Preface

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

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

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

Welcome to CIPA!
Preface ............................................................................................................................................. 3

MPA Curriculum ......................................................................................................................... 7
  Foundation Coursework .............................................................................................................. 8
  Concentration Coursework ........................................................................................................ 9
  Professional Development Coursework ...................................................................................... 10
  Learning goals for the MPA ........................................................................................................ 10
  Practical Experience: Internships, Off-Campus Study, Public Service Exchange ...................... 10
  CIPA Public Service Exchange: ................................................................................................ 11
  Off-Campus Study Programs ..................................................................................................... 12
  Graduate Certificate and Special Programs .............................................................................. 15
  CIPA Colloquium Coursework: PADM 5009, PADM 5011, AND PADM 5012 ......................... 15
  Co-curricular Activities ............................................................................................................. 16
  Professional Writing/Analysis Qualification ............................................................................. 17

Academic Advising ..................................................................................................................... 22
  Faculty Advisory Board ........................................................................................................... 22
  Academic Advisors .................................................................................................................... 22
  Registration Information .......................................................................................................... 23

General Course Advice ............................................................................................................ 23
  Summer Webinar in Statistics, Microeconomics and Excel: ..................................................... 23
  English As A Second Language: .............................................................................................. 24
  CIPA Concentration ................................................................................................................ 24

Academic Standards .................................................................................................................. 25
  Registration Requirements ....................................................................................................... 25
  Courses and Grades .................................................................................................................. 26
  Residence Requirement .......................................................................................................... 27
  Course Load Requirements ....................................................................................................... 27
  Petition Process ....................................................................................................................... 28
  CIPA petitions are intended ..................................................................................................... 28
  College of Human Ecology petitions ....................................................................................... 28
  Graduate School petitions ...................................................................................................... 28
  Registration in Absentia/Leaves of Absence .......................................................................... 28
  Complementary and Joint Degrees ......................................................................................... 31
  Cornell’s Code of Academic Integrity ...................................................................................... 33

Public Affairs Field Faculty ....................................................................................................... 34
  Field Faculty Listing by Department ....................................................................................... 34
  Field Faculty Listing by Concentration ................................................................................... 36

TIMELINE FOR COMPLETING THE MPA DEGREE PROGRAM ........................................ 41

CIPA PLAN OF STUDY ................................................................................................................ 43
<table>
<thead>
<tr>
<th>Form</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIPA Declaration of Concentration</td>
<td>47</td>
</tr>
<tr>
<td>CIPA MPA Thesis Prospectus Form</td>
<td>49</td>
</tr>
<tr>
<td>CIPA MPA Thesis Approval Form</td>
<td>51</td>
</tr>
<tr>
<td>CIPA MPA Professional Report Preliminary Form</td>
<td>53</td>
</tr>
<tr>
<td>CIPA MPA Professional Report Approval Form</td>
<td>55</td>
</tr>
<tr>
<td>Capstone Project Form</td>
<td>57</td>
</tr>
<tr>
<td>CIPA Petition Request</td>
<td>59</td>
</tr>
</tbody>
</table>
MPA Curriculum

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

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

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

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

- Concentration Coursework -- five courses in the Fellow’s selected area of professional focus

- Professional Development Coursework (two courses related to professional writing/analytical qualifications and/or for strengthening professional preparation)
  Practical Experience: Internship, Off-Campus Study, Capstone and/or Public Service Exchange

- CIPA Colloquium (PADM 5009, PADM 5011, AND PADM 5012)

- Co-curricular Activities: Including the CIPA Colloquium Committee, The Cornell Policy Review, Cornell Public Affairs Society (CPAS), Women in Public Policy (WIPP), the International City/County Management Association (ICMA), the Cornell Latin America Student Society (CLASS).

- Professional Writing/Analytical Qualification: Contributions to a Capstone Project, a Professional Report, or a MPA Thesis
Some substitution of coursework may be allowed, based on a fellow’s previous mastery of a subject; for example, a fellow with a bachelor’s degree in economics would not be expected to repeat the intermediate microeconomics course, but would instead take more advanced graduate work. Fellows in consultation with their advisors can propose alternative ways in which the purposes of the curriculum’s structure can be better fulfilled in their case to enrich their degree program, and then petition for approval from the Director of Graduate Studies (DGS). The DGS has responsibility for final approval of all plans of study.

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

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

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

Foundation Coursework

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

The three foundation areas are:

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

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

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

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

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

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

*In addition to the six courses specified above, fellows will select three more foundation courses that provide them with foundational knowledge and skills relevant to their own professional interests.*

**Concentration Coursework**

There are eight concentration options:

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

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

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

- CIPA Declaration of Concentration including a one or two-page narrative describing how the chosen concentration courses come together as a coherent set to help the fellow achieve their professional goals.
- CIPA Program plan of study listing any courses already completed, proposed coursework to be taken in the remaining three semesters, and indicating tentatively which professional writing option will be completed. The professional writing option decision should be confirmed by the end of the second semester.
Fellows must also submit a revised CIPA Program plan of study at the beginning of their third semester of study which reflects their finalized course of study for the MPA degree. These forms must be signed by a fellow’s advisor and approved by the CIPA DGS.

**Professional Development Coursework**

In addition to the total of fourteen foundation and concentration courses, CIPA Fellows complete two courses of their choice that will strengthen their professional capabilities. This category of coursework gives opportunities for elective study to strengthen particular professional capabilities. Any course chosen in this area should add to fellows’ respective professional qualifications. International Fellows may count up to three credits of CIPA course offerings in ESL (English as a second language) coursework toward this requirement. The CIPA Capstone course may be counted in this category.

