The Cornell MPA Offers

- 1492 Consulting Group, Ithaca, NY
- AFL-CIO, Washington, DC
- Alternatives Federal Credit Union, Ithaca, NY
- American Red Cross, Ithaca, NY
- Appalachian Rural Poverty Initiative, Georgia
- Bekondo Foundation, Cameroon
- The Belize Zoo, Belize
- California Coalition for Clean Air, Sacramento, CA
- Cancer Resource Center of the Finger Lakes, Ithaca, NY
- Centre d’Education Inclusif (CEI), Haiti
- City of Ithaca Department of Planning and Urban Renewal, Ithaca, NY
- City of Ithaca Department of Public Works, Ithaca, NY
- City of Ithaca Downtown Partnership, Ithaca, NY
- CityScience Outdoor Exploration and Learning, NYC
- Community Foundation of Tompkins County, Ithaca, NY
- Cornell Cooperative Extension, Ithaca, NY
- Cornell Prison Education Program, Ithaca, NY
- Cornell United Way, Ithaca, NY
- Cornell University International Students and Scholars Office, Ithaca, NY
- Dialogistica, Venezuela, US
- Early Childhood Collaborative, Ithaca, NY
- Economic Development Administration, NYC
- Education Fund, New York City and Washington, DC

CIPA Capstone and Public Service Exchange Clients
(partial list)

On The Cover: CIPA students Kristin Szczepaniec ’13 and Henry McCaslin ’13 present their Capstone team’s Collegetown parking study recommendations to the City of Ithaca’s Planning Committee.

Photo: University Photography
The Cornell MPA Offers You a World of Professional Experience
The Cornell MPA Offers You a World of Professional Experience and Networking Opportunities

- Educate the Children, Inc., Kathmandu, Nepal
- Egbo Mission, Cambodia
- Finger Lakes ReUse, Ithaca, NY
- Friends of Warm Hearth, Armenia
- Fundación Quirós Tanzi, Costa Rica
- Green Empowerment, Port Au Prince, Haiti
- Greenhouse Gas Management Institute (GHGMI), Washington, DC
- Honeyguide Foundation, Tanzania
- Health and Human Services Coalition of Tompkins County, Ithaca, NY
- Higher School of Economics, Moscow, Russia & Nizhny Novgorod, Russia
- Inter-American Development Bank / Salud Mesoamerica Initiative 2015, Central America
- Ithaca City School District, Ithaca, NY
- Ithaca Public Education Initiative, Ithaca, NY
- Ithaca Youth Bureau, Ithaca, NY
- INOMA Educational Products, Mexico
- Kadangas, The Netherlands
- Lake Placid — North Elba Community Development Board, NY
- Madison County Agricultural Economic Development, NY
- Mutual Housing Association of Tompkins County, Ithaca, NY
- Namaste Montessori School, Ithaca, NY
- Namgyal Monastery, Ithaca, NY
- Nature Iraq, Tigris River, Iraq
- New Orleans Recovery Project for the 9th Ward, New Orleans, LA
- New Orleans Redevelopment Authority (NOLA), LA
- New York City Housing Authority (NYCHA), New York City
- Pader Girls Academy, Northern Uganda
- Pipeline 4 Progress, Corning, NY
- Save the Children, La Paz, Bolivia
- Sciencenter, Ithaca, NY
- Stop the Silence, Glen Dale, MD
- St. Paul Catholic University Development Studies Center, Peru
- Swami Vivekananda Youth Movement (SVYM), Mysore, Karnataka State, India
- Thrive, Nicaragua
- Tompkins County Department of Administration, Ithaca, NY
- Tompkins County, Ithaca, NY
- Tompkins County Office for the Aging, Ithaca, NY
- Upstate New York Safety Coalition Task Force, NY
- U.S. Environmental Protection Agency, Washington, DC
- Water Resources Institute, Ithaca, NY
- Village at Ithaca, Ithaca, NY
- YMCA, Ithaca, NY
Laurie Miller, Associate Director for CIPA Public Engagement, mentors students closely on every capstone and public service exchange project. Potential clients who wish to propose a project can reach out to her directly:

E-mail: ljm44@cornell.edu
Phone: 607-255-4858
Some of the world’s brightest minds are drawn to Cornell’s MPA program because of the emphasis placed on experiential learning. When asked, graduates regularly list their involvement with CIPA’s Capstone and Public Service Exchange (PSE) as key in helping them develop the skill-set they need to be successful in their future careers. Both the Capstone and PSE provide students with real-world project management and consulting experience.

