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Overview of CIPA 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. Additional 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.

- **Professional Development 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 coursework – (PADM 5009, PADM 5011, PADM 5012)**
  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 and the Guide to the MPA Professional Report and Thesis.

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
Fellows will consult with their academic advisor and after the advisor has approved, the documents will be filed in the CIPA GFA Office for review by the CIPA Director of Graduate Studies (DGS). 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 for more information and detail about the overall curriculum.

**Tips On How To Use This Guide**

The CIPA Course Guide offers a description of the core competency foundational coursework, and advice on appropriate courses for the additional foundation courses and the concentration areas of study. With the exception of the core competency foundations, it is not intended to offer a complete list of courses for the MPA degree, and is not intended to provide a menu from which to develop your curriculum. It is intended to help familiarize you with the many departments, areas of study, and courses offered at Cornell that can support your MPA studies. Not all courses listed in this guide will be offered in every semester or year of study. Fellows should consult the CIPA Course Offerings (updated and distributed every semester) and the online Cornell Course Roster for each semester in developing their course schedule for each semester.

**Tip 1:** Consider choosing additional foundation courses or concentration courses from the list of core competency foundational offerings. Fellows do not need to limit themselves to taking only one course in each of the core competency areas, since the extra courses taken may be counted anywhere in the curriculum.

**Tip 2:** When choosing concentration courses, make use of the list of courses appropriate for any concentration (page 26).

**Tip 3:** Look at the course suggestions outside of your intended concentration as well as those within it. The courses listed in this guide for each concentration tend to be focused on topics narrowly relevant to the concentration. Depending on their specific interests, Fellows may wish to broaden their concentration coursework to include courses listed under two or more concentration areas. Fellows may declare only one concentration, but the coursework in their concentration does not need to be selected only from those listed in this guide under that concentration.

**Tip 4:** Use this guide to identify departments which appear to offer courses of interest to you, then visit the department website and/or Cornell Courses of Study to determine the specific course offerings currently available.

**Tip 5:** If a course you want to take is not listed in this guide, you must seek approval from your advisor and request approval from CIPA’s DGS using the CIPA petition form.
CIPA Plan of Study

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Concentration</th>
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<tr>
<th>Anticipated Degree Date (Semester / Year)</th>
<th>Focus (optional)</th>
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Printed name of CIPA Faculty Advisor

Signature of CIPA Faculty 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 ensuring that the plan of study meets all CIPA requirements remains with the CIPA Fellow.

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.

<table>
<thead>
<tr>
<th>CORE FOUNDATION COURSEWORK</th>
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Administrative, Political and Policy Processes

Group 1: Leading and Managing in Organizations (Choose one from the following)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PADM 5110</td>
<td>Public Administration</td>
</tr>
<tr>
<td>PADM 5410</td>
<td>Nonprofit Management and Finance</td>
</tr>
<tr>
<td>PADM 5450</td>
<td>International Public and NGO Management</td>
</tr>
<tr>
<td>PADM 5655</td>
<td>Planning and Management of Agricultural and Rural Development (may not be taught 2019-2020)</td>
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<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>PADM 5130</td>
<td>Legal Aspects of Public Agency Decision Making</td>
</tr>
<tr>
<td>PADM 5380</td>
<td>Translation of Research into Policy and Practice</td>
</tr>
<tr>
<td>PADM 5619</td>
<td>Politics, Policy and Political Management</td>
</tr>
<tr>
<td>PADM 5570</td>
<td>Corporate Responsibility</td>
</tr>
<tr>
<td>PADM 5634</td>
<td>Corruption, Governance and Development</td>
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</tbody>
</table>

Group 2: Analyzing Politics and Processes for Public Decision making (Choose one from the following)

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<th>Course Code</th>
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<tr>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
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</table>
### Economic Analysis

**Group 1: Intermediate Microeconomics (Choose one from the following)**

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>PADM 5210</td>
<td>Intermediate Microeconomics for Public Affairs</td>
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<tr>
<td>PAM 5470</td>
<td>Microeconomics for Management and Policy (spring entrants only)</td>
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</table>

* 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)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>PADM 5220</td>
<td>Economics of the Public Sector</td>
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<tr>
<td>PAM 5130</td>
<td>Behavioral Economics and Public Policy</td>
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<tr>
<td>PAM 5170</td>
<td>Market Regulation and Public Policy (not offered 2019-2020)</td>
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<tr>
<td>PAM 5400</td>
<td>Economics of Consumer Policy (not offered 2019-2020)</td>
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### Quantitative Methods and Analytics

**Group 1: Inferential Statistics (Choose one from the following)**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>PADM 5310</td>
<td>Applied Multivariate Statistics in Public Affairs</td>
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<tr>
<td>PAM 5690</td>
<td>Regression Analysis and Managerial Forecasting</td>
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<tr>
<td>CRP 5450</td>
<td>Inferential Statistics for Planning and Public Policy (with instructor permission)</td>
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</table>

* Applied Course*

* Students who have demonstrated proficiency in inferential statistics choose an advanced applied statistics course for this foundation requirement.
**ADDITIONAL FOUNDATION COURSEWORK**

Three additional semester-length courses (or equivalent) in any of the three Foundation Areas

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
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**CONCENTRATION COURSEWORK**

Five semester-length courses (or equivalent) in one of the eight concentration areas

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
<th>FA 20</th>
<th>SP 20</th>
<th>Credit Hours</th>
<th>Grade</th>
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</table>

Group 2: Decision-Analytic Methods (Choose one from the following)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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</thead>
<tbody>
<tr>
<td>PADM 5320</td>
<td>Public Systems Modeling</td>
</tr>
<tr>
<td>PADM 5340</td>
<td>Introduction to Evaluation</td>
</tr>
<tr>
<td>PADM 5345</td>
<td>Evaluation of International Programs and Projects</td>
</tr>
<tr>
<td>PAM 5300</td>
<td>Cost Benefit Analysis (not offered 2019-2020)</td>
</tr>
<tr>
<td>PAM 5850</td>
<td>Applied Demography in Business and Government</td>
</tr>
</tbody>
</table>
**PROFESSIONAL DEVELOPMENT COURSEWORK**

