



**Master of Science in Public Policy and Management**  
**Two Year Track with second year in Washington DC (Policy Analysis Concentration)**  
**2016-17 Handbook**

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**HEINZ COLLEGE**  
**MASTER OF SCIENCE IN PUBLIC POLICY AND MANAGEMENT – Washington DC Track**  
**POLICIES AND GUIDELINES**

**1 INTRODUCTION**

This handbook provides specific information on the curriculum and program requirements for the Master of Science in Public Policy and Management Program Washington DC Track. The Heinz College also publishes a separate handbook which details College-wide policies and procedures pertaining to educational planning, program committee, teaching, scheduling and course credit, performance standards, academic standing, ethics and discipline, student privacy rights and major forms and deadlines. Students should familiarize themselves with both handbooks as they include information that is critical for your success. Both handbooks can be obtained through your program director and via the Heinz College website at: <http://www.heinz.cmu.edu/academic-resources/student-handbook-forms/index.aspx>

**2 MISSION STATEMENT**

The Heinz College educates men and women of intelligent action.

Its Master of Science in Public Policy and Management prepares ethical leaders who analyze and implement policy; ground decisions in scientific evidence; create, transform, and manage organizations; and develop innovative solutions to important societal issues around the world.

We achieve that end through curricular and co-curricular activities that stress problem-solving and team-based learning within a diverse community of individuals who are committed to serving the public interest.

**3 CURRICULUM**

You will complete the MSPPM program in four consecutive semesters, excluding summer semester. The MSPPM curriculum is structured with a set of Common Core courses, a set of Advanced Course requirements, and free electives comprising the Policy Analysis concentration. In order to successfully complete the MSPPM DC track program, you must complete the following:

- 198 units of course credit;
- All Common Core courses (unless you exempt them);
- Advanced Coursework;
- Internship between the first and second year
- An Apprenticeship during the second year in Washington DC
- All other standards for graduation, including meeting minimum grade point averages.

### 3.1 Common Core

You must complete the Common Core requirements in order to graduate. You must take Common Core courses in the sequence shown below, unless you obtain permission in advance from the MS-DC Program Director or Associate Dean.

| Fall Core Courses (Pittsburgh) |   | Units |
|--------------------------------|---|-------|
| 90-710                         | Applied Economic Analysis or                                      | 12    |
| 90-709                         | Intermediate Economic Analysis                                    |       |
|                                |   |       |
| 90-707                         | Introductory Statistical Methods or                               | 12    |
| 90-711                         | Statistical Methods <b>or</b>                                     | 12    |
| 90-777                         | Intermediate Statistical Methods                                  | 6     |
|                                |   |       |
| 94-701                         | <i>Business English (Mini 1 or 2) or</i>                          | 6     |
| 94-702                         | <i>Professional Writing (Mini 1 or 2)</i>                         |       |
|                                |   |       |
| 90-718                         | <i>Strategic Presentation Skills (Mini 1 or 2)</i>                |       |
|                                |   |       |
| 90-728                         | Introduction to Database Management (Mini 1 or Mini 2)            | 6     |
| 9x-xxx                         | <i>IT Requirement (your choice of 6 units among many choices)</i> |       |
| 94-700                         | Organizational Design & Implementation (Mini 1 or Mini 2)         | 6     |
|                                |   |       |
|                                | Fall Electives (minimum)  | 18    |

| Spring Core Course (Pittsburgh) |  |    |
|---------------------------------|--|----|
| 90-713                          | Policy & Politics: An International Perspective <b>or</b>  |    |
| 90-714                          | Policy & Politics in American Political Institutions   | 12 |
|                                 |  |    |
| 94-701                          | <i>Business English (Mini 1 or Mini 2) or taken in spring if not in fall</i>                     |    |
| 94-702                          | <i>Professional Writing (Mini 1 &amp; 2) taken in spring if not in fall</i>                      |    |
|                                 |  |    |
| 90-718                          | <i>Strategic Presentation Skills (Mini 3 or 4) taken in spring if not in fall</i>                | 6  |
|                                 |  |    |
| 9x-xxx                          | <i>IT Requirement (your choice of 6 units among many choices) taken in spring if not in fall</i> | 6  |
| 90-722                          | Management Science I (Mini 3)  | 6  |
| 90-760                          | Management Science II (Mini 4)   | 6  |
| 90-724                          | Financial Analysis   | 12 |
|                                 |  |    |
|                                 | Spring Electives (minimum)   | 12 |

