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 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 policy and public administration, please go to the CIPA website to print a .pdf version of the course guide at: http://www.cipa.cornell.edu/cip_course_guide.taf

No 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, corporations, journalism, and any other institutional base.

Welcome to CIPA.

Nancy Brooks
Director of Graduate Studies
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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). Fellows generally enter CIPA at the graduate level, although some advanced Cornell seniors enroll in the Accelerated Master’s Program.¹ 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 based as much as possible on the Fellow’s area of interest. Fellows work with their respective advisors to design individualized courses of study. After deciding upon a concentration 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 two options 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 broad areas listed below:
  - Administrative, Political and Policy Processes
  - Economic Analysis and Public Finance
  - Quantitative Analysis for Public Affairs

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

- Specialized Coursework (two courses related to preparing for their Professional Writing/Analysis or for strengthening professional preparation)

- Practical Experience: Internship, Off-Campus Study, and/or Public Service Exchange

- Colloquium (four semesters)

- Co-curricular Activities: Colloquium Committee, Point of View, The Cornell Policy Review, Women in Public Policy (WIPP), CIPA-New Orleans Professional Partnership (CIPA-NOLA), and the Jade Moore Forum on American Politics

- Professional Writing/Analysis Qualification: a Capstone Project, Professional Report, or 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.

¹ These Fellows begin their MPA program while finishing up their undergraduate major, completing the equivalent of the first year of master’s study during their senior year.
PLEASE NOTE: The CIPA website (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 will fulfill foundation and concentration requirements for the MPA degree. This guide may be found under the section of the site marked “Academics”:
http://www.cipa.cornell.edu/cip_course_guide.taf

CIPA PROGRAM WORKSHEETS are due from all CIPA Fellows at the end of their first semester of study and, with possible revisions, at the beginning of their third semester of study at Cornell. Worksheet forms may be downloaded from the CIPA web site. The worksheet is not a ‘contract’ but an ‘indicative plan,’ and can be modified according to a Fellow’s professional objectives, in consultation with his/her advisor. Completing and revising the Worksheet is an occasion/opportunity for Fellows to reflect on their objectives and try to give them concrete form.

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 should be a course offered by a CIPA core faculty member as these courses present purposefully integrative perspectives on different aspects of public affairs. (For more information on Core Faculty, see page 12).

The following core faculty members teach foundation coursework:

- Administrative, Political and Policy Processes
  - Professor Richard Booth
  - Professor Robert Harris
  - Professor Neema Kudva
  - Professor Theodore J. Lowi
  - Professor Norman Uphoff
  - Professor Jerome M. Ziegler

- Economic Analysis and Public Finance
  - Professor Nancy Brooks
  - Professor Nancy H. Chau
  - Professor Ralph Christy
  - Professor Gary Fields
  - Professor Per Pinstrup-Andersen

- Quantitative Analysis for Public Affairs
  - Professor Nancy Brooks
  - Professor Kieran Donaghy
  - Professor D. Peter Loucks
**INTRODUCTORY COURSE**

CIPA has created a special introductory course for Fellows who have little prior study on public administration (CRP 6010 – Public Administration.) This counts as a core foundation course under the area of Administrative, Political, and Policy Processes. This course will be offered in both the fall and spring semesters.

**CONCENTRATION COURSEWORK**

There are eight concentration options:

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

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

By the end of the first semester of study, Fellows should file the following documents in the CIPA office:

- CIPA Declaration of Concentration
- CIPA Program Worksheet (listing any courses already completed, proposed coursework to be taken and indicating which Professional Writing option will be completed.)

Fellows must also submit a revised CIPA Program Worksheet by the end of their third semester of study which reflects their finalized course of study for the MPA degree.

These forms should 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 in additional ways. 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. Other Fellows will take an independent study or directed reading course with a faculty member for researching and writing either a professional report or a thesis instead of a capstone course.
The second specialized course should add in other ways to Fellows’ 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 other language as their second specialized course. This category of coursework gives Fellows some scope 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 assignments as time and interest permit. Auditors are not required to do all of the work assigned, but 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.

**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 Services Coordinator, provides assistance to Fellows in finding internships that match their interests, expertise, and professional goals. She can be reached by phone at (607) 255-8018 or by e-mail at mrr6@cornell.edu.

Internships are available in organizations in the public, private, nonprofit, and academic sectors. Recent CIPA Fellows have been placed in internships with the following representative organizations:

- 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
- 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
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 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:

**CORNELL OFF-CAMPUS STUDY 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 urban planning, international development, food security, and the political economy of the European Union. The program is open to students inside and outside Cornell in a variety of disciplines. Core components of the program include an externship, a rigorous professional development course, and elective coursework. Although intensive
Italian language instruction is available through the Cornell in Rome Program and may be required for some externship placements, all courses are taught in English. For more information, please contact Margherita Fabrizio at mjf24@cornell.edu. CIPA Fellows participating in the Cornell in Rome program for a semester typically have internships at international agencies like FAO, WFP or IFAD.