Two semester-length courses or equivalent

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<tr>
<th></th>
<th>Earlier Work</th>
<th>FA 20__</th>
<th>SP 20__</th>
<th>FA 20__</th>
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**CIPA COLLOQUIUM COURSEWORK**

Note: *PADM 5012 must be taken in both years of study*

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Semester</th>
<th>Grade</th>
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</thead>
<tbody>
<tr>
<td>PADM 5009</td>
<td>Career Management for Public Affairs</td>
<td>FA 20__</td>
<td>N/A</td>
</tr>
<tr>
<td>PADM 5011</td>
<td>Perspectives on Public Affairs</td>
<td>SP 20__</td>
<td>N/A</td>
</tr>
<tr>
<td>PADM 5012</td>
<td>Professional Development for Public Affairs (must be taken twice)</td>
<td>FA 20__</td>
<td>N/A</td>
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<tr>
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<td>SP 20__</td>
<td>N/A</td>
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</table>

**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

Student Name _______________________________ NetID _______________________________ Date _______________________________

_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. _Also, 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._

Form updated 8/2019
Foundational 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 core competency 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 additional foundation courses.** Fellows may fulfill this requirement by taking additional core competency foundation courses, or may choose from the list of additional foundation courses in this guide. There is considerable diversity in the list of additional 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, Lamb
Fall and 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 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
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 5655: Planning and Management of Agricultural and Rural Development (also IARD 6030)
Uphoff
Spring (may not be offered Spring 2020)
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.
**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 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.

**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 5634: Corruption, Governance and Development
Ahmed
Fall
This interdisciplinary graduate-level survey course addresses issues related to the nature and extent of corruption and fraud, waste, and abuse in the public sector, and in private/nonprofit sector organizations interfacing with the public sector.

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:

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.

PADM 5210: Intermediate Microeconomics for Public Affairs
Mathios
Fall
Fellows who do not have a prior background in intermediate level microeconomics will take this course during their first semester. 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.

PAM 5470: Microeconomics for Management and Policy (spring entrants only)
Evans
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.
**Group 2:** One course on the microeconomics of government policy, chosen from the following:

Note: All of these courses require PADM 5210 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.

**PADM 5220: Economics of the Public Sector**
Bottan  
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 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. *Note: this course also requires PADM 5310 or equivalent as a prerequisite.*

**PAM 5170: Market Regulation and Public Policy**
Geddes  
Not offered in 2019-2020  
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.

**PAM 5400: Economics of Consumer Policy**
Tennyson  
Not offered in 2019-2020  
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:

Note: Fellows who already have competency in multivariate statistical methods should choose a more advanced course in applied statistical analysis. See note on page 23 of this guide for guidance and a list of suggested courses.

PADM 5310: Applied Multivariate Statistics in Public Affairs
D. Miller
Spring
Fellows who do not have a prior background in inferential statistics will take this course during their second semester. The course provides an introduction to the inferential statistical methods and econometrics/regression analysis needed to understand empirical public policy research and to do basic applied public policy analysis. The statistical concepts are illustrated using data and examples from the field of public policy.

CRP 5450: Inferential Statistics for Planning and Public Policy
Brooks
Fall
Second-year fellows who have no background in inferential statistics but require a fall semester course may petition to take this course. Enrollment requires instructor permission. This course provides 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 policy analysis. The statistical concepts are illustrated using data and examples primarily from the fields of public policy and planning. The course emphasizes hands-on experience with Excel and STATA.

PAM 5690: Regression Analysis and Managerial Forecasting
Evans
Fall
This course is appropriate for CIPA fellows who have had some prior coursework in basic inferential statistics. 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.
Group 2: One course on decision analytic methods for public affairs, chosen from the following:

**PADM 5320: Public Systems Modeling**  
Loucks  
Fall  
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.

**PAM 5300: Cost Benefit Analysis**  
Staff  
Not offered in 2019-2020  
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.
PAM 5850: Applied Demography for Business and Government
Brown
Fall
This course teaches students how demographic analysis is applied in public and private sectors. Through lectures, demonstrations, case studies and exercises students learn how demographers in non-academic settings play a key role in evidence-based decision making. Examples are drawn from the work of demographers in education, public administration, transportation, health, consumer behavior, housing, and workforce analysis. Students will learn how to apply demographic techniques and tools in these settings. Methods include: data collection; geographic area classification; fertility, mortality, and migration analysis; cohort analysis and standardization; age/sex and household composition; life table construction; workforce analysis; and preparing estimates and projections.

Additional 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 take more than one from any of the core competency lists above or may choose courses from the list below. Fellows may concentrate the three additional foundation courses in one or two foundational areas or may distribute them across the three foundational areas. For any of the additional 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 may not be suitable for all MPA students; courses at the 6000-level will generally have prerequisites and may also be Ph.D. level courses.

Administrative, Political, and Policy Processes
ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
ANTHR 6461 Anthropology of Organizations
COMM 4200 Public Opinion and Social Process
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
GOVT 4403 War and the State in Comparative Perspective
GOVT 6121 American Political Development
GOVT 6171 Politics of Public Policy [requires instructor permission]
GOVT 6222 Political Participation
GOVT 6274 People, Markets, and Democracy
GOVT 6603 Contentious Politics and Social Movements
ILRLR 6011 Negotiation: Theory and Practice
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 5114  Systems Thinking Leadership
PADM 5118  Leadership in Public Affairs
PADM 5414  Project Management
PADM 5418  Strategic Stakeholder Engagement
PADM 5431  Fundraising
PADM 5449  Systems Thinking in Public Affairs
PADM 5455  Comparative Public Administration: The Case of Seoul, Korea [requires instructor permission]
PADM 5456  Comparative Public Administration: The Case of Dubai, UAE [requires instructor permission]
PADM 5472  Leveraging Information Technology in Public and Nonprofit Organizations
PADM 5612  Intergovernmental Relations

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 PADM 5210.