|                          |   |   |
|--------------------------|---|---|
| <b>Summer Internship</b> | Pittsburgh, DC or elsewhere. (Waivers can be requested) | 0 |
|--------------------------|---|---|

|                       |  |   |
|-----------------------|--|---|
| <b>Apprenticeship</b> | DC (M-Thursday, 30 hours per week, Sept – May) | 0 |
|-----------------------|--|---|

|                        |   |    |
|------------------------|---|----|
| <b>Fall and Spring</b> | DC  |    |
| 90-XXX                 | Advanced Policy Topics (4 mini classes offered)                                   | 24 |
| 90-XXX                 | Advanced Methods (2 semester classes offered)                                     | 24 |
| 90-878                 | Policy Analysis Capstone  | 12 |
| 90-888                 | Washington Seminar  | 3  |
| 90-884 and 739         | Systems Synthesis ( <i>Planning in fall semester and project work in spring</i> ) | 15 |

|                     |  |            |
|---------------------|--|------------|
| <b>Total Units:</b> |  | <b>198</b> |
|---------------------|--|------------|

### 3.2 Information Technology Core Requirement

All MSPPM students must take 90-728 Introduction to Database Management plus at least six units from the courses listed below. Students may take additional courses from the lists as advanced policy or methods courses where cross-listed, but students may not use any course to satisfy both an information systems core requirement and an advanced requirement.

Information technology courses that meet the core requirement are listed in four categories:

- ***Analytics***—courses at the intersection of data analysis and information technology. There is very high demand for graduates who have analytical skills including a statistical package such as SAS or other advanced statistical software.
- ***Applications***—courses about using or analyzing information technology in organizations and a variety of settings. These courses apply information technology to various industries and functional areas of organizations.
- ***Strategy***—courses on approaches to using information technology as a comparative advantage or to advance the missions of organizations. These courses address the advantages as well as threats to strategic uses of information technology.
- ***Systems***—courses on or supporting designing, building, and implementing information systems. These courses have material at the foundation of information systems and provide comparative advantages for graduates.

#### ***Analytics***

| Course Number | Course Title                   | Units | Prerequisites            | Semester       | Mini         |
|---------------|--------------------------------|-------|--------------------------|----------------|--------------|
| 94-830        | Analysis of Sample Survey Data | 6     | 90-711 Empirical Methods | Spring         | A4           |
| 95-791        | Data Mining I                  | 6     | 90-711 Empirical Methods | Fall<br>Spring | A2<br>A3, B4 |

|        |   |   |   |                    |                     |
|--------|---|---|---|--------------------|---------------------|
| 90-866 | Large Scale Data Analysis for Public Policy | 6 | 90-711 Empirical Methods                              | Spring             |                     |
| 94-832 | Business Intelligence & Data Mining SAS     | 6 | 90-711 Empirical Methods & 90-728 Database Management | Fall<br>Spring     | A2, B2<br>A3, B3    |
| 94-827 | SAS for Policy Analysis                     | 6 | 90-711 Empirical Methods 90-728 Database Management   | Spring             | A3<br>B3<br>B4      |
| 94-842 | Programming R for Analytics                 | 6 |   | Fall<br><br>Spring | A1,<br>B1, C1<br>A3 |
| 95-868 | Exploring and Visualizing Data              | 6 |   | Spring             | A3<br>B4            |

### ***Applications***

| <b>Course Number</b> | <b>Course Title</b>                                  | <b>Units</b> | <b>Prerequisites</b>                           | <b>Semester</b> | <b>Mini</b> |
|----------------------|--|--------------|--|-----------------|-------------|
| 90-834               | Health Care Geographic Information Systems           | 12           | 90-728 Database Management                     | Spring          | A           |
| 94-706               | Health Care Information Systems                      | 12           |  | Spring          | A           |
| 95-732               | Marketing Digital Media                              | 6            |  | Spring          | A4 B4<br>C4 |
| 95-821               | Product Management in Information Technology         | 6            | 95-820 Strategic management and Implementation | Spring          | A4          |
| 94-823               | Measurement and Analysis of Social Media Initiatives | 12           |  | Fall<br>Spring  | A<br>A      |
| 95-822               | Technology Consulting in the Community               | 12           |  | Spring          | A           |
| 94-812               | Technology for International Development             | 6            |  | Fall            | A2          |