CIPA OFF-CAMPUS STUDY PROGRAMS

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) and enroll in elective coursework at the Graduate School, a professional education program established for federal managers. 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 Thomas O’Toole at tjo22@cornell.edu.

SPECIALIZED STUDY OPPORTUNITIES

Several off-campus study opportunities have been approved by the CIPA Core Faculty through agreements with partner institutions abroad to provide opportunities for public-service-oriented learning in different environments. Although these opportunities are facilitated by partner institutions, the academic and professional obligations of Fellows remain the same, including a graduate-level externship and elective coursework appropriate for the Fellow’s academic and professional interests.

For participating in these programs, Fellows take a Leave of Absence from Cornell as this makes tuition and other issues easier to manage. Fellows who go ‘on leave’ give up their access to campus facilities and personnel. Note that any Fellow interested in one of these programs who is not an American citizen and holds a non-immigrant visa should speak with a representative in the International Students and Scholars Office (www.isco.cornell.edu) before applying, in order to work out any visa status issues. Prior to leaving Cornell, international students need to be in contact with the Graduate Student Services Office and the International Students and Scholars Office for information on maintaining visa eligibility for reentry. Information on applying for a leave of absence can be found on the Graduate School’s website (www.gradschool.cornell.edu).

During their leave, Fellows become non-degree graduate students at the partner institution for the duration of their off-campus semester. Their CIPA Fellowships, suspended while on leave, resume in the semester they return to Cornell. Fellows are responsible for all tuition, travel, and living expenses associated with these specialized study opportunities, and should work with their academic advisors to ensure that coursework undertaken at partner institutions meets CIPA degree requirements. These opportunities, different and more complicated than those in the first two categories of off-campus study,
are not appropriate for all Fellows. But for some Fellows who have particular language, area or subject interests they can enrich the professional development of a CIPA experience.

**IBEI/Barcelona**

Since its founding in 2004, the *Institut Barcelona d'Estudis Internacionals* (IBEI), has established itself, both in Spain and abroad, as a leading postgraduate institution in Europe offering solid academic preparation for students intending to pursue a career in one of the social, political and economic domains of international relations. IBEI’s curriculum combines a multidisciplinary and comprehensive approach to core training, with several specializations, including governance and globalization, peace and security, and political economy and development. Although courses at IBEI are taught in English, some externship placements may require professional proficiency in Spanish. For more information, please visit [www.ibei.org](http://www.ibei.org) or contact Dr. Ignacio Armillas at [ignacioarmillas@aol.com](mailto:ignacioarmillas@aol.com).

**CIDE/Mexico City**

The Centro de Investigación y Docencia Económicas (CIDE) is one of Mexico’s most important centers of teaching and research in the social sciences. Recognized both nationally and internationally, CIDE has been a non-profit public institution since its establishment in Mexico City in 1974. Part of a network of highly specialized public centers for research and higher education coordinated by the National Council of Science and Technology (Conacyt), CIDE is committed to contributing to the development of Mexico through its demanding academic programs; rigorous and relevant research; and links to the public, private, social, and academic sectors. As a public institute of higher education, CIDE provides international-caliber training in the social sciences to students of diverse geographic and socioeconomic backgrounds. Note that because all courses at CIDE are taught in Spanish, Fellows participating in this program are required to have either native or professional proficiency. For more information, please visit [www.cide.edu](http://www.cide.edu) or contact Dr. Ignacio Armillas at [ignacioarmillas@aol.com](mailto:ignacioarmillas@aol.com).

**CEU/Budapest**

Located in Budapest, and accredited in both the United States and Europe, Central European University (CEU) offers a uniquely international atmosphere of academic excellence, critical reflection, and social engagement. CEU students come from over 100 countries of five continents, with faculty from 30 countries. There is no predominant national majority. The Department of Public Policy at CEU focuses on key issues of the 21st century, ranging from climate change to democratic governance and from international security to deeper understanding of history and philosophy. Courses deal with analysis, design and implementation of public policy at the national and international levels. For more information, please visit [www.ceu.hu](http://www.ceu.hu) or contact Thomas O’Toole at [tjo22@cornell.edu](mailto:tjo22@cornell.edu).

**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 spring semester for CRP 6311—Consulting for Nonprofit and Government Organizations. This opportunity can be in addition to or instead of the summer internship.