**Learning goals for the MPA**

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

CIPA graduates’ learning goals fall into the following categories:

A. Problem Solving and Analytical Skills
   a. Administrative, Political and Policy Analysis
   b. Economic Analysis and Public Finance
   c. Quantitative, Analytical and Qualitative Analysis for Public Affairs

B. Specialized Public Policy Subject Matter Competence

C. Writing Skills

D. Group Working, Management and Leadership Skills

E. Communication and Presentation Skills

**Practical Experience: Internships, Off-Campus Study, Public Service Exchange**

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

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

Internships are available in organizations in the public, private, nonprofit, and academic sectors. Recent CIPA Fellows have been placed in internships with the following representative organizations:
Another opportunity for practical experience is the Public Service Exchange. This represents a unique service-learning partnership with nonprofit and Government agencies located primarily in Tompkins County as well as in the greater New York region. CIPA Fellows who wish to participate in the Service Exchange must register in the fall or spring semester for PADM 5900 —Consulting for Nonprofit and Government Organizations. This opportunity can be in addition to or instead of the summer internship.

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

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

Additional information on internships is available on the CIPA web site.
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<tr>
<th>Alternatives Federal Credit Union</th>
<th>American Red Cross</th>
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<tbody>
<tr>
<td>Cancer Resource Center of the Finger Lakes</td>
<td>City of Ithaca Department of Planning and Urban Renewal</td>
</tr>
<tr>
<td>City of Ithaca Downtown Partnership</td>
<td>Cornell Cooperative Extension of Tompkins County</td>
</tr>
<tr>
<td>Cornell University International Students and Scholars Office</td>
<td>Economic Development Administration</td>
</tr>
<tr>
<td>Educate the Children, Inc. (Nepal)</td>
<td>Health and Human Services Coalition of Tompkins County</td>
</tr>
<tr>
<td>Ithaca Department of Public Works</td>
<td>Ithaca Public Education Initiative</td>
</tr>
<tr>
<td>Ithaca Youth Bureau</td>
<td>Mutual Housing Association of Tompkins County</td>
</tr>
<tr>
<td>Namaste Montessori School</td>
<td>New Orleans Recovery Project for the 9th Ward</td>
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<td>New York City Housing Authority (NYCHA)</td>
<td>Pipeline 4 Progress</td>
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<tr>
<td>Save the Children (Bolivia)</td>
<td>Stop the Silence</td>
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<tr>
<td>Tompkins County Office for the Aging</td>
<td>Upstate New York Safety Coalition Task Force</td>
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</tbody>
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For more information about the Public Service Exchange, please contact the Associate Director for CIPA Engaged Learning & Capstone Instructor, Laurie Miller, by phone at 255-4858, or by e-mail at jim44@cornell.edu. Other Cornell courses offering similar public service immersion as PADM 5900 (such as SMART or the Johnson School’s Sustainable Global Enterprise SGE course) may be petitioned to count as satisfying the practical experience requirement. These courses typically include required work and travel over Cornell’s winter break.

**Off-Campus Study Programs**

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

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

CIPA Washington Externship Semester

An Externship Semester opportunity exists that enables fellows to live and work in Washington, DC for a semester. Through the CIPA Externship Semester in Washington, DC, fellows undertake an externship for up to forty hours per week while completing professional development exercises through an intensive externship course. Participants also enroll in a CIPA colloquium course featuring alumni speakers (parallel to the CIPA Colloquium series offered each semester in Ithaca). The full-time internship will count as eight credits, one applied toward the concentration and one applied toward the professional development courses. Fellows may also enroll in CIPA-approved elective coursework at either Cornell in Washington to earn additional credits toward the MPA degree. There is no additional tuition charge for participating in this program, although living accommodations are often available at the Cornell in Washington Center, 2148 O Street NW on Dupont Circle, on a space-available basis. Fellows are responsible for securing their own accommodations.

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

CIPA New York City Externship Semester

CIPA’s Externship Semester in New York City is operated in collaboration with the College of Human Ecology’s Urban Semester Program. Through the CIPA Externship Semester in New York City, fellows undertake an externship for up to forty hours per week while completing professional development exercises through an intensive externship course. Participants also enroll in a CIPA colloquium course featuring alumni speakers (parallel to the CIPA Colloquium series offered each semester in Ithaca). The full-time externship will count as eight credits, one applied toward the concentration and one applied toward the professional development courses. In total, fellows can complete only two CIPA course requirements in New York City (in addition to colloquium). As such, fellows interested in participating in this off-campus study program should plan on taking an online course through CIPA while in New York, and an additional course in one of their residential semesters to ensure they maintain progress toward the degree.

Cornell staff members remain in constant communication with fellows through written assignments, and periodically travel to Washington, DC, throughout the semester to monitor fellows’ progress. The ILR Conference Center in NYC at 16 East 34th Street, provides facilities for the Colloquium and for CIPA Fellow meetings and other activities. There is no additional tuition charge for participating in this program, and fellows retain insurance coverage

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under the Student Health Insurance Plan (SHIP) for the duration of the semester. For more information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu.

Residential space is available for participants at the 92nd Street YMCA. There is no additional tuition charge for participating in this program, and fellows retain insurance coverage under the Student Health Insurance Plan (SHIP) for the duration of the semester. For more information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu.

Capital Semester Program in Albany

The Albany Semester Program is offered in collaboration with The New York State Capital Semester Program. This program, which is available as an off-campus study option each spring, provides CIPA students with the opportunity to work for a public, private, or nonprofit public affairs organization in the Albany area, while taking coursework in public policy analysis that applies toward the MPA degree. In total, four courses may be taken in Albany—an eight credit externship, a core course facilitated by the Capital Semester Program, and a course taught via online instruction by a CIPA faculty member. As part of this experience, students attend hearings and legislative sessions, meet with lobbyists and constituents, and draft substantial policy deliverables. Paid internship opportunities are available for students seeking placements with the New York State Legislature. For more information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu.

