 5418	Strategic Stakeholder Engagement
PADM 5419	Exercising Leadership in the Public and Nonprofit Sectors
PADM 5420	Public Budgeting
PADM 5425	Introduction to Public, Non-Profit and Government Accounting
PADM 5431	Fundraising
PADM 5436	Health Care and Services Marketing
PADM 5449	Systems Thinking and Modeling for Public Affairs
PADM 5450	International Public and NGO Management

PADM 5455 Comparative Public Administration: The Case of Seoul Korea

PADM 5734 Policy Issues in Disaster Prevention and Recovery

PADM 5755 Infrastructure Finance

PADM 5900 Consulting for Nonprofit and Government Organizations

PADM 5944 Design Thinking: Meeting the Public Policy Challenge

PAM 5340 Regulation and Infrastructure Policy

Science, Technology and Infrastructure Policy

The goal of this concentration is to prepare MPA Fellows for professional careers involved in the field of infrastructure (including planning and design, finance, project management, evaluation, operations). CIPA Fellows who select the science, technology and infrastructure policy concentration take a minimum of five courses related to their specific area of focus. The course list below is designed to help fellows develop a particular area of study, but should not limit choices.

CIPA Fellows pursuing this concentration may be interested in the Infrastructure Policy, Management and Finance (IPMF) Certificate. For further information about the certificate program, please see the Program Handbook.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.

Suggested Courses for Science, Technology and Infrastructure Studies

AEM 3220	Digital Business Strategy
AEM 3350	International Technology Marketing of Biotechnology
AEM 4370	Strategy and Innovation
BEE 4750	Environmental Systems Analysis
CEE 3230	Engineering Economics and Management
CEE 3610	Introduction to Transportation Engineering
CEE 4540	Sustainable Municipal Drinking Water Treatment
CEE 4630	Future Transportation Technologies and Systems
CEE 4640	Transportation Systems Design
CEE 4650	Urban Transportation and Environmental Systems for Sustainable Development
CEE 5900	Project Management
CEE 5910	Engineering Management Project
CEE 5930	Engineering Management Methods
CEE 5950	Construction Planning and Operations
CEE 5970	Risk Analysis and Management

CEE 5980 Introduction to Decision Analysis

COMM 4660 Public Communication of Science and Technology

CRP 3840 Green Cities

CRP 4080 Introduction to Geographic Information Systems (also CRP 5080)

CRP 5348 Design Connect

CRP 5860 Traffic Congestion: Policies and Politics

CRP 6050 Urban Public Finance

ECON 3810 Decision Theory I

ECON 3820 Decision Theory II

ECON 4220 Financial Economics

ENGRG 3600 Ethical Issues in Engineering Practice

GOVT 4291 The Politics of Science

GOVT 4303 The GMO Debate: Science and Society

INFO 4240 Designing Technology for Social Impact

LAW 4021 Competition Law and Policy

NBA 5061 Comprehensive Financial Statement Analysis

NBA 5070 Entrepreneurship for Scientists and Engineers

NBA 5410 Project Management

NBA 5740 Management Practicum

NBA 5780 Problem-Solving Project Process

NTRES 3240 Sustainable, Ecologically Based Management of Water Resources

PADM 5449 Systems Thinking and Modeling in Public Affairs

PADM 5570 Corporate Responsibility

PADM 5734 Policy Issues in Disaster Prevention and Recovery

PADM 5755 Infrastructure Financing

PADM 5764 Intellectual Property Law and Policy

PAM 5170 Market Regulation and Public Policy

PAM 5334 Corporations, Shareholders and Policy

PAM 5340 Regulation and Infrastructure Policy

PAM 5970 Economics and Environmental Policy

PHIL 4810 Topics in the Philosophy of Science

STS 2331 Agriculture, History, and Society: From Squanto to Biotechnology

STS 3011 Life Sciences and Society

STS 3911 Science in the American Polity, 1960 to Now

STS 4231 Gender and Technology in Historical Perspectives

STS 4240 Designing Technology for Social Impact

6000-Level Courses – These course generally have prerequisites

BEE 6940 Water in a Changing Environment

CEE 6910 Principle of Project Leadership

CEE 6060 Seminar in Transportation Systems Engineering

CEE 6065 Special Topics in Transportation

CEE 6021 Environmental and Water Resources Systems Analysis

CEE 6200 Water Resources Systems Engineering

CEE 6620 Urban Transportation Network Design and Analysis

COMM 6660 Public Engagement in Science

COMM 6860 Risk Communication

EDUC 6810 Democracy, Science, and Education

HIST 6181 Confluence: Environmental History and Science & Technology Studies

INFO 6210 Information, Technology and Society

LAW 6742	Patent Law
NBA 6010	Electronic Commerce
NBA 6120	Disruptive Technologies
NBA 6180	Global Innovation and Technology Commercialization
STS 6401	Science, Technology, Gender: Historical Issues

Social Policy

CIPA Fellows in the social policy concentration learn design, management and evaluation of public-sector programs in their choice of policy area including health, education, child and family policy, housing and urban policy, welfare and transfer programs. The fundamental material of this concentration introduces fellows to problem formation, cost-benefit analysis, identification of policy alternatives, and policy implementation.