For the field experience, 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
• Cornell University international Fellows and Scholars Office
• Economic Development Administration
• Educate the Children, Inc. (Nepal)
• Health and Human Services Coalition of Tompkins County
• Ithaca Department of Public Works
• Ithaca Public Education Initiative
• Ithaca Youth Bureau
• Mutual Housing Association of Tompkins County
• Namaste Montessori School
• New Orleans Recovery Project for the 9th Ward
• New York City Housing Authority (NYCHA)
• Pipeline 4 Progress
• Save the Children (Bolivia)
• Stop the Silence
• Tompkins County Office for the Aging
• Upstate New York Safety Coalition Task Force

Fellows interested in participating in the Public Service Exchange should contact the Program Coordinator, Laurie Miller, by phone at 255-4858, or by e-mail at lmj44@cornell.edu.

Note: The CRP 6311 course may be counted as either a concentration course if this is appropriate, or as an independent study course; but it is not considered a foundation course in the area of Administrative, Political and Policy Processes.

**COLLOQUIUM**

Fellows are required to register for GOV 6999: CIPA Colloquium for every semester that they are in residence at Cornell. GOV 6999 meets on Thursday afternoons from 4:30-5:45 PM in 233 Plant Sciences Building. 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.

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 GOV 6999 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.

To receive a satisfactory grade (“S”) in GOV 6999, Fellows must attend all but three of the scheduled colloquia during a given semester. Fellows who miss four or more colloquia during a single semester will receive a “U” on their transcript.

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 a chance to share experiences and perspectives with their peers, and to meet practitioners and distinguished faculty members from the field of public affairs.

- **Colloquium Committee:**
  Committee members set the schedule for the weekly Colloquium series, invite speakers, provide logistical support for speakers as they make arrangements to visit CIPA, and introduce and host speakers from off-campus.

- **Point of View (POV):**
  Point of View is CIPA’s video production group. Fellows who serve on the production team create programming that reflects the essence of the CIPA MPA program. Shows include recordings of compelling on-campus policy lectures, interviews with faculty and policy experts, and panel discussions on current events or critical issues. While working with POV, Fellows have the opportunity to gain valuable experience in various aspects of video production and presentation—from filming to editing.

- **The Cornell Policy Review:**
  This Review is CIPA’s academic public policy journal. Drawing upon their own research and professional experiences, CIPA Fellows 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 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)**
  Women in Public Policy is an organization that facilitates the professional integration of women into public policy roles. To this end, 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. The organization 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 sends delegates to conferences, 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)**
The CIPA-New Orleans Professional Partnership 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 student who died
in a car accident in October 2010 shortly after entering the program. The Forum seeks to
honor Jade’s deep interest in American politics and commitment to public service. It will
continue to host 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.

**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 of The Cornell Policy Review
- Executive Producer of Point of View

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 chair. Applicants must be willing to commit themselves to remaining
in residence at Cornell during the three academic semesters that comprise 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 appointed to 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. Associate
chairs will receive a $500 tuition stipend for the initial spring academic term and a $1,500 tuition stipend
for each of the remaining two semesters of their appointment as full chairs (total tuition stipend of
$3,500).

Applicants should submit a current resumé and statement of interest detailing knowledge, skills, abilities,
and leadership experience to the CIPA Office of Professional Development, 294 Caldwell Hall, by the
first of December in their first year as a CIPA Fellow.
**Professional Writing/Analysis Qualification**

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

In 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 a **formal oral presentation** in the context of collaborative group with a real client agency or program being served. Alternatively, Fellows may write a **professional report** growing out of their internship experience between the first and second years, or a **policy-related thesis** in a more academic manner.

Also in the second year, Fellows are advised to prepare a **summary portfolio** of professional-quality work that contains a copy of the Capstone project report to which he/she contributed, with the Fellow’s own contribution identified, or an individual professional report or thesis, and other work completed during the MPA program that demonstrates professional qualification. The professional portfolio is discussed below.

**Capstone Project**

The CIPA Capstone is a semester-long course designed for second-year MPA Fellows. It offers an opportunity for Fellows to apply the knowledge and skills that they have acquired 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, two 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. For participation in the Capstone project to meet the Professional Writing requirement, Fellows must earn at least a B grade in the course. For grades below B but no lower than C, Fellows may get credit for the course but will not have fulfilled the Capstone project requirement.

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: lmj44@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. Petitions need to be discussed with 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 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 require some written report or output from the work engaged in. Some Fellows, having done this professional work, will want 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). This will develop the Fellow’s writing and learning into a more complete and useful document for the client and others. 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.

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 faculty member, preferably within the field of Public Affairs, who will serve as a thesis advisor. 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 thesis should participate in the thesis proseminar that is offered during their third semester. Their Thesis Prospectus Form, along with a copy of the thesis prospectus, must be signed by the thesis advisor and submitted to the CIPA Office by the end of the third semester of study.

