# Table of Contents

1. Overview of CIPA Course Requirements ......................................................... 3
   1.1: The CIPA Program Plan of Study ............................................................. 4
   1.2: Concentration Declaration ........................................................................ 7

2. The MPA Foundation Courses ........................................................................ 8
   2.1: Core Foundation Courses .......................................................................... 9
      2.1.1: Administrative, Political and Policy Processes .................................... 9
      2.1.2: Economic Analysis and Public Finance .............................................. 11
      2.1.3: Quantitative Methods and Analytics ............................................... 13
   2.2: Additional Foundation courses ................................................................. 14
      2.2.1: Administrative, Political and Policy Processes .................................... 14
      2.2.2: Economic Analysis and Public Finance .............................................. 15
      2.2.3: Quantitative Methods and Analytics ............................................... 16

3. The MPA Concentrations .............................................................................. 20
   3.1: Economic and Financial Policy ................................................................. 23
   3.2: Environmental Policy .............................................................................. 29
   3.3: Government, Politics and Policy Studies .................................................. 32
   3.4: Human Rights and Social Justice ............................................................... 34
   3.5: International Development Studies ......................................................... 37
   3.6: Public and Nonprofit Management ........................................................... 40
   3.7: Science, Technology and Infrastructure Policy ......................................... 44
   3.8: Social Policy ......................................................................................... 48
Overview of CIPA Course Requirements

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

- Foundation Coursework -- three courses in each of the three broad areas listed below:
  - Administrative, Political and Policy Processes
  - Economic Analysis and Public Finance
  - Quantitative Methods and Analytics

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

- Specialized Coursework (two courses related to the professional writing requirement, additional analytical qualifications, expanding the concentration and/or for strengthening other aspects of professional preparation)

Within this framework, each CIPA fellow will craft an individualized MPA that will serve their professional goals. At the end of the first semester of study, CIPA fellows will prepare a Plan of Study and Concentration Declaration with a justifying narrative. Fellows will consult with their academic advisor and after the advisor has approved, the documents will be filed in the CIPA office. The documents can and must be updated if plans change. The CIPA MPA requires that fellows take responsibility for creating their optimal MPA and, thus, CIPA fellows are responsible for ensuring that they are meeting all program requirements. Fellows should read the Program Handbook carefully and consult regularly with their advisors.

Please read the CIPA MPA Program Handbook carefully for more information and detail about the overall curriculum. This course guide is a complement to the Program Handbook that offers advice on appropriate courses for the foundation and the concentration.
CIPA PLAN OF STUDY

Name _________________________  Concentration _______________________

Anticipated Degree Date ______________  Focus (optional)______________________

Signature of CIPA Core Advisor __________________________________ Date ____________

Approval: By signing here, the advisor acknowledges that they have reviewed the Fellow’s proposed plan of study and believe it meets the academic requirements of CIPA, although final responsibility for insuring that the plan of study meets all CIPA requirements remains with the CIPA Fellow.

Printed name of CIPA Core Advisor ______________________________________________

NOTE: CIPA Fellows are expected to take all courses required for a letter grade, except for those courses that do not offer this as an option. Fellows are only permitted to enroll in a maximum of two courses on a Pass/Fail basis when a letter grade is unavailable.

FOUNDATION COURSEWORK

Administrative, Political and Policy Processes — Three courses, including one of those listed below.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Earlier Work</th>
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<th>SP</th>
<th>FA</th>
<th>SP</th>
<th>Credit Hours</th>
<th>Grade</th>
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<tbody>
<tr>
<td>PADM 5130</td>
<td>Legal Aspects of Public Agency Decision Making</td>
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<tr>
<td>GOVT 6171</td>
<td>The Politics of Public Policy</td>
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<tr>
<td>PADM 5655</td>
<td>Planning and Management of Agricultural and Rural Development</td>
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<tr>
<td>PADM 5110</td>
<td>Public Administration</td>
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<tr>
<td>PADM 5450</td>
<td>International Public and NGO Management</td>
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<tr>
<td>PADM 5410</td>
<td>Nonprofit Management and Finance</td>
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<td>PAM 3440</td>
<td>Regulating Financial Institutions</td>
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### Economic Analysis and Public Finance — Three courses, including one of those listed below.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AEM 4300</td>
<td>International Trade Policy</td>
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<tr>
<td>AEM 4420</td>
<td>Emerging Markets</td>
</tr>
<tr>
<td>AEM 6320</td>
<td>Open Economy Analysis: Theory and Applications</td>
</tr>
<tr>
<td>CRP 5122</td>
<td>Intermediate Microeconomics for Public Affairs</td>
</tr>
<tr>
<td>PAM 5170</td>
<td>Market Regulation and Public Policy</td>
</tr>
<tr>
<td>PAM 3400</td>
<td>Economics of Consumer Policy</td>
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<tr>
<td>PAM 5334</td>
<td>Corporations, Shareholders and Policy</td>
</tr>
</tbody>
</table>

### Quantitative Methods and Analytics — Three courses, including one of those listed below.

<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>CRP 5250</td>
<td>Introductory Methods of Planning Analysis</td>
</tr>
<tr>
<td>CRP 5450</td>
<td>Inferential Statistics for Planning and Public Policy</td>
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</table>
CONCENTRATION COURSEWORK
Five courses

<table>
<thead>
<tr>
<th>Earlier Work</th>
<th>FA 20__</th>
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PROFESSIONAL DEVELOPMENT COURSEWORK
Two courses related to the professional writing requirement, additional foundation or concentration courses, or other reasons relevant for professional goals (e.g., a foreign language or a math course)

CIPA COLLOQUIUM
Must enroll each semester

<table>
<thead>
<tr>
<th>PADM 5010</th>
<th>CIPA Weekly Colloquium</th>
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<tbody>
<tr>
<td>CIPA Weekly Colloquium</td>
<td>N/A</td>
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</tbody>
</table>

PRACTICAL EXPERIENCE
Institutional Affiliation _________________ Dates of Internship _________________

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_______________________________________

Updated 6.26.15
CIPA DECLARATION OF CONCENTRATION

Name _______________________________  Date __________________

Cornell ID# ___________________  E-Mail _____________________________

Chosen Area of Concentration: (Please check one from the list below.)

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

Study Plan and Objectives: Please list the concentration coursework you intend to take to fulfill the requirements for your concentration. ATTACH A ONE OR TWO PAGE STATEMENT OF YOUR PROFESSIONAL OBJECTIVES FOR CHOOSING THIS CONCENTRATION INCLUDING THE RATIONALE FOR COMBINING THE SET OF COURSES LISTED BELOW INTO A COHERENT CONCENTRATION.

This narrative statement is a very important opportunity for self-reflection as you carefully consider what you hope to do in your future with the career you will pursue upon completing your MPA.

1. ________________________________________________________________

2. ________________________________________________________________

3. ________________________________________________________________

4. ________________________________________________________________

5. ________________________________________________________________

Anticipated Graduation Date (Semester/Year): ____________________________

Academic Advisor’s Concurrence: _______________________________________(signed)

Date: _______________________________________________________________________

Fellows: This form is to be completed and submitted along with the one-page narrative statement to the CIPA Office no later than the beginning of the second semester in the MPA program. (updated 12.9.14)
FOUNDATION COURSEWORK

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

1. Administrative, Political and Policy Processes -- how public affairs are conducted and the processes by which policies are made and carried out.

2. Economic Analysis and Public Finance - how to allocate scarce resources among alternative uses in public affairs.

3. Quantitative Methods and Analytics - how options and results in public affairs are determined and evaluated. (Note that while most methods used in public affairs are quantitative, rigorous qualitative and spatial analysis can also be studied within this area of competence.)