AEM 4545  International Finance and Macroeconomics
AEM 6320  Open Economy Analysis: Theory and Applications
AEM 4140  Behavioral Economics and Managerial Decisions
AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade (also ECON 4840)
CRP 5040  Urban Economics
ECON 3040  Intermediate Macroeconomic Theory
ECON 4020  Game Theory
ECON 4290  Economic Analysis of Politics [requires instructor permission]
ECON 4210  Money and Credit
ECON 4220  Financial Economics [requires instructor permission]
ECON 4510  International Trade Theory and Policy
ILRIC 6350  Labor Markets and Income Distribution in Developing Countries
NS 6480  Economics of Food and Malnutrition
NS 6850  Microeconomics of Development: Applications to Health, Nutrition and Education
PAM 3410  Economics of Consumer Law and Protection
PAM 4280  The Economics of Risky Health Behaviors
PAM 5210  Development Economics and Public Policy
PAM 5240  Risk Management and Policy
PAM 5334  Corporations, Shareholders and Policy
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 6125  Impact Evaluation in Developing Countries
- AEM 6390  Research Methods in International Development
- DSOC 6190  Quantitative Research Methods
- ECON 3120  Applied Econometrics
- GOVT 6029  Advanced Regression Analysis
- GOVT 6053  Comparative Methods and Political Analysis

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

- ECON 4110  Cross-Sectional and Panel Econometrics
- NS 6850  Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries
- PAM 4100  Causal Reasoning and Policy Evaluation [requires instructor permission]
- PAM 5210  Development Economics and Public Policy
- PAM 6050  Demographic Techniques [requires instructor permission]
- PAM 6060  Demographic Techniques II [requires instructor permission]
- PAM 6090  Empirical Strategies for Policy Analysis [requires instructor permission]

Quantitative Analysis and Public System Modeling Tools and Methods

- AEM 4060  Risk Simulation and Optimization
- AEM 4120  Computational Methods for Management and Economics
- CEE 5970  Risk Analysis and Management
- CEE 5980  Introduction to Decision Analysis
- CEE 4770  Natural Hazards, Reliability and Insurance
- CRP 5250  Introductory Methods of Planning Analysis
- 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 [requires instructor permission]
DSOC 6001  The Empirics of Development and Social Change
DSOC 6150  Qualitative Research Methods
INFO 6750  Causal Inference and Design of Experiments
PAM 3120  Research Design, Practice, and Policy
SOC 5080  Qualitative Methods

Spatial Methods
CRP 5080  Introduction to Geographic Information Systems (GIS)
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 [requires instructor permission]
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. However, serious thought be given to crafting a set of courses that are complementary and that instill a base of specific and generalizable knowledge and functional skills in a professional area. Fellows should also choose their professional development coursework to complement their concentration courses.

A concentration is expected to reflect a public affairs focus and to provide the fellow with some breadth of perspectives. No fellow may take more than half of his/her concentration courses in the S.C. Johnson School of Business or in 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 these degree programs in both purpose and content. 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.

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. 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. The concentration declaration and narrative should be discussed with the academic advisor before submission by the beginning of the second semester of study.

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. Fellow should be aware that courses at the 6000 or 7000 level may have prerequisites and may be designed primarily for PhD students.
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 DGS. Core and elective foundation courses may be appropriate concentration courses (but cannot be double counted in both areas).

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; 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.

Suggested Courses for Any Concentration:

ILRHR 7451 Leadership Assessment for Managers
ILRLR 6012 Managing and Resolving Conflict
ILROB 5275 Leading and Managing Teams
NBA 6820 Negotiation Essentials
PADM 5114 Systems Leadership
PADM 5449 Systems Thinking in Public Affairs
PADM 5118 Leadership in Public Affairs
PADM 5382 Bridging the Gap: Connecting Research and Policy in the NYS Legislature
PADM 5414 Project Management
PADM 5418 Strategic Stakeholder Engagement
PADM 5472 Leveraging Information Technology in Public and Nonprofit Management
PADM 5900 Consulting for Nonprofit and Government Organizations
PAM 5690 Desktop and Modeling Solutions
PAM 5700 Accounting, Financial Reporting and Decision Making
PMA 3814 Public Speaking: Contexts, Techniques and 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.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. *These lists are meant to be illustrative.* Courses from different samples and concentrations may be combined into a concentration.

**Sample Concentrations by Theme**

*Economic Policy Analysis Methods*
- AEM 4120 Computational Methods for Management and Economics
- ECON 4840 Policy Analysis: Welfare Theory, Agriculture, and Trade
- PAM 4100 Causal Reasoning and Policy Evaluation
- PAM 5301 Intermediate Policy Analysis
- PAM 5300 Cost-Benefit Analysis

*Financial Markets Policy*
- AEM 4090 Environmental Finance and Markets
- ECON 4220 Financial Economics
- LAW 6763 Principles of Financial Regulation (1/2 semester)
- LAW 7675 Issues in Financial Regulation
- NBA 5980 Behavioral Finance (1/2 semester)
- PADM 5570 Corporate Responsibility

*Development Banking*
- AEM 4420 Emerging Markets
- AEM 4590 Financial Markets and Institutions
- AEM 6670 Topics in Economic Development
- DSOC 6001 The Empirics of Development and Social Change
- LAW 7740 Law and Economics, and Games

*Macroeconomic and International Trade Policy*
- AEM 4545 International Finance and Macroeconomics
- ECON 3040 Intermediate Macroeconomic Theory
- ECON 4510 International Trade Theory and Policy
- GOVT 3549 Capitalism, Competition, and Conflict in the Global Economy
- LAW 6981 WTO and International Trade Law

*Economic Regulation and Public Economics*
- PADM 5220 Economics of the Public Sector
- PAM 5170 Market Regulation and Public Policy
- PAM 5301 Intermediate Policy Analysis
- PAM 5334 Corporations, Shareholders and Policy
- PAM 5440 Economics of Consumer Policy
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 Certificate (EFII). For further information please see the CIPA Program Handbook.

