

## **Project Charter**

**Project Name:** The CIPA-New Orleans Professional Partnership

**Charter Date:** May 13, 2008

**Project Leaders:** Sara Rudow, Nadine Skinner, and Justin Villere

**Project Sponsor:** Cornell Institute for Public Affairs (CIPA)

**Project Work Group:** Fellows of the CIPA program

**Customer/End User Group/Client:** The nonprofit and governmental organizations of St. Bernard Parish in New Orleans, LA

**Proposed Start Date:** August 21, 2008; CIPA Orientation Event for First Year Fellows

**Proposed End Date:** None

**Last Updated:** August 12, 2008

**Project Mission:** To create a comprehensive program that integrates academic knowledge with practical application to build a sustained partnership between CIPA and organizations of St. Bernard Parish to revitalize the community.

**Abridged Mission (for brochure):** Integrating academic knowledge with practical application to revitalize St. Bernard Parish.

**Project Vision:** The CIPA-New Orleans Professional Partnership will be a prominent resource for St. Bernard Parish organizations to meet the many dynamic needs of the post-Katrina rebuilding process. CIPA-NOLA will provide CIPA fellows with practical professional experience in numerous public fields.

**Project Description (background, need):** Years after Hurricanes Katrina and Rita ripped through the Gulf Coast, the reconstruction process in St. Bernard Parish and throughout New Orleans continues to demonstrate a persistent gap between services needed by citizens and services provided by all levels of government. The CIPA-NOLA Professional Partnership, or CIPA-NOLA, provides an opportunity for the academic community at the Cornell Institute for Public Affairs to use its unique resources and capabilities to fill this void. Committed graduate students will engage in a yearlong program to analyze current practices, diagnose inadequacies, and propose solutions to the area's problems. The program consists of five components, each carried out at separate stages throughout the year. They include:

1. New Orleans Discussion Group - A fall precursor to the spring events; these monthly brown bag lunches will bring interested fellows together with Cornell faculty and Ithaca community members who have been active in the rebuilding process to discuss what has been and what must be done.

2. Public Service Exchange Consultancy - A consulting course offered by Cornell; this class pairs fellows with nonprofit organizations that have identified a particular service that needs graduate-level consulting attention. The project leaders will act as liaisons between fellows and organizations in St. Bernard Parish who need professional assistance in improving their service to the region. Students interested in completing an independent study with a St. Bernard Parish or New Orleans organization may appeal for CIPA-NOLA and CIPA administrative support.
3. St. Bernard Parish Spring Break Service Trip - An eye-opening, service-based trip; the original inspiration for CIPA-NOLA, this trip will bring up to 12 CIPA fellows (per host regulations) to St. Bernard Parish in New Orleans during Spring Break to take part in a week of service. Fellows will live in the Live St. Bernard volunteer house and participate in housing construction with The St. Bernard Project for the week. The trip will provide context and meaning for CIPA-NOLA.
4. Summer Internship - The capstone of CIPA-NOLA; this component will extend the relationship between fellows who have demonstrated extraordinary commitment to the area and an organization in St. Bernard Parish. Students will participate in a professional summer internship with this organization.
5. Professional Report - A requirement to graduate from CIPA; this component will be for students who choose to complete their final thesis/professional report on the issues they have been analyzing throughout this program and provide in-depth analysis of a selected issue. The thesis/professional report should provide actionable strategies that are eligible for implementation by St. Bernard Parish agencies.

These five facets will provide a comprehensive medium for CIPA fellows to act in St. Bernard Parish and present fellows with opportunities to expand upon their experience with practical application of the methods learned in graduate study. CIPA fellows will use an independent, external perspective to diagnose undetected issues and generate creative solutions.

#### **Key Goals and Objectives:**

1. Establish a sustainable relationship between CIPA and public agencies in St. Bernard Parish that allows CIPA fellows to help shape the rebuilding process for many years to come.
2. Create a model for graduate-level academic programs and nonprofit organizations in St. Bernard Parish to collaborate on a pro-bono consultancy.
3. Compel CIPA fellows to contemplate the work that still needs to be done in St. Bernard Parish and New Orleans.
4. Create a sustainable framework for CIPA-NOLA to advance and adapt each year.
5. Individual component goals:
  - a. New Orleans Discussion Group - Lead four monthly discussion groups in the fall semester for interested CIPA fellows, with the purpose of cultivating interest among fellows for the later stages of CIPA-NOLA. The discussion group should involve Cornell faculty and Ithaca community members who have hands-on experience with the New Orleans culture and/or rebuilding process.
  - b. Public Service Exchange Consultancy - Develop a sustainable relationship between fellows and select organizations in St. Bernard Parish who have specific

organizational needs, determined by both the organization and the CIPA fellow(s).

- c. St. Bernard Parish Spring Break Service Trip - Coordinate a successful Spring Break trip for 12 CIPA fellows each March, with each student developing an energized commitment to helping rebuild New Orleans by serving in St. Bernard Parish.
  - d. Summer Internship - Develop and support one to three fellows to live and work in New Orleans for the summer between fellows' first and second years in CIPA.
  - e. Professional Report - Encourage fellows who demonstrate an exemplary commitment to New Orleans to develop an original strategy that will aid the rebuilding process that can be presented to a St. Bernard Parish or New Orleans organization upon completion.
6. Obtain funding to help defray the costs incurred by the Spring Break trip, a stipend for the pro bono summer internship, and an invitation for one (or more) leaders from a St. Bernard Parish organization to travel to Cornell's campus to speak to CIPA.
  7. Conduct routine outreach among CIPA fellows to cultivate interest throughout the year.
  8. Create feedback processes through which participating CIPA fellows, St. Bernard Parish organizations, and external funders can provide ideas and constructive feedback during and after each stage.
  9. Meet a growing demand for service opportunities among CIPA fellows (as determined by the Cornell Public Affairs Society member survey, conducted in March 2008).
  10. Develop a relationship with the CIPA Community Service Outreach Action Team, another organization that exists to improve the ethos of service and community involvement among CIPA fellows