To fulfill their foundational course requirements, Fellows will each take three courses in each of these three subject areas, for a total of nine courses. As seen from the listings below, there is quite a diversity of courses in each of these areas, so Fellows have considerable scope for selecting a set of courses that they think will meet their respective needs and objectives. It is important for Fellows to have some rationale for their combination of courses in an area, rather than just selecting from the listed courses to 'meet requirements.' The latter mindset is not appropriate for a professional master's course of study.

To assure that all Fellows have exposure to foundation coursework taught in an integrative fashion and addressing problems in public affairs, Fellows must take at least one of their three courses in each foundation area from a list of designated “core” courses. These courses are usually taught by CIPA core faculty, and are designed to be particularly suitable for the MPA degree program.

We strongly encourage all Fellows to complete their three core foundation courses during their first year. This requirement creates a loose but identifiable core to the CIPA curriculum. It is a flexible requirement that Fellows shape according to their respective goals. These “core” foundation courses also provide opportunities for Fellows to get better acquainted with each other by learning and working together as a cohort, although not in isolation since the courses are not generally limited to CIPA Fellows.
Foundation Courses designated as “Core”

Fellows must enroll in at least one of the “core” foundation courses in each area for a total of three core foundation courses.

**Administrative, Political, and Policy Processes (Core courses)**

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

CIPA graduates should have a good understanding of (a) how objectives are and should be formulated and pursued within public sector and non-profit organizations serving the public good, and in private and other organizations that attempt to influence public decisions; (b) how public purposes and values can be advanced strategically through the utilization of available recourses, 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).

**GOVT 6171 The Politics of Public Policy**
Mettler
Spring semester
This course entails the examination and evaluation of a variety of approaches to policy analysis, all of which are united by their inclination to take politics seriously. Readings have been included that comprise variations of rational choice, institutionalist, historical, behavioral, and interpretivist analyses. The first part of the course examines different models of the policy process that may inform policy analysis. The second part of the course investigates policymaking processes and institutions and examines stages of the policy process, including public mobilization, policy definition, agenda setting, and policy design and implementation. Special attention is given to the American system, focusing on policymaking institutions, processes and outcomes in that context, but Fellows who focus on other nations or on the international system may also find the course useful. The course concludes with an examination of how policies, once created, may in turn restructure political processes and shape policies adopted subsequently. This is a PhD.-level seminar in Government that is open to Fellows with adequate preparation in political science—instructor permission required for enrollment.

**PADM 5110 Public Administration**
O’Toole
Fall and Spring semesters (not offered in Fall 2015)
Prepares Fellows to work within government departments and agencies, state and local authorities, and nonprofit public benefit corporations; and with private firms working in the public interest at the interface with governments and public benefit corporations. While the emphasis is on local and mid-size organizations, some material will address international and domestic national level organizations. This course is recommended as a first year course as it prepares Fellows to conduct research on public organizations leadership and management and to be effective in public careers.
PADM 5130  Legal Aspects of Public Agency Decision Making  
Manne  
Fall semester  
This course introduces the application of legal concepts to decision-making processes conducted by governmental agencies, particularly at the federal level. It explores how constitutional law, statutory law, and judge-made law shape agency decisions. Attention is given, for example, to roles agencies play in American government, differences between rule-making proceedings and adjudications, rights of parties to obtain judicial review of agency decisions, how judges review factual and legal determinations by agency officials, and the rights of parties appearing before agencies.

PADM 5450  International Public and NGO Management  
Mathiason  
Fall and spring semester  
Develops from a general discussion of the differences between management of international public and NGO organizations and similar organizations at the national level or below, through an examination of the management process in the context of results-based management, which is the dominant approach taken in both public and non-governmental organizations. It then examines the application of analysis methods to specific organizations. The goal is to provide students with the tools to be intelligent consumers of international services, effective participants in their governance and, at an introductory level, how to evaluate them.

PADM 5655  Planning and Management of Agricultural and Rural Development  
Uphoff  
Spring semester  
Reviews experience and approaches for the planning and implementation of agricultural and rural development in a range of developing countries, with particular attention to contemporary issues of participation, decentralization, local institutions, capacity-building, civil society, social capital, and empowerment. Case studies from Asia, Africa, and Latin America are explored.

PADM 5410  Nonprofit Management and Finance  
Grasso  
Fall semester  
Provides students with a practitioner’s focus on financial and managerial issues in the nonprofit sector, including universities, hospitals, government agencies, and foundations. The course will include an overview of nonprofit financial statements, debt issuance, endowment management, credit analysis, organizational governance issues, strategic planning, industry trends, executive compensation, and philanthropy. Students will gain a comprehensive overview of all critical aspects of nonprofit management.

PAM 3440  Regulating Financial Institutions  
Tennyson  
Fall Semester (not offered Fall 2015)  
Prerequisite: This course examines financial institutions and the ways that they are regulated in the United States and in other countries. The course provides a history and overview of regulatory institutions, considers the intent of regulatory policies, and evaluates regulatory outcomes. An important focus is on current public policy issues relating to financial institutions regulation, and critical analysis of the performance of the financial regulatory system.
Economic Analysis and Public Finance (Core courses)

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

CIPA graduates should have a solid foundation of knowledge in economics and public finance. In economics this includes understanding of supply and demand, marginal analysis, the price mechanism, and market structures, as well as standard rationales for government intervention in the marketplace. Such rationales include externalities, public goods provision, income redistribution and information asymmetries, among others. In public finance, CIPA fellows should understand government finance, government expenditures and budget processes, welfare economics, and social cost-benefit analysis for projects and policies. Fellows should understand the value of basic economic concepts for understanding and assessing human interactions and public policy. CIPA fellows should have competence in microeconomics and public economics and, depending on career interests, in one or more specific fields of economics.

Fellows who do not have a prior background in intermediate level microeconomics are strongly encouraged to take CRP 5122: Intermediate Microeconomics for Public Affairs during their first semester.

AEM 4300  International Trade Policy
Chau
Spring semester
Prerequisites: CRP 5122 or another intermediate microeconomics course. This course examines the economic principles underlying international trade and monetary policy, and the policies, practices, and institutions that influence trade and foreign exchange markets. Also emphasizes applications to current topics in international trade policy, to trade in primary commodities, and to both developed and developing countries.

AEM 4420  Emerging Markets
Christy
Fall semester
Prerequisites: CRP 5122 or another intermediate microeconomics course. Provides a framework for examining the effectiveness of marketing strategies in economies in transition and identifying the challenges and opportunities for firms in low income economies to access industrial markets. Appraises the risk of entering markets in low-income economies and assesses the political, legal, cultural, and economic forces. Analyzes and discusses case studies of companies.

AEM 6320  Open Economy Analysis: Theory and Applications
Chau
Spring semester
Prerequisites: CRP 5122 or another intermediate microeconomics course. Explores both recent theoretical and methodological advances as well as practical applications in analyzing current topics and issues in open economies. Brings together research methods pertinent to open economy macroeconomics and international trade policies to give students a basic understanding of how different aspects of contemporary debates are analyzed in practice.
CRP 5122  Intermediate Microeconomics for Public Affairs  
Brooks  
Fall semester  
No prior knowledge of economics necessary. This course is designed for CIPA Fellows who have taken little or had no prior microeconomics coursework. This is a course covering the intermediate level microeconomic theory necessary to understand the many applications of economics presented in subsequent courses you will take as a CIPA fellow. The primary learning goals of this course are (1) to learn the core concepts of microeconomics and (2) to develop analytical problem-solving skills. This course differs from typical intermediate-level microeconomic courses in that there will be more emphasis on the role of policy and the public sector in the economy, although understanding the role and importance of markets will remain central.

