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

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

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

Welcome to CIPA.

Nancy Brooks
Director of Graduate Studies
# TABLE OF CONTENTS

**MPA CURRICULUM** ................................. 3
- Foundation Coursework .................................. 4
- Concentration Coursework ................................ 4
- Specialized Coursework .................................. 5
- Practical Experience: Internships, Off-Campus Study, Public Service Exchange ................................................. 6
- CIPA Colloquium .................................................. 10
- Co-curricular Activities ........................................ 10
- Professional Writing/Analysis Qualification ......................... 12

**ACADEMIC ADVISING** ........................................ 16
- Core Faculty Advisors ........................................... 17
- Registration Information ......................................... 18
- General Course Advice ........................................... 19

**ACADEMIC STANDARDS** ........................................ 21
- Registration Requirements ....................................... 21
- Courses and Grades ................................................. 22
- Residence Requirement ............................................ 23
- Course Load Requirements ......................................... 23
- Petition Process ........................................................ 24
- Cornell’s Code of Academic Integrity .............................. 28

**PUBLIC AFFAIRS FIELD FACULTY** ........................... 29
- Field Faculty Listing by Department ............................ 29
- Field Faculty Listing by Concentration ......................... 31

**ACADEMIC FORMS** ................................................ 36
- Timeline for Completing the MPA Degree Program ....................... 36
- CIPA Program Plan of Study ....................................... 40
- CIPA Declaration of Concentration .................................. 44
- CIPA Thesis Prospectus Form ....................................... 46
- CIPA Thesis Approval Form .......................................... 48
- CIPA MPA Professional Report Preliminary Form ....................... 50
- CIPA MPA Professional Report Approval Form ....................... 52
- CIPA Capstone Project Approval Form ................................ 54
- CIPA Petition Request ................................................ 56

**CIPA 2015-2016 CALENDAR** ............................................ 58
MPA CURRICULUM

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

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

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

- Foundation Coursework -- 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 professional writing/analytical qualifications and/or for strengthening professional preparation)
- Practical Experience: Internship, Off-Campus Study, Capstone and/or Public Service Exchange
- CIPA Colloquium (four semesters)
- Co-curricular Activities: CIPA Colloquium Committee, The Cornell Policy Review, Women in Public Policy (WIPP), CIPA-New Orleans Professional Partnership (CIPA-NOLA), the International City/County Management Association (ICMA), the Cornell Latin America Student Society (CLASS), the International Affairs Forum (IAF and the Jade Moore Forum on American Politics
- Professional Writing/Analytical Qualification: Contributions to a Capstone Project, a Professional Report, or a MPA Thesis

Some substitution of coursework may be allowed, based on a Fellow’s previous mastery of a subject; for example, a Fellow with a bachelor’s degree in economics would not be expected to repeat basic economics courses, but would instead take more advanced graduate work. Fellows in consultation with their advisors can propose alternative ways in which the purposes of the curriculum’s structure can be better fulfilled in their case, petitioning for approval of some modification that will enrich their degree program.

PLEASE NOTE: The CIPA web site (www.cipa.cornell.edu) contains an online course guide that Fellows may use to identify Cornell courses that are being offered during the current academic year, and which can fulfill foundation and concentration requirements for the MPA degree. The course guide is also available in the CIPA office. This guide may be found under the section of the site marked “Academics”: http://www.cipa.cornell.edu/academics/curriculum/Guide.cfm
The CIPA PROGRAM Plan of Study must be signed by advisors after appropriate consultations and consideration, and are due from all CIPA Fellows, to be turned in to the CIPA Office, no later than the beginning of their second semester of study. They should be reviewed with advisors and resubmitted with possible revisions, at the beginning of Fellows' third semester of study at Cornell. A timeline for submitting all CIPA forms and meeting program milestones is located at the end of this handbook.

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

**FOUNDATION COURSEWORK**

The foundation coursework requirements are intended to strengthen Fellows’ conceptual and analytical capabilities for pursuing specialized studies in their chosen concentration. Of the three courses that Fellows take in each foundation subject area, at least one must be a core foundation course. These courses present purposefully integrative perspectives on different aspects of public affairs. (For more information on faculty, see page 17 and for more information on the core foundation courses, please see the Course Guide).

The following faculty members teach most of the core foundation coursework:

- **Administrative, Political and Policy Processes**
  - Professor Thomas O’Toole
  - Professor Norman Uphoff

- **Economic Analysis and Public Finance**
  - Professor Nancy Brooks
  - Professor Nancy H. Chau
  - Professor Ralph Christy
  - Professor Richard Geddes
  - Professor Joe Grasso
  - Professor Sharon Tennyson

- **Quantitative Methods and Analytics**
  - Professor Nancy Brooks
  - Professor Kieran Donaghy
  - Professor D. Peter Loucks
  - Professor H. Oliver Gao

**CONCENTRATION COURSEWORK**

There are eight concentration options:

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

By the beginning of the second semester of study, Fellows should file the following documents in the CIPA office:

- CIPA Declaration of Concentration including a one or two-page narrative
- CIPA Program plan of study (listing any courses already completed, proposed coursework to be taken in the remaining three semesters, and indicating if possible, which Professional Writing option will be completed -- this decision can be deferred until the end of the second semester.)

Fellows must also submit a revised CIPA Program plan of study at the beginning of their third semester of study which reflects their finalized course of study for the MPA degree. These forms must be signed by a Fellow’s advisor so that the advisor is aware of the Fellow’s plans. These documents provide a venue for focused discussion of what Fellows want to get from the program.

**SPECIALIZED COURSEWORK**

In addition to the total of fourteen foundation and concentration courses, CIPA Fellows complete two courses of their choice that will strengthen their professional capabilities. Many Fellows will take a capstone course in either the fall or the spring semester of their second year, for fulfillment of their professional writing requirement. Fellows may also choose an additional concentration or foundation course. Independent study or directed reading coursework can also be used toward fulfilling one or both of the two ‘specialized coursework’ requirements for the MPA degree. With the approval of their academic advisor, Fellows may count one independent study or directed reading coursework in their concentration area. Independent study or directed reading coursework cannot be applied toward MPA foundation course requirements. A CIPA fellow must be in good academic standing (GPA above 3.0) to enroll in an independent study. No CIPA fellow may take more than 6 credits of independent study during the MPA program. Fellows who choose to do an independent study are typically doing a thesis for their exit writing requirement and sometimes those who are doing a professional report. Most other CIPA fellows are generally encouraged to take established courses instead of independent studies courses. CIPA fellows who do an off-campus externship for credit generally will not also do on-campus independent study courses unless they have made a specific plan with their faculty advisor.

Depending on the type of independent study chosen, fellows will enroll in either PADM 5000 for a CIPA independent study or directed readings or PADM 5020 for supervised fieldwork with a CIPA faculty person.
Fellows who pursue independent studies with faculty in other departments will enroll in the independent study using a course number from that department.

Any other specialized course should add in other ways to Fellows’ respective professional qualifications, e.g., language competence. International Fellows may enroll in an ESL (English as a second language) course, or U.S. Fellows may consider a semester of studying another language as their second specialized course, or take writing or public speaking coursework. This category of coursework gives opportunities for elective study in an area to strengthen particular professional capabilities.

Fellows always have the option of auditing additional courses to gain specialized (or broad) knowledge, attending lectures and doing as much reading and as many assignments as time and interest permit. Auditors are not required to do all of the class work assigned, but they also are not given course credit. Audited courses are shown on the transcript but do not count toward the 16 courses needed for the degree. Please ask for instructor permission before formally auditing a course because some professors will not allow their courses to appear on a transcript unless some work is done.