Both the professional report and 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, incorporating this plan into their respective Program Worksheets that are prepared by Fellows approved by their advisor, and filed with the CIPA Office by the end of the first semester of the first year. This Course of Study can be amended at any time by mutual agreement of the Fellow and his/her advisor. It should be reviewed by the Fellow during the third semester, consulting his/her academic advisor if any changes should be made. A final Program Worksheet should be filed in the CIPA office at the end of the third semester, so that Fellows are clear about what remains to be completed in their final semester 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.

Regarding the professional writing assignment, if there is any change decided on, based upon the internship experience (positive or otherwise), this should be reflected in a revised Program Worksheet form filed with the CIPA Office by the start of fall semester in the second year. This 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 thesis, with plans for independent study or directed reading in which semester, and with what faculty supervisor. Fellows who do not make decisions on these questions by the start of the second year cannot expect that they will necessarily 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/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/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 below.)

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.

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 advisor 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.

**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 professionally-bound final copy of the thesis or professional report
- 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 bound copies of their thesis or report as a professional courtesy.

**Professional Portfolio**

CIPA’s Office of Professional Development will work with any Fellows who wish to assemble their own Portfolio of Professional Work, suitable for presentation to potential employers. This will be formally bound and will contain the following:

- Introductory preface or letter, including a statement of professional interests and career objectives.
- Resumé, both in a one-page summary format and in a more comprehensive, extended format.
- Executive memoranda that demonstrate ability to communicate in this condensed format, preparatory to decisions/actions.
- Substantial policy analysis papers, showing ability to marshal data and evidence, and to analyze these, presenting conclusions based on appropriately acquired and well-selected, sufficient and persuasive empirical foundations.
- A major analytical project report, such as would be prepared as part of a Capstone report, or a professional report or a thesis.

These materials would be assembled and bound by the end of class meetings in the semester of planned graduation, and submitted for review to the CIPA Career Services Coordinator.
ACADEMIC ADVISING

CORE FACULTY ADVISORS

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.

Upon entering the MPA program, each Fellow is initially assigned a core 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 core faculty member would be more appropriate given (sometimes changing) career interests. Core faculty members for 2011-2012 include:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Department/Institute</th>
<th>Office (Building, Floor)</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norman Uphoff</td>
<td>CIPA Director</td>
<td>Department of Government and International Agriculture</td>
<td>292 Caldwell Hall (607) 255-1902</td>
<td><a href="mailto:NTU1@cornell.edu">NTU1@cornell.edu</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>or B76 Mann Library (CIIFAD)</td>
<td>(607) 255-8018</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nancy Brooks</td>
<td>Visiting Associate Professor</td>
<td>Department of City and Regional Planning</td>
<td>212 Sibley Hall (607) 255-2186</td>
<td><a href="mailto:NB275@cornell.edu">NB275@cornell.edu</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and Director of Graduate Studies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richard Booth</td>
<td>Professor</td>
<td>Department of City and Regional Planning</td>
<td>117 Sibley Hall (607) 255-4025</td>
<td><a href="mailto:RSB6@cornell.edu">RSB6@cornell.edu</a></td>
<td></td>
</tr>
<tr>
<td>Nancy Chau</td>
<td>Professor</td>
<td>Charles H. Dyson School of Applied Economics and Management</td>
<td>212 Warren Hall (607) 255-4463</td>
<td><a href="mailto:HYC3@cornell.edu">HYC3@cornell.edu</a></td>
<td></td>
</tr>
<tr>
<td>Ralph Christy</td>
<td>Professor</td>
<td>Charles H. Dyson School of Applied Economics and Management</td>
<td>204 Warren Hall (607) 255-2194</td>
<td><a href="mailto:RDC6@cornell.edu">RDC6@cornell.edu</a></td>
<td></td>
</tr>
<tr>
<td>Kieran Donaghy</td>
<td>Professor and Chair</td>
<td>Department of City and Regional Planning</td>
<td>315 W. Sibley Hall (607) 254-4865</td>
<td><a href="mailto:KPD23@cornell.edu">KPD23@cornell.edu</a></td>
<td></td>
</tr>
</tbody>
</table>
Core Faculty advisors represent a broad overview of the CIPA program and are available to provide information on courses. They assist Fellows in finalizing their program-of-study and course choices. They may also help Fellows identify an appropriate thesis or professional report advisor if this is the professional writing option a Fellow wishes to pursue.

When requesting a CIPA-specific program adjustment such as a substitution for a course requirement, Fellows should consult directly with their advisors. 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 take courses, 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 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 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.