PAM 3400 Economics of Consumer Policy  
Tennyson  
Spring semester  
Prerequisite: CRP 5122 or another intermediate microeconomics course. This course analyzes government laws and regulations aimed at protecting consumers. Such consumer protection policies address a broad range of market activities including restricting who may provide goods and services in a market and the prices they may charge, but are often concerned with addressing more subtle problems related to consumers’ information or knowledge in markets. The course uses the lens of economic policy analysis to study the need for such policies and their effects on markets. Various approaches to consumer protection in the United States and in other countries are explored.

PAM 5170 Market Regulation and Public Policy  
Geddes  
Fall semester  
Prerequisite: CRP 5122 or another intermediate microeconomics course. This course provides an overview of basic topics in the economics of regulation. It uses the tools of microeconomics to investigate government interventions in the marketplace, considering both the rationale for and the effects of such interventions. Alternative theories of government intervention in the marketplace will be considered, including those grounded in the public interest theories those grounded in private interests such as wealth redistribution and regulatory capture. Specific examples of regulation, including individual industry regulation and broader social regulation are analyzed, and various methods of government intervention are considered. Different methods of government intervention including direct regulation, government enterprise, and the liability system, will also be considered. Current regulatory issues will be used as examples.

PAM 5334 Corporations, Shareholders, and Policy  
Geddes  
Spring Semester  
Prerequisites: CRP 5122 or another intermediate microeconomics course, and CRP 5450 or another introductory statistics course. The course uses economic and statistical analysis to study the interaction of the public corporation, the market, and the law, and how those interactions affect the welfare of managers, shareholders and consumers. A variety of legal, market, and public policy mechanisms that define and govern the corporation are examined.
Quantitative Methods and Analytics (Core courses)

The Guiding Principle for the Quantitative Methods and Analytics Foundation area: Professionals in the public affairs arena must be able to define and assess a problem and then choose appropriate tools or methods to determine and evaluate both solutions and impacts. A key part of analytical training is to develop the ability to identify appropriate methods for a given problem and gain confidence in applying them in real-world situations. CIPA graduates should recognize that quantitative skills and analytical modeling techniques are often necessary complementary elements to qualitative methods that must be considered for policy research, evaluations, and decision making in the public sector. Competency areas for our MPA Fellows include (1) understanding inferential statistics, econometrics and related empirical methods; (2) using conventional and modern techniques for data collection (e.g., experiment design and survey sampling), analysis and modeling; (3) formulating policy analysis and evaluation models using an array of methods and tools including mathematical optimization, decision science, operations research and benefit-cost analysis; and (4) communicating results from such analysis effectively to decision makers, multiple stakeholders, and the general public.

CRP 5250  Introductory Methods of Planning Analysis
Donaghy
Spring semester
Quantitative and qualitative analysis of neighborhoods, cities, and regions. Focus is on data from various regions of the United States, but tools are applicable throughout the world. They include descriptive and inferential statistics, mapping, and observation. Required lab exposes students to essential microcomputer applications and builds skills in writing and analysis.

CRP 5450  Inferential Statistics for Planning and Public Policy
Brooks
Fall and Spring semester
This course is an introduction to the inferential statistical methods and econometrics/regression analysis needed to understand empirical public policy and planning research and to do basic applied public policy analysis. The statistical concepts are illustrated using data and examples primarily from the fields of public policy and planning. CIPA fellows who have not had a prior econometrics/multiple regression analysis course are strongly encouraged to take this course. CIPA fellows who choose this course should not take another introduction to statistics course such as ILRST 5100 or 5110.

PADM 5320  Public Systems Modeling
Loucks
Fall semester
An introduction to the art of model building and use, especially related to public sector planning and management issues. The course focuses on the quantitative systems approach for identifying and evaluating alternative possible decisions and their physical, economic, environmental, and social impacts. Modeling methods include various deterministic and probabilistic optimization and simulation models, decision analysis, evolutionary search algorithms, and statistical models applied to a variety of public sector issues. The aim of all of this “modeling technology” is to help us generate and communicate information that can assist and better inform public decision-making.
Other Appropriate Courses in the Foundation Areas

To strengthen their foundational preparation for careers in public affairs, Fellows will also take two additional courses under each heading, bringing their total number of foundational courses up to three in each category, having by graduation a total of nine foundation courses. For any of these additional foundation course requirements, CIPA fellows may request substitution of other relevant courses with the approval of their advisors or a petition. Note that courses at the 7000-level are Ph.D. level courses and will only be suitable for MPA’s who have a lot of prior education in that area; courses at the 6000-level will have prerequisites and may also be Ph.D. level courses.

Administrative, Political, and Policy Processes

AEM 4310    Agricultural and Food Policy
AEM 4450    Toward a Sustainable Global Food System: Food Policy for Developing Countries (also NS 4450)
ANTHR 6461 Anthropology of Organizations
CEE 5900    Project Management
CRP 5460    Introduction to Community and Environmental Dispute Resolution
CRP 6011    Ethics, Development and Globalization
CRP 6120    Devolution, Privatization: Challenges for New Urban Management
CRP 6150    Current Issues and debates on NGOs
ECON 3800    Economics and the Law
ECON 4290    Economic Analysis of Politics [instructor permission]
EDUC 6610    Administrative Leadership and Organizational Change
GOVT 6121    American Political Development
GOVT 6171    Politics of Public Policy [instructor permission]
GOVT 6222    Political Participation
GOVT 6274    People, Markets, and Democracy
GOVT 6603    Contentious Politics and Social Movements
GOVT 6857    International Political Economy
ILRIC 6330  Comparative Political Economy and Global Debates (also GOVT 6303)
ILRLR 6011  Negotiation: Theory and Practice
ILRLR 6012  Managing and Resolving Conflict
ILROB 3201  Organizational Change: Theory and Practice
LAW 6011  Administrative Law: The Law of the Regulatory State
LAW 6161  Comparative Law: The Civil Law Tradition
LAW 6701  Legislation
LAW 6791  Public International Law
LAW 6844  State and Local Government
PADM 5345  Evaluation of International Programs and Projects
PADM 5418  Strategic Stakeholder Engagement
PADM 5420  Public Budgeting
PADM 5619  Politics, Policy and Political Management

**Economic Analysis and Public Finance**

AEM 4140  Behavioral Economics and Managerial Decisions
AEM 4421  Research and Strategy in Emerging Markets
AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade
AEM 7350  Public Finance: Resource Allocation and Fiscal Policy
CRP 5040  Urban Economics
CRP 6050  Urban Public Finance
ECON 3010  Accelerated Microeconomics
ECON 3020  Accelerated Macroeconomics
ECON 3030  Intermediate Microeconomic Theory
ECON 3040  Intermediate Macroeconomic Theory
ECON 4210  Money and Credit
ECON 4220  Financial Economics
ECON 4260  Public Finance: The Microeconomics of Government
ECON 4510  International Trade Theory and Policy
ECON 4560  Development Economics
ECON 4660  Behavioral Economics
ECON 4840  Policy Analysis: Welfare Theory, Agriculture and Trade
ECON 7360  Public Finance: Resource Allocation and Fiscal Policy
ILRIC 6350  Labor Markets and Income Distribution in Developing Countries
ILRLE 3440  Development of Economic Thought and Institutions
ILRLE 5400  Labor Economics
ILRLE 6420  Economic Analysis of the Welfare State
NBA 5240  Macroeconomics and International Trade
PADM 5755  Infrastructure Financing
PAM 3130  Behavioral Economics and Public Policy
PAM 4140  Global Health Economics and Policy
PAM 5300  Intermediate Policy Analysis/Cost-Benefit Analysis

Quantitative Methods and Analytics

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

Inferential Statistics and Econometrics: Introductory Courses
Please note: These courses tend to cover similar material. Each CIPA Fellow will want to assess the content and level of these courses before registering for them to choose the one that is best for them. Fellows taking obviously redundant courses will not get to count them toward their
MPA degree. The Core Foundation course CRP 5450 is the course covering this material that is recommended for CIPA fellows with little or no prior background in inferential statistics.