**LEARNING GOALS FOR THE MPA**

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

CIPA graduates’ learning goals fall into the following categories:

A. Problem Solving and Analytical Skills
   1. Administrative, Political and Policy Analysis
   2. Economic Analysis and Public Finance
   3. Quantitative, Analytical and Qualitative Analysis for Public Affairs

B. Specialized Public Policy Subject Matter Competence

C. Writing Skills

D. Group Working, Management and Leadership Skills

E. Communication and Presentation Skills

**PRACTICAL EXPERIENCE: INTERNSHIPS, OFF-CAMPUS STUDY, PUBLIC SERVICE EXCHANGE**

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

**Summer Internship:** Most Fellows undertake an internship during the summer between their first and second years of graduate study. Millie Reed, CIPA Career Management Coordinator, provides assistance to Fellows in finding internships that match their interests, expertise, and professional goals. Her office is
Internships are available in organizations in the public, private, nonprofit, and academic sectors. Recent CIPA Fellows have been placed in internships with the following representative organizations:

- American Federation of Teachers
- Asian Development Bank
- Congressional Research Service
- Deloitte and Touche
- Development Alternatives, Inc.
- Development Innovations, Inc.
- Emerging Markets Group
- GlobalSecurity.org
- Goldman Sachs
- Government Accountability Office (GAO)
- Human Rights Watch
- Innovest Strategic Value Advisors
- International Finance Corporation
- The Kellen Company
- Mercy Corps
- The National Low-Income Housing Coalition
- New York City Department of Transportation
- Office of Congressman Maurice Hinchey (D-NY)
- Office of Senator Hillary Rodham Clinton (D-NY)
- Overseas Private Investment Corporation (OPIC)
- Save the Children
- Transparency International
- U.N. Development Programme
- UNESCO
- UN HABITAT
- UNICEF
- United Nations Secretariat
- U.S. Agency for International Development
- U.S. Congress, Financial Services Committee
- U.S. Department of Justice
- U.S. Department of State
- U.S. Environmental Protection Agency
- The World Bank
- World Wildlife Fund

Additional information on internships is available on the CIPA web site at: http://www.cipa.cornell.edu/career/job.cfm

CIPA Public Service Exchange: Another opportunity for practical experience is the Public Service Exchange. This represents a unique service-learning partnership with nonprofit and Government agencies located primarily in Tompkins County as well as in the greater New York region. CIPA Fellows who wish to participate in the Service Exchange must register in the spring semester for PADM 5900—Consulting for Nonprofit and Government Organizations. This opportunity can be in addition to or instead of the summer internship.

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

- Alternatives Federal Credit Union
- American Red Cross
- Cancer Resource Center of the Finger Lakes
- City of Ithaca Department of Planning and Urban Renewal
- City of Ithaca Downtown Partnership
- Cornell Cooperative Extension of Tompkins County
- New York City Department of Transportation
Cornell University International Students and Scholars Office
Education the Children, Inc. (Nepal)
Ithaca Department of Public Works
Ithaca Youth Bureau
Namaste Montessori School
New York City Housing Authority (NYCHA)
Save the Children (Bolivia)
Tompkins County Office for the Aging
Economic Development Administration
Health and Human Services Coalition of Tompkins County
Ithaca Public Education Initiative
Mutual Housing Association of Tompkins County
New Orleans Recovery Project for the 9th Ward
Pipeline 4 Progress
Stop the Silence
Upstate New York Safety Coalition Task Force

Fellows interested in participating in the Public Service Exchange should contact the Service Learning Initiative Program Coordinator, Laurie Miller, by phone at 255-4858, or by e-mail at ljm44@cornell.edu.

CORNELL OFF-CAMPUS STUDY PROGRAMS

Fellows may enroll in one semester of off-campus study as part of their MPA Course of Study. These opportunities are available to Fellows in good academic standing and who are making satisfactory progress toward the degree. Fellows must be in good academic standing during both the semester in which they are off-campus and during the prior semester when they are applying. Fellows interested in off-campus study are strongly encouraged to begin planning this with their academic advisors as early as possible in their graduate careers at Cornell. All coursework undertaken at institutions other than Cornell must be approved by a Fellow’s academic advisor and confirmed by the Director of Graduate Studies. Information sessions on off-campus study opportunities are held during the fall semester. As each opportunity has its own application requirements and deadlines, students should carefully research each program before applying.

Opportunities for off-campus study include the following programs:

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

Cornell-Nepal Studies Program

The Cornell-Nepal Study Program (CNSP) is a pioneering joint venture between Cornell University and Tribhuvan National University of Nepal, initiated in 1993. Courses are taught in English at the program facility and the main Tribhuvan campus in the medieval town of Kirtipur, near Kathmandu, by Nepalese faculty from the Tribhuvan University Department of Sociology/Anthropology. CNSP is the first and only study-abroad program in Nepal to bring students from American universities to live and study together with Nepalese peers in residential program houses. CIPA Fellows participating in the program have the option of pursuing either field research or internships in addition to coursework. As Kathmandu serves as a regional hub for many inter-Governmental and non-Governmental organizations, CNSP is ideal for Fellows seeking field experience in a developing country during the academic year. For more information, please contact Professor Kathryn March at ksm8@cornell.edu.
Cornell in Rome Program

Cornell in Rome is a semester-long study-abroad program offered through Cornell’s College of Architecture, Art, and Planning. Educating students in Italy for over twenty years, the program has provided a transformative experience for many CIPA Fellows interested in international development, food security, and agricultural development policy. Core components of the program include a full-time internship and a rigorous professional development seminar. For more information, please contact Nancy Brooks at nb275@cornell.edu or consult the online program information at http://aap.cornell.edu/academics/rome/academic-programs/mrp-cipa. CIPA Fellows participating in the Cornell in Rome program for a semester typically have internships at United Nation’s agencies like FAO, WFP or IFAD. The full-time internship will count as two concentration courses and the professional development seminar counts as a research course. Consequently, a CIPA fellow in Rome will only get credit for three courses. Since the typical CIPA course load is four courses, the fellow will need to take five courses during another semester to be able to participate in the Rome program.

CIPA Washington Externship Semester

The CIPA Core Faculty has approved an Externship Semester opportunity to enable Fellows to live and work in Washington, DC for a semester. Through the CIPA Externship Semester in Washington, DC, Fellows undertake an externship for up to forty hours per week while completing professional development exercises through an intensive externship course. Participants also enroll in a CIPA colloquium course featuring alumni speakers (parallel to the CIPA Colloquium series offered each semester in Ithaca). The full-time internship will count as eight credits, one applied toward the concentration and one applied toward the specialized research courses. Fellows may enroll in elective coursework at the Graduate School, a professional education program established for federal managers, to earn additional credits toward the MPA degree. Unlike the Cornell programs described above, there is no residential opportunity provided by this program, although living accommodations are often available at the Cornell in Washington Center, 2148 O Street NW on Dupont Circle, on a space-available basis. Fellows are responsible for securing their own accommodations.

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

CIPA Mysore Externship Semester

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

CIPA has a limited amount of funding to support students completing their practical experience requirement. The practical experience requirement may be fulfilled through a variety of engaged learning opportunities/practical experiences, including those associated with courses (such as the SMART or Capstone programs) or summer internships. Students may apply for this funding on a competitive basis once during their degree careers at CIPA. If, for example, a student receives funding to support participation in the SMART program, they are ineligible to receive funding to support a summer internship. Students are advised to discuss funding applications thoroughly with their academic advisors.

Please note that funding is awarded on a competitive basis and therefore is not guaranteed: funding decisions are made based on a variety of factors, including alignment of the engaged learning opportunity with a student's academic and professional objectives. Awarded amounts will vary depending on the costs of travel/lodging for the experience, and availability of funds. There is no minimum stipend award.

CIPA COLLOQUIUM

Fellows are required to register for *PADM 5010: CIPA Colloquium* and attend each semester that they are in residence at Cornell. PADM 5010 meets on alternate Thursday afternoons from 4:45-6:00 pm. Fellows should consult the course roster for venue information. This forum features invited speakers who address a diverse range of issues in public affairs that face public policy professionals, helping CIPA Fellows make links between their coursework and a wide array of challenges for domestic and international public policy and administration. Fellows at all stages of their respective programs attend presentations by leaders from the public, private, and nonprofit sectors to gain insights and refine their own thinking and career goals in the process. A listing of upcoming colloquium presentations can be found on the CIPA web site, [www.cipa.cornell.edu](http://www.cipa.cornell.edu).

Fellows who are pursuing off-campus opportunities in programs such as Cornell in Rome or Cornell-Nepal will be automatically excused from colloquium during their semester away. Fellows who have a course scheduling conflict with PADM 5010 may petition to have the colloquium requirement waived if the course is integral to the completion of their CIPA course of study. A colloquium waiver will be given for only one semester while in residence at Cornell.

Please consult the colloquium syllabus for academic and attendance requirements.

CO-CURRICULAR ACTIVITIES

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

- **CIPA Colloquium Committee:**
  Colloquium Committee members set the schedule for the weekly CIPA Colloquium series, invite speakers, provide logistical support for speakers as they make arrangements to visit CIPA, and introduce and host speakers from off-campus.
• **The Cornell Policy Review:**
The Review is CIPA’s academic public policy journal. Drawing upon their own research and professional experiences, CIPA Fellows and external contributors write articles for this publication and edit articles submitted by faculty, alumni and others. Working on The Review gives Fellows a greater appreciation for the rigors of academic publishing and the peer review process, while simultaneously allowing participating Fellows to refine the writing and editing skills that are vital to preparing public affairs reports and position papers.