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 for the 2010-11 academic year, 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 any Johnson School core or elective course 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

Quantitative Coursework as a Prerequisite
Fellows who do not have a strong preparation in quantitative coursework should consider enrolling in a calculus course (preceded by pre-calculus if necessary) before proceeding to 6000- or 7000-level graduate courses in economics, mathematics, statistics, or engineering which will assume proficiency in calculus. Fellows who participated in CIPA’s summer microeconomics/statistics/excel Webinar should consider
their performance in this course when choosing quantitative coursework as this will indicate their level of proficiency in such quantitative analysis.

**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 should 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, inviting 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 do so by contacting Thomas O’Toole at tjo22@cornell.edu.

**Statistics**

Fellows who want to take statistics but who have weak preparation in quantitative methods might want to enroll their first semester in ILRST 5100 as an introduction to statistics. Fellows with moderate quantitative backgrounds should enroll in CRP 5450 or ILRST 5110 (not both) as their introduction to statistics. Fellows with a strong quantitative background might instead enroll in BTRY 6010 as an introduction to statistics. It is recommended that all Fellows have some proficiency in statistical analysis, but not all will pursue this subject to the same level of competence.

**Economics**

Fellows with limited preparation in economics are advised to enroll in CRP 5120 as an intermediate-level microeconomics course. Fellows with strong backgrounds in economics and calculus may instead enroll in ECON 3130 and/or ECON 3140 as intermediate-level courses in microeconomics and/or macroeconomics. All Fellows are expected to develop a functional competence in economic theory, concepts and analysis as this too is important for practically any career in public affairs. Those Fellows 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 a policy interest in the environment, or welfare economics for those working in social policy areas.

**English as a Second Language**

The Cornell University School of Continuing Education and Summer Sessions offers Academic English for Graduate Students. The program is designed to help international students in Cornell’s graduate fields succeed in their academic writing and speaking. Fellows who take any of these courses are responsible for paying the tuition. The charge will appear on their bursar bill. Offered from August 25 to December 4, the program offers three courses:

- ENINT 1001, an academic writing course that focuses on techniques to improve organization, grammar, vocabulary, and style. (This may be taken concurrently with ENINT 1002.)
ENINT 1002, an academic speaking/listening/culture course that will help students develop techniques for participating in formal classroom discussions and presentations. (This may be taken concurrently ENINT 1001.)

ENINT 1003, an advanced academic writing course that will allow more opportunities for students to expand and refine their written language skills.

All three courses bear transcript credit and are graded S/U. 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 their web site at: http://www.sce.cornell.edu/exec/aegs/index.php, call 607.255.7259, or e-mail cusp@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 year of graduate study, by which time their command of English should have improved.

Colloquium
Fellows all enroll in GOV 6999—CIPA Colloquium during each semester that they are in residence at Cornell. As noted earlier, participation in GOV 6999 is waived for Fellows enrolled in a semester of off-campus study, and participation in GOV 6999 may also be waived for one semester by petition if a course that is critical to the Fellow’s professional objectives or thesis/professional report meets at the same time as GOV 6999. This petition must be approved by the Director of Graduate Studies.

CIPA Public Service Exchange
Fellows who participate in the Public Service Exchange and register for CRP 6311—Consulting for Nonprofit and Government Organizations, may count this course as either a concentration or a research course if appropriate within their course of study. It does not serve as a foundation course because of the specialized nature of the Fellow’s service learning experience.

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 subfield. 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.
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.

The foundation courses are expected to give Fellows grounding in a number of essential areas for work in public affairs broadly understood – knowledge of how the policy process works and program management and implementation capacity, coupled with solid economic understanding and skills, plus the ability to deal rigorously with planning and evaluation tasks using reasonably sophisticated quantitative (and/or qualitative) analytical methods. Such general abilities are linked with a defined (but still broad) area of public affairs practice.

**ACADEMIC STANDARDS**

CIPA functions under the aegis of the Graduate School of Cornell University and thus operates within its procedures and policies. For a general, comprehensive overview of Cornell Graduate School policy, Fellows should consult the *Guide to Graduate Study*, which is available in the Graduate School office in Caldwell Hall (the same building as CIPA) and also online at: [http://www.gradschool.cornell.edu/pubs_and_forms/Guide/Guide.html](http://www.gradschool.cornell.edu/pubs_and_forms/Guide/Guide.html)

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 (page 18).