**CRP 5450  **Inferential Statistics for Planning and Public Policy (also Core)

**ECON 3110  **Probability Models and Inference for the Social Sciences

**ECON 3130  **Statistics and Probability

**DSOC 5630  **Using Statistics to Explore Social Policy and Development

**ILRST 5100  **Statistical Methods for the Social Sciences I

**ILRST 5110  **Statistical Methods for the Social Sciences II

**ILRST 6100  **Statistical Methods I

**SOC 6010  **Statistics for Sociological Research

**Inferential Statistics and Econometrics: More Advanced [these courses have a statistics prerequisite.]**

These courses are good choices for CIPA fellows who have already taken an introductory inferential statistics course as a CIPA fellow (such as CRP 5450) or as an undergraduate and want to continue to develop those skills.

**AEM 4110  **Introduction to Econometrics

**AEM 6390  **Research Methods in International Development

**DSOC 6190  **Quantitative Research Methods

**ECON 3120  **Applied Econometrics

**ECON 3140  **Introduction to Econometrics

**ILRST 6190  **Topics in Social Statistics

**PAM 3100  **Multiple Regression Analysis

**PAM 4100  **Causal Reasoning and Policy Evaluation

**Inferential Statistics and Econometrics: Advanced [these courses have an econometrics prerequisite]**

**DSOC 6070  **Demographic Techniques I

**DSOC 6080  **Demographic Techniques II
ECON 4110   Cross-Sectional and Panel Econometrics
ECON 4120   Time Series Econometrics
ECON 6190   Econometrics I
ECON 6200   Econometrics II
ILRST 4550   Applied Time Series Analysis
ILRLE 7410   Applied Economics I
ILRLE 7420   Applied Econometrics II
NS 6850     Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries
PAM 6090    Empirical Strategies for Policy Analysis

**Quantitative Analysis and Public System Modeling Tools and Methods**

Note: PADM 5320: Public Systems Modeling and CRP 5250: Introductory Methods of Planning Analysis are excellent Core Foundation courses in this area of quantitative analysis.

AEM 4060   Risk Simulation and Optimization
AEM 4120   Computational Methods for Management and Economics
CEE 3040   Uncertainty Analysis in Engineering
CEE 5970   Risk Analysis and Management
CEE 5980   Introduction to Decision Analysis
CRP 6210   Introduction to Quantitative Methods for the Analysis of Public Policy
ORIE 4300   Optimization Modeling
ORIE 4820   Spreadsheet-Based Modeling and Data Analysis
PADM 5449   Systems Thinking and Modeling in Public Affairs
SYSEN 5100   Model Based System Engineering
SYSEN 5200   Systems Analysis Behavior and Optimization
Quantitative Analysis and Public Systems Modeling Tools and Methods [these courses are designed primarily for Ph.D. students or have substantial prerequisites]

AEM 7130 Dynamic Optimization
ECON 6170 Intermediate Mathematical Economics I
GOVT 6019 Methods of Political Analysis I
GOVT 6029 Methods of Political Analysis II
SYSEN 5300 Systems Engineering and Six-Sigma for Design and Operation of Reliable Systems

Qualitative and Mixed Methods

DSOC 6001 The Empirics of Development and Social Change
DSOC 6150 Qualitative Research Methods
PADM 5380 Translational Research (also HD 6680)
PADM 5340 Introduction to Evaluation
PADM 5341 Mixed Methods for Public and Nonprofit Evaluation
PADM 5345 Evaluation of International Programs and Projects
PAM 3120 Research Design, Practice, and Policy
PAM 6040 Qualitative, Survey and Mixed Method Approaches to Policy Research
SOC 5080 Qualitative Methods

Spatial Methods

CRP 4080 Introduction to Geographic Information Systems (GIS) (Also CRP 5080)
CRP 6270 Regional Economic Impact Analysis
CRP 6290 Advanced Topics in GIS
DSOC 3140 Spatial Thinking, GIS, and Related Methods
DSOC 5600 Analytical Mapping and Spatial Modeling
CONCENTRATION COURSEWORK

Each Fellow selects one of eight areas of concentration areas offered in the program and, with the advice and counsel of his or her advisor, selects a set of five courses within that concentration. The concentration areas are broad enough that they cannot be mastered with a set of five courses, but concentration courses should give Fellows a degree of specialization and expertise with which they can proceed effectively on a career in public affairs.

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

There is no right or best set of courses for any concentration because Fellows' backgrounds vary as do their goals: the concentration coursework is meant to be tailored to each Fellow’s respective professional interests and objectives. The concentration requirement is an opportunity for Fellows to develop their professional identity, recognizing that in the course of a career there can be several changes in focus and direction. What is important is that serious thought be given to crafting a set of courses that are complementary and that instill a base of knowledge and skills.

CIPA fellows may want to consider including a course from the Public and Nonprofit Management concentration in their concentration, or as one of their two specialized/professional development courses. The Public and Nonprofit Management concentration list includes many courses that are relevant to public affairs professionals regardless of their interests, if they are planning to work in the public or nonprofit sectors. In addition, the course guide lists a set of general concentration courses that may be a relevant addition to any concentration.

The eight MPA concentrations are:
- Economic and Financial Policy
- Environmental Policy
- Government, Politics and Policy Studies
- Human Rights and Social Justice
- International Development Studies
- Public and Nonprofit Management
- Science, Technology and Infrastructure Policy
- Social Policy

The list of concentration courses that follows is neither complete nor fully accurate. New courses are added to the curriculum every semester and some courses are dropped as faculty interests and department needs change. Fellows should use these lists to get an idea of courses that might be suitable for their personalized concentration, but they should also consult the course offerings for departments they consider relevant for their interests.

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

Although the CIPA concentrations are oriented largely around topical areas, and Fellows have opportunity to take two specialized professional development courses as part of their curriculum, Fellows should also consider including courses that contribute functional skills and generalizable knowledge as part of their concentrations. That is, the ideal concentration will include more than just courses focused on specific knowledge relevant to the chosen area of public affairs.