CIPA Mysore Externship Semester

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

Funding for Engaged Learning/Practical Experience Opportunities

CIPA has a limited amount of funding to support fellows completing their practical experience requirement. As described above, the practical experience requirement may be fulfilled through a variety of engaged learning opportunities/practical experiences, including those associated with off-campus semesters, immersion courses (such as the SMART or PADM 5900) or summer internships. Fellows may apply for funding of at most one practical experience during their degree careers at CIPA. Please note that funding is awarded on a competitive basis and therefore is not guaranteed: funding decisions are made based on a variety of factors, including alignment of the engaged learning opportunity with a student's academic and professional objectives. Awarded amounts will vary depending on the costs of travel/lodging for the experience, and availability of funds. There is no minimum stipend award. Applications for winter and summer funding are published across the CIPA Fellows list serve in November and February, respectively. Application materials consist of a statement of purpose linking the practical experience with a student’s academic and professional objectives, a current resume/CV, a budget proposal, and an offer letter, including terms of reference, from the host organization.

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

**Graduate Certificate and Special Programs**

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

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

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

- **Certificate Program in Systems Thinking, Modelling, and Leadership**: This program is designed for students interested in shaping their MPA around systems thinking applications in public sector planning and management. Emphasis is placed on technology and tools available to solve complex problems using a systems thinking framework. For more information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu.

- **Conservation Fellows Program**: This program, facilitated by CIPA and the Cornell Lab of Ornithology, seeks to offer fellows the opportunity to engage in cutting-edge research and practice in the field of conservation. Fellows are required to enroll in a suite of intensive courses on conservation science, policy, and management, as well as complete a practical experience at the Lab. For more information, please contact CIPA Faculty member John Tobin at john.tobin@cornell.edu.

**CIPA Colloquium Coursework: PADM 5009, PADM 5011, AND PADM 5012**

Fellows are required to successfully complete a one-credit CIPA Colloquium course each semester that they are in residence at Cornell. These sequenced forums offer professional insights and practice opportunities for at each stage of the degree program, and are designed to
help Fellows make links between their coursework and the wide array of challenges for domestic and international public policy and administration.

First-year fellows are required to enroll in PADM 5009: Career Management for Public Affairs in the fall semester. This course, which meets on designated Thursday afternoons from 4:45-6:00pm introduces students to the landscape of public affairs employment, as well as techniques for succeeding in the internship and job search.

Second-year fellows are required to enroll in PADM 5011: Perspectives on Public Affairs in the fall semester. This interactive roundtable series, which meets on designated Friday mornings from 9:00-10:00am, connects students with public affairs faculty and practitioners to discuss current issues in the field.

All fellows are required to enroll in PADM 5012: Professional Development for Public Affairs in the spring semester. This course, which meets on designated Thursday afternoons from 4:45-6:00pm, will focus on knowledge, skills, and abilities that are relevant from a general management perspective, and across MPA degree concentrations. Topics covered might include strategic planning, stakeholder engagement, managing people/finances/technology, and more.

Fellows who are pursuing off-campus opportunities in CIPA-approved programs will be automatically excused from these courses during their semester away or will meet the course requirement by completing a parallel speaker series in the respective city. Fellows who have a course scheduling conflict with PADM 5012 may petition to have the colloquium requirement waived if the course is integral to the completion of their CIPA course of study. PADM 5010 and PADM 5011 may not be waived. Course petitions must be approved by the student’s academic advisor and the CIPA DGS. A colloquium waiver will be given for only one semester while in residence at Cornell.

Please consult the course syllabi for academic and attendance requirements.

Co-curricular Activities

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

The Cornell Public Affairs Society

The Cornell Public Affairs Society (CPAS) is CIPA’s student government organization. Executive Board members are elected by the CIPA student body each November. In addition to facilitating a wide range of academic and professional development programming, CPAS serves as the conduit between CIPA students and the CIPA Faculty and staff. All students running to serve on the CPAS Executive Board must be in good academic standing.

The Cornell Policy Review

The Review is CIPA’s academic public policy journal. Drawing upon their own research and professional experiences, CIPA Fellows and external contributors write articles for this publication and edit articles submitted by faculty, alumni and others. Working on The Review gives fellows a greater appreciation for the rigors of academic publishing and the peer review process, while simultaneously allowing participating fellows to refine the
writing and editing skills that are vital to preparing public affairs reports and position papers.

At the end of each fall semester, CIPA accepts applications for the positions of Editor-in-Chief, Business Editor, and Social Media Editor of The Cornell Policy Review. Fellows who are selected for these positions will serve as Editors-in-Training during their first-year spring academic term and as full Editors for the remaining two semesters following their appointment. Small stipends may be available for Editors. Applicants must be CIPA Fellows in good academic standing. Applicants must be willing to commit themselves to be in residence at Cornell during the three academic semesters for the remainder of their tenure at Cornell. Fellows planning to participate in a semester of off-campus study, for example, are not eligible. Information on applying for these positions is provided to CIPA Fellows in late November of each year. For additional information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu.

**Women in Public Policy, WIPP**

WIPP is an organization that facilitates the professional integration of women into public policy roles. WIPP organizes discussions and debates on gender and policy issues regarding women in the public arena, and generates public awareness about economic, social, political and historical issues in relation to gender and power in policy. WIPP promotes principles of equality, justice and integrity in the public and private arena and provides a support system and networking opportunities for its members. WIPP invites women leaders to speak at Cornell, co-hosts various events on campus that deal with women and equality, holds panel discussions on current issues on gender, and makes information available to its members of gender policy related events at Cornell and beyond.