**Leadership Roles and Structure:** To manage the creation and implementation of the diverse aspects of CIPA-NOLA, the leaders created three divisions:

CIPA Service Coordinator	Sara Rudow
New Orleans Project Coordinator	Nadine Skinner
Ithaca Outreach Coordinator	Justin Villere

CIPA-NOLA tasks will be divided among these three divisions, but the division coordinator will not be solely responsible for his/her respective task. All three leaders will undertake tasks within each division. The division coordinator will merely serve as the leader for each assigned task.

**Responsibilities:**

CIPA Service Coordinator

- Development of administrative logistics
- CIPA outreach (student participation, coordination with Linda Haas Manley for the Public Service Exchange, new student orientation, PR for programs)
- Internship development (coordination with Tom O'Toole)
- Feedback mechanisms
- Developing new leadership for next year

New Orleans Project Coordinator

- New Orleans organization outreach (marketing CIPA, developing interest, identifying internship possibilities, finalizing partnerships)
- Coordinating with CIPA Service Coordinator on Public Service Exchange consultancies
- Spring Break Trip coordinator

#### Ithaca Outreach Coordinator

- Ithaca community outreach (speakers, resources, partnerships)
- Cornell University outreach (speakers, resources, inter-departmental partnerships)
- Discussion Group speaker management
- Fundraising
- Budget
- Arranging meetings and setting agendas
- Note-taking at meetings

#### General duties to be done among all divisions:

- Interdivision communication
- Composing written materials as needed
- Outreach to interested CIPA fellows
- Researching and understanding issues to be addressed in St. Bernard Parish

\* Future leaders should mold these roles to fit their current responsibilities. If participation increases, additional coordinator positions may be necessary.

#### **Key Success Criteria:**

1. Develop a commitment to the continuation of CIPA-NOLA among each CIPA class.
2. Expand the amount of New Orleans organizations that benefit from a relationship with CIPA fellows. While the initial focus of CIPA-NOLA is on St. Bernard Parish organizations, success may necessitate the expansion beyond the parish to other New Orleans organizations.
3. Encourage multiple CIPA fellows to develop a lasting commitment to rebuilding the New Orleans area.
4. Host four monthly discussion groups on various New Orleans issues dealing with the rebuilding process, with respected faculty members helping facilitate the conversation.
5. Involve multiple students with organizations in St. Bernard Parish during the spring Public Service Exchange course, where students are engaging in challenging, graduate-level work that provides deliverable results for these organizations.
6. Engage the fellows who participate in the Spring Break trip with an appreciation for the work to be done in St. Bernard Parish, New Orleans' culture, and the local residents.
7. Have one to three fellows participate in a summer internship in St. Bernard Parish.
8. Have at least one fellow complete a thesis or professional report on a certain aspect of the rebuilding process.
9. Obtain sufficient external funding to fully cover the costs associated with CIPA-NOLA.
10. Create feedback mechanisms to improve CIPA-NOLA services in the future.
11. Engage new leaders who are ready to take control of CIPA-NOLA when the original leaders graduate.

**Project Resources (Budget):**

	Cost (\$)	Explanation
Start-up costs	100	Printing costs, publicity mats.
New Orleans Discussion Group	0	
Public Service Exchange Consultancy	400	Speaker from St. Bernard
Summer Internship (1 person)	2,500 (approx.)	Pro Bono Internship Stipend
St. Bernard Spring Break Trip (12 people)	7,000 (580/person)	Plane, House, Transportation
Professional Report	0	
Total	10,000 per year	

**Key Milestones (target dates) and Deliverables:**

Summer 2008	Complete official CIPA-NOLA Proposal Complete official CIPA-NOLA Project Charter Develop contact list for potential funders/grants Make initial contact with St. Bernard organizations
August 2008	Introduce CIPA-NOLA to first-year fellows at new student orientation Contact individuals to speak at New Orleans Discussion Groups
September 2008	Announce Spring Break Trip to CIPA Create Spring Break Trip Planning Committee Send RFP's to St. Bernard organizations
November 2008	Coordinate submission of proposals to Public Service Exchange instructor
December 2008	Feedback on Discussion Groups Draft MOU with St. Bernard organization for internship
Fall 2008	Monthly New Orleans Discussion Group meetings Fundraising in community, grant submissions Develop internship application for CIPA fellows
January 2009	Accept internship applications Introduce CIPA-NOLA to first-year fellows at new student orientation
February 2009	Host speaker from St. Bernard organization Interview internship applicants
March 2009	Select intern Spring Break Trip Feedback on Spring Break Trip
April 2009	Select new CIPA-NOLA leaders for 2009-2010 school year Final projects and presentations for Public Service Exchange Develop reference list for potential thesis/professional report topics

May 2009	Handoff between old leaders and new leaders Feedback on Public Service Exchange Internship(s) begins
Summer 2009	Support intern(s) Summer meetings to prepare for 2009-2010 school year
August 2009	Introduce CIPA-NOLA to first-year fellows at new student orientation Commence operations for 2009-2010 school year Support fellows composing theses/professional reports on New Orleans-related issues