CIPA Fellows who select the social policy concentration take a minimum of five courses related to their specific area of focus within the social policy domain. The course list below is designed to help fellows consider areas of social policy study, but should not limit choices.

PLEASE NOTE: CIPA Fellows may elect to substitute relevant courses that are not listed here, by petition, with the approval of their advisor.

Note also that courses at the 7000-level will be Ph.D. courses and should only be taken by CIPA Fellows who have the adequate preparation. In general, courses at the 6000-level will have prerequisites and may also be Ph.D. level courses.

Suggested General Courses in Social Policy

CRP 6210 Introduction to Quantitative Methods for the Analysis of Public Policy

DSOC 5630 Using Statistics to Explore Social Policy and Development

DSOC 6150 Qualitative Research Methods

GOVT 3021 Social Movements in American Politics

GOVT 6603 Contentious Politics and Social Movements

ILRLE 4440 The Evolution of Social Policy in Britain and America

ILRIC 6350 Labor Markets and Income Distribution in Developing Countries

NBA 5100 Social Entrepreneurship

**NS 6850 Evaluating the Impact of Health, Nutrition and Education Programs in
Developing Countries**

PADM 5340 Introduction to Evaluation

PADM 5380 The Translation of Research into Policy and Practice (also HD 6880)

PAM 3120 Research Design, Practice, and Policy

PAM 4100 Causal Reasoning and Policy Evaluation

PAM 5080 Economics of the U.S. Social Safety Net

PAM 5300 Cost-Benefit Analysis

PAM 6050 Demographic Techniques

Suggested Courses in Health Policy

COMM 6760 Public Health Communication

DEA 6610 Environments and Health

DSOC 4100 Health and Survival Inequalities

HD 3570 Social Inequalities in Physical and Mental Health

LAW 6471 Health Law

NS 4570 Health, Poverty, and Inequality: A Global Perspective (also ECON 3910)

NS 4500 Public Health Nutrition

NS 4600 Explorations in Global and Public Health

NS 4630 Global Health, Development and Policy Issues in Tanzania (Summer)

NS 6400 Social Science Theories in Nutrition

NS 6600 Special Topics in Nutrition

PAM 3280 Fundamentals of Population Health

PAM 3780 Sick Around the World? Comparative Health Care Systems

PAM 4140 Global Health Economics and Policy

PAM 4280 The Economics of Risky Health Behaviors

PAM 4370 Economics of Health Care Markets

PAM 4380 Economics of Public Health

PAM 4140 Global Health Economics and Policy

PAM 5280 Population Health for Health Care Managers (instructor permission)

PAM 5570 Health Care Organizations (instructor permission)

PAM 5670 Health Policy (instructor permission)

PAM 5870 Economic Evaluations in Health Care

PADM 5436 Health Care and Services Marketing

Suggested Courses in Education Policy

ARSC 4601 Educational Innovations in Africa and the African Diaspora

DSOC 3050 Education, Inequality, and Development

DSOC 3700 Comparative Social Inequalities

DSOC 5710 America’s Promise: Social and Political Context of American Education

DSOC 6610 Complex Organizations, Education, and Development

DSOC 6710 Schools, Communities and Policy Reform

EDUC 6810 Democracy, Science, and Education

GOVT 6635 Education, Social Justice, and the Law

ILRLR 4865 The Crisis in Public Education

ILRLE 6480 Economics Analysis of the University

PAM 3550 Economics of Education

PAM 5010 Education Policy

SOC 3570 Schooling, Racial Inequality, and Public Policy in America

SOC 4520 Sociology of Race and Education

Suggested Courses in Family/Child/Elderly Policy

HD 6530 Transitions to Adulthood

LAW 6421 Family Law

PAM 4070 Early Childhood Policy and Economics

PAM 4190 Poverty Policy and Child Well-being

PAM 4470 Families and Social Inequality

PAM 4460 Economics of Social Security (also ECON 3340)

PAM 6360 Race, Immigration and the Family

Suggested Courses in Housing/Regional Policy

CRP 5040 Urban Economics

CRP 6050 Urban Public Finance

CRP 6430 Affordable Housing Policy and Programs

PAM 5250 Neighborhoods, Housing and Urban Policy

Suggested Courses in Poverty, Inequality and Welfare Policy

DSOC 5200 Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C

GOVT 3012 The Politics of Poverty in the U.S.

GOVT 4202 The Politics of Inequality: The History of the U.S. Welfare State

HD 6650 Poverty, Children and the Environment

ILRLE 6420 Economic Analysis of the Welfare State

ILRLR 6079 Low Wage Workers and the Law

NS 4570 Health, Poverty, and Inequality: A Global Perspective (Also ECON 3910)

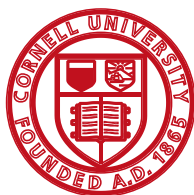
PAM 4160 Ethnography of Poverty and Inequality

PAM 5080 Economics of the US Social Security Net

PAM 5150 Social Welfare Policy in the U.S.

PAM 4470 Families and Social Inequality

SOC 5180 Social Inequality: Contemporary Debates, Theories and Models



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