The CIPA Capstone is an in-depth, semester-long program designed for second-year students. As participants in this program, students engage in rigorous consultancy projects for domestic and international clients. For each Capstone project, students form consulting teams that propose relevant and actionable solutions to well-defined policy or management problems posed by their client. The Capstone projects are multidisciplinary and experiential in nature, and students have the opportunity to learn from each other and from resources across the University, as well as from CIPA’s contacts in the field. During the program, students learn about managing projects and undertaking policy analysis within the constraints of various political environments and

My international capstone project was a great opportunity to work with an NGO in Tanzania on conservation issues. The context of this project was completely new to me so it was a learning experience from start to finish. The importance of project management skills and adaptability were the biggest take-aways from this effort, which involved camping for five nights about a kilometer from Tarangire National Park.”

— Reed Van Beveren
student consultant for the Honeyguide Foundation
organizations. They also gain professional and public service experience and learn how to manage a team project. The Capstone course fulfills the professional writing/analysis requirement of the MPA degree at Cornell.

The CIPA Public Service Exchange is designed as a service-learning partnership. Students engage with a wide variety of government and nonprofit client-organizations to work on pro bono consulting projects. As with the Capstone projects, Public Service Exchange clients may be locally, nationally, or internationally-based. Students gain valuable, hands-on experience while partnering with these clients to mitigate or solve agreed-upon public policy or management problems. Many of these partner agencies and non-profit organizations offer internships or ongoing consulting opportunities to students growing out of the coursework, and a number of students volunteer for work with these organizations after the coursework ends. This program is open to both first and second-year students.

Both of these courses are energetic, challenging, and transformative, offering students the opportunity to grow personally and professionally while making a real-world difference.

The Capstone experience was a multi-purpose platform for me. I learned practical project management, gained experience working on a team with diverse members, and developed my professional writing skills. It was a challenging project and our client had high expectations for us. It turned out to be one of the most educational and worthwhile experiences of my life.”

— Rafiullah Sherzad
student consultant for the Inter-American Development Bank
In spring 2012, the EPA asked CIPA students to conduct research on its Toxic Release Inventory (TRI) program. The TRI program maintains a database with information on the disposal and releases of over 650 toxic chemicals by thousands of U.S. facilities. One of the primary purposes of the TRI program is to inform communities about toxic releases to the environment.

CIPA students examined the uses of TRI data by the EPA and potential stakeholders, including how the information is being used by communities in Ithaca, Syracuse, and Binghamton, as well as its effectiveness. Students presented recommendations on ways to increase community awareness and use of environmental information through education and outreach in a workshop at the EPA’s National TRI Training Conference in Washington DC, April 12, 2012.
Honeyguide Foundation
Tarangire National Park, Tanzania

The Honeyguide Foundation empowers communities in northern Tanzania to sustainably manage natural resources through responsible tourism and economic development initiatives.

CIPA Capstone students are working with the Honeyguide Foundation, rangers, and farmers to reduce crop destruction by elephants in villages around Tarangire National Park. The project is a part of a larger effort to monitor human-wildlife conflicts, to implement strategies to reduce such conflicts, and to explore ways in which Honeyguide can expand its organizational capacity and increase fundraising opportunities.