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

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

**Suggested Courses for Any Concentration**

- AEM 3380  Social Entrepreneurs, Innovators and Problem Solvers
- CEE 5900  Project Management
- COMM 3030  Organizational Writing
- COMM 3070  Communicating for Impact: Developing Strategic Communication
- COMM 3760  Planning Communication Campaigns
- COMM 4200  Public Opinion and Social Process
- COMM 4560  Community Involvement in Decision Making
- CRP 4080  Introduction to GIS (also CRP 5080)
- ILRHR 6615  Socially Responsible Business
- ILRLR 6011  Negotiation: Theory and Practice
- ILRLR 6012: Managing and Resolving Conflict
- ILROB 3201  Organizational Change: Theory and Practice
ILROB 5270  Leadership in Organizations
NBA 5020  Managerial Cost Accounting and Reporting
NBA 5100  Social Entrepreneurship
NBA 5410  Project Management
NBA 5660  Oral and Written Communication
NCC 5500  Financial Accounting
NCC 5540  Managing and Leading in Organizations
ORIE 4820  Spreadsheet-Based Modeling and Data Analysis
PADM 5130  Legal Aspects of Public Agency Decision-Making
PADM 5418  Strategic Stakeholder Engagement
PADM 5419  Exercising Leadership in the Public and Nonprofit Sectors
PADM 5340  Introduction to Evaluation
PADM 5341  Mixed Methods for Public and Nonprofit Evaluation
PADM 5380  The Translation of Research into Practice and Policy (also HD 6680)
PADM 5431  Fundraising
PADM 5449  Systems Thinking and Modeling Public Affairs
PADM 5900  Consulting for Nonprofit and Government Organizations
PAM 4100  Causal Reasoning and Policy Evaluation
PAM 5300  Intermediate Policy Analysis/Cost-Benefit Analysis
Economic and Financial Policy

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

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

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

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

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

CIPA fellows interested in environmental policy, sustainability and finance within the economic and financial policy area may want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School. For further information, please see the CIPA website: http://www.cipa.cornell.edu/academics/efii/efii.cfm.

PLEASE NOTE: CIPA Fellows may elect to substitute other relevant courses, by petition, with the approval of their advisor.
**Suggested Courses for Economic Policy, Public Economics, and Public Finance**

- AEM 3310  Introduction to Business Regulation
- AEM 4580  Economics and Psychology of Sustainable Business
- AEM 6300  Policy Analysis: Welfare Theory, Agriculture, and Trade
- AEM 6580  Economics and Psychology of Sustainable Business
- AEM 6600  Natural Resources and Economic Development
- CRP 5040  Urban Economics
- CRP 6050  Urban Public Finance
- ECON 4260  Public Finance: The Microeconomics of Government
- ECON 4290  Economic Analysis of Politics [instructor permission]
- ECON 4660  Behavioral Economics
- ECON 3800  Economics and the Law
- ECON 3350  History of Economic Analysis
- ECON 4060  Economic Decisions under Uncertainty
- ECON 3840  Economics of Social Security
- ECON 4630  Industrial Policy
- ECON 7360  Public Finance: Resource Allocation and Fiscal Policy
- ECON 7570  Economics of Imperfect Information
- PAM 3130  Behavioral Economics and Public Policy
- PAM 3240  Risk Management and Policy
- PAM 3400  Economics of Consumer Policy
- PAM 5170  Market Regulation and Public Policy (also Core)
- PAM 5300  Intermediate Policy Analysis/Cost-Benefit Analysis
PAM 5334  Corporations, Shareholders, and Policy (also Core)
PAM 5340  Regulation and Infrastructure Policy

Suggested Courses for Finance and Financial Policy

AEM 4230  Contemporary Topics in Behavioral Finance
AEM 4260  Fixed Income Securities
AEM 4590  Financial Markets and Institutions (also NBA 5430)
AEM 4620  Advanced Financial Modeling and Analysis
AEM 7670  Topics in International Finance
ECON 4210  Money and Credit
ECON 4220  Financial Economics
ECON 4240  Financial Economics, Derivatives, and Risk Management
ECON 4905  Financial Fragility and the Macroeconomy
ILRHR 6615  Socially Responsible Business
LAW 6441  Federal Income Taxation
LAW 6461  Financial Institutions [formerly Banking Law]
NBA 5061  Comprehensive Financial Statement Analysis
NBA 5110  Financial Modeling
NBA 5420  Investment and Portfolio Management
NBA 5530  Accounting and Financial Decision-making
NBA 5510  Emerging Markets Finance
NBA 5580  Corporate Financial Policy
NBA 6030  Sustainable Global Enterprise
NBA 6590  Management of Financial Institutions
Suggested Courses for Economic and Financial Management and Decision-making

AEM 3380  Social Entrepreneurs, Innovators and Problem Solvers
AEM 3360  Intermediate Accounting I
AEM 3370  Intermediate Accounting II
AEM 4140  Behavioral Economics and Managerial Decisions
AEM 4190  Strategic Thinking
AEM 4210  Derivatives and Risk Management
AEM 4530  Risk Management, Internal Control and Assurance (also called Auditing and Assurance)
CRP 6210  Introduction to Quantitative Methods for the Analysis of Public Policy
ECON 4060  Economic Decisions under Uncertainty
ECON 4660  Behavioral Economics
ECON 3810  Decision Theory I
ECON 3820  Decision Theory II
ECON 4010  Game Theoretic Methods
ECON 4020  Game Theory
PADM 5410  Nonprofit Management and Finance (also Core)
ILRIC 6020  Corporate Social Responsibility
NBA 5020  Managerial Cost Accounting and Reporting
NBA 5061  Comprehensive Financial Statement Analysis
NBA 5100  Social Entrepreneurship
NBA 5530  Accounting and Financial Decision-making
NBA 5420  Investment and Portfolio Management
NBA 5980  Behavioral Finance
NBA 6030  Sustainable Global Enterprise/Strategies for Sustainability
NBA 6600  Corporate Social Responsibility
NBA 6710  Business Ethics
NCC 5500  Financial Accounting
NCC 5540  Managing and Leading in Organizations
PAM 3240  Risk Management and Policy

**Suggested Courses for International Economics and Finance**

AEM 4420  Emerging Markets
AEM 4421  Research and Strategy in Emerging Markets
AEM 4290  International Financial Management
AEM 4350  Political Economy of the WTO
AEM 6320  Open Economy Analysis: Theory and Applications (also Core)
AEM 7620  Microeconomics of International Development
AEM 7670  Topics in International Finance
ECON 3370  The Economy of India
ECON 3380  China’s Economy Under Mao and Deng
ECON 3545  International Finance and Macroeconomics
ECON 4510  International Trade Theory and Policy
ECON 4520  International Monetary Theory and Policy
ECON 4590  Economics of Export-Led Development
NBA 5130  International Finance Cases
NBA 5240  Macroeconomics and International Trade
NBA 6030  Strategies for Sustainability
NBA 6190  Leaders in Sustainable Global Enterprise
Environmental Policy

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

CIPA fellows interested in environmental policy, sustainability and finance may also want to apply to the Environmental Finance and Impact Investment Fellows Program (EFII) which CIPA has established with the Johnson School. For further information, please see the CIPA website: http://www.cipa.cornell.edu/academics/efii/efii.cfm.