**The International City/County Management Association**

The Cornell Chapter of the International City/County Management (ICMA) provides a forum for CIPA Fellows to advance professional local government management and create sustainable communities that improve lives worldwide. ICMA members are committed to identifying leading practices to address the needs of local governments and professionals serving communities globally.

**Cornell Latin American Student Society**

The Cornell Latin American Student Society is a co-curricular organization dedicated to enhancing relationships between Cornell and Latin America, raising awareness of opportunities and challenges within Latin America, and foster an active engagement of the Cornell community in development projects in the region.

**Professional Writing/Analysis Qualification**

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

During the second year of MPA study, each fellow will have the opportunity to take a public service-oriented Capstone course that involves preparation of a professional project report and making formal oral presentations in the context of collaborative group with a real client agency or program being served.

Alternatively, fellows may write a professional report based on their internship experience between the first and second years, or a policy-related MPA thesis researched and presented in a
more academic manner. The professional report and the thesis differ more in their intended audiences than in quality or quantity of work. Professional reports are written for a specific audience (client), to assist in decision-making and program management or evaluation, while theses are written for a general audience, for anyone in the world who would be interested in their subjects.

Course credits (but not independent study credits) earned in the process of completing the professional writing requirement may count as one of the 16 courses required for the MPA under the Professional Development Coursework category.

**Capstone Project**

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

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

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

To learn more about current CIPA Capstone projects, requirements, and registration, or to discuss future topics, please contact Laurie Miller, the Associate Director for CIPA Engaged Learning & Capstone Instructor at: jim44@cornell.edu.

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

**Professional Report**

Most fellows undertake an internship during the summer between their first and second years, and most of these assignments require some written report or output from the work engaged in. Some fellows, having done this professional work, would like to develop their analysis to a higher level, with more research, more data assembly and analysis, more detailed evaluation and explanation. Fellows choosing this option to demonstrate professional writing and analytical skills must complete PADM 5930, Professional Report Proseminar, in the fall semester of their second year of study. This course will help to develop the fellow’s understanding of the process of producing a client report, resulting in a more complete and useful document for the client. Fellows may also spend a semester enrolled in an independent study or directed reading course with a Public Affairs field faculty member but they are not required to do so. If a fellow decides to do an independent study, it will NOT count as one of the 16 courses required for the MPA.
The faculty advisor overseeing a fellow’s professional report is typically the fellow’s academic advisor although it does not have to be. If the fellow wants support from a faculty member who is not their advisor, it is the responsibility of the fellow to identify and recruit a faculty member with subject matter expertise to advise on and evaluate the project. In general, professional reports will be written by a single fellow for a specified client according to that client’s needs. For this to meet the professional writing requirement, the report needs to be approved by a representative of the client, the faculty member who supervised the report, and the CIPA DGS.

Fellows should consult the Guide to the MPA Professional Report and Thesis for more information about writing a professional report.

The Professional Report Preliminary Form, along with a copy of the project description, must be signed by their client and by their academic advisor and submitted to the CIPA GFA Office no later than the end of the first semester of their second year.

**Thesis**

For fellows intending to pursue a Ph.D. beyond the MPA degree, or who have some particular interest in public affairs that can be advanced by more traditional academic research, a thesis that corresponds to the Graduate School’s MA or MS degree requirements can meet the professional writing requirement. A fellow must be in good academic standing to choose a thesis as their professional writing requirement.

Fellows who choose this option will be responsible for finding a willing faculty member within the field of Public Affairs to serve as a thesis advisor. Because a thesis advisor should have some expertise in the subject matter of the thesis, usually the thesis advisor will be different from the fellow's academic advisor. A listing of Public Affairs field faculty can be found on the CIPA website. Occasionally, the subject area chosen for a thesis or professional report can best be advised on by a faculty member who is not a member of the field of Public Affairs. In consultation with the CIPA DGS, the fellow may seek agreement from a faculty member outside the Public Affairs field to serve as his/her thesis advisor, since subject-matter expertise is valued and something to be developed during a fellow’s career at Cornell.

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

Approval of the thesis is conveyed by advisors signing the abstract of the thesis and signing the CIPA Thesis/Professional Report Approval Form. Where the thesis advisor is a member of the field of Public Affairs, only his/her signature is needed on the thesis to be filed in the CIPA office, to be kept in the permanent archives. Where the thesis advisor is not a field member, both that thesis advisor and the CIPA DGS will need to sign the abstract of the thesis or project paper and the associated approval forms. This ensures that all CIPA theses are approved by a member of the field of Public Affairs to be considered as completing the degree requirements.

The MPA thesis must meet the format requirements of the Graduate School. For formatting specifications, fellows should consult the Doctoral Dissertation & Master’s Thesis: Formatting, Production, and Submission Requirements Guide available outside of the Graduate School Registrar’s Office in Caldwell Hall. Limited copies of this document are also available in the CIPA GFA Office.
Fellows should consult the Guide to the MPA Professional Report and Thesis for more information about writing a thesis.