### ***Strategy***

| <b>Course Number</b> | <b>Course Title</b>       | <b>Units</b> | <b>Prerequisites</b> | <b>Semester</b> | <b>Mini</b> |
|----------------------|---------------------------|--------------|----------------------|-----------------|-------------|
| 95-859               | Innovation and Technology | 6            |                      | Fall            | A2          |

|        |   |    |  |        |        |
|--------|---|----|--|--------|--------|
| 95-752 | Introduction to Information Security Management | 12 |  | Fall   | A      |
| 95-775 | IT Business Leadership                          | 6  |  | Fall   | A1, B2 |
| 95-837 | IT Global Sourcing                              | 6  |  | Fall   | A1     |
| 95-743 | Information Security Compliance and Training    | 6  |  | Fall   | A2     |
| 95-744 | Information security policy and Governance      | 6  |  | Fall   | A1     |
| 94-806 | Privacy in the Digital Age                      | 6  |  | Fall   | A1     |
| 95-820 | Strategic Management and Implementation         | 6  |  | Spring | A3     |
| 95-794 | Tech Startup: Tools and Techniques              | 6  |  | Fall   | A1     |

### **Systems**

| <b>Course Number</b> | <b>Course Title</b>                                 | <b>Units</b> | <b>Prerequisites</b>       | <b>Semester</b>  | <b>Mini</b>         |
|----------------------|---|--------------|----------------------------|------------------|---------------------|
| 94-774               | Business Process Modeling                           | 6            |                            | Fall<br>Spring   | A1<br>B3,A3         |
| 95-797               | Data Warehousing                                    | 6            | 95-703 Database Management | Fall<br>Spring   | B2,A2<br>A3,B3      |
| 95-703               | Database Management                                 | 12           |                            | Fall             | A, B,<br>C, D,<br>E |
| 90-801               | Desktop Publishing                                  | 6            |                            | Fall<br>Spring   | A1,B2<br>B3,<br>A4  |
| 94-810               | Introduction to Supply Chain Management and Systems | 6            |                            | Fall             | A1,B1               |
| 94-802               | Introduction to Geographic Information Systems      | 12           | 90-728 Database Management | Fall &<br>Spring | A,B<br>A            |
| 94-838               | Introduction to Raster GIS                          | 6            | 90-728 Database Management | Spring           | A3                  |
| 95-808               | IT Project Management                               | 6            |                            | Fall &<br>Spring | A1,B2<br>B3,A4      |
| 90-782               | Multimedia  | 12           |                            | Fall &<br>Spring | A<br>A,B            |

### 3.3 *Advanced Coursework*

The coursework beyond the core can be characterized as structured choice. We require that students take each of the following: Advanced Methods courses (min 18 units) and Advanced Policy courses (min 12 units) that provide an appreciation of how policy plays out in the real world. We offer a range of courses that satisfy each of these requirements both in Pittsburgh and in DC. In addition, you must take a minimum of 12 units of a project course. In DC, Systems Synthesis is offered starting with a 3-unit planning session in the Fall, followed by 12 units in the Spring semester.

### 3.4 *Advanced Policy Topics*

Advanced Policy Topics courses are designed to provide you with an opportunity to explore the substantive aspects of policy making within the context of several policy areas. Four (6 unit) advanced policy topics classes are offered each year in Washington DC. Past classes covered topics such as:

- Federal Budget Policy (Currently offered in DC)
- Global Health Strategy (Currently offered in DC)
- Cyber Security Policy (Currently offered in DC)
- International development policy (Currently offered in DC)
- Crime and Drug policy
- Environmental Policy

DC Students may also be able to take additional advanced policy topic classes during their first year in Pittsburgh. The complete list of Advanced Policy Topics is available online at:

<http://www.heinz.cmu.edu/advanced-coursework-requirements/index.aspx>

### 3.5 *Advanced Methods Courses*

Advanced Methods courses deepen your understanding of both the tools and topics of policy analysis and management. Many of these courses count toward your concentration area. In Washington, we currently offer Program Evaluation (fall) and Cost Benefit Analysis (spring). DC Students may also be able to take additional advanced methods classes during their first year in Pittsburgh. The complete list of Advanced Methods courses is available online at:

<http://www.heinz.cmu.edu/advanced-coursework-requirements/index.aspx>

### 3.6 *MS-DC First Year Requirement*

MS-DC students need to successfully complete 120 units during their first year in Pittsburgh and maintain a QPA of 3.0 or higher in order to proceed to the second year in Washington. Students that fail a core required class or fall below the minimum QPA requirement will be advised to transfer into the Pittsburgh two year program to focus on the successful completion of coursework. We incorporate this requirement since we only offer 78 units of advanced coursework in DC, the minimum needed for students to complete the 198 units required to earn the degree. Students who fail a class or fall behind in classes while in DC may not be able to make up the work without returning to Pittsburgh to attend class or delaying graduation.