**Other Suggested Courses for Economic and Financial Policy**

AEM 4140  Behavioral Economics and Managerial Decisions  
AEM 4190  Strategic Thinking  
AEM 4230  Contemporary Topics in Behavioral Finance  
AEM 4420  Emerging Markets  
AEM 4421  Research and Strategy in Emerging Markets  
AEM 4590  Financial Markets and Institutions  
AEM 5241  Finance  
CRP 5040  Urban Economics  
ECON 3920  Analysis of Agricultural Markets  
ECON 4210  Money and Credit  
ECON 4250  Economics of Crime and Corruption  
ECON 4290  Economic Analysis of Politics [requires instructor permission]  
ECON 4520  International Monetary Theory and Policy  
ILRIC 5380  The Asian Century: The Rise of China and India  
ILRIC 6350  Labor Markets and Income Distribution in Developing Economies  
ILRLE 4430  Compensation, Incentives and Productivity  
INFO 4470  Social and Economic Data  
NBA 5061  Comprehensive Financial Statement Analysis  
NBA 5110  Financial Modeling  
NBA 6030  Sustainable Global Enterprise  
PAM 3410  Economics of Consumer Protection and the Law  
PAM 5190  Nonprofits and Public Policy  
PAM 5240  Risk Management and Policy  
PAM 5340  Regulation and Infrastructure Policy
Environmental Policy

CIPA fellows who focus on environmental policy should strive to develop capacity in leading, coordinating and using inputs from teams of specialists in the development of environmental management plans and policies. Since working in the environmental area is typically a multi-disciplinary endeavor 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.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. These lists are meant to be illustrative. Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

**Conservation Management**
- AEM 4090 Environment, Finance and Markets
- DEA 6200 Studies in Human-Environmental Relations
- IARD 4850 Case Studies in International EcoCulture and Environmental Conservation
- NTRES 6601 Decision Making in Natural Resource Management
- PADM 5570 Corporate Responsibility

**Environmental Advocacy and Resilience Planning**
- COMM 4860 Risk Communication
- CRP 5460 Introduction to Community and Environment Dispute Resolution
- DEA 6610 Environments and Health
- DSOC 6320 Environmental Governance
- PADM 5280 Translation of Research into Policy and Practice

**Environmental Regulation**
- CRP 5555 Environmental Impact Review
- LAW 6361 Environmental Law
- NTRES 4300 Environmental Policy Processes I
- NTRES 4301 Environmental Policy Processes II
- PAM 5970 Economics and Environmental Policy

**Disaster Prevention, Planning and Policy**
- CEE 5970 Risk Analysis and Management
- DSOC 6340 Risk and Disasters
- ILRLR 6057 Environmental Mediation and Negotiation (1/2 semester)
- NTRES 6201 Community, Place and Environment
- PADM 5418 Strategic Stakeholder Engagement (1/2 semester)
- PADM 5734 Policy Issues in Disaster Prevention and Recovery

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). For further information see the CIPA Program Handbook.
Other Suggested Courses for Environmental Policy

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AEM 4090</td>
<td>Environmental Finance and Markets</td>
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<td>AEM 4500</td>
<td>Resource Economics</td>
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<td>BEE 4750</td>
<td>Environmental Systems Analysis</td>
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<td>BEE 4870</td>
<td>Sustainable Energy Systems</td>
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<td>CEE 4770</td>
<td>Natural Hazards, Reliability and Insurance</td>
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<td>CEE 6025</td>
<td>Special Topics in Environmental and Water Resources Analysis</td>
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<tr>
<td>COMM 4210</td>
<td>Communication and the Environment</td>
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<td>COMM 4560</td>
<td>Community Involvement in Decision Making</td>
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<td>COMM 6210</td>
<td>Advanced Communication and the Environment</td>
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<tr>
<td>CRP 3840</td>
<td>Green Cities</td>
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<td>CRP 5540</td>
<td>Introduction to Environmental Planning</td>
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<tr>
<td>CRP 6506</td>
<td>Environmental Planning Seminar: Wilderness and Wildlands</td>
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<tr>
<td>DSOC 4320</td>
<td>Agents of Change: Community Organizing for the Public Good</td>
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<tr>
<td>DSOC 6210</td>
<td>Foundations of Environmental Sociology</td>
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<tr>
<td>HD 6410</td>
<td>Psychology and Culture of Human-Environmental Relationships</td>
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<td>HD 6650</td>
<td>Poverty, Children and the Environment</td>
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<td>ILRIC 4313</td>
<td>Labor, the Environment and Climate Change</td>
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<td>ILRIC 6020</td>
<td>Corporate Social Responsibility</td>
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<td>NTRES 3301</td>
<td>Sustainability Science</td>
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<td>NTRES 4320</td>
<td>Human Dimensions of Coupled Social-Ecological Systems</td>
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<tr>
<td>NTRES 4440</td>
<td>Resource Management and Environmental Law</td>
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<tr>
<td>PLHRT 3600</td>
<td>Climate Change and the Future of Food</td>
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<tr>
<td>STS 4541</td>
<td>Risk and Society</td>
</tr>
</tbody>
</table>
Government, Politics, and Policy Studies

CIPA Fellows in the government, politics and policy studies concentration focus on the politics of domestic and international policymaking and administrative processes. Fellows who elect this concentration develop an advanced understanding of how political management intersects program and resource management in the public sector. Fellows should strive to develop a skills set that allows them to work with elected officials, public managers, and citizens to develop actionable policy goals.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. *These lists are meant to be illustrative.* Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

**Government or Legislative Affairs**
- GOVT 4090  Persuasive Politics
- NBA 6820  Negotiation Essentials (1/2 semester)
- PADM 5118  Leadership in Public Affairs
- PADM 5380  Translation of Research into Policy and Practice
- PADM 5418  Strategic Stakeholder Engagement (1/2 semester)
- PADM 5612  Intergovernmental Relations