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

• **CIPA New Orleans Professional Partnership (CIPA-NOLA)**
CIPA-NOLA is dedicated to enabling CIPA Fellows to provide ongoing assistance to the rebuilding efforts in St. Bernard Parish and New Orleans following the devastation of Hurricane Katrina. Concurrently, it also allows Fellows to develop graduate-level public administration and policy skills. The components of the partnership include the New Orleans Discussion Group series in the fall, a classroom-based consulting project opportunity, an annual Spring Break service trip to St. Bernard Parish, and a summer internship opportunity. Each component provides an opportunity for Fellows to develop various skills and build relationships while helping nonprofits meet the tremendous needs of the area.

• **Jade Moore Forum on American Politics**
The Jade Moore Forum was established in memory of Jade Moore, a CIPA Fellow who died in a car accident in October 2010 shortly after entering the program. The Forum honors Jade’s memory through activities reflecting her deep interest in American politics and commitment to public service. It hosts events where students and other interested members of the Cornell community can come together to experience political debates, election returns and the annual State of the Union Address, watch movies with political content, and discuss issues of current political concern and possibilities for improvement of the American political process.

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

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

At the end of each fall semester, CIPA accepts applications for leadership positions for the following:

- Chairperson of the CIPA Colloquium Committee
- Editor-in-Chief, Business Editor, and Social Media Editor of The Cornell Policy Review

Applicants must be a CIPA Fellow in good academic standing, and must be members in good standing of the activity that they are applying to lead. Applicants must be willing to commit themselves to be in residence at Cornell during the three academic semesters for the remainder of their tenure at Cornell. Fellows planning to participate in a semester of off-campus study, for example, are not eligible.

Fellows who are selected for these positions will serve as associate chairs during their first-year spring academic term and as full chairs for the remaining two semesters following their appointment. Small tuition stipends may be available for associate and full chairs. All other co-curricular organizations follow their own procedures for electing officers.

Information on applying for leadership positions is published to CIPA fellows in early November. For additional information on these leadership positions, please contact Thomas O’Toole, Executive Director, CIPA; at tjo22@cornell.edu.

Professional Writing/Analysis Qualification

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

During the second year of MPA study, each Fellow will have the opportunity to take a public service-oriented capstone course that involves preparation of a professional project report and making formal oral presentations in the context of collaborative group with a real client agency or program being served. Alternatively, Fellows may write a professional report based on their internship experience between the first and second years, or a policy-related MPA thesis researched and presented in a more academic manner.

Capstone Project

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

Each semester, several Capstone projects are offered, one addressing a public service initiative or policy issue posed by a domestic client, and in the other, by an international client. For each Capstone project, Fellows will form a number of complementary consulting groups that propose solutions which are relevant and actionable. The Capstone projects are multidisciplinary and experiential in nature, and Fellows have opportunities to learn from each other and from resources across the University, as well as from CIPA’s contacts in the field. Fellows learn about managing programs and undertaking policy analysis within the constraints of different political environments and organizations, as well as gain professional and public-service experience.
The experiential learning and teamwork required in each Capstone project will enhance Fellows’ abilities as public affairs professionals and leaders. Fellows are expected to produce written products and make oral presentations for which they have individual responsibility. Grading will be based on: participation in the course and performance on individual assignments; contributions to the final group report; evaluations by the client; and peer ratings by teammates.

To learn more about current CIPA Capstone projects, requirements, and registration, or to discuss future topics, please contact Laurie Miller, the CIPA Capstone coordinator at: ljm44@cornell.edu

Other Cornell courses that provide a substantial consultative engagement may be substituted for the CIPA Capstone requirement by petitioning. For example, some CIPA Fellows have qualified to participate in the Johnson School’s Sustainable Global Enterprise (SGE) Immersion course.

Second-year CIPA Fellows who assume leadership roles in the Student Multidisciplinary Applied Research Team (SMART) Program managed by CIIFAD can have this experience satisfy their professional writing requirement as an alternative to the Capstone. Fellows wishing to pursue this option should discuss this with their academic advisors and the director responsible for the SMART Program, Professor Ralph Christy (rdc6@cornell.edu), also a member of the CIPA Core Faculty.

Petitions need to be discussed with (and signed by) both the Fellow’s academic advisor and the CIPA Director of Graduate Studies.

Alternatives to the Capstone Project

Some Fellows, based on their professional and career objectives, will prefer to follow up their internship experience by writing a more thorough and authoritative professional report than was possible during their internship period, or Fellows can write research-based MPA theses similar to typical Master’s-level theses, although with explicit policy relevance and relationship. This option is discussed more below.

These two written products differ more in their intended audiences than in quality or quantity of work. Professional reports are written for a specific audience (client), to assist in decision-making and program management or evaluation, while theses are written for a general audience, for anyone in the world who would be interested in their subjects.

Fellows should make a decision on which route they will take for meeting their Professional Writing requirement by the end of their second semester (end of the spring semester of the first year).

Professional Report

Most Fellows undertake an internship during the summer between their first and second years, and most of these assignments require some written report or output from the work engaged in. Some Fellows, having done this professional work, would like to develop their analysis to a higher level, with more research, more data assembly and analysis, more detailed evaluation and explanation. Fellows choosing this option to demonstrate professional writing and analytical skills may spend a semester enrolled in an independent study or directed reading course with a Public Affairs field faculty member (which will count as one of their specialized courses).

The faculty advisor overseeing a Fellow’s professional report is often different from the Fellow’s academic advisor, having someone with particular subject expertise in the area of the report. It is the responsibility of the Fellow to identify and recruit faculty members with subject matter expertise to advise on and evaluate the project. Working with a faculty advisor through a directed reading course will develop the Fellow’s writing
and learning into a more complete and useful document for the client and others. In general, professional reports will be written by a single Fellow, for a specified client, and under the direction of a single faculty member. For this to meet the professional writing requirement, the report needs to be approved by both a representative of the client and the faculty member who supervised the directed reading/ independent study.

It is possible for 2-3 Fellows to collaborate in a joint consultancy and prepare a joint professional report. For this to meet the professional writing requirement, the report needs to be approved by a representative of the client and the faculty member(s) who supervised the study (as above), but, in addition, in the case of jointly produced professional reports, Fellows must get prior approval in writing from their faculty advisors, the Director of Graduate Studies and their client supervisor; each Fellow must contribute equally to the report and both must agree in writing that their contributions are equal; and they must document their individual contributions to it by clearly indicating who did/wrote what (1) in the table of contents and (2) in a brief prefatory statement outlining their division of labor. In general, it is hard to meet the conditions for producing a joint professional report. Fellows who are working for the same organization are advised to prepare separate, independently written reports.

Fellows who are planning on writing a professional report are required to participate in the proseminar that is offered during their third semester. Their Professional Report Preliminary Form, along with a copy of the project description, must be signed by the thesis advisor and submitted to the CIPA Office no later than the end of the first semester of their second year.

**Thesis**

For some Fellows, perhaps because they intend to pursue a Ph.D. beyond the MPA degree and have some particular topical concern within the broad domain of public affairs that can be well-served by broad-ranging but focused research, writing a thesis that corresponds to the Graduate School’s MA or MS degree requirements will be another acceptable way to meet the professional writing requirement. Fellows who choose this option will be responsible for finding a willing faculty member within the field of Public Affairs, who will serve as a thesis advisor. Because a thesis advisor should have some expertise in the subject matter of the thesis, usually the thesis advisor will be different from the Fellow's academic advisor. A listing of Public Affairs field faculty can be found on the CIPA website. For writing a thesis, Fellows may enroll for a semester of directed reading or independent study under the supervision of their thesis advisors, with this counted as one of their specialized courses.

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

Both the professional report and MPA thesis options must meet the format requirements of the Graduate School. For formatting specifications, Fellows should consult the Doctoral Dissertation & Master’s Thesis: Formatting, Production, and Submission Requirements Guide available outside of the Graduate School Registrar’s Office in Caldwell Hall. Limited copies of this document are also available in the CIPA Office.

**Procedures and Timeline**

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

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

Occasionally, the subject area chosen for a thesis or professional report can best be advised on by a faculty
member who is not a member of the field of Public Affairs. In consultation with his/her academic advisor,
the Fellow may seek agreement from a faculty member outside the Public Affairs field to serve as his/her
thesis or professional report advisor, since subject-matter expertise is valued and something to be developed
during a Fellow’s career at Cornell.