## 4 SPECIAL COURSES

### 4.1 *Policy Analysis Capstone (DC)*

A highlight of the MS-DC experience, this capstone course brings together the material and skills students have learned from the first year curriculum with the experiences of senior level policymakers to provide students with a broader understanding of how policy is actually developed and executed. This course is structured as a seminar, providing students with the opportunity to learn through discussion and interaction with recognized leaders who have influenced, developed and implemented American foreign, economic, and domestic policy. Students will examine contemporary policy issues and interact with senior executives from various aspects of the policy process to gain a broader understanding and appreciation of where theory and practice intersect. How can we learn from the experience of others? We will seek to understand the processes that successful and innovative leaders have used to analyze issues and make decisions in their public roles and in their personal lives.

### 4.2 *Washington Seminar (DC)*

All DC students are required to take the Washington Seminar class. The Washington Seminar is designed to assist students in getting the most out of their second year DC experience, specifically focused on helping the student succeed in their Apprenticeship and DC classes and be poised to effectively launch their career in Washington. The class will include:

- Workshops and interactive discussions that will introduce the student to a variety of career development tools to support their professional growth both in the classroom and at their Apprenticeships;
- Seminars, interactive activities and events designed to help the students develop a stronger understanding of how Washington works and how policy and public interest decisions are made, and
- Mentoring/coaching of students in individual and group settings to help work through issues or problems as they arise.

## 5 CONCENTRATION AREAS

The MSPPM core curriculum combines classes in policy, management and technology to ensure that students are equipped to lead and manage organizations in the public interest. Beyond the required coursework, students can choose from a variety of elective classes that correspond to their career interests. Some students focus their electives in one specific area, while others take a broad sampling of policy topics and methods classes. Students work closely with academic advisor to select the classes that best achieve their individual goals.

The MS-DC program is designed around the Policy Analysis elective area which is most relevant and generally applicable to organizations in Washington, DC . However, depending on your course exemptions, you may be able to complete the requirements for an alternative or additional area. If you are interested, please refer to the MSPPM Two Year Program Student Handbook (See Section 4: Concentration Areas) for information on the elective areas, and work with your advisor as early as possible to determine what might be possible.

## 6 POLICY ANALYSIS ELECTIVE AREA

### Goal

The Policy Analysis Concentration prepares students to understand and solve the policy problems of importance to the public and not-for-profit sectors.

### Faculty Leader

If you have questions about this concentration contact **Professor Amelia Haviland** (amelia@andrew.cmu.edu).

### Curriculum

A policy analyst is a generalist who works on series of high-level projects. The projects and fields vary over time but the underlying analytical framework, methods, and tools apply universally. Thus the Policy Analysis elective area includes key analytical courses and a variety of substantive policy area courses.

Listed below is a sampling of courses in the Policy Analysis area. It is important to note that the semester in which a course is offered may change from year to year and additional courses may be offered. The Advanced Policy and Advanced Methods classes offered in DC (totaling 48 units) are all tailored to meet the requirements of this elective area. You should consult the current course schedule for updated information.

|                    | <b>Foundation Courses:</b>                     | <b>Semester</b> | <b>Section</b>    | <b>Units</b> |
|--------------------|--|-----------------|-------------------|--------------|
| 90-747             | Cost-Benefit Analysis *                        | Spring (DC)     | W                 | 6            |
| 90-823             | Program Evaluation *                           | Fall (DC)       | W                 | 12           |
| 94-834 &<br>94-835 | Applied Econometrics I and II                  | Fall/Spring     | A1, B2,<br>A3, A4 | 12           |
| 90-730             | Methods of Policy Analysis                     | Fall            |                   | 12           |
|                    | *DC students must take in 2 <sup>nd</sup> year |                 |                   |              |