Procedures and Timeline

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

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

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

Role of the Thesis/Professional Report Advisor

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

Approval of the Thesis/Professional Report

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

**Finalizing the Thesis/Professional Report**

Upon receiving faculty approval of their thesis or professional report, fellows should submit this document in final form to the CIPA GFA Office (Caldwell Hall 280). In order to graduate on schedule at the end of a given academic term, Fellows need to turn in the following documents no later than two weeks before the graduation date so that CIPA can meet Graduate School deadlines:

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

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

Faculty Advisory Board

<table>
<thead>
<tr>
<th>CIPA Faculty Advisory Board Members:</th>
</tr>
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<tbody>
<tr>
<td><strong>Maria Fitzpatrick</strong>, Professor and <strong>CIPA Director</strong>, Department of Policy Analysis and Management</td>
</tr>
<tr>
<td>292 Caldwell Hall (607) 255-1272 <a href="mailto:maria.d.fitzpatrick@cornell.edu">maria.d.fitzpatrick@cornell.edu</a></td>
</tr>
<tr>
<td><strong>Gustavo Flores-Macias</strong>, Associate Professor, Department of Government</td>
</tr>
<tr>
<td>219 White Hall (607) 255-4064 <a href="mailto:gf44@cornell.edu">gf44@cornell.edu</a></td>
</tr>
<tr>
<td><strong>Matthew Hall</strong>, Associate Professor, Department of Policy and Analysis and Management</td>
</tr>
<tr>
<td>431 Kennedy Hall (607) 255-1639 <a href="mailto:mhall@cornell.edu">mhall@cornell.edu</a></td>
</tr>
<tr>
<td><strong>Jamila Michener</strong>, Associate Professor, Department of Government</td>
</tr>
<tr>
<td>305 White Hall (607) 255-1272 <a href="mailto:jm2362@cornell.edu">jm2362@cornell.edu</a></td>
</tr>
<tr>
<td><strong>Douglas L. Miller</strong>, Professor, Department of Policy Analysis and Management</td>
</tr>
<tr>
<td>433 Kennedy Hall (607) 255-3870 <a href="mailto:dlm336@cornell.edu">dlm336@cornell.edu</a></td>
</tr>
<tr>
<td><strong>Christopher Wildeman</strong>, Professor, Department of Policy Analysis and Management</td>
</tr>
<tr>
<td>137 Martha Van Rensselaer (607) 255-2069 <a href="mailto:christopher.wildeman@cornell.edu">christopher.wildeman@cornell.edu</a></td>
</tr>
</tbody>
</table>

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

Academic Advisors

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

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

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

**Registration Information**

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

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

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

**Registering for 1-Credit or 2-Credit Courses:**

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

**Registering for Courses in the MBA Program & Cornell Law School:**

While CIPA students are welcome to enroll in most courses in the MBA program and Cornell Law School, students should consult the course roster for any specific enrollment guidelines.

**General Course Advice**

**Summer Webinar in Statistics, Microeconomics and Excel:**

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

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

English As A Second Language:

As a reading and writing-intensive discipline, the study of public affairs requires advanced professional communications skills that are unique relative to traditional graduate research programs. Many non-native English speakers without proper training often encounter difficulties acclimating to the rigors of reading/writing-intensive courses at CIPA, and subsequently find it difficult to gain traction on the job market without additional instruction. To address these needs, applications of incoming CIPA students who are non-native English speakers are assessed for proficiency by CIPA’s English Language Instructor, Eric Foley. Those students identified as needing additional training will be required to take one or more courses taught by Professor Foley during their first year at CIPA. Students will, however, have the opportunity to participate in an in-person assessment at orientation to place out of this requirement. Note that, for those students who are required to complete additional English training, many CIPA Foundation Area courses require one or more of Professor Foley’s courses as co-requisites or pre-requisites. For more information, please contact Professor Foley at ejf36@cornell.edu.

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

CIPA offers a series of ESL courses every year to help Fellows improve their language skills in the context of building relevant professional development skills. Because CIPA has its own suite of ESL courses, CIPA fellows should NOT enroll in other ESL courses at Cornell. Only ESL courses offered by CIPA may count toward the MPA degree requirements.

Please note: Fellows may count a maximum of three credits of CIPA’s ESL coursework as part of their professional development coursework. Fellows who need this support are strongly encouraged to take ESL courses during their first semester.

CIPA Concentration

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

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

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

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

**Academic Standards**

CIPA functions under the aegis of the Graduate School of Cornell University and thus operates within its procedures and policies. CIPA Fellows can consult a general, comprehensive overview of [Cornell Graduate School policy](#) and [requirements](#) on the Graduate School’s website.

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

**Registration Requirements**

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

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

Courses and Grades

CIPA Fellows take at least 16 courses during the two years, usually 4 per semester plus CIPA Colloquium. They are expected to take all of the courses that are planned for meeting their degree requirement for a letter grade, except for those courses that do not offer a graded option. (Some courses are taught only with pass/fail grading including ESL courses.) Of the 14 courses counted toward degree requirements, fellows are permitted to enroll in no more than 2 courses (6-8 credits) on a Pass/Fail basis and only when a letter grade is unavailable.

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

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

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<thead>
<tr>
<th>Grade</th>
<th>Quality Point</th>
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<tr>
<td>A+</td>
<td>4.3</td>
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<tr>
<td>A</td>
<td>4.0</td>
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<tr>
<td>A-</td>
<td>3.7</td>
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<tr>
<td>B+</td>
<td>3.3</td>
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<tr>
<td>B</td>
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<tr>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>C+</td>
<td>2.3</td>
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<tr>
<td>C</td>
<td>2.0</td>
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</table>

To maintain eligibility for academic funding from CIPA, fellows must be full-time students (no less than 12 credits completed) and maintain at least a B average (3.0). Fellows who perform below a B average during the first semester will receive a notice from the CIPA Director of Graduate Studies, informing them that they are on academic probation and if they still have a cumulative GPA lower than a B average at the end of their second semester, they will not be eligible for financial aid during their second year. If a fellow’s GPA is lower than a C average (2.0) at the end of any semester, this will be grounds for separation from the program. A CIPA Fellow who is on academic probation must make a special appointment to meet with his or her advisor and the DGS to develop an academic plan in writing for the completion of their degree.