**International Relations**
- DSOC 6250  State, Economy and Society
- GOVT 6987  Domestic Politics and International Relations
- HIST 4085  Economic Globalization and Democratic Crises 1870-Present
- ILRLR 6027  Campus Mediation Practicum
- ILRIC 4330  Politics of the Global North

**Political Analysis or Consulting**
- COMM 4200  Public Opinion and Social Process
- GOVT 6171  Politics of Public Policy
- NBA 5690  Management Consulting Essentials (1/2 semester)
- PAM 5850  Applied Demography in Business and Government
- PADM 5900  Consulting for Nonprofit and Government Organizations
- SOC 6160  Survey Methods (1/2 semester)

**International Diplomacy**
- CRP 6720  International Institutions
- GOVT 4403  War and the State in Comparative Perspective
- GOVT 7937  Proseminar in Peace Studies (1/2 semester)
- NBA 6820  Negotiation Essentials (1/2 semester)
- PADM 5855  International Human Rights
- STS 4721  Peace Building in Conflict Regions: Case Studies Sub-Saharan Africa Israel Palestinian Territories

CIPA Fellows interested in international relations or international diplomacy may want to consider the graduate minor in Peace Studies. For further information see the [Judity Reppy Institute for Peace and Conflict Studies](#).
Other Suggested Courses for Government, Politics and Policy Studies

AMST 4283  Latino Politics as Racial Politics
ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
ANTHR 4513 Religion and Politics in Southeast Asia
ANTHR 6437 Brave New World: 21st Century Authoritarianism
ANTHR 6552 Genocide Today
COMM 6180  Media Influence and Persuasion
CRP 6120  Devolution, Privatization: Challenges for New Urban Management
CRP 6150  Current Issues and Debates on NGOs
DSOC 4810  Global Conflict and Terrorism
DSOC 6320  Environmental Governance
DSOC 6820  Community Organizing and Development
ECON 3380  China’s Economy Under Mao and Deng
ECON 4510  International Trade Theory and Policy
ECON 4520  International Monetary Theory and Policy
GOVT 3683  Comparative Corruption
GOVT 4041  American Political Development in the 20th Century
GOVT 4112  The Politics of Change
GOVT 6132  The Politics of Inequality in the United States
GOVT 6202  Political Culture
GOVT 6291  Contemporary American Politics
GOVT 6603  Contentious Politics and Social Movements
GOVT 6461  Public Opinion
GOVT 6596  Nonviolence and Political Theory
GOVT 6857  International Political Economy
GOVT 6897  International Security
ILRIC 5380  The Asian Century: The Rise of China and India
HIST 4127  The Body Politic in Asia
HIST 4390  Reconstruction and the New South
HIST 4851  Refugees
HIST 6290  U.S. Borders, North and South
INFO 4250  Surveillance and Privacy
LAW 4131  The Nature, Functions and Limits of Law
LAW 6161  Comparative Law: The Civil Law Tradition
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<th>Course Code</th>
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<tbody>
<tr>
<td>LAW 6661</td>
<td>Constitutional Law and the European Union</td>
</tr>
<tr>
<td>LAW 6791</td>
<td>Public International Law</td>
</tr>
<tr>
<td>NES 4672</td>
<td>Nationalism(s) in the Arab World</td>
</tr>
<tr>
<td>PADM 5382</td>
<td>Bridging the Gap: Connecting Research and Policy in the New York State Legislature</td>
</tr>
<tr>
<td>PADM 5634</td>
<td>Corruption, Governance and Development</td>
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</table>
Human Rights and Social Justice

CIPA Fellows concentrating in Human Rights and Social Justice focus on human rights 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 and that work toward ensuring equal opportunities before the law and in society-at-large. Students pursuing this concentration often wish to prepare themselves to serve as more effective advocates for alleviating political, economic and social inequality.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. These lists are meant to be illustrative. Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

Human Rights Advocacy
ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
DSOC 4320 Agents of Change: Community Organizing for the Public Good
GOVT 3785 Civil Disobedience
LAW 4131 The Nature, Functions and Limits of Law
PADM 5855 International Human Rights

Civil Rights and Criminal Justice
ANTHR 6552 Genocide Today
ECON 4250 Economics of Crime and Corruption
GOVT 3152 Prisons, Politics and Policy
LAW 4051 Death Penalty in America
SOC 3850 Mass Incarceration and the Life Course

Poverty and Inequality
DEA 6650 Poverty, Children and the Environment
ILRIC 6350 Labor Markets and Income Distribution in Developing Countries
NS 4570 Health, Poverty and Inequality: A Global Perspective
PSYCH 4030 Inequality, Power and Happiness
SOC 5180 Social Inequality: Contemporary Debates, Theories and Models

Refugees, Migration and Immigration
AMST 4851 Refugees
DSOC 6300 Human Migration: Internal and International
ILRIC 6312 Migration in the Americas: Engaged Research Methods and Practice
GOVT 3401 Refugees and the Politics of Vulnerability
PAM 3040 Immigration and Public Policy

CIPA Fellows interested in international human rights may want to consider the graduate minor in Peace Studies. For further information see the Judith Reppy Institute for Peace and Conflict Studies.
Other Suggested Courses for Human Rights and Social Justice