| <b>Additional Concentration Courses:</b> |  |             |           |          |
|--|--|-------------|-----------|----------|
|  | Policy Topics I, II, III & IV *                                      | Fall/Spring | W1-4      | 6 units  |
| 90-798                                   | Environmental Policy and Planning                                    | Fall        |           | 12 units |
| 90-810                                   | Population and Policy  | Fall        |           | 12 units |
| 94-854                                   | Developing as a Leader   | Fall/Spring | A2,<br>A4 | 6 units  |
| 90-842                                   | Public Policy Implementation   | Spring      | A4        | 6 units  |
| 90-861                                   | Health Policy  | Fall        | A2        | 6 units  |
| 90-704                                   | Poverty, Inequality and Social Policies: An International Comparison | Fall        |           | 12 units |
| 90-816                                   | Introduction to Migration Policy                                     | Fall        | A2        | 6 units  |
| 90-810                                   | Population and Policy  | Fall        |           | 12 units |

|        |   |        |    |          |
|--------|---|--------|----|----------|
| 94-831 | Design and Policy for Humanitarian Impact | Fall   |    | 12 units |
| 90-860 | Policy in a Global Economy                | Fall   | A1 | 6 units  |
| 90-734 | Urban Policy                              | Spring | A4 | 6 units  |
| 94-859 | International Crisis Negotiation Exercise | Spring | A4 | 3 units  |
| 90-778 | Media and Public Policy Making            | Fall   | A2 | 6 units  |

#### **Courses That Complement Concentration:**

*Below are courses offered in Pittsburgh that complement the Policy Analysis elective area. **The courses below do not count towards the concentration area.***

|        |                                |              |                               |          |         |
|--------|--------------------------------|--------------|-------------------------------|----------|---------|
| 88-759 | Globalization                  | Fall         |                               | 12 units | Policy  |
| 90-736 | Public Finance                 | Fall         |                               | 12 units | Methods |
| 94-800 | Negotiation                    | Fall/Spring  | A1,B2,<br>C1<br>A3,B4,<br>C4, | 6 units  | Methods |
| 94-838 | Introduction to Raster GIS     | Spring       | A3                            | 6 units  | Methods |
| 90-774 | Public Expenditure Analysis    | Spring       |                               | 12 units | Methods |
| 94-842 | Programming R for Analytics    | Fall/Spring  | A1,B 1,<br>C2 A3,             | 6 units  | Methods |
| 94-827 | SAS for Public Policy          | Spring       | A3, B 4                       | 6 units  | Methods |
| 94-802 | Geographic Information Systems | Fall/Spring  |                               | 12 units | Methods |
| 90-810 | Population and Policy          | Fall         |                               | 12 units | Policy  |
| 90-912 | Demography                     | Spring       |                               | 12 units | Methods |
| 94-811 | Strategy Development           | Fall, Spring | A1, A3<br>B4,                 | 6 units  | Methods |

## **7 PROJECT COURSES**

Project courses are organized around significant public interest or management problems, the solution to which requires a mix of technological, economic, social and political skills. Most project courses are sponsored by a public or not-for-profit agency or have a project advisory committee of people from a range of agencies interested in the project's outcome. As opposed to the traditional classroom setting, project courses are organized as an exercise in group problem solving. Students are divided into teams guided by faculty from the Heinz College. In DC, Systems Synthesis is offered in two parts for 15 units total: In the fall, students take a Systems Planning course (3 units) in mini II and do the full project work in the spring (12 units).

### **7.1 Systems Synthesis**

Systems Synthesis projects allow students to apply the diverse skills developed in the classroom to a "real world" problem with "real world" stakeholders in the design of a specific functioning public or non-profit sector system. The term "system" refers to the fact that the particular entity studied has an identifiable objective or function and consists of several interacting components, and the word

“synthesis” refers to the fact that the desired output is an integrated design, drawing on multiple disciplines, for improved operation of that system.

In a Systems Synthesis project, you will work in a group to structure a problem, do appropriate analysis using quantitative and analytical tools, generate recommendations to solve or ameliorate the problem, and present the analysis and recommendations to stakeholders in both written and oral form. Increasingly, the written form consists of websites with summaries for stakeholders as well as downloadable materials such as reports. The experience will be designed to sharpen your problem-solving skills and skills in working effectively in groups.

The Systems Synthesis Project Course Guide provides more detailed information. It is distributed at the start of your systems project.