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

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

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

A grade of incomplete (INC) is given when a student has completed a substantial portion of the class but has not completed all the work for a course on time but when, in the instructor’s judgment, there was a valid reason. A student with such a reason should discuss the matter with
the instructor and request a grade of incomplete before classes end and the study period begins. **A grade of incomplete may remain on a student’s official transcript for a maximum of two semesters and one summer after the grade is given,** or until the awarding of a degree, whichever is the shorter period of time. The instructor has the option of setting a shorter time limit for completing the course work. If the work is completed within the designated time period, the grade of incomplete will be changed to a regular grade on the student’s official transcript. **If the work is not completed within the designated time period, the grade of incomplete automatically will be converted to an F by the college registrar.**

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

**Residence Requirement**

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

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

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

**Course Load Requirements**

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

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

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

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

- Selecting a relevant course that is not listed in the CIPA course guide. The petition must be approved before the substitute course is taken. Advisors should be consulted on course substitution petitions before they are sent for approval to the DGS.
- Pursuing an off-campus study option.
- Requesting a substitute Cornell course (such as the Johnson School’s SGE) for the CIPA practical experience requirement or
- Waiving colloquium if you have a course time conflict

CIPA petitions may be downloaded from the CIPA web site or are available in hard copy in the CIPA office and is included in this handbook. All petitions must be typed and signed.

College of Human Ecology petitions are used for:

- Adding or dropping a course after the add/drop period has ended.
- A leave of absence for personal reasons
- Requesting an increase in the credit cap

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

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

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

Graduate School petition forms are available in the Graduate Office and on their website.

Registration in Absentia/Leaves of Absence

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

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

- 'In absentia' registration is appropriate only for fellows who will be working full-time off-campus on an approved research project or internship that is integral to their MPA
degrees. This signifies that they are practically continuing their program of study but are in an off-campus location.

- Going 'on leave' is appropriate for fellows who must interrupt their studies—whether for health or other personal reasons, or to participate in an approved off-campus study program that requires enrollment in another institution. That program even if dovetailing with the CIPA MPA program is not the same thing as being enrolled with the Cornell Graduate School.

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

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

International fellows who require visas for their study at Cornell typically do not lose their visa status when registered 'in absentia,' while visa status changes if a fellow goes 'on leave.' *All visa issues related to 'in absentia' registration or going 'on leave' must be discussed with the I.S.S.O. before petitioning for either status to ensure that the results will be satisfactory.*

**Registration 'In Absentia'**

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

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

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

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

For international fellows, note that in-absentia registration does count as full registration for immigration purposes, so their F-1 status will be maintained. Note further that **fellows on an F-1**
visa cannot apply for off-campus work authorization until they have completed at least one full academic year of study.

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

1. Complete all required Graduate School forms at least one month in advance of the Graduate School deadline (May 15 for the following fall semester; October 1 for the spring semester) so that the necessarily consultation with academic advisors and CIPA administration can be completed in good time.

2. A fellow seeking to register in-absentia to conduct field research for a thesis or professional report must develop and present a detailed proposal, outlining the research question, methodology, research timeframe, and a preliminary bibliography. In the proposal, the rationale for field research should be fully explained: why it is necessary to acquire thesis/professional report data via field research, rather than by other means — e.g., from existing data sets, etc.

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

3. Meet with the fellow's academic advisor to discuss the research proposal/professional development rationale for being approved to register in-absentia.

4. Meet with the CIPA Director of Graduate Studies to discuss the research proposal/professional development rationale for registering in absentia. Obtain approval (signature) from the Director of Graduate Studies on all required Graduate School paperwork.

5. Submit the required Graduate School paperwork to its office in Caldwell Hall by the deadline.

Leave Of Absence

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

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

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

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

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

- Any fellow considering a leave or international travel should right away discuss options for maintaining their visa status with an ISSO advisor.
- Also, before leaving Cornell for any travel outside the U.S., international students need to contact the Graduate Student Services Office and ISSO at Cornell for information on how to maintain their visa eligibility for reentry.

**Any international student**, before initiating the application for a leave of absence, must meet with an advisor in ISSO to discuss how to maintain legal immigration status. **As noted above**, students on an F-1 visa cannot apply for off-campus work authorization until they have completed at least one (1) full academic year.

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

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

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

**Complementary and Joint Degrees**

CIPA recognizes that, for some fellows, there are significant academic and professional advantages to pursuing complementary studies in CIPA and another degree program. With approval by the CIPA Director of Graduate Studies, MBA students at the Johnson Graduate School of Management, MEng students in the College of Engineering, and JD students at Cornell Law School may count up to twelve credits of their degree programs toward the MPA degree. Likewise, CIPA Fellows may count up to twelve credits of their MPA programs toward the MBA, and JD degrees. This complementary degree program reduces the time to complete both degrees by one semester (fellows may earn both degrees in 3.5 years). Students must be accepted to both degree programs independently, and admission to one degree program should not be understood as enhancing the likelihood of admission to the other. Fellows who are interested in complementing their MPA degree with an MBA, MEng. or JD degree must demonstrate to their academic advisor and the CIPA Director of Graduate Studies both a sound purpose for their course of studies, as well as the ability to thrive within the rigors of such a program. Fellows are advised to initiate discussion of their plans for complementary degrees with their academic advisors as soon as possible after matriculating at CIPA.
CIPA has developed a formal joint degree program with the Sloan Program in Health Administration. Fellows who are successfully admitted to both graduate programs may complete the Master of Public Administration (MPA) and Master of Health Administration (MHA) degrees in three years. This intensive joint degree program is designed for fellows whose academic and professional objectives would be furthered by coursework and professional engagement in both programs. The dual MPA/MHA is a 90 credit program in which students must fulfill requirements in full for both component programs. For more information, please contact CIPA Executive Director Thomas O’Toole at tjo22@cornell.edu or the CIPA Director of Graduate Studies.