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

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

A few suggested Courses for Environmental Science

BEE 3299 Sustainable Development
BEE 3710 Physical Hydrology for Ecosystems
BEE 4010 Renewable Energy Systems

Suggested Courses for Environmental Policy

AEM 4500 Resource Economics
AEM 4510 Environmental Economics
BEE 4010 Renewable Energy Systems
BEE 4750 Environmental Systems Analysis
BEE 4870 Sustainable Energy Systems
BEE 4890 Entrepreneurial Management for Engineers
<table>
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<tr>
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<tr>
<td>CEE 4540</td>
<td>Sustainable Small-Scale Water Supplies</td>
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<tr>
<td>CEE 5970</td>
<td>Risk Analysis and Management</td>
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<tr>
<td>CEE 6025</td>
<td>Special Topics in Environmental and Water Resources Analysis</td>
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<td>COMM 3210</td>
<td>Communication and the Environment</td>
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<td>COMM 4560</td>
<td>Community Involvement in Decision Making</td>
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<td>COMM 4860</td>
<td>Risk Communication</td>
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<td>COMM 6210</td>
<td>Advanced Communication and the Environment</td>
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<td>CRP 3840</td>
<td>Green Cities</td>
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<td>CRP 5460</td>
<td>Introduction to Community and Environmental Dispute Resolution</td>
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<td>CRP 5540</td>
<td>Introduction to Environmental Planning</td>
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<tr>
<td>CRP 5590</td>
<td>Legal Aspects of Land Use Planning</td>
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<tr>
<td>CRP 5620</td>
<td>Perspectives on Preservation</td>
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<td>CRP 6506</td>
<td>Environmental Planning Seminar: Wilderness and Wildlands</td>
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<td>DSOC 6200</td>
<td>Community, Place and Environment</td>
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<tr>
<td>ECON 3800</td>
<td>Economics and the Law</td>
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<tr>
<td>GOVT 4303</td>
<td>The GMO Debate: Science and Society</td>
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<tr>
<td>HD 6650</td>
<td>Poverty, Children and the Environment</td>
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<td>ILRIC 4313</td>
<td>Labor, the Environment and Climate Change</td>
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<tr>
<td>NBA 6030</td>
<td>Sustainable Global Enterprise/Strategies for Sustainability</td>
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<tr>
<td>NTRES 3220</td>
<td>Global Ecology and Management</td>
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<tr>
<td>NTRES 3240</td>
<td>Sustainable, Ecologically Based Management of Water Resources</td>
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<td>NTRES 3300</td>
<td>Planning for Environmental Conservation and Sustainability</td>
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<tr>
<td>NTRES 4300</td>
<td>Environmental Policy Processes</td>
</tr>
<tr>
<td>NTRES 4440</td>
<td>Resource Management and Environmental Law</td>
</tr>
</tbody>
</table>
6000/7000-Level Courses – these courses generally have prerequisites

AEM 6510  Environmental and Resource Economics
AEM 6600  Natural Resources and Economic Development
AEM 7500  Resource Economics
BEE 7540  Water Management in an era of Growing Water Scarcity
CEE 6200  Water-Resources Systems Engineering
COMM 6210  Advanced Communication and the Environment
CRP 6012  Legal Aspects of Public Agency Decision Making
DSOC 6210  Foundations of Environmental Sociology
LAW 6361  Environmental Law
LAW 6601  Land Use
NTRES 6010  Seminar on Selected Topics in Environmental Social Science and Resource Policy
NTRES 6310  Environmental Governance
Government, Politics, and Policy Studies

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

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

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

**Suggested Courses for Government, Politics and Policy Studies**

COMM 4200 Public Opinion and Social Process

COMM 4280 Communication Law

CRP 6120 Devolution, Privatization: Challenges for New Urban Management

ECON 3800 Economics and the Law

GOVT 3021 Social Movements in American Politics

GOVT 3082 American Political Campaigns

GOVT 3111 Urban Politics

GOVT 3161 The American Presidency

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

GOVT 3212 Public Opinion and Representation

GOVT 3363 Post-Communist Transitions

GOVT 3403 China under Revolution/Reform

GOVT 3967 China Transnationalized

GOVT 3988 Democracy, Dictatorships and U.S. Foreign Policy
GOVT 4041  American Political Development in the 20th Century
GOVT 4283  Latino Politics as Racial Politics
HIST 4390  Reconstruction and the New South
NTRES 4440  Resource Management and Environmental Law

6000/7000-Level Courses -- generally have prerequisites.
COMM 6180  Media Influence and Persuasion
COMM 6860  Risk Communication
GOVT 6132  The Politics of Inequality in the United States
GOVT 6151  State and Economy in Comparative Perspective
GOVT 6202  Political Culture
GOVT 6291  Contemporary American Politics
GOVT 6461  Public Opinion
GOVT 6596  Nonviolence and Political Theory
GOVT 6857  International Political Economy
GOVT 6897  International Security
GOVT 6596  Nonviolence and Political Theory
LAW 6011  Administrative Law: The Law of the Regulatory State
LAW 6161  Comparative Law: The Civil Law Tradition
LAW 6661  Constitutional Law and the European Union
LAW 6791  Public International Law
Human Rights and Social Justice

CIPA Fellows in the human rights and social justice concentration focus on human rights, which, although often assumed to be universal, remain controversial in domestic and world politics, and on ensuring equal opportunities, before the law and in society at large. What are the political and economic constraints that stand in the way of the full realization of human rights? This concentration explores the relationships between politics and human rights and equity with a social sciences approach. Important focus areas include race, gender, and income inequality, immigration policy, civil rights and crime policy. CIPA Fellows who select the human rights and social justice concentration take a minimum of five courses related to a specific area of focus within this subject.

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

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

Suggested Courses for Human Rights and Social Justice

AMST 4505 Civil Rights Temporalities
AMST 4851 Refugees
ASRC 4602 Women and Gender Issues in Africa
ANTHR 4427 Gender Theory
ANTHR 4462 Politics Beyond the State: Activism, Advocacy and NGOs
CRP 6011 Ethics, Development and Globalization
CRP 6720 International Institutions
DSOC 3050 Education, Inequality, and Development
DSOC 4100 Health and Survival Inequalities
ECON 3440 Women in the Economy
GOVT 3002 Civil Rights and Civil Liberties
GOVT 3012 The Politics of Poverty in the U.S.
GOVT 3021 Social Movements in American Politics
GOVT 3635  Human Rights and Global Justice
GOVT 3897  Human Rights at War
GOVT 4112  The Politics of Change
GOVT 4232  The Politics of the Inner City
GOVT 4264  Social Movements in Latin America
GOVT 4283  Latino Politics as Racial Politics
GOVT 4805  Race and Racism/Law and Society
HD 3570   Social Inequalities in Physical and Mental Health
ILRLR 3820  Gendered Workplace
ILRLR 3830  Workers’ Rights as Human Rights
ILRLR 4000  Union Organizing
ILRLR 4820  Ethics at Work
ILRLR 4880  Justice
ILRIC 6010  Crossing Borders: Migrations in Comparative Perspective
ILRLR 6070  Values, Rights and Justice at Work
ILRLR 6079  Low Wage Workers and the Law
ILRLR 6840  Employment Discrimination and the Law
NS 4570   Health, Poverty, and Inequality: A Global Perspective (also ECON 3910)
PAM 3040  Immigration and Public Policy
PAM 3150  Social Welfare Policy in the U.S.
PAM 3370  Race and Public Policy
PAM 3610  Orange is the New Black
PAM 4160  Ethnography of Poverty and Inequality
PAM 4470  Families and Social Inequality
SOC 3570  Schooling, Racial Inequality, and Public Policy in America