**Role of the Thesis/Professional Report Advisor**

The role of the faculty advisor for the thesis, and the faculty advisor and supervisor from the client
organization for the professional report, is to provide periodic advice to the Fellow on issues related to the
scope, content and organization of the professional report or thesis, and to ensure the quality of the final
project prior to submission. Responsibility for writing an acceptable thesis or professional report remains
fully with the Fellow. CIPA does not operate with the same ‘special committee’ system for all Fellows that
the Graduate School prescribes for academic Master’s or Ph.D. degrees. For the thesis option, however,
Fellows should follow Graduate School norms and procedures for thesis preparation, presentation and
defense. (Note: Fellows wanting faculty members outside the field of Public Affairs to serve as thesis
advisors on their Special Committee should have approval from their academic advisor; please see Approval
section on following page.)

**Approval of the Thesis/Professional Report**

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

Fellows who wish to have a thesis advisor who is not a member of the field of Public Affairs can request that
this advisor be designated as a special thesis advisor, or possibly the faculty member can be added (elected)
to the field of Public Affairs (but this requires some time). As noted above, the Fellow’s academic advisor
will also need to approve the thesis or professional report, which will require more time between completion
of the thesis draft and final approval (allowing time for any necessary revisions or polishing). While the
thesis or professional report advisor has primary responsibility for supervising and approving the thesis or
report, Fellows should keep their academic advisor informed on the timeline and substance of the thesis/report if they want to be assured of meeting graduation requirements as planned.

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

Finalization of the Thesis/Professional Report

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

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

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

ACADEMIC ADVISING

CORE FACULTY

CIPA Fellows can take courses according to their professional objectives and academic preparation from a wide, multi-disciplinary variety of faculty members across the university. However, to provide cohesion to the program and coherence in advising, CIPA is guided, and advising is done, by a set of core faculty who come from many disciplines and (presently) six colleges, listed below. They share a commitment to Cornell’s providing quality graduate education for careers in public service of many types. The core faculty bring a range of experience and involvement in domestic U.S. and international public affairs to their teaching and advising. There are also over 100 Cornell faculty who are members of the graduate field of Public Affairs who can serve as thesis advisors and whose courses broaden curriculum opportunities. The core faculty are field members more involved in the management and direction of the CIPA program.
Sharon Tennyson, CIPA Director  
Professor, Department of Policy Analysis and Management  
292 Caldwell Hall  (607) 255-2619  sharontennyson@cornell.edu

Nancy Brooks  
Visiting Associate Professor, Department of City and Regional Planning  
and Director of Graduate Studies  
217 W. Sibley Hall  (607) 255-2186  NB275@cornell.edu

Nancy Chau  
Professor, Charles H. Dyson School of Applied Economics and Management  
212 Warren Hall  (607) 255-4463  HYC3@cornell.edu

Ralph Christy  
Professor, Charles H. Dyson School of Applied Economics and Management  
204 Warren Hall  (607) 255-2194  RDC6@cornell.edu

Kieran Donaghy  
Professor, Department of City and Regional Planning  
315 W. Sibley Hall  (607) 254-4865  KPD23@cornell.edu

Oliver Gao  
Associate Professor, Civil and Environmental Engineering  
324 Hollister Hall  (607) 254-8334  HG55@cornell.edu

R. Richard Geddes  
Associate Professor, Department of Policy Analysis and Management  
251 Martha Van Rensselaer  (607) 255-8391  RRG24@cornell.edu

Joseph Grasso  
Associate Dean for Finance and Administration  
309 Ives Hall, ILR Dean’s Office  (607)254-6374  JEG68@cornell.edu

D. Peter Loucks  
Professor, Civil and Environmental Engineering  
311 Hollister Hall  (607) 255-4896  DPL3@cornell.edu

Kathryn March  
Professor, Department of Anthropology  
and Gender Studies; Director, Cornell-Nepal Program  
224 McGraw Hall  (607) 255-5137/6779  KSM8@cornell.edu

Norman Uphoff  
Professor, Department of Government and International Agriculture  
187 Martha Van Rensselaer  (607) 255-1902  NTU1@cornell.edu
ACADEMIC ADVISORS
Upon entering the MPA program, each Fellow is assigned a faculty member as an advisor based on the area of interest that was indicated in his/her CIPA application. Following registration, Fellows may elect to change this advisor via a Petition Request Form (see forms online) if they think that some other member of the faculty would be more appropriate given (sometimes changing) career interests.

Faculty advisors represent a broad overview of the CIPA program and are available to provide information on courses. They assist Fellows in finalizing their program-of-study and course choices. They may also help Fellows identify an appropriate thesis or professional report advisor if this is the professional writing option a Fellow wishes to pursue. In addition to core faculty members, CIPA Service Learning Initiatives Program Coordinator Laurie Miller, Capstone Instructor Carrie Young, CIPA Adjunct Professor John Mathiason and CIPA Instructor Margaret Johnson also serve as academic advisors.

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

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

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

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

Registering for 1-Credit or 2-Credit Courses
For a course to fulfill a CIPA requirement as being a ‘course’ (one of the 16 that must be completed to earn the MPA degree), it must be at least 3 credits. (Three- and four-credit courses are counted essentially the same within the CIPA system.) Fellows who want to enroll in a 1-credit or 2-credit course can get CIPA credit for a ‘course’ by pairing it with another 2- or 1-credit course, for a total of at least 3 credits. A 1-credit and a 2-credit course or two 2-credit courses get counted as a ‘course’ for degree purposes. Three 1-credit courses do not get counted as one course, although two 1.5-credit courses will be accepted.
Registering for a Course in the Cornell Law School
Enrollment in Law School courses for non-JD degree candidates is by permission of the Law School only. CIPA Fellows should be aware that the Law School operates on a slightly different academic schedule than the rest of the university; classes may begin one to two weeks earlier than CIPA courses. In addition, the Law School maintains a separate registration system that must be done in-person at the Law School Registrar’s Office, located at 161 Myron Taylor Hall. Information on courses offered, complete course descriptions, and course meeting times are available online at http://support.law.cornell.edu/Fellows.

Registering for a Course in the Johnson Graduate School of Management
CIPA Fellows may enroll in some Johnson School core or elective courses with the consent of the JGSM instructor of that course. The Johnson School manages its own registration and maintains strict guidelines about adding and dropping a course. So Fellows interested in taking any JGSM course should contact the Johnson School’s Registrar’s Office for specific registration information; the office is located at 106 Sage Hall.

GENERAL COURSE ADVICE

Statistics
Fellows who have weak or moderate preparation in quantitative methods should enroll in CRP 5450: Inferential Statistics for Planning and Public Policy as their introduction to statistics and econometrics. Fellows with a strong quantitative background might instead enroll in Econ 3125 as an introduction to statistics or take an econometrics course (see the course handbook for options). It is recommended that all Fellows have some proficiency in inferential statistical analysis, but not all will pursue this subject to the same level of competence. The CIPA course guide offers a list of statistics and econometrics courses from which to choose. CIPA fellows are advised to discuss the options with their advisors and “shop” a few of the courses to get the right fit.

Economics
Fellows with limited preparation in economics are strongly advised to enroll in CRP 5122: Intermediate Microeconomics for Public Affairs during their first semester. This course has no prerequisites. Fellows with some prior background in economics and calculus may instead enroll in ECON 3030 and/or ECON 3040 as intermediate-level courses in microeconomics and/or macroeconomics or instead pursue even more advanced economics courses if they already have an economics undergraduate major. PAM 5170: Market Regulation & Public Policy is a good course for CIPA fellows who have already taken intermediate microeconomics. All Fellows are expected to develop a functional competence in economic theory, concepts and analysis as this is important for practically any career in public affairs. Those Fellows who enter the CIPA program with more preparation in economics will be able to move to a higher level by graduation than can those who enter the program with less preparation. Fellows’ focus within the field of economics can reflect the focus of their chosen concentrations, e.g., environmental economics for those with policy interest in the environment, or welfare economics for those working in social policy areas.

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

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

**English as a Second Language**
The John S. Knight Institute at Cornell University offers academic English language support for graduate students. The program is designed to help international students in Cornell’s graduate fields succeed in their academic writing and speaking. CIPA Fellows may enroll in these courses if their TOEFL and/or GRE verbal scores suggest they could benefit from some additional training in academic English. Fellows interested in enrolling in these courses should discuss the idea with their faculty advisor and contact Thomas O’Tooke at tjo22@cornell.edu for the necessary permissions.