### *7.2 Organization of Systems Synthesis Projects*

Projects must be supervised by at least one faculty member who maintains relations with the stakeholders, directs and critiques the students’ work, coaches them for their presentations, coordinates relationships with a Project Advisory Committee, and grades the students on their contributions to the project as well as grading the overall project.

Systems Synthesis projects involve both oral and written work. Generally, each project should make at least one oral presentation per semester; this presentation is open to the public and is advertised accordingly. Each student should participate actively in at least one oral presentation. In addition, groups must produce a scope of work at the end of the fall semester and a final report at the end of the project. Each student should write a significant and identifiable section of the report and perform some nontrivial analysis, even if these efforts have to be improved upon by other members of the group before being included in a report to the stakeholder. The written report is expected to be of high quality but also produced on time. Each group must submit an electronic copy of the final report to the Executive Director and the Associate Dean’s Office.

### *7.3 Development of Systems Synthesis Projects*

In the spring semester, the Program Director announces the request for Systems Synthesis project proposals. Typically, systems topics are generated by faculty and a team of outside advisors. In recent years, some very successful proposals have come from students with an interest in a particular problem. The MS-DC Program Director, Associate Dean, and other faculty designated by the Dean are available to assist students who are interested in developing their own proposals. If you are interested in organizing a project, you must submit a proposal to the MSPPM Program Director or Associate Dean including as many of the following items as possible:

- a brief description of the system to be studied,
- the stakeholder(s) if identified,
- the kinds of alternative improvements to be considered,
- the types of data that would be used in such an analysis and how you intend to gather that data,
- the analytical approaches you anticipate you will use in the study,
- the feasibility of completing the project in one semester, and
- the name(s) of proposed faculty advisors.

It is certainly not necessary to have all of the aspects of a project listed above in place to submit a

proposal. If you need assistance with any aspect of developing a project, contact the MS DC Program Director. The most critical factors are a well-defined project idea, significant interest from students, the feasibility of completing the project, and the ability of the Associate Dean to assign a faculty member to supervise the project. The latter depends a great deal on the needs for individual faculty to teach other courses in the curriculum. Projects proposed by students will be subject to review by the faculty for feasibility and suitability as a systems project.

Before the end of the summer, the MS-DC Program Director will circulate a list of tentative projects and poll students on their interest in these projects. The determination of which projects will be run the following semester will depend on student interest and the availability of faculty to supervise a given project.

#### *7.4 Assignment of Students to Projects*

Student preference is an important consideration. If the committee cannot accommodate all students' first choice, they try to consider the link between the skills of students and the nature of the tasks in the Systems courses.

#### *7.5 Grading of Systems Synthesis Projects*

You will receive a Systems Synthesis grade based on your individual and group performance. In any group project there is an inherent tension between rewarding individual and group performance. This tension is in part by design, as it reflects some of the realities of group staff work in public and private organizations. Grades in Systems Synthesis courses are a combination of individual and group considerations. It is generally desirable that students perform multiple roles in projects, and it is recommended that faculty and student evaluations consider these various contributions.

#### *7.6 Independent Studies and Working Paper Option for Student Research*

The MSPPM program does not have a thesis option for students interested in doing research. Instead of a thesis, the program requires the Systems Synthesis group project as the appropriate capstone experience for professional master's degree students. All MSPPM students must complete a Systems Synthesis project without exception.

Nevertheless, each year there is a small number of students who wish to conduct individual research projects; for example, because they wish to work in a "think tank" or pursue a PhD degree. For such students we recommend taking one or two elective independent studies courses with a faculty member and with the goal of publishing a working paper on the Heinz College website jointly with the faculty member (see <http://www.heinz.cmu.edu/faculty-and-research/research/working-papers/index.aspx>).

A working paper is a focused research product of journal length (25 to 35 double-spaced pages) that represents good progress on a research topic, publishable in an academic journal. In contrast, a thesis is a longer and more expansive work generally on the order of 100 or more pages in length. The merits of a working paper are many: (1) it is published and accessible from the Heinz website; (2) it is feasible to complete and graduate on time (whereas, there is no guarantee of finishing a thesis on time); (3) it is a strong basis upon which faculty members can write recommendation letters and which students can include in work or PhD applications; and (4) it represents the "coin of the realm" for researchers which is the refereed journal article.