6000/7000-Level Courses -- generally have prerequisites

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

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

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

**Suggested Courses for International Development Studies**

- AEM 3380 Social Entrepreneurs, Innovators, and Problem Solvers
- AEM 3390 Research Methods in International Development
- AEM 4310 Agricultural and Food Policy
- AEM 4420 Emerging Markets
- AEM 4421 Research and Strategy in Emerging Markets
- AEM 4450 Toward a Sustainable Global Food System: Food Policy for Developing Countries (also NS 4450)
- AEM 4640 Economics of Agricultural Development
- AEM 6040 Food Systems and Poverty Reduction
- AEM 6390 Research Methods in International Development
- AEM 6600 Natural Resources and Economic Development
- ASRC 4603 Politics and Social Change in Southern Africa
- BEE 4870 Sustainable Bioenergy Systems
- CRP 6011 Ethics, Development and Globalization
- CRP 6150 Current Issues and debates on NGOs
- CRP 6720 International Institutions
CRP 6740 Urban Transformations in the Global South
DSOC 5200 Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C
ECON 3370 The Economy of India
ECON 3380 China’s Economy Under Mao and Deng
ECON 4510 International Trade Theory and Policy
ECON 4520 International Monetary Theory and Policy
ECON 4590 Economics of Export-Led Development
EDUC 5020 Education and Development in Africa
IARD 4020 Agriculture in Developing Nations I
IARD 4030 Traditional Agriculture in Developing Countries
IARD 6020 International Agriculture in Developing Countries
NBA 5240 Macroeconomics and International Trade
NBA 6030 Sustainable Global Enterprise/Strategies for Sustainability
NS 4500 Public Health Nutrition
NS 4570 Health, Poverty, and Inequality: A Global Perspective (also ECON 3910)
NS 4600 Explorations in Global and Public Health
NS 4630 Global Health, Development and Policy Issues in Tanzania (Summer)
PADM 5655 The Planning and Management of Agricultural and Rural Development
PAM 4140 Global Health Economics and Policy

6000/7000-Level Courses -- generally have prerequisites.
AEM 6125 Impact Evaluation in Developing Countries
AEM 6300 Policy Analysis: Welfare Theory, Agriculture, and Trade
AEM 6320 Open Economy Analysis: Theory and Applications
AEM 6600 Natural Resources and Economic Development
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<tr>
<td>AEM 7620</td>
<td>Microeconomics of International Development</td>
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<tr>
<td>CRP 6011</td>
<td>Ethics, Development and Globalization</td>
</tr>
<tr>
<td>CRP 6720</td>
<td>International Institutions</td>
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<tr>
<td>ECON 7730</td>
<td>Economic Development</td>
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<td>EDUC 6820</td>
<td>Community Education and Development</td>
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<td>GOVT 6494</td>
<td>Agrarian Political Economy</td>
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<td>GOVT 6603</td>
<td>Contentious Politics and Social Movements</td>
</tr>
<tr>
<td>GOVT 6927</td>
<td>Planning and Management of Agriculture and Rural Development</td>
</tr>
<tr>
<td>LAW 6681</td>
<td>International Law and Foreign Direct Investment</td>
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<td>LAW 6981</td>
<td>WTO and International Trade Law</td>
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<tr>
<td>NBA 6030</td>
<td>Sustainable Global Enterprise/Strategies in Sustainability</td>
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Public and Nonprofit Management

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

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

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

Suggested Courses for Public and Nonprofit Management

AEM 3380 Social Entrepreneurs, Innovators, and Problem Solvers
AEM 4520 Advanced Accounting
AEM 4530 Auditing and Assurance
AEM 4531 Federal Income Taxation
CEE 5900 Project Management
COMM 3030 Organizational Writing
COMM 4560 Community Involvement in Decision Making
COMM 4860 Risk Communication
CRP 5460 Introduction to Community and Environment Dispute Resolution
CRP 6050 Urban Public Finance
CRP 6120 Devolution, Privatization: Challenges for New Urban Management
DSOC 6150 Qualitative Research Methods
DSOC 6320 Environmental Governance
GOVT 6927 Planning and Management of Agriculture and Rural Development
ILRHR 6615 Socially Responsible Business
ILRHR 3650 Organizational Consulting: Process and Results
ILRHR 3670 Employee Training and Development
ILRHR 4603 Work Groups and Teams
ILRHR 5600 Human Resources Management
ILRHR 6611 Entrepreneurs and Entrepreneurial Organizations
ILRHR 6680 Staffing Organizations
ILRHR 6690 Managing Compensation
ILRHR 6900 International Comparative Human Resource Management
ILRHR 6910 Business Strategy and Finance for Human Resources
ILRIC 4313 Labor, the Environment and Climate Change
ILRIC 4344 International Labor Law
ILRIC 4360 Global Comparative Disability Policy
ILRLE 4430 Compensation, Incentives, and Productivity
ILRLR 3820 Gendered Workplace
ILRLR 4040 Contract Administration
ILRLR 4820 Ethics at Work
ILRLR 5010 Labor and Employment Law
ILRLE 6480 Economic Analysis of the University
ILRLR 4865 The Crisis in Public Education
ILRLR 6011 Negotiation: Theory and Practice
ILROB 5200 Organizational Behavior
ILROB 5251 Building Commitment to Groups and Organizations
ILROB 5270 Leadership in Organizations
ILROB 5790  Negotiation and Conflict Resolution
ILROB 6080  The Politics of Organizational Change
INFO 4200  Information Policy: Research, Analysis, and Design
LAW 6592  Labor Law, Practice, and Policy
NBA 5110  Financial Modeling
NBA 5150  Leadership Theory and Practice
NBA 5670  Management Writing
NBA 6010  Electronic Commerce
NBA 6340  Customer Relationship Management
NBA 6630  Managerial Decision Making
NCC 5080  Managing Operations
NCC 5500  Financial Accounting
NCC 5540  Managing and Leading in Organizations
NCC 5560  Managerial Finance
PADM 5110  Public Administration (also Core)
PADM 5130  Legal Aspects of Public Agency Decision-Making (also Core)
PADM 5340  Introduction to Evaluation
PADM 5341  Mixed Methods for Public and Nonprofit Evaluation
PADM 5410  Nonprofit Management and Finance (also Core)
PADM 5418  Strategic Stakeholder Engagement
PADM 5419  Exercising Leadership in the Public and Nonprofit Sectors
PADM 5420  Public Budgeting
PADM 5431  Fundraising
PADM 5345  Evaluation of International Programs and Projects
PADM 5436  Health Care and Services Marketing
PADM 5449  Systems Thinking and Modeling for Public Affairs
PADM 5450  International Public and NGO Management (also Core)
PADM 5455  Comparative Public Administration: The Case of Seoul Korea
PADM 5900  Consulting for Nonprofit and Government Organizations

7000-Level Courses -- Typically Ph.D. Courses; May be Taken by Fellows with Adequate Background Only

ILROB 7280  Leadership and Work Motivation
ILROB 7780  Solidarity in Groups
Science, Technology and Infrastructure Policy

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

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

Suggested Courses for Science, Technology and Infrastructure Studies

AEM 3220  Digital Business Strategy
AEM 3350  International Technology Marketing of Biotechnology
AEM 4370  Strategy and Innovation
AEM 4510  Environmental Economics
BEE 4750  Environmental Systems Analysis
CEE 3230  Engineering Economics and Management
CEE 3610  Introduction to Transportation Engineering
CEE 4540  Sustainable Municipal Drinking Water Treatment
CEE 4630  Future Transportation Technologies and Systems
CEE 4640  Transportation Systems Design
CEE 4650  Urban Transportation and Environmental Systems for Sustainable Development
CEE 5900  Project Management
CEE 5910  Engineering Management Project
CEE 5930  Engineering Management Methods
CEE 5950  Construction Planning and Operations
CEE 5970 Risk Analysis and Management
CEE 5980 Introduction to Decision Analysis
COMM 4660 Public Communication of Science and Technology
CRP 3840 Green Cities
CRP 4080 Introduction to Geographic Information Systems (also CRP 5080)
CRP 5860 Traffic Congestion: Policies and Politics
CRP 6050 Urban Public Finance
ECON 3810 Decision Theory I
ECON 3820 Decision Theory II
ECON 4220 Financial Economics
ECON 4260 Public Finance: The Microeconomics of Government
ENGRG 3600 Ethical Issues in Engineering Practice
GOVT 4291 The Politics of Science
GOVT 4303 The GMO Debate: Science and Society
ILRHR 4650 The Globalization at Work
INFO 4240 Designing Technology for Social Impact
LAW 4021 Competition Law and Policy
NBA 5061 Comprehensive Financial Statement Analysis
NBA 5070 Entrepreneurship for Scientists and Engineers
NBA 5110 Financial Modeling
NBA 5410 Project Management
NBA 5740 Management Practicum
NBA 5780 Problem-Solving Project Process
NBA 6560 Valuation Principles
NCC 5020 Microeconomics for Management