CIPA has also developed several programs that allow students and alumni who have completed their undergraduate degrees at Cornell to apply up to twelve (12) credits from their undergraduate career toward the CIPA degree. Currently, these programs include complementary degrees with the Department of Policy Analysis and Management, the Department of Sociology, and the School of Industrial and Labor Relations. Complementary degree programs should only be pursued by students in good academic standing, and who are making satisfactory progress toward the MPA degree. Complementary degree students should discuss their plan for finishing both degrees with their academic advisor as soon as possible after receiving an offer of admission. A complementary degree declaration form (available in the CIPA main office and through the "forms" section of the CIPA website) should be submitted to the CIPA GFA office within two weeks of receiving an offer of admission from a complementary degree program.
Cornell’s Code of Academic Integrity

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

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

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

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

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

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

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

Fellows in the MPA program have the opportunity to create a program of study that incorporates courses and faculty expertise across a range of subjects. CIPA currently has over one hundred Public Affairs field faculty members, appointed in 24 departments from across campus.

Field Faculty Listing by Department

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<th>Africana Studies</th>
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Suzanne Mettler
Jamila Michener
Kenneth Roberts
Nicolas Van de Walle
Christopher Way

Human Development
Anthony Burrow
Karl Pillemer
Elaine Wethington

Industrial and Labor Relations
Marya Besharov
Lance Compa
Maria Cook
Gary S. Fields
Robert Hutchens
George Jakubson
Harry Katz
Sarosh Kuruvilla
Pamela Tolbert

Information Science
Stephen Hilgartner
Steven Jackson

Johnson Graduate School of Management
Kaushik Basu
Lourdes Casanova
Glen Dowell
Robert Frank
Robert Jarrow
Vithala Rao
Bradley J. Rickard

Law School
Sandra Babcock
George Hay
Robert Hockett
Muna Ndulo
Saule Omarova

Natural Resources
Barbara Knuth
Stephen Morreale
Amanda D. Rodewald
Steven Wolf

Near Eastern Studies
Ross Brann

Nutritional Science
John Hoddinott
David Pelletier
Plant Breeding
K. V. Raman

Policy Analysis and Management
Rosemary Avery
Colleen Carey
John Cawley
Maria Fitzpatrick
R. Richard Geddes
Matthew Hall
Don Kenkel
Hyuncheol (Bryant) Kim
Pauline Leung
Daniel Lichter
Alan Mathios
Douglas Miller
Kelly Musick
Sean Nicholson
Zhuan Pei
Peter Rich
Nicholas Sanders
Laura Tach
Sharon Tennyson
William Trochim
Maureen Waller
Christopher Wildeman
Nicolas Ziebarth

Sociology
Victor Nee

Veterinary School
Steven Osofsky
## Field Faculty Listing by Concentration

### Environmental Policy
- **Christopher Barrett**
  - Applied Economics and Management
- **Richard Booth**
  - City and Regional Planning
- **Nancy Brooks**
  - City and Regional Planning
- **Lourdes Casanova**
  - Johnson Graduate School of Management
- **Nancy Chau**
  - Applied Economics and Management
- **Glen Dowell**
  - Johnson Graduate School of Management
- **Oliver Gao**
  - Civil and Environmental Engineering
- **Steven Jackson**
  - Information Science
- **Barbara Knuth**
  - Natural Resources
- **Neema Kudva**
  - City and Regional Planning
- **David Lee**
  - Applied Economics and Management
- **Shanjun Li**
  - Applied Economics and Management
- **D. Pete Loucks**
  - Natural Resources
- **Stephen Morreale**
  - Veterinary Medicine
- **Steven Osofsky**
  - Natural Resources
- **Amanda Rodewald**
  - City and Regional Planning
- **Stephen Schmidt**
  - Communications
- **Jonathon Schuld**
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  - Applied Economics and Management
- **Matthew Hall**
  - Policy Analysis and Management
- **John Hoddinott**
  - Nutrition Science
- **Robert Jarrow**
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  - Policy Analysis and Management
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Bradley Rickard  
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TIMELINE FOR COMPLETING THE MPA DEGREE PROGRAM

Important 'milestones' for CIPA Fellows:

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

Semester 1:

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

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

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

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

Semester 2:

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

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

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

During the second semester: CIPA Fellows should discuss with their advisors their plans for meeting the professional writing requirement (capstone, professional report, or MPA thesis). CIPA Fellows should make at least a tentative decision by the spring semester of their first year.
This date is important because those who opt for a professional report must complete the spring Proseminar, and those who opt for a thesis will generally be successful only if their topic is well developed by the beginning of the second year of study. Registration for enrollment in a capstone course, either fall or spring semester of the Fellow's second year, needs to be done at this time if this will be how the Fellow expects to fulfill the professional writing requirement.

Semester 3:

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

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

Fellows who plan on writing a thesis must participate in the Thesis Proseminars conducted during the third semester. Fellows who are planning to write an MPA thesis must also have identified a willing thesis advisor from among the faculty in the Field of Public Affairs.

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

Semester 4:

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

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

<table>
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<tr>
<th>Student Name</th>
<th>Concentration</th>
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<tbody>
<tr>
<td>Anticipated Degree Date <em>(Semester / Year)</em></td>
<td>Focus (optional)</td>
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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 insuring 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.