AMST 3380  Urban Inequality
ASRC 4330  Race and Social Entrepreneurship, Environmental Justice & Urban Reform
ANTHR 4479  Ethnicity and Identity Politics
CRP 6011  Ethics, Development and Globalization
CRP 6720  International Institutions
DSOC 3050  Education, Inequality and Development
DSOC 3400  Agriculture, Food, Sustainability and Social Justice
DSOC 4230  Gender and Health: Concepts, Data, Theories and Evidence
DSOC 6820  Community Organizing and Development
FGSS 4160  Gender and Sexuality in Southeast Asia
GOVT 3141  Prisons
GOVT 3152  Prisons, Politics and Policy
GOVT 4232  The Politics of the Inner City
GOVT 4264  Social Movements in Latin America
GOVT 4283  Latino Politics as Racial Politics
GOVT 4846  Equality
GOVT 6132  The Politics of Inequality in the United States
GOVT 6867  International Law, War and Human Rights
ILRLE 4450  Women in the Economy
ILRLR 3830  Workers’ Rights as Human Rights
ILRLR 4000  Union Organizing
ILRLR 4052  Making Development Equitable: Community Control in the New Economy
ILRLR 4845  Labor, Race, and Gender
ILRLR 6070  Values, Rights and Justice at Work
ILRLR 6079  Low Wage Workers and the Law
ILRLR 6840  Fighting Discrimination in the Workplace: Employment Discrimination and the Law
INFO 4250  Surveillance and Privacy
LAW 6560  International Human Rights and Institutions
LAW 7183  Economic Justice: Understanding Law and Economic Inequality
LAW 7015  Law and Social Movements
International Development Studies

Fellows interested in this concentration are concerned with administrative and policy issues in developing countries. This concentration helps fellows understand the broad and specific contexts in which international development decisions are made. This is a very broad concentration and a rapidly changing area of knowledge and practice. Fellows should design their concentration with this in mind, while recognizing that a good knowledge of the current and historical state of the field – how we got to where we are now, what has been successful and what has not and why – are essential inputs. In addition to emphasizing thematic problems in development, Fellows may choose to focus their studies on a particular region of the globe.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. These lists are meant to be illustrative. Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

Field Work in International Development
AEM 6390 Research Methods in International Development
CRP 6150 Current Issues and Debates on NGOs
NS 6050 Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries
PADM 5414 Project Management
PADM 5657 Alternative Paradigms, Practices and Challenges in International Development

Food and Agricultural Policy
AEM 6400 Analysis of Agricultural Markets
NS 4450 Toward a Sustainable Global Food System: Food Policy in Developing Countries
NS 6480 Economics of Food and Malnutrition
PADM 5655 Planning and Management of Agricultural and Rural Development
PLSCS 4140 Tropical Cropping Systems: Biodiversity, Social, and Environmental Impacts

Human Rights and Development
CRP 6011 Ethics, Development and Globalization
DSOC 4300 Human Migration
DSOC 6820 Community Organizing and Development
ILRIC 6350 Labor Markets and Income Distribution in Developing Countries
NS 4570 Health, Poverty, and Inequality: A Global Perspective

Emerging Economies
AEM 4421 Research and Strategy in Emerging Markets
CRP 6740 Urban Transformations in the Global South
LAW 6681 International Law and Foreign Direct Investment
NBA 6370 Current Global Issues for Business: the US, Europe, China, and Emerging Markets
PADM 5634 Corruption, Governance and Development
Other Suggested Courses for International Development Studies

AEM 4310 Agricultural and Food Policy
AEM 4350 Political Economy of the WTO
AEM 4420 Emerging Markets
AEM 4640 Economics of Agricultural Development
AEM 4880 Global Food, Water and Energy Nexus
AEM 6050 Agricultural Finance and Development
AEM 6125 Impact Evaluation in Developing Countries
AEM 6300 Policy Analysis: Welfare Theory, Agriculture and Trade
AEM 6600 Natural Resources and Economic Development
AEM 6670 Topics in Economic Development
ANTHR 4437 Ethnographies of Development
ANTHR 4513 Religion and Politics in Southeast Asia
CRP 6720 International Institutions
CRP 6770 Seminar on Issues in African Development
DSOC 3400 Agriculture, Food, Sustainability and Social Justice
DSOC 4320 Agents of Change: Community Organizing for the Public Good
DSOC 6001 The Empirics of Development and Social Change
DSOC 6020 Digitizing Development
DSOC 6060 Sociological Theories of Development
DSOC 6250 State, Economy and Society
DSOC 6340 Risk and Disaster
DSOC 6380 Population and Development
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
IARD 4030 Traditional Agriculture in Developing Countries
IARD 6960 Perspectives in International Development
ILRIC 5375 Labor Practices in Global Supply Chains: Multi-Stakeholder Perspectives
ILRIC 5380 The Asian Century: The Rise of China and India
LAW 6981 WTO and International Trade Law
<table>
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<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>NS 6850</td>
<td>Microeconomics of Development: Applications to Health, Nutrition and Education</td>
</tr>
<tr>
<td>PADM 5657</td>
<td>Alternative Paradigms, Practices and Challenges in International Development</td>
</tr>
<tr>
<td>PAM 5210</td>
<td>Development Economics and Public Policy</td>
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<tr>
<td>PLHRT 3600</td>
<td>Climate Change and the Future of Food</td>
</tr>
<tr>
<td>PLSCS 4290</td>
<td>Remote Sensing and Modeling for Ecosystems</td>
</tr>
<tr>
<td>PLSCS 4650</td>
<td>Global Navigation Satellite Systems</td>
</tr>
</tbody>
</table>
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. Coursework includes fundamentals of public and nonprofit administration, budgeting, human-resource management, strategy, organizational behavior, managing client relations and leadership.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. These lists are meant to be illustrative. Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

**Public Sector Management (general)**
- PADM 5110  Public Administration
- PADM 5118  Leadership in Public Affairs
- PADM 5130  Legal Aspects of Public Agency Decision-Making
- PADM 5300  Cost-Benefit Analysis
- PADM 5456  Comparative Public Administration: Dubai (1/2 semester)
- PADM 5472  Leveraging IT for Public and Nonprofit Management (1/2 semester)

**Nonprofit Management (general)**
- LAW 6131  Business Organizations
- PADM 5410  Nonprofit Management and Finance
- PADM 5431  Fundraising (1/2 semester)
- PADM 5472  Leveraging IT for Public and Nonprofit Management (1/2 semester)
- PAM 5190  Nonprofits and Public Policy
- PAM 5700  Accounting, Financial Reporting and Decision Making