NTRES 3240 Sustainable, Ecologically Based Management of Water Resources

PADM 5449 Systems Thinking and Modeling in Public Affairs

PADM 5755 Infrastructure Financing

PAM 5170 Market Regulation and Public Policy (also Core)

PAM 5334 Corporations, Shareholders and Policy

PAM 5340 Regulation and Infrastructure Policy

PHIL 4810 Topics in the Philosophy of Science

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

STS 3011 Life Sciences and Society

STS 3911 Science in the American Polity, 1960 to Now

STS 4231 Gender and Technology in Historical Perspectives

STS 4240 Designing Technology for Social Impact

**6000-Level Courses – These course generally have prerequisites**

BEE 6940 Water in a Changing Environment

CEE 6910 Principle of Project Leadership

CEE 6060 Seminar in Transportation Systems Engineering

CEE 6065 Special Topics in Transportation

CEE 6021 Environmental and Water Resources Systems Analysis

CEE 6200 Water Resources Systems Engineering

CEE 6620 Urban Transportation Network Design and Analysis

COMM 6660 Public Engagement in Science

COMM 6860 Risk Communication

EDUC 6810 Democracy, Science, and Education
<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
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</thead>
<tbody>
<tr>
<td>HIST 6181</td>
<td>Confluence: Environmental History and Science &amp; Technology Studies</td>
</tr>
<tr>
<td>INFO 6210</td>
<td>Information, Technology and Society</td>
</tr>
<tr>
<td>LAW 6681</td>
<td>International Law and Foreign Direct Investment</td>
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<tr>
<td>LAW 6742</td>
<td>Patent Law</td>
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<td>LAW 6892</td>
<td>Legal Ethics</td>
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<td>NBA 6010</td>
<td>Electronic Commerce</td>
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<tr>
<td>NBA 6120</td>
<td>Disruptive Technologies</td>
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<tr>
<td>NBA 6180</td>
<td>Global Innovation and Technology Commercialization</td>
</tr>
<tr>
<td>STS 6401</td>
<td>Science, Technology, Gender: Historical Issues</td>
</tr>
</tbody>
</table>

**7000-Level Courses – Typically Ph.D. Courses; May be Taken by Fellows with Adequate Background Only**

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<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>BIOMG 7510</td>
<td>Ethical Issues and Professional Responsibilities</td>
</tr>
<tr>
<td>ILRHR 7640</td>
<td>Comparative International Perspectives on Work and Human Resource Systems</td>
</tr>
<tr>
<td>LAW 7311</td>
<td>Immigration and Refugee Law</td>
</tr>
<tr>
<td>STS 7111</td>
<td>Introduction to Science and Technology Studies</td>
</tr>
</tbody>
</table>
Social Policy

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

CIPA Fellows who select the social policy concentration take a minimum of five courses related to their specific area of focus within the social policy domain.

The course list below is designed to help fellows consider areas of social policy study, but should not limit choices.

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

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

**Suggested General Courses in Social Policy**

- **CRP 6210**  Introduction to Quantitative Methods for the Analysis of Public Policy
- **DSOC 5630**  Using Statistics to Explore Social Policy and Development
- **DSOC 6070**  Demographic Techniques I
- **DSOC 6080**  Demographic Techniques II
- **DSOC 6150**  Qualitative Research Methods
- **ECON 3170**  Causal Reasoning and Policy Evaluation
- **GOVT 3021**  Social Movements in American Politics
- **GOVT 6603**  Contentious Politics and Social Movements
- **ILRLE 4440**  The Evolution of Social Policy in Britain and America
- **ILRIC 6350**  Labor Markets and Income Distribution in Developing Countries
- **NBA 5100**  Social Entrepreneurship
NS 6850  Evaluating the Impact of Health, Nutrition and Education Programs in Developing Countries

PADM 5380  Translational Research (also HD 6880)

PADM 5340  Introduction to Evaluation

PAM 3120  Research Design, Practice, and Policy

PAM 4100  Causal Reasoning and Policy Evaluation

PAM 5300  Intermediate Policy Analysis/Cost-Benefit Analysis

**Suggested Courses in Health Policy**

COMM 6760  Public Health Communication

DEA 6610  Environments and Health

DSOC 4100  Health and Survival Inequalities

HD 3570  Social Inequalities in Physical and Mental Health

LAW 6471  Health Law

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

NS 4500  Public Health Nutrition

NS 4600  Explorations in Global and Public Health

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

NS 6400  Social Science Theories in Nutrition

NS 6600  Special Topics in Nutrition

PAM 3280  Fundamentals of Population Health

PAM 3780  Sick Around the World? Comparative Health Care Systems

PAM 4370  Economics of Health Care Markets

PAM 4140  Global Health Economics and Policy

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

PAM 5570  Health Care Organizations (instructor permission)
PAM 5670  Health Policy (instructor permission)
PADM 5436  Health Care and Services Marketing

**Suggested Courses in Education Policy**

DSOC 3050  Education, Inequality, and Development
DSOC 3700  Comparative Social Inequalities
DSOC 5710  America’s Promise: Social and Political Context of American Education
DSOC 6610  Complex Organizations, Education, and Development
DSOC 6710  Schools, Communities and Policy Reform
EDUC 6810  Democracy, Science, and Education
GOVT 6635  Education, Social Justice, and the Law
ILRLR 4865  The Crisis in Public Education
ILRLE 6480  Economics Analysis of the University
ILRLE 7470  Economics of Education I
PAM 3550  Economics of Education
PAM 5010  Education Policy
SOC 3570  Schooling, Racial Inequality, and Public Policy in America
SOC 4520  Sociology of Race and Education

**Suggested Courses in Family/Child/Elderly Policy**

ECON 3840  Economics of Social Security
LAW 6421  Family Law
PAM 4070  Early Childhood Policy and Economics
PAM 4470  Families and Social Inequality
PAM 4460  Economics of Social Security (also ECON 3340)
PAM 6360  Race, Immigration and the Family
Suggested Courses in Housing/Regional Policy

CRP 6050 Urban Public Finance
CRP 6430 Affordable Housing Policy and Programs
PAM 3250 Neighborhoods, Housing and Urban Policy

Suggested Courses in Poverty, Inequality and Welfare Policy

DSOC 5200 Rethinking Global Development: New Frameworks for Understanding Poverty, Inequality and Growth in 21C
GOVT 3012 The Politics of Poverty in the U.S.
GOVT 4202 The Politics of Inequality: The History of the U.S. Welfare State
HD 6650 Poverty, Children and the Environment
ILRLE 6420 Economic Analysis of the Welfare State
ILRLR 6079 Low Wage Workers and the Law
NS 4570 Health, Poverty, and Inequality: A Global Perspective (Also ECON 3910)
PAM 4160 Ethnography of Poverty and Inequality
PAM 3150 Social Welfare Policy in the U.S.
SOC 4470 Families and Social Inequality
SOC 5180 Social Inequality: Contemporary Debates, Theories and Models