DC Track students interested in undertaking an independent study, should consider completing this during the first year of the program in Pittsburgh, when they have easier access to faculty and time to complete the project. Students can do independent study while in Washington, however they should discuss this as early as possible with the program director to determine what might be possible given the time constraints for students in the second year of the program.

## 8 SUMMER INTERNSHIP

All Two-Year MSPPM students are required to spend the summer following their first year in the program gaining professional experience in management and analysis by working in a public agency, non-profit organization, or private firm. Your internship duties must have significant educational value.

Your internship will train you in ways significantly different from classroom instruction. By working in a professional environment, you will solidify the knowledge gained in your Heinz College coursework, refine career interests, and establish personal networks that might lead to later career opportunities. You also can earn income, though the Heinz College does accept volunteer internships. The internship also provides the faculty with feedback about the relevance of the curriculum and the effectiveness of the teaching program.

The completion of an internship is a graduation requirement.

- Minimally, the internship requires the equivalent of ten weeks (400 hours) of full-time employment that has formal supervision, is professional in nature, includes work that is of importance to the organization, and has significant educational value.
- Before beginning the internship, students must complete the online Career Services Internship Reporting Form for approval: <http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx>. The internship will be verified with the students' supervisors and then approved. Students must notify their Career Advisor of any significant changes in their internships, such as length, location, hours of work, etc.
- Once the internship has been approved, students will be registered for the zero-unit internship course. Students will not receive academic credit for the internship, but it will be reflected on their transcript as a course with P/F grade. If a student plans to exempt the internship, they will need to complete the [Petition for Course Exemption](#).
- Near the end of the internship, the Career Services Office will request supervisors to complete Student Performance Evaluation Form.
- **F1 Visa Students:** You must apply for Curricular Practical Training (CPT) employment authorization for your summer internship. CPT authorization is required regardless of the internship being paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) If your degree program requires you to complete a summer internship, you can qualify for CPT. Processing CPT may take up to 2 weeks and you cannot begin employment until you receive

authorization. Guidelines, forms and instructions can be found at the Office of International Education's website: <http://www.studentaffairs.cmu.edu/oie/>

### 8.1 Securing an Internship

You are responsible for securing a suitable internship. The Heinz College Career Services Office provides assistance through counseling, workshops on resume preparation and interview skills, and listings of potential internships. You can make an appointment at any time to meet with the staff to discuss your situation and you are encouraged to come to workshops that cover the essential skills for finding the right internship.

### 8.2 Internship Standards

The faculty expects all students to satisfactorily complete an internship as an integral part of the degree program. Minimally, this requires the equivalent of ten weeks (400 hours) of full time employment in a technical, managerial, or administrative position with a satisfactory evaluation by your supervisor.

Before you begin your internship, you must complete the Career Services Internship Reporting Form. You will not be permitted to graduate if you accept or begin work at an internship which does not meet Heinz College standards. Your internship will be verified with your supervisor. You must notify your Career Advisor of any significant changes in your internship, such as length, location, hours of work, etc.

Near the end of the internship, the Career Services Office will request that your supervisor complete an evaluation form about your performance during the summer. You will also be asked to complete a self-evaluation. Based on the supervisor's evaluation, Career Services will advise the Masters Committee if you have satisfactorily completed the internship requirement. If you do not successfully complete an eligible internship, you will have to complete one before you can graduate.

The Career Services Office encourages you to notify them of job opportunities within your internship organization which might be available for future Heinz College graduates or interns. The Office will maintain these descriptions for reference by both first and second year students.

### 8.3 *Internship Opportunity Fund*

Students who accept internships that do not qualify for funding under the Federal Work Study (FWS) program, either because the student does not have federal financial aid eligibility or because the employer and/or the job does not meet federal regulations for FWS eligibility, may apply to the Heinz College Internship Opportunity Fund (IOF) for consideration of awards to help support non-paying and low paying internships. Students are never eligible to receive both IOF and FWS funds to subsidize the same position.

The Internship Opportunity Fund (IOF) is a student-run group that holds various fundraising activities throughout the year to raise money that will be matched by the College and then redistributed to students taking low-paying or unpaid summer internships, regardless of the employer's sector. The IOF is open to students in all programs who do not qualify for FWS and that have a required summer internship component, regardless of the employer's sector. Students that actively participate in the fundraising, and that have a demonstrated financial need, will receive preference when the funds are distributed.