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### CORE FOUNDATION COURSEWORK

#### Administrative, Political and Policy Processes

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

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<th>Earlier Work</th>
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<td>PADM 5410</td>
<td>Nonprofit Management and Finance</td>
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<td>PADM 5655</td>
<td>Planning and Management of Agricultural and Rural Development (may not be taught 2019-2020)</td>
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**Group 2: Analyzing Politics and Processes for Public Decision making (Choose one from the following)**

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<td>Translation of Research into Policy and Practice</td>
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**Economic Analysis**

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<td>PAM 5470: Microeconomics for Management and Policy (spring entrants only)</td>
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* Students who have demonstrated proficiency in intermediate microeconomics choose an applied economics course for this foundation requirement.

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<td>PAM 5400: Economics of Consumer Policy (not offered 2019-2020)</td>
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**Quantitative Methods and Analytics**

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<td>CRP 5450: Inferential Statistics for Planning and Public Policy (with instructor permission)</td>
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* 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

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<td>PADM 5340</td>
<td>Introduction to Evaluation</td>
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<td>PADM 5345</td>
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<td>PAM 5300</td>
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<td>PAM 5850</td>
<td>Applied Demography in Business and Government</td>
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### CONCENTRATION COURSEWORK

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

<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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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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<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>
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<td>Cost Benefit Analysis</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**

<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>
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## CIPA COLLOQUIUM COURSEWORK

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

| Course Code | Course Title                               | ECHS         |       |       |       |       |              |       |
|-------------|-------------------------------------------|--------------|-------|-------|-------|-------|              |       |
| PADM 5009   | Career Management for Public Affairs      | N/A          |       |       |       |       |              |       |
| PADM 5011   | Perspectives on Public Affairs            | N/A          |       |       |       |       |              |       |
| PADM 5012   | Professional Development for Public Affairs (must be taken twice) | N/A          |       |       |       |       |              |       |

## 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**

______________________________

*Form updated 8/5/19*
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)                                        Date

__________________________________________  ______________________
Academic Advisor’s Concurrence (signed)                                               Date
Fellows: This form is to be completed and submitted along with the narrative statement to the CIPA GFA Office at the end of the first semester and definitely no later than the beginning of the second semester in the MPA program.
CIPA MPA Thesis Prospectus Form

Student Name ___________________________ NetID ___________________________ Date ___________________________

Project Title ___________________________

Approval

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

________________________________________________________________________
Signature of thesis advisor

________________________________________________________________________
Printed name of advisor Date ___________________________

Fellows: This form must be submitted to the CIPA GFA Office no later than the end of the first semester of your second year.
CIPA MPA Thesis Approval Form

Student Name ___________________________________________ NetID _______________________________________

Project Title: __________________________________________

Approval:

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

*Signature of thesis advisor

Printed name of advisor ___________________________________ Date ____________________

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

*Signature of CIPA academic advisor

Printed name of advisor ___________________________________ Date ____________________

Fellows: This form, along with an electronic copy of the thesis in PDF format, should be submitted via email to jkb36@cornell.edu no later than two weeks before graduation.
CIPA MPA Professional Report Preliminary Form

Name __________________________ NetID __________________________

Project Title: __________________________

Approval:

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

__________________________________
Signature of faculty advisor

__________________________________
Printed name of advisor Date

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

__________________________________
Signature of supervisor Date

__________________________________
Printed name of supervisor

__________________________________
Phone/e-mail of supervisor

Fellows: This form, along with a project description, must be submitted to the CIPA GFA Office no later than the end of the first semester of your second year.
# CIPA MPA Professional Report Approval Form

<table>
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<tr>
<th>Name</th>
<th>NetID</th>
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</table>

| Project title: |

## Approval

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

<table>
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<tr>
<th>Signature of faculty advisor</th>
<th>Date</th>
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</table>

Printed name of advisor

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

<table>
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<tr>
<th>Signature of supervisor</th>
<th>Date</th>
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</table>

Printed name of supervisor

Phone/e-mail of supervisor

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

<table>
<thead>
<tr>
<th>Signature of DGS</th>
<th>Date</th>
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</table>

Printed name of DGS

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

Name  

NetID  

Project Title

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

Signature of Capstone Instructor  

Date

Printed Name of Capstone Instructor

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

<table>
<thead>
<tr>
<th>Name</th>
<th>Date</th>
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CIPA petitions are intended for CIPA-specific program adjustments such as:

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

☐ Pursuing an off-campus study option

☐ Requesting a substitute for the CIPA Capstone Requirement

Note: For forms to request adding and dropping classes after the deadlines, or for a grade change or a leave of absence, please see Jennifer Evangelista or Jamaica Brown in the CIPA GFA Office.

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

_________________________________________________________________________

_________________________________________________________________________

EXPLANATION

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

_________________________________________________________________________

Academic advisor(s) Date

Please see directions on the back of this form.

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<th>Office Use Only</th>
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<tr>
<td>ACTION TAKEN:</td>
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<tr>
<td>☐ Approved</td>
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<tr>
<td>☐ Denied</td>
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</tbody>
</table>

| COMMENTS:       |
| Director of Graduate Studies Date |

Form updated 08/2019
Directions for completing CIPA Petition Request:

1. Please obtain the approval of your academic advisor and the DGS.

2. Please submit the completed and approved request form to the CIPA GFA Office.
College of Human Ecology

CORNELL INSTITUTE FOR PUBLIC AFFAIRS

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Ithaca, NY 14853-2602

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Fax: (607) 255-5240
Email: cipa@cornell.edu
Website: http://www.cipa.cornell.edu