The program offers one-half semester and full-semester courses in both the fall and spring semesters. Specific topics in the courses offered vary by semester and will be advertised by the Knight Institute before the semester starts. General course offerings include:

- **WRIT 6500**, a half-semester *academic writing* course that focuses on topics related to writing, such as creating an effective writing process, learning the discourse and genres used in a particular field, and reading to write.
- **WRIT 6200**, a half-semester *academic speaking/listening/culture* course that focuses on topics related to oral communication, such as designing and delivering oral presentations, using conversational English, and negotiating academic discourse and culture.
- **WRIT 6600**, a full-semester *advanced academic writing* course designed to assist graduate and professional students in making significant progress on an extended writing project, such as an A Exam, thesis, dissertation, manuscript, proposal, or conference paper. Each student will set their own writing goals for the semester, share at least 5 pages of writing (new or revised) with a peer group each week, and participate in weekly class discussions on research writing.

All courses bear transcript credit and a student who needs one of these courses may count it as a research course. Small class size and carefully crafted instruction will ensure that the specific needs of all students are met. To find out more about the Academic English for Graduate Students program, please visit the program's web site at: [http://www.arts.cornell.edu/knight_institute/international/International%20Graduate%20Students.htm](http://www.arts.cornell.edu/knight_institute/international/International%20Graduate%20Students.htm), call 607.255.2280, or e-mail michelle.cox@cornell.edu.

Please note: Any of these courses may be used by a CIPA Fellow as one of the two specialized courses within a CIPA course of study. Fellows who start the MPA program with a minimum-acceptable level of English are advised to defer courses that require much reading/writing until their second semester of graduate study, by which time their command of English should have substantially improved.

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

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

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

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

**ACADEMIC STANDARDS**

CIPA functions under the aegis of the Graduate School of Cornell University and thus operates within its
procedures and policies. CIPA fellows can consult a general, comprehensive overview of Cornell Graduate
School policy and requirements on-line at: [http://gradschool.cornell.edu/policies](http://gradschool.cornell.edu/policies) and
[http://gradschool.cornell.edu/requirements](http://gradschool.cornell.edu/requirements).

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

**REGISTRATION REQUIREMENTS**

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

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

**COURSES AND GRADES**

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

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

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Point</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>4.3</td>
</tr>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
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<tr>
<td>B</td>
<td>3.0</td>
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<tr>
<td>B-</td>
<td>2.7</td>
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<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
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</tbody>
</table>

To maintain eligibility for academic funding from CIPA, Fellows must maintain at least a B average (3.0). Fellows who perform below a B average during the first semester will receive a notice from the CIPA Director of Graduate Studies, informing them that they are on academic probation and if they still have a cumulative GPA lower than a B average at the end of their second semester, they will not be eligible for financial aid during their second year. If a Fellow’s GPA is lower than a C average at the end of any semester, this will be grounds for separation from the program. A CIPA fellow who is on academic probation must make a special appointment to meet with his or her advisor and the DGS to develop an academic plan in writing for the completion of their degree.

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

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

It is the Fellow’s responsibility to initiate a request for a grade of Incomplete, and the reasons for requesting an Incomplete must be acceptable to the instructor, who shall specify what the specific make-up requirements are. CIPA requires that a statement signed by the instructor be on file indicating the reason for the grade of incomplete and the requirements/restrictions agreed upon, for making up the Incomplete.
The Graduate School requires that all grades of Incomplete be made up within one year, or the grade will be frozen on the transcript. Once an Incomplete is frozen, a Fellow must petition to the Graduate School to have the grade changed. It is the Fellow’s responsibility to see that all grades of Incomplete are made up within the deadline, and that the grade has been properly recorded with the Office of the Registrar.

Fellows who receive two incomplete grades (INC or NGR) from their first semester will receive a warning notice from the CIPA Director of Graduate Studies. Any Fellows who get two additional incomplete grades during their second semester (a total of four unresolved incompletes) will be placed on academic probation and will not be eligible for financial aid during their second year. These Fellows need to submit a proposal to the Director of Graduate Studies detailing an action plan for resolving all incompletes or they will lose good standing in the program.

**RESIDENCE REQUIREMENT**

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

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

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

**COURSE LOAD REQUIREMENTS**

CIPA Fellows are expected to enroll in 4 full-semester program-related courses plus CIPA Colloquium during each of the four semesters they are at CIPA, for a minimum of 16 courses in total. These 16 courses must include 9 foundation courses, 5 concentration courses, and 2 additional courses related to writing a thesis or professional report or other professional development.* CIPA fellows may take more than 16 courses during their four semesters at Cornell. Fellows cannot earn the MPA in less than four semesters unless they have a Cornell undergraduate degree and are approved for the accelerated MPA available to them.

Undergraduate courses below 4000, with some exceptions such as ECON 3030, 3040, 3125 and selected 3000-level PAM courses, may not be used to meet foundation requirements. Some courses numbered in the 4000s which have no equivalent at a higher number level and which are relevant to the Fellow’s professional development are appropriate components of a course of study. Fellows are strongly encouraged to pursue coursework at or above the 5000 level as these are more advanced and are appropriate for graduate study. Courses at the 7000 level are generally for Ph.D. students and should only be taken by CIPA Fellows who have the appropriate advanced training. Fellows should consult closely with their faculty advisors in their course selection process.

*As noted earlier, international Fellows who find English challenging (even though they have met the Graduate School’s minimum TOEFL requirements) are encouraged to enroll in either a writing class, or in an English as a Foreign Language class their first semester or possibly second. Such courses may be counted as one of the two courses beyond the foundation or concentration requirements.
PETITION PROCESS

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

CIPA petitions are intended for CIPA-specific program adjustments such as:
- Substituting a different course (than one listed in CIPA materials) for meeting an established course requirement. The petition must be approved before the substitute course is taken.
- Pursuing an off-campus study option.
- Requesting a substitute Cornell course for the CIPA Capstone requirement (see page 12 of this Handbook), or
- Waiving colloquium if you have a course time conflict

CIPA petitions may be downloaded from the CIPA web site or are available in hard copy in the CIPA office. All petitions must be typed and signed. Handwritten petitions will not be considered.

College of Human Ecology petitions are used for:
- Adding or dropping a course after the add/drop period has ended
- A leave of absence for personal reasons

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

Graduate School petitions are to be used for requesting exceptions to graduate student regulations such as
- A leave of absence request for health reasons
- An in absentia request

Graduate School petition forms are available in the Graduate Office or at http://www.gradschool.cornell.edu under “Publications and Forms.”

REGISTRATION IN ABSENTIA/LEAVES OF ABSENCE

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

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

- 'In absentia' registration is appropriate only for Fellows who will be working full-time off-campus on an approved research project or internship that is integral to their MPA degrees. This signifies that they are practically continuing their program of study but are in an off-campus location.
• Going 'on leave' is appropriate for Fellows who must interrupt their studies—whether for health or other personal reasons, or to participate in an approved off-campus study program that requires enrollment in another institution. That program even if dovetailing with the CIPA MPA program is not the same thing as being enrolled with the Cornell Graduate School.

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

Work done while registered 'in absentia' can possibly be counted toward the MPA as this, to qualify for in-absentia status, must be integral to a Fellow's course of study. Work that Fellows may do while 'on leave' will not count toward the MPA, unless approved in advance by their advisor and the DGS.

International Fellows who require visas for their study at Cornell typically do not lose their visa status when registered 'in absentia,' while visa status changes if a Fellow goes 'on leave.' ALL VISA ISSUES RELATED TO 'IN ABSENTIA' REGISTRATION OR GOING 'ON LEAVE' MUST BE DISCUSSED WITH THE I.S.S.O. BEFORE PETITIONING FOR EITHER STATUS TO ENSURE THAT THE RESULTS WILL BE SATISFACTORY.

I. REGISTRATION 'IN ABSENTIA'

'In-absentia' status provides an opportunity for Fellows to pursue a professional engagement during the academic year, usually just one semester, in a location at least 100 miles away from the University’s Ithaca campus.

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

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

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

FOR INTERNATIONAL FELLOWS, note that in-absentia registration DOES count as full registration for immigration purposes, so their F-1 status will be maintained. Note further that FELLOWS ON AN F-1 VISA CANNOT APPLY FOR OFF-CAMPUS WORK AUTHORIZATION UNTIL THEY HAVE COMPLETED AT LEAST ONE FULL ACADEMIC YEAR OF STUDY.