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 semester registration units 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, or Rome. The exceptions to this principle are specialized study opportunities in Mexico, Hungary, or Spain, which require leaves of absence. During these specialized study opportunities, a Fellow’s CIPA fellowship is suspended, as Fellows become students of, and pay tuition to, their host institution overseas. Upon returning to residence at Cornell, a Fellow’s CIPA fellowship will resume, provided the Fellow remains in good standing and has made satisfactory progress toward the degree during his/her time away from campus.
COURSES AND GRADES

CIPA Fellows take sixteen courses, usually four per semester plus 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 fourteen foundation and concentration courses, Fellows are permitted to enroll in no more than two courses on a Pass/Fail basis 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).

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>
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<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>
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<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<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 their first semester will receive a notice from the CIPA Director of Graduate Studies, informing them that if they still have a cumulative GPA lower than a B average at the end of their second semester, they will be on academic probation during their second year and will not be eligible for financial aid. 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.

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 (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 reasons for requesting one must be acceptable to the instructor, who can agree to establish specific make-up requirements. 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, if any.

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 appeal 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 during their second year and will not be eligible for financial aid. 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 are expected to complete four semesters of full-time study in the program. Fellows in the Accelerated MPA program (Cornell undergraduates) may complete up to two of these semesters during their senior year if: a) they are enrolled in the CIPA program at the beginning of their senior year, and b) by the end of their senior year they have completed eight CIPA-related courses. Fellows working toward a complementary graduate degree (e.g., Law or MBA) may complete up to one semester of CIPA-related courses (four courses) while enrolled in the complementary 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 at Cornell. Similarly, taking an overload of coursework while in the program does not shorten the time necessary to complete the degree. This four-semester requirement can only be waived by filing a formal CIPA petition to the core faculty; it cannot be waived by a Fellow’s faculty advisor alone.

A semester spent in one of CIPA’s off-campus study options counts as one residency unit. No other off-campus study programs are approved to fulfill a residency unit. Only one semester of off-campus study may be counted toward meeting the residency requirement.

**COURSE LOAD REQUIREMENTS**

CIPA Fellows are expected to enroll in four full-semester program-related courses plus Colloquium during each of the four semesters they are at CIPA, for a total of 16 courses. These are to include nine foundation courses, five concentration courses, and two additional courses related to writing a thesis or professional report or other professional development.*

Undergraduate courses below 4000, with some exceptions like PAM 2000, ECON 3130 and ECON 3140, 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 students 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. Such courses may be counted as one of the two courses beyond the foundation or concentration requirements.

**PETITION PROCESS**

Fellows may request waivers to CIPA or Graduate School regulations or substitutions within the CIPA program requirements. This is done formally through a written petition to either CIPA or the Graduate School depending on the nature of the waiver request. The petition must present a clear rationale and appropriate evidence that a waiver or substitution is needed and warranted.
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,
- Pursuing an off-campus study option, or
- Changing one’s faculty advisor

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.

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

- Adding or dropping a course after the add/drop period has ended, or
- A leave of absence

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

**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 the values most essential to an academic community are grounded on the concept 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 interactions connected to the educational process, including the use of university resources. Both students and faculty of Cornell assume the responsibility of 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.
- 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. I can be read online at 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.

Please note that CIPA will be participating in a program for 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, or explicit attribution and crediting of others’ work where cited or otherwise used.
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, 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 in a wide range of subjects. CIPA currently has more than one hundred Public Affairs field faculty members, representing 26 departments from across campus.

### Field Faculty Listing by Department

#### Africana Studies
- N’Dri Assie-Lumumba
- Locksley Edmondson
- Robert Harris, Jr.
- Salah Hassan

#### Animal Science
- Alice Pell

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

#### Applied Economics and Management
- Christopher Barrett
- Nancy Chau
- Ralph Christy
- Jon Conrad
- David Just
- Ravi Kanbur
- Steven Kyle
- David Lee
- Greg Poe
- Christine Ranney

#### Biological and Environmental Engineering
- Tammo Steenhuis

#### City and Regional Planning
- Iwan Azis*
- Richard Booth
- Nancy Brooks
- Kieran Donaghy
- John Forester

#### Civil and Environmental Engineering
- H. Oliver Gao
- Pete Loucks

#### Communications
- Sahara Byrne
- Royal Colle

#### Design and Environmental Analysis
- Paul Eshelman

#### Development Sociology
- Alaka Basu*
- David L. Brown
- Parfait Eloundou-Enyegue
- Shelley Feldman
- Paul Geisler
- Douglas Gurak
- Thomas Hirschl
- Philip McMichael
- John Sipple
- Lindy Williams

#### Economics
- Uri Possen
- Richard Schuler
- Henry Wan, Jr.
Government
Valerie Bunce
Allen Carlson
Matthew Evangelista
Gustavo Floras Macías
Ronald Herring
Mary Katzenstein
Peter Katzenstein
Theodore Lowi
Elizabeth Sanders
Martin Shefter
Norman Uphoff
Nicolas van de Walle
Christopher Way