**International Public Management**
- CRP 6720  International Institutions
- LAW 6791  Public International Law
- PADM 5414  Project Management
- PADM 5345  Evaluation of International Programs and Projects
- PADM 5450  International Public and NGO Management

**State and Local Government**
- COMM 4560  Community Involvement in Decision Making
- CRP 6120  Devolution and Privatization: Challenges for Urban Management
- ILRLR 6028  Mediating Organizational Conflicts
- PADM 5455  Comparative Public Administration: Seoul (1/2 semester)
- PADM 5472  Leveraging IT for Public and Nonprofit Management (1/2 semester)
- PADM 5612  Intergovernmental Relations

**Social Entrepreneurship**
- ILRHR 6611  Seminar in Entrepreneurs and Entrepreneurial Organizations
- ILRHR 6615  Socially Responsible Business (1/2 semester)
- ILROB 4245  Managing and Leading Social Innovation
- NBA 5640  Designing New Ventures
- PADM 5418  Strategic Stakeholder Engagement (1/2 semester)
- PADM 5431  Fundraising (1/2 semester)
- PADM 5472  Leveraging IT for Public and Nonprofit Management (1/2 semester)
### Other Suggested Courses for Public and Nonprofit Management

<table>
<thead>
<tr>
<th>Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AEM 4140</td>
<td>Behavioral Economics and Managerial Decisions</td>
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<tr>
<td>CRP 5460</td>
<td>Introduction to Community and Environment Dispute Resolution</td>
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<tr>
<td>DSOC 6820</td>
<td>Community Organizing and Development</td>
</tr>
<tr>
<td>ILRHR 5600</td>
<td>Human Resources Management</td>
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<tr>
<td>ILRHR 7451</td>
<td>Leadership Assessment for Managers</td>
</tr>
<tr>
<td>ILRLE 4430</td>
<td>Compensation, Incentives, and Productivity</td>
</tr>
<tr>
<td>ILRLR 4820</td>
<td>Ethics at Work</td>
</tr>
<tr>
<td>ILRLR 6012</td>
<td>Managing and Resolving Conflict</td>
</tr>
<tr>
<td>ILROB 5210</td>
<td>Organizational Design, Culture, and Change</td>
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<td>NBA 5061</td>
<td>Comprehensive Financial Statement Analysis</td>
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<td>NBA 5150</td>
<td>Leadership Theory and Practice</td>
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<td>NBA 6630</td>
<td>Managerial Decision Making</td>
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<tr>
<td>NBA 6820</td>
<td>Negotiation 1: Negotiation Essentials</td>
</tr>
<tr>
<td>NCC 5540</td>
<td>Managing and Leading in Organizations</td>
</tr>
<tr>
<td>PADM 5114</td>
<td>Systems Leadership</td>
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<tr>
<td>PADM 5570</td>
<td>Corporate Responsibility</td>
</tr>
<tr>
<td>PADM 5449</td>
<td>Systems Thinking in Public Affairs</td>
</tr>
<tr>
<td>PADM 5900</td>
<td>Consulting for Nonprofit and Government Organizations</td>
</tr>
</tbody>
</table>
Science, Technology and Infrastructure Policy

The goal of this concentration is to prepare Fellows for professional careers involved in policy issues in science, technology or infrastructure. Fellows who concentrate in this area should strive to develop capacity in leading, coordinating and using inputs from teams of specialists in science, technology or infrastructure, rather than trying to replicate the skills of technical experts. It is 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 science, technology or infrastructure problems.

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.

Suggested Courses for Science, Technology and Infrastructure Studies

AEM 3220  Digital Business Strategy
AEM 4370  Strategy and Innovation
BEE 4750  Environmental Systems Analysis
BEE 6940  Water in a Changing Environment
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 5970  Risk Analysis and Management
CEE 5980  Introduction to Decision Analysis
CEE 6021  Environmental and Water Resources Systems Analysis
CEE 6200  Water Resources Systems Engineering
CEE 6620  Urban Transportation Network Design and Analysis
COMM 4660  Public Communication of Science and Technology
COMM 6660  Public Engagement in Science
COMM 6860  Risk Communication
CRP 3840  Green Cities
CRP 4080  Introduction to Geographic Information Systems (also CRP 5080)
CRP 5040  Urban Economics
CRP 5555  Environmental Impact Review
CRP 5560  Creating the Built Environment
<table>
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<th>Course Code</th>
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<tr>
<td>CRP 5565</td>
<td>Urban Economics and Real Estate Markets</td>
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<tr>
<td>CRP 6270</td>
<td>Regional Economic Impact Analysis</td>
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<tr>
<td>INFO 4240</td>
<td>Designing Technology for Social Impact</td>
</tr>
<tr>
<td>INFO 4250</td>
<td>Surveillance and Privacy</td>
</tr>
<tr>
<td>INFO 5100</td>
<td>Visual Data Analytics for the Web</td>
</tr>
<tr>
<td>INFO 6210</td>
<td>Information, Technology and Society</td>
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<tr>
<td>LAW 4021</td>
<td>Competition Law and Policy</td>
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<tr>
<td>LAW 6131</td>
<td>Business Organizations</td>
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<tr>
<td>LAW 6478</td>
<td>Free Speech Law on the Internet</td>
</tr>
<tr>
<td>NBA 6070</td>
<td>Designing Data Products</td>
</tr>
<tr>
<td>NBA 6120</td>
<td>Disruptive Technologies</td>
</tr>
<tr>
<td>NBA 6180</td>
<td>Global Innovation and Technology Commercialization</td>
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<tr>
<td>NBA 6650</td>
<td>The Strategic Management of Technology and Innovation</td>
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<td>NBA 6820</td>
<td>Negotiation Essentials</td>
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<td>PADM 5114</td>
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<td>Project Management</td>
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<tr>
<td>PADM 5449</td>
<td>Systems Thinking in Public Affairs</td>
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<tr>
<td>PADM 5472</td>
<td>Leveraging Information Technology for Public and Nonprofit Management</td>
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<tr>
<td>PADM 5570</td>
<td>Corporate Responsibility</td>
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<tr>
<td>PADM 5734</td>
<td>Policy Issues in Disaster Prevention and Recovery</td>
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<tr>
<td>PADM 5755</td>
<td>Infrastructure Financing</td>
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<tr>
<td>PADM 5962</td>
<td>Infrastructure Project Management and Finance (IPMF) Project course</td>
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<tr>
<td>PAM 5170</td>
<td>Market Regulation and Public Policy</td>
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<tr>
<td>PAM 5240</td>
<td>Risk Management and Policy</td>
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<tr>
<td>PAM 5334</td>
<td>Corporations, Shareholders and Policy</td>
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<tr>
<td>PAM 5340</td>
<td>Regulation and Infrastructure Policy</td>
</tr>
<tr>
<td>PAM 5970</td>
<td>Economics and Environmental Policy</td>
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<tr>
<td>PHIL 4810</td>
<td>Topics in the Philosophy of Science</td>
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<tr>
<td>PSYCH 4420</td>
<td>Psych &amp; Ethics of Tech 21st Century</td>
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<tr>
<td>STS 3181</td>
<td>Living in an Uncertain World: Science, Technology and Risk</td>
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<tr>
<td>STS 4041</td>
<td>Controversies in Science, Technology and Medicine: What They Are and How to Study Them</td>
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<tr>
<td>STS 4240</td>
<td>Designing Technology for Social Impact</td>
</tr>
<tr>
<td>STS 4541</td>
<td>Risk and Society</td>
</tr>
<tr>
<td>STS 4561</td>
<td>Stars, Scores and Rankings: Evaluation and Society</td>
</tr>
</tbody>
</table>
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, identification of policy alternatives, policy implementation and policy evaluation.