To CIPA Fellows to obtain in-absentia registration status, the following steps are involved to ensure that appropriate arrangements are made regarding financial aid and visa status, where relevant:
1. Complete all required Graduate School forms AT LEAST ONE MONTH in advance of the Graduate School deadline (May 15 for the following fall semester; October 1 for the spring semester) so that the necessarily consultation with academic advisors and CIPA administration can be completed in good time.

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

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

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

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

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

II. LEAVE OF ABSENCE

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

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

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

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

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

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

ANY INTERNATIONAL STUDENT, before initiating the application for a leave of absence, must meet with an advisor in ISSO to discuss how to maintain legal immigration status. AS NOTED ABOVE, STUDENTS ON AN F-1 VISA CANNOT APPLY FOR OFF-CAMPUS WORK AUTHORIZATION UNTIL THEY HAVE COMPLETED AT LEAST ONE (1) FULL ACADEMIC YEAR.

For U.S. citizens with educational loans, the repayment grace period starts from the date that the loans become active.

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

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

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

COMPLEMENTARY AND JOINT DEGREES

CIPA recognizes that, for some Fellows, there are significant academic and professional advantages to pursuing complementary studies in CIPA and another degree program. With approval by the CIPA Director of Graduate Studies, MBA students at the Johnson Graduate School of Management and JD students at Cornell Law School may count up to twelve credits of their degree programs toward the MPA degree. Likewise, CIPA Fellows may count up to twelve credits of their MPA programs toward the MBA and JD degrees. This complementary degree program reduces the time to complete both degrees by one semester (Fellows may earn both degrees in 3.5 years). Students must be accepted to both degree programs independently, and admission to one degree program should not be understood as enhancing the likelihood of admission to the other. Fellows who are interested in complementing their MPA degree with an MBA or JD degree must demonstrate to their academic advisor and the CIPA Director of Graduate Studies both a sound purpose for their course of studies, as well as the ability to thrive within the rigors of such a program. Fellows are advised to initiate discussion of their plans for complementary degrees with their academic advisors as soon as possible after matriculating at CIPA.

CIPA has developed a formal joint degree program with the Sloan Program in Health Administration. Fellows who are successfully admitted to both graduate programs may complete the Master of Public Administration (MPA) and Master of Health Administration (MHA) degrees in three years. This intensive joint degree program is designed for Fellows whose academic and professional objectives would be furthered...
by coursework and professional engagement in both programs. For more information, please contact CIPA Executive Director Thomas O'Toole at tjo22@cornell.edu.

Complementary degree programs should only be pursued by students in good academic standing, and who are making satisfactory progress toward the MPA degree. Complementary degree students should discuss their plan for finishing both degrees with their academic advisor as soon as possible after receiving an offer of admission. A complementary degree declaration form (available in the CIPA main office and through the "forms" section of the CIPA website) should be submitted to the CIPA main office within two weeks of receiving an offer of admission from a complementary degree program.

**CORNELL’S CODE OF ACADEMIC INTEGRITY**

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

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

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

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

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

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

Fellows in the MPA program have the opportunity to create a program of study that incorporates courses and faculty expertise across a range of subjects. CIPA currently has more than one hundred Public Affairs field faculty members, appointed in 26 departments from across campus.

FIELD FACULTY LISTING BY DEPARTMENT

Africana Studies
- N'Dri Assie-Lumumba
- Locksley Edmondson
- Salah Hassan

Animal Science
- Alice Pell

Anthropology
- Magnus Fiskesjo
- Kathryn March
- Vilma Santiago-Irizarry

Applied Economics and Management
- Christopher Barrett
- Arnab Basu
- Nancy Chau
- Ralph Christy
- Jon Conrad
- Mark Constas
- Miguel Gomez
- David Just
- Ravi Kanbur
- Steven Kyle
- David Lee
- Shanjun Li
- Prabhu Pingali
- Greg Poe

Biological and Environmental Engineering
- Tammo Steenhuis

City and Regional Planning
- Richard Booth
- Nancy Brooks
- Kieran Donaghy
- John Forester
- Susan Christopherson

Civil and Environmental Engineering
- Neena Kudva
- Stephan Schmidt
- Michael Tomlan
- Mildred Warner

Communications
- H. Oliver Gao
- D. Pete Loucks

Design and Environmental Analysis
- Neema Kudva
- Stephan Schmidt
- Michael Tomlan
- Mildred Warner

Development Sociology
- Allen Carlson
- Matthew Evangelista
- Gustavo Flores-Macias
- Ronald Herring
- Peter Katzenstein
- Kenneth Roberts
- M. Elizabeth Sanders

Economics
- Henry Wan, Jr.

Government
- Valerie Bunce
- Allen Carlson
- Matthew Evangelista
- Gustavo Flores-Macias
- Ronald Herring
- Peter Katzenstein
- Kenneth Roberts
- M. Elizabeth Sanders
Government (cont’d)
  Martin Shefter
  Norman Uphoff
  Nicolas Van de Walle
  Christopher Way

Hotel School
  Sheryl Kimes

Human Development
  Elaine Wethington

Industrial and Labor Relations
  Lance Compa
  Maria Cook
  Ronald Ehrenberg
  Gary S. Fields
  Joseph Grasso
  Robert Hutchens
  George Jakubson
  Harry Katz
  Sarosh Kuruvilla
  Pamela Tolbert

Johnson Graduate School of Management
  Glen Dowell
  Robert Frank
  Robert Jarrow
  Vithala Rao

Landscape Architecture
  Sherene Baugher

Law School
  George Hay
  Muna Ndulo

Mechanical and Aerospace Engineering
  Zellman Warhaft

Natural Resources
  Barbara Bedford
  Barbara Knuth
  Steven Wolf

Near Eastern Studies
  Ross Brann

Nutritional Science
  David Pelletier
  Sera Young

Plant Breeding
  K. V. Raman

Policy Analysis and Management
  Rosemary Avery
  Richard Burkhauser
  John Cawley
  R. Richard Geddes
  Don Kenkel
  Hyuncheol (Bryant) Kim
  Alan Mathios
  Sharon Tennyson
  William Trochim

Information Science
  Steven Jackson

Science and Technology Studies
  Stephen Hilgartner
  Kathleen Vogel

Sociology
  Victor Nee
# Field Faculty Listing by Concentration

## Environmental Policy
- Christopher Barrett, Applied Economics and Management
- Barbara Bedford, Natural Resources
- Richard Booth, City and Regional Planning
- Nancy Brooks, City and Regional Planning
- Nancy Chau, Applied Economics and Management
- Jon Conrad, Applied Economics and Management
- Glen Dowell, Johnson Graduate School of Management
- Oliver Gao, Civil and Environmental Engineering
- Charles Geisler, Development Sociology
- Steven Jackson, Information Science
- Barbara Knuth, Natural Resources
- Neema Kudva, City and Regional Planning
- David Lee, Applied Economics and Management
- Shanjun Li, Applied Economics and Management
- D. Pete Loucks, Civil and Environmental Engineering
- Kathryn March, Anthropology
- Philip McMichael, Development Sociology
- Stephan Schmidt, City and Regional Planning
- Tammo Steenhouwer, Biological and Environmental Engineering
- Michael Tomlan, City and Regional Planning
- Norman Uphoff, Government
- Steven Wolf, Natural Resources

## Economic and Financial Policy
- Christopher Barrett, Applied Economics and Management
- Richard Booth, City and Regional Planning
- Nancy Brooks, City and Regional Planning
- Nancy Chau, Applied Economics and Management
- Susan Christopherson, City and Regional Planning
- Kieran Donaghy, City and Regional Planning
- Glen Dowell, Johnson Graduate School of Management
- Rick Geddes, Policy Analysis and Management
- Miguel Gomez, Applied Economics and Management
- Robert Jarrow, Johnson Graduate School of Management
- H. Bryant Kim, Policy Analysis and Management
- Steven Kyle, Applied Economics and Management
- David Lee, Applied Economics and Management
- Shanjun Li, Applied Economics and Management
- Sharon Tennyson, Policy Analysis and Management
- Mildred Warner, City and Regional Planning

## Government, Politics and Policy Studies
- Richard Booth, City and Regional Planning
- Ross Brann, Near Eastern Studies
- Nancy Brooks, City and Regional Planning
- Valerie Bunce, Government
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**Human Rights and Social Justice**

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Lindy Williams  Development Sociology
Wendy Wolford  Development Sociology