Hotel School
Sheryl Kimes

Human Development
Stephen Hamilton
Elaine Wethington

Industrial and Labor Relations
John Bishop
Lance Compa
Maria Cook
Ronald Ehrenberg
Gary S. Fields
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
Theodore Eisenberg
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
Per Pinstrup-Andersen

Physics
Peter Stein

Plant Breeding
K. V. Raman

Policy Analysis and Management
Rosemary Avery
Richard Burkhauser
John Cawley
R. Richard Geddes
Jennifer Gerner
Don Kenkel
Alan Mathios
H. Elizabeth Peters
Kosali Simon
Sharon Tennyson
William Trochim
Jerome Ziegler

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
- Glen Dowell: Johnson Graduate School of Management
- Oliver Gao: Civil and Environmental Engineering
- Charles Geisler: Development Sociology
- Barbara Knuth: Natural Resources
- Neema Kudva: City and Regional Planning
- David Lee: Applied Economics and Management
- Pete Loucks: Civil and Environmental Engineering
- Theodore Lowi: Government
- Kathryn March: Anthropology
- Philip McMichael: Development Sociology
- Per Pinstrup-Andersen: Nutritional Science
- Stephan Schmidt: City and Regional Planning
- Richard Schuler: Economics
- Tammo Steenhuis: Biological and Environmental Engineering
- Michael Tomlan: City and Regional Planning
- Norman Uphoff: Government
- Steven Wolf: Natural Resources

## Economic Policy and Finance
- Iwan Azis: City and Regional Planning
- Christopher Barrett: Applied Economics and Management
- Richard Booth: City and Regional Planning
- Nancy Brooks: City and Regional Planning
- Nancy Chau: Applied Economics and Management
- Kieran Donaghy: City and Regional Planning
- Glen Dowell: Johnson Graduate School of Management
- Jennifer Germer: Policy Analysis and Management
- Robert Jarrow: Johnson Graduate School of Management
- Steven Kyle: Applied Economics and Management
- David Lee: Applied Economics and Management
- Pete Loucks: Civil and Environmental Engineering
- Theodore Lowi: Government
- Kathryn March: Anthropology
- Per Pinstrup-Andersen: Nutritional Sciences
- Uri Possen: Economics
- Richard Schuler: Economics
- Norman Uphoff: Government
- Mildred Warner: City and Regional Planning
Administration, Politics and Policy Studies

Iwan Azis
Richard Booth
Ross Brann
Nancy Brooks
Valerie Bunce
Allen Carlson
Nancy Chau
Maria Cook
Locksley Edmondson
Theodore Eisenberg
Matthew Evangelista
Shelley Feldman
Gustavo Flores-Macias
R. Richard Geddes
George Hay
Mary Katzenstein
Peter Katzenstein
Pete Loucks
Theodore Lowi
Kathryn March
Alan Mathios
Victor Nee
Per Pinstrup-Andersen
Christine Ranney
Elizabeth Sanders
Martin Shefter
John Sipple
Norman Uphoff
Kathleen Vogel
Nicolas van de Walle
Christopher Way
Mildred Warner
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City and Regional Planning
Near Eastern Studies
City and Regional Planning
Government
Government
Applied Economics and Management
Industrial and Labor Relations
Africana Studies
Law School
Development Sociology
Government
Policy Analysis and Management
Sociology
Nutritional Sciences
Applied Economics and Management
Government
Government
Government
Civil and Environmental Engineering
Government
Landscape Architecture
Development Sociology
Africana Studies
City and Regional Planning
Development Sociology
Government
Applied Economics and Management
Industrial and Labor Relations
Law School
Government
Development Sociology
Economics
Development Sociology

Human Rights and Social Justice

N’Dri Assie-Lumumba
Sherene Baugher
Richard Booth
Nancy Brooks
David L. Brown
Nancy Chau
Maria Cook
Theodore Eisenberg
Matthew Evangelista
Shelley Feldman
Robert Frank
Charles Geisler

Africana Studies
Landscape Architecture
City and Regional Planning
City and Regional Planning
Development Sociology
Applied Economics and Management
Industrial and Labor Relations
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**International Development**

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SAMPLE ACADEMIC FORMS*

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* These forms are also available in the CIPA Office or online at www.cipa.cornell.edu.
# CIPA PROGRAM WORKSHEET

Name _________________________  Concentration _________________________

Anticipated Degree Date ______________  Focus ______________________________

Signature of CIPA Core Advisor __________________________________ Date ____________

Approval: By signing here, the advisor acknowledges that the Fellow’s proposed program of study meets the academic requirements of CIPA.