This guide provides both an extensive list of suggested courses for the concentration, and a set of sample concentrations organized into thematic groups. *These lists are meant to be illustrative.* Courses from different samples and concentrations may be combined into a concentration.

Sample Concentrations by Theme

**Design and Evaluation of Social Policy**
- DSOC 6190  Quantitative Research Methods
- NS 6850  Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries
- PADM 5340  Introduction to Evaluation
- PADM 5382  Bridging the Gap: Connecting Research and Policy in the NY State Legislature
- PADM 5900  Consulting for Government and Nonprofit Organizations

**Education Policy**
- AMST 4516  Sociology of Race and Education
- ANTHR 4458  Women, Girls and Gender in Education
- DSOC 3050  Education, Inequality, and Development
- DSOC 5710  America’s Promise: Social and Political Context of American Education
- DSOC 6610  Complex Organizations, Education, and Development

**Health Policy**
- DEA 6610  Environments and Health
- NS 4600  Explorations in Global and Public Health
- PAM 3780  Sick Around the World? Comparative Health Care Systems
- PAM 4280  The Economics of Risky Health Behaviors
- PAM 5670  Health Policy

**Social Welfare Policy**
- CRP 5074  Economic and Community Development Workshop
- GOVT 6021  Poverty and Social Policy
- ILRHR 6635  Unemployment: Causes, Experiences and Responses
- ILRIC 6325  The European Social Model
- PAM 5150  Social Welfare Policy in the U.S.

**Other Suggested Courses in Social Policy**
- ANTHR 3405  Multicultural Issues in Education
- COMM 6760  Public Health Communication
- CRP 5040  Urban Economics
- CRP 6430  Affordable Housing Policy and Programs
<table>
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<tr>
<td>DSOC 6150</td>
<td>Qualitative Research Methods</td>
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<td>DSOC 6710</td>
<td>Schools, Communities and Policy Reform</td>
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<tr>
<td>GOVT 6293</td>
<td>Comparative Urbanization</td>
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<tr>
<td>GOVT 6603</td>
<td>Contentious Politics and Social Movements</td>
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<tr>
<td>ILRLE 3445</td>
<td>Inequality in U.S. Higher Education</td>
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<tr>
<td>ILRLE 4440</td>
<td>The Evolution of Social Policy in Britain and America</td>
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<tr>
<td>ILRLE 4450</td>
<td>Women in the Economy</td>
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<tr>
<td>ILRLE 6420</td>
<td>Economic Analysis of the Welfare State</td>
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<td>ILRLE 6480</td>
<td>Economics Analysis of the University</td>
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<tr>
<td>ILRIC 6350</td>
<td>Labor Markets and Income Distribution in Developing Countries</td>
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<tr>
<td>ILRLR 4865</td>
<td>Thwarting the Dream of Brown v Board of Education</td>
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<td>ILROB 6260</td>
<td>Managing Diversity: Policies and Practices</td>
</tr>
<tr>
<td>LAW 7015</td>
<td>Law and Social Movements</td>
</tr>
<tr>
<td>NS 4450</td>
<td>Toward Sustainable Global Food System: Food Policy, Developing Countries</td>
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<td>NS 4480</td>
<td>Economics of Food and Malnutrition</td>
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<td>NS 4570</td>
<td>Health, Poverty, and Inequality: A Global Perspective</td>
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<td>PAM 3160</td>
<td>Labor Markets and Public Policy</td>
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<td>Economics of Education</td>
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<td>PAM 4140</td>
<td>Global Health Economics and Policy</td>
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<td>PAM 5080</td>
<td>Economics of the U.S. Social Safety Net</td>
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<td>Cost-Benefit Analysis</td>
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<td>Education Policy</td>
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<td>PAM 5250</td>
<td>Neighborhoods, Housing and Urban Policy</td>
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<tr>
<td>PAM 5280</td>
<td>Population Health for Health Care Managers</td>
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<td>SOC 6340</td>
<td>Sociology of Education</td>
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<td>SOC 6450</td>
<td>Neighborhoods, Schools and Education</td>
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</tbody>
</table>
College of Human Ecology

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