**International Development**

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Christopher Barrett  Applied Economics and Management
Alaka Basu  Development Sociology
Richard Booth  City and Regional Planning
Nancy Brooks  City and Regional Planning
David L. Brown  Development Sociology
Nancy Chau  Applied Economics and Management
Mark Constan  Applied Economics and Management
Maria Cook  Industrial and Labor Relations
Ralph Christy  Applied Economics and Management
Locksley Edmondson  Africana Studies
Parfait Eloundou-Enyegue  Development Sociology
Shelley Feldman  Development Sociology
Salah Hassan  Africana Studies
George Hay  Law School
Ronald Herring  Government
Steven Jackson  Information Sciences
H. Bryant Kim  Policy Analysis and Management
Steven Kyle  Applied Economics and Management
D. Pete Loucks  Civil and Environmental Engineering
Kathryn March  Anthropology
Philip McMichael  Development Sociology
Muna Ndulo  Law School
Alice Pell  Animal Science
Prabhu Pingali  Applied Economics and Management
K.V. Raman  Plant Breeding
Norman Uphoff  Government
Henry Wan Jr.  Economics
Mildred Warner  City and Regional Planning
Wendy Wolford  Development Sociology

**Public and Nonprofit Management**

Richard Booth  City and Regional Planning
Nancy Brooks  City and Regional Planning
Nancy Chau  Applied Economics and Management
Lance Compa  Industrial and Labor Relations
Gary Fields  Industrial and Labor Relations
R. Richard Geddes  Policy Analysis and Management
Charles Geisler  Development Sociology
Joseph Grasso  Industrial and Labor Relations
George Hay  Law School
Sheryl Kimes  Hotel School
D. Pete Loucks  Civil and Environmental Engineering
Kathryn March  Anthropology
John Sipple  Development Sociology
Sharon Tennyson  Policy Analysis and Management
Pamela Tolbert  Industrial and Labor Relations
Michael Tomlan  City and Regional Planning
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<td>Alaka Basu</td>
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<td>Richard Booth</td>
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<td>David L. Brown</td>
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<td>Sahara Byrne</td>
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<td>Richard Burkhauser</td>
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<td>Nancy Chau</td>
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<td>Parfait Eloundou-Enyegue</td>
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<tr>
<td>Paul Eshelman</td>
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<td>Shelley Feldman</td>
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<td>Thomas Hirschel</td>
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<tr>
<td>Robert Hutchens</td>
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</tr>
<tr>
<td>George Jakubson</td>
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</tr>
<tr>
<td>David Just</td>
<td>Applied Economics and Management</td>
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<tr>
<td>Harry Katz</td>
<td>Industrial and Labor Relations</td>
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<tr>
<td>Don Kenkel</td>
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</tr>
<tr>
<td>H. Bryant Kim</td>
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</tr>
<tr>
<td>Kathryn March</td>
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<td>Alan Mathios</td>
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<td>David Pelletier</td>
<td>Nutritional Sciences</td>
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<tr>
<td>Vithala Rao</td>
<td>Johnson Graduate School of Management</td>
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<tr>
<td>Name</td>
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<tr>
<td>-----------------------------</td>
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</tr>
<tr>
<td>Kenneth Roberts</td>
<td>Government</td>
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<tr>
<td>Vilma Santiago-Irizarry</td>
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<td>Sharon Tennyson</td>
<td>Policy Analysis and Management</td>
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<tr>
<td>William Trochim</td>
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<tr>
<td>Mildred Warner</td>
<td>City and Regional Planning</td>
</tr>
<tr>
<td>Lindy Williams</td>
<td>Sociology</td>
</tr>
<tr>
<td>Sera Young</td>
<td>Nutritional Sciences</td>
</tr>
</tbody>
</table>
SAMPLE ACADEMIC FORMS* AND TIMELINE FOR PROGRAM COMPLETION

CIPA TIMELINE FOR MPA PROGRAM COMPLETION .................................................. 37
CIPA PROGRAM PLAN OF STUDY ........................................................................... 41
CIPA DECLARATION OF CONCENTRATION ............................................................ 45
CIPA THESIS PROSPECTUS FORM ..................................................................... 47
CIPA THESIS APPROVAL FORM .......................................................................... 49
CIPA MPA PROFESSIONAL REPORT PRELIMINARY FORM ................................. 51
CIPA MPA PROFESSIONAL REPORT APPROVAL FORM ..................................... 53
CIPA CAPSTONE PROJECT APPROVAL FORM ...................................................... 55
CIPA PETITION REQUEST ................................................................................... 57

* These forms are also available in the CIPA Office or online at www.cipa.cornell.edu.
TIMELINE FOR COMPLETING THE MPA DEGREE PROGRAM -- Important 'milestones' for CIPA Fellows:

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

Semester 1:

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

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

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

Semester 2:

By the beginning of the second semester (January 29): Completed CIPA program plan of study forms are due in the CIPA office, signed by advisors after appropriate consultation (see page 4 of the Program Handbook). Even though only the first semester has been completed, the plan of study should list all 16 courses that are proposed for completing the MPA degree requirements.

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

Your declaration of concentration, accompanied by a 1 or 2-page narrative statement explaining your choice of concentration and listing a proposed set of five courses that constitute a coherent concentration suitable for a Masters Degree in Public Affairs/Public Administration, is also due by the beginning of your second semester.

Both of these documents can be revised at any time in consultation with your advisor, and they must be revised if significant changes are made to the concentration. After CIPA Fellows have declared their concentration, they may change advisors if some other member of the Core Faculty more closely matches their interests. CIPA Fellows who would like to change advisors must first contact the CIPA office.
During the second semester: CIPA Fellows should discuss with their advisors their plans for meeting the professional writing requirement (capstone, professional report, or MPA thesis). CIPA Fellows should make their choice no later than the start of the third semester. This date is important because those who opt for a thesis or professional report instead of the capstone experience (course) need to get started by the beginning of the second year and to participate in the Proseminars offered to facilitate completion of a thesis or professional report. Registration for enrollment in a capstone course, either fall or spring semester of the Fellow's second year, needs to be done at this time if this will be how the Fellow expects to fulfill the professional writing requirement.

A tentative decision should actually be made by the end of the second semester. But finalizing this decision may need to await completion of the summer professional experience, as this could become the basis for submitting a professional report (see page 15 of the Program Handbook).

Semester 3:

At beginning of the third semester (i.e., during the first or second week of the semester while it is still possible to add or drop courses): CIPA program plan of study and declarations of concentration must be again reviewed with advisors and signed again by them. The updated plan of study and declaration of concentration with narrative (which may or may not be revised from that submitted at the end of the first semester) need to be resubmitted to the CIPA office during the start of the third semester (see pages 4 and 5 of the Program Handbook). This revised plan of study must include the Fellow's professional writing requirement choice (capstone, professional report, or MPA thesis).

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

Fellows who plan on writing a professional report or MPA thesis must participate in the Proseminars on professional writing that are conducted for them by core faculty during the third semester. Fellows who are planning to write an MPA thesis must also identify a willing thesis advisor who will typically be different from their CIPA academic advisors. By end of the third semester: Fellows opting to write a professional report or an MPA thesis need to have completed, to get signed, and to file in the CIPA office, a thesis prospectus or a professional report preliminary approval form. These forms are available on-line.

Semester 4:

By the beginning of the fourth semester: After making final course selection, any changes to the plan of study must be reviewed with your advisor, and if there are any changes, a final plan of study must be submitted to the CIPA office so that this final plan of study matches the Fellow's transcript when graduation is certified.
Before the end of the fourth semester: If the Capstone course has not been taken to meet the professional writing requirement, final drafts of the professional report or MPA thesis should be submitted to the advisor(s) for review typically at least six weeks before the date that the Graduate School has set for applying for May graduation or for an August or December degree conferral, and the approval form for the professional report or MPA thesis signed by the advisor(s) must be submitted to the CIPA office by the date set by the Graduate School for applying for May graduation or for August or December degree conferral.
CIPA PLAN OF STUDY

Name _________________________  Concentration _______________________

Anticipated Degree Date ______________  Focus (optional)______________________

Semester / Year

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.

<table>
<thead>
<tr>
<th>Economic Analysis and Public Finance</th>
<th>Earlier Work</th>
<th>FA 20</th>
<th>SP 20</th>
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<td>CRP 5122 Intermediate Microeconomics for Public Affairs</td>
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<td>PAM 5170 Market Regulation and Public Policy</td>
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41
### Foundation Coursework

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

<table>
<thead>
<tr>
<th>Earlier Work</th>
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<th>SP 20__</th>
<th>FA 20__</th>
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</table>

### Quantitative Methods and Analytics

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

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<thead>
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<th>SP 20__</th>
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CONCENTRATION COURSEWORK

Five courses

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</table>

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

| PADM 5010 | CIPA Weekly Colloquium | N/A |

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-PAGE STATEMENT OF YOUR PROFESSIONAL OBJECTIVES FOR CHOOSING THIS CONCENTRATION WITH YOUR RATIONALE FOR COMBINING THE SET OF COURSES LISTED BELOW INTO A CONCENTRATION.