Printed name of CIPA Core Advisor _______________________________________________

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

## FOUNDATION COURSEWORK

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

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<tr>
<td>AEM 4450</td>
<td>Food Policy for Developing Countries</td>
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<td>CRP 6012</td>
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<td>GOVT 6927</td>
<td>Planning and Management of Agricultural and Rural Development</td>
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<td>GOVT 7281</td>
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### Economic Analysis and Public Finance – Three courses, including one of those listed below.

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<th>Earlier Work</th>
<th>FA 20__</th>
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### Quantitative Techniques and Analysis – Three courses, including one of those listed below.

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<td>Introductory Methods of Planning Analysis</td>
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<td>Inferential Statistics for Planning and Public Policy</td>
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CONCENTRATION COURSEWORK

Five courses

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RESEARCH COURSEWORK

Courses related to professional writing/analysis qualification and/or professional development.

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<tr>
<th>Course</th>
<th>FA 20__</th>
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CIPA COLLOQUIUM

Each semester

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<th>Course</th>
<th>FA 20__</th>
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<th>FA 20__</th>
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<td>GOVT 6999</td>
<td>CIPA Weekly Colloquium</td>
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PRACTICAL EXPERIENCE

Institutional Affiliation _______________ Dates of Internship _________________

PROFESSIONAL WRITING REQUIREMENT

Title _________________________________________________________________________

Date Submitted_________________________________________________________________

Advisor(s)___________________________________________________________________
CIPA DECLARATION OF CONCENTRATION

Name ____________________________________  Date ______________________

Cornell ID# ___________________  E-Mail __________________________________

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

_____ Economic Policy and Finance
_____ Administration, Politics, and Policy Studies
_____ Human Rights and Social Justice
_____ International Development Studies
_____ Public and Nonprofit Management
_____ Science and Technology 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, AND SOME RATIONALE FOR COMBINING THIS SET OF COURSES INTO A CONCENTRATION.

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 end of your first semester in the MPA program.
CIPA THESIS 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 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.)
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 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 PETITION REQUEST

Name ______________________________________ Date ______________________

Cornell ID# ____________________ E-Mail __________________________________

This petition form is for requesting a CIPA-specific program adjustment, such as a waiver of a course requirement. Please see directions on reverse side of form.

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.)

________________________________________________________________________

________________________________________________________________________

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EXPLANATION

________________________________________________________________________

________________________________________________________________________

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________________________________________________________________________

________________________________________________________________________

______________________________________________________

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. **Request for change of academic advisor**: Please obtain the signatures of both the current advisor as well as the new advisor.

2. **All other requests** (such as a waiver of course requirements): Please obtain the approval of your academic advisor.

Please submit your completed, typed request to the CIPA office (294 Caldwell Hall) for consideration by the Director of Graduate Studies. Signature of your academic advisor is required before you submit your request to the CIPA office.
CIPA 2011-2012 CALENDAR

FALL 2011

Cornell International & Professional Student Orientation  August 20
Cornell Graduate School Orientation and Resource Fair  August 22
CIPA Orientation  August 22-23
Instruction Begins  August 24
CIPA Program Worksheets due for December Graduates  August 25
CIPA Fall Picnic: 3 p.m. Treman Park  August 26
PMF Applications Due  Early October
Fall Break Begins; 1:10 p.m.  October 8
CIPA Professional Development Conference:
   Washington, D.C.  October 11
Alumni Reception: Washington, D.C.  October 11
Instruction Resumes: 7:30 a.m.  October 12
NASPAA Conference: Kansas City, MO  October 20-22
CIPA Professional Development Conference:
   New York City  November 4
CIPA Alumni Reception: NY City  November 4
APPAM Conference: Washington, DC  November 3-5
Thesis/Professional Project Prospectus Due for May Graduates  November 22
Thanksgiving Break Begins; 1:10 PM  November 23
Instruction Resumes; 7:30 a.m.  November 28
Declaration of Concentration and CIPA Program worksheet are due for
First year Fellows  December 1
Last Day of Classes  December 3
Final Exams  December 7-16

SPRING 2012

Instruction Begins  January 23
CIPA Program Worksheet Due for May/August Graduates  January 24
First Draft of Thesis/Professional Paper Due for May Graduates  February 20
Spring Break Begins; 1:10 p.m.  March 17
Instruction Resumes; 7:30 a.m.  March 26
Last Day of Classes  May 5
CIPA End-of-Year Picnic: 1 p.m. Stewart Park  May 5
Final Exams  May 9-18
Professional Writing Requirement Due to CIPA Office for May
   Graduates  May 9
Cornell University Commencement Weekend  May 27-28
CIPA Graduation: 1-4 p.m.  May 28