In 2013-2014, CIPA Capstone students developed a strategic development plan for the foundation, and prepared grant proposals. A team of students also traveled to Tanzania to begin benchmarking current crop destruction in ten villages, and to assist with capacity-building seminars between Honeyguide staff and Tanzanian students.
Centre d’Education Inclusif (CEI)  
Petit Goave, Haiti

Centre d’éducation Inclusif (CEI) is a collaborative effort to design, build, and implement an inclusive primary school for children in Petit Goave, Haiti. Several different departments at Cornell have joined forces to support this organization. CIPA students in the Consulting for Government and Nonprofit Organizations and Capstone classes are helping CEI to develop partnerships with community members, nonprofit agencies and government ministries in Haiti (all are advising on the development of the school); understand and address the challenges of transferring ownership of land; develop and establish a governance and administrative structure for the school together with partners in Haiti; and navigate the requirements for setting up a 501 c3 and conducting international fundraising.
The Public Service Exchange (PSE) assists with a wide variety of domestic and international non-profit and government organizations with timely research and recommendations.

The projects on the following pages highlight recent work by CIPA student consultants in the PSE course.

**Tompkins County Department of Administration**

Students assisted with the establishment of an organization-wide performance measurement system to enhance communication between managers, supervisors, government officials, and elected representatives about the impact of County programs and services.

**City Science Outdoor Exploration & Learning**

Student consultants assisted with the improvement of hands-on science education for children in New York City through the proposal of actionable solutions to help capture, maintain, and communicate program evaluation data.

**Tompkins County Community Foundation**

A two-person student team assisted with project development and fundraising recommendations to improve socio-economics in the county through strengthened networks and trust among community members, i.e. "social capital."

**Cornell United Way**

Student consultants worked on the analysis of current giving trends among University faculty and staff and created marketing and communication strategies to help improve participation (accounting for 40% of the total Tompkins County United Way campaign).
Inter-American Development Bank/ Salud Mesoamerica Initiative 2015 Panama

A student consulting team worked with IADB to carry out in-depth analysis of country-level survey data to inform the Bank, SM2015 donors, and governments for decision making and policy change around healthcare in Latin America.

Inoma Educational Products of Coyoacán, Mexico

Student consultants assisted with the development of business strategy recommendations for increasing and improving outreach, marketing, and funding sustainably for this NGO that identifies and develops tools and mechanisms to improve basic education in Mexico and abroad.

Lake Placid – North Elba Community Development Board, NY

Student consultants worked on GIS mapping and a set of recommendations for the Community’s Comprehensive Plan that will promote and enhance the quality of life of the town of North Elba and community of Lake Placid.

“Working with CIPA adds great energy, integrity, skill, and excitement to projects which we could not do otherwise. The students are resourceful, self-directed, positive, entrepreneurial, and always exceed my expectations….CIPA students help us reach greater levels of achievement in our work.” — George Ferrari, Executive Director, Community Foundation of Tompkins County
“In a time of limited resources for local governments, students in the CIPA consulting course have offered Tompkins County a unique opportunity to acquire quality consulting and analysis at no cost. They’ve met with department directors and managers to discuss programs, develop measures, collect and analyze data, and create reporting tools. Without their help, the Performance Measurement Program would not be where it is today.” — Kevin Sutherland, Executive Assistant, Tompkins County Administration

Madison County Agricultural Economic Development, NY
Student consultants assisted with the development of a 5-year Strategic Direction Plan, Comprehensive Development Plan, and compilation of external resources and models for improved marketing and communication.

St. Paul Catholic University Development Studies Center Arequipa, Peru
A small CIPA student consulting team helped plan for a future Development Studies Center to be housed at the University by researching and recommending funding, administrative, research, and programming models.

YMCA Wilderness Area Project Ithaca, NY
An energetic four-person student consulting team assisted with planning and creation of an outdoor adventure area and programming to help teach youth about environmental sustainability and health issues through outdoor activities.
For more on CIPA's Public Engagement, visit: www.cipa.cornell.edu/engagement
For more on Cornell’s Engaged Learning+Research, visit: www.elr.cornell.edu
For more on individual consulting projects, visit: www.cornellglobalsolutions.com