This statement is a very important opportunity for your self-reflection as you carefully consider what you hope to do in your future and 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 to the CIPA Office by the beginning of the second semester in the MPA program. (updated 12.9.14)
CIPA MPAThesis Prospectus Form

Name ____________________________________________________________
Address ____________________________________________________________
Phone ____________________________________________________________
E-Mail ____________________________________________________________
Cornell ID# ____________________________________________________________
Project Title: ____________________________________________________________

Approval

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

Signature of thesis advisor __________________________________________
Printed name of advisor __________________________________________
Date __________________________________________

Fellows: This form, along with a copy of the thesis prospectus, must be submitted to the CIPA Office no later than the end of the first semester of your second year. (December 1st for fall admission start date and May 1st for spring admission start date.)
CIPA MPA THESIS APPROVAL FORM

Name ____________________________________________________________
Address ____________________________________________________________
Phone ____________________________________________________________
E-Mail ____________________________________________________________
Cornell ID# ____________________________________________________________
Project Title: ____________________________________________________________

Approval

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

*Signature of thesis advisor   ____________________________________
Printed name of advisor    ____________________________________
Date      ____________________________________

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

*Signature of CIPA academic advisor ____________________________________
Printed name of advisor    ____________________________________
Date      ____________________________________

Fellows: This form, along an electronic copy of the thesis on CD, should be submitted to the CIPA Office no later than two weeks before graduation.
CIPA MPA PROFESSIONAL REPORT PRELIMINARY FORM

Name ____________________________________________________________
Address ____________________________________________________________
Phone ____________________________________________________________
E-Mail ____________________________________________________________
Cornell ID# ____________________________________________________________
Project Title: ____________________________________________________________

Approval

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

Signature of faculty advisor ____________________________________
Printed name of advisor ____________________________________
Date ____________________________________

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

Signature of supervisor ____________________________________
Printed name of supervisor ____________________________________
Phone/e-mail of supervisor ____________________________________
Date ____________________________________

Fellows: This form, along with a project description, must be submitted to the CIPA Office no later than the end of the first semester of your second year. (December 1st for fall admission start date and May 1st for spring admission start date.)

51
CIPA MPA PROFESSIONAL REPORT APPROVAL FORM

Name ____________________________________________________________
Address ____________________________________________________________
Phone ____________________________________________________________
E-Mail ____________________________________________________________
Cornell ID# ____________________________________________________________
Project title: ____________________________________________________________

Approval

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

Signature of faculty advisor   ____________________________________
Printed name of advisor   ____________________________________
Date      ____________________________________

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

Signature of supervisor   ____________________________________
Printed name of supervisor   ____________________________________
Phone/e-mail of supervisor   ____________________________________
Date      ____________________________________

Fellows: This form, along with an electronic copy of the professional report on CD, should be submitted to the CIPA office no later than two weeks before graduation.
CAPSTONE PROJECT FORM

Name ____________________________________________________________

Address ____________________________________________________________

Phone ____________________________________________________________

E-Mail ____________________________________________________________

Project Title ____________________________________________________________

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

Signature of Capstone Instructor ____________________________________

Printed Name of Capstone Instructor ____________________________________

Date ____________________________________

Fellows: This form must be submitted to the CIPA Office upon completion of the Capstone Course.
CIPA PETITION REQUEST

Name _____________________________________  Date ________________________
Cornell ID# ____________________ E-Mail ___________________________________

CIPA petitions are intended for CIPA-specific program adjustments such as:
- Substituting a different course (than one listed in the CIPA materials) for meeting an established course requirement. The petition must be approved before the substitute course is taken. Waivers for the three required core foundation courses are not given and, thus, cannot be petitioned.
- Pursuing an off-campus study option
- Requesting a substitute course for the CIPA Capstone Requirement

Note: Requests for adding and dropping classes after the deadline for this is passed, or for a grade change or a leave of absence, should be made directly to the Cornell Graduate School. The Graduate School petition can be found online: http://www.gradschool.cornell.edu.

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

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

EXPLANATION
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

_____________________        _______________________        ____________________
Academic advisor(s)                               Date

Complete the top portion of this form (please type!) and submit it to the CIPA Office.

Office Use Only

ACTION TAKEN
☐ Approved       ☐ Denied

COMMENTS:

____________________________________________ ________________________
Director of Graduate Studies                  Date
Directions for completing CIPA Petition Request:

1. Please obtain the approval of your academic advisor. **Note:** CIPA Colloquium (PADM 5010) waivers will need approval of CIPA Executive Director, Thomas O’Toole.

Please submit your completed, typed request to the CIPA office (294 Caldwell Hall) for consideration by the Director of Graduate Studies. The signature of your academic advisor is required before you submit your request to the CIPA office.
# CIPA 2015-2016 CALENDAR

## FALL 2015

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
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<tbody>
<tr>
<td>Cornell International &amp; Professional Student Orientation</td>
<td>August 22</td>
</tr>
<tr>
<td>Cornell Graduate School Orientation and Resource Fair</td>
<td>August 24</td>
</tr>
<tr>
<td>CIPA Orientation</td>
<td>August 24</td>
</tr>
<tr>
<td>Instruction Begins</td>
<td>August 25</td>
</tr>
<tr>
<td>CIPA Program Plan of Study due for December Graduates</td>
<td>August 28</td>
</tr>
<tr>
<td>CIPA Fall Picnic: 3 p.m. Stuart Park</td>
<td>September 4</td>
</tr>
<tr>
<td>PMF Applications Due</td>
<td>October/November</td>
</tr>
<tr>
<td>Fall Break Begins; 1:10 p.m.</td>
<td>October 10</td>
</tr>
<tr>
<td>CIPA Career Networking Event: Washington, D.C</td>
<td>October 13</td>
</tr>
<tr>
<td>Alumni Reception: Washington, DC</td>
<td>October 13</td>
</tr>
<tr>
<td>Instruction Resumes: 7:30 a.m.</td>
<td>October 14</td>
</tr>
<tr>
<td>Thesis/Professional Project Prospectus Due for May Graduates</td>
<td>November 20</td>
</tr>
<tr>
<td>Thanksgiving Break Begins; 1:10 PM</td>
<td>November 25</td>
</tr>
<tr>
<td>Instruction Resumes; 7:30 a.m.</td>
<td>November 30</td>
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<tr>
<td>Last Day of Classes</td>
<td>December 4</td>
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<tr>
<td>Final Exams</td>
<td>December 9-17</td>
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<td>January Graduation Recognition</td>
<td>December 19</td>
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## SPRING 2016

<table>
<thead>
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<th>Event</th>
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<tbody>
<tr>
<td>Instruction Begins</td>
<td>January 27</td>
</tr>
<tr>
<td>Declaration of Concentration and CIPA Program Plan of Study</td>
<td>January 29</td>
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<tr>
<td>are due for First year Fellows</td>
<td>January 25</td>
</tr>
<tr>
<td>CIPA Program Plan of Study due for May/August Graduates</td>
<td>January 25</td>
</tr>
<tr>
<td>First Draft of Thesis/Professional Paper Due for May Graduates</td>
<td>February 15</td>
</tr>
<tr>
<td>CIPA Career Networking Event: New York City</td>
<td>February 16</td>
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<tr>
<td>Spring Break Begins; 1:10 p.m.</td>
<td>March 26</td>
</tr>
<tr>
<td>Instruction Resumes; 7:30 a.m.</td>
<td>April 4</td>
</tr>
<tr>
<td>Last Day of Classes</td>
<td>May 11</td>
</tr>
<tr>
<td>CIPA End-of-Year Picnic: 1 p.m. Stewart Park</td>
<td>May 6</td>
</tr>
<tr>
<td>Final Exams</td>
<td>May 16-19</td>
</tr>
<tr>
<td>Professional Writing Requirement Due to CIPA Office for May</td>
<td>May 13</td>
</tr>
<tr>
<td>Graduates</td>
<td>May 28-29</td>
</tr>
<tr>
<td>Cornell University Commencement Weekend</td>
<td>May 29</td>
</tr>
<tr>
<td>CIPA Graduation: 1-4 p.m.</td>
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</tr>
</tbody>
</table>