The number of students that can receive IOF support, and the amount of support they can receive, depends directly on the success of the fundraising effort organized by students. Students who may wish to seek support from IOF should begin working early in the year to help raise funds.

#### *8.4 Internship Waiver*

Students in the MS-DC program are eligible to waive the summer internship requirement given that the DC apprenticeship provides ample experience for you to earn your degree. To request a waiver please complete the [Petition for Course Exemption](#) before the end of the summer.

### **9 DC APPRENTICESHIP**

All MS-DC students are required to secure and complete a two-semester apprenticeship during their second year in Washington DC working for a public agency, non-profit organization, or private firm. Students will work a four-day work week (Mon-Thurs approximately 30-32 hours per week.) Your apprenticeship duties must have significant educational value.

#### *9.1 Securing an Apprenticeship*

Students are responsible for securing a suitable apprenticeship. Students should work closely with the MS-DC Program Director and their Heinz Career Services advisor on their apprenticeship search. The Career Services Office also provides general assistance in Pittsburgh through counseling, workshops on resume preparation and interview skills, and listings of employment opportunities. You can make an appointment at any time to meet with the Career Services staff to discuss your situation and you are encouraged to come to workshops that cover the essential skills for finding the right position.

#### *9.2 Apprenticeship Standards*

The faculty expects all students to satisfactorily complete an apprenticeship as an integral part of the degree program. Minimally, this requires the equivalent of 28 weeks of employment (approximately 30-32 hours per week) in a technical, managerial, or administrative position with a satisfactory evaluation by your supervisor.

Before beginning the internship, students must complete the online Internship/Apprenticeship Reporting Form that can be found on the Heinz Career Services website: <http://www.heinz.cmu.edu/jobs-and-internships/students/index.aspx>. The Apprenticeship will be verified with the students' supervisors and then approved. You will not be permitted to graduate if you accept or begin work at an apprenticeship which does not meet Heinz School standards.

During the course of the apprenticeship, the MS-DC Program Director will contact your supervisor periodically to discuss your progress. The Director may also get in touch with you to discuss the apprenticeship and any problems that arise. You must notify the MS-DC Program Director of any significant changes in your apprenticeship, such as length, location, hours of work, etc.

At the end of the apprenticeship, the DC Office will request that your supervisor complete an evaluation form about your performance. The office also will ask you for a self-evaluation of how your apprenticeship fulfilled the educational goals of the program and a short description of the employing organization, including a list of contact names, tasks and responsibilities you cultivated while in their employ. Based on the supervisor's evaluation, the periodic contacts with the supervisor and you, and your self-evaluation, the Director will advise the Masters Committee if you have satisfactorily completed the apprenticeship requirement. If you do not successfully complete an eligible apprenticeship you will

have to complete one before you can graduate.

The Career Services Office encourages you to notify them of job opportunities within your apprenticeship organization which might be available for future Heinz School graduates or interns. The Office will maintain these descriptions for reference by both first and second year students.

### *9.3 Start Date for Apprenticeship*

Students are required to have an approved apprenticeship by the start of their second academic year (first day of classes for the fall semester in DC.). An approved apprenticeship is one that has a job description and an approved Apprenticeship Approval form. Students without a formal apprenticeship in place by the start of their second year, will not be allowed to attend classes in DC. They will be allowed to transfer to the two year program in Pittsburgh and complete their degree there.

Given that many positions in Washington require security clearances, students may not be able to start on time. In the event that this occurs, students should immediately inform the DC Program Director of their expected start date which should begin no later than November 1<sup>st</sup> of the fall semester. Students unable to start their apprenticeships, or find and commence an alternative position, by November 1<sup>st</sup> will be allowed to complete their first semester in DC but will then be required to return to Pittsburgh to complete their last semester there. While waiting for security clearances, students will be required to find a suitable volunteer or work study position – in the Heinz College Washington DC office or other DC organization -- until the start of their approved apprenticeship.

### *9.4 F1 Visa Students*

You must apply for Curricular Practical Training (CPT) employment authorization for your Apprenticeship. CPT authorization is required regardless of the position is paid or unpaid. CPT is only available to F-1 students who have not graduated and who have been enrolled on a full-time basis for one full academic year (i.e. fall and spring.) If your degree program requires you to complete an apprenticeship, you can qualify for CPT. Processing CPT may take up to 2 weeks and you cannot begin employment until you receive authorization. Guidelines, forms and instructions can be found at the Office of International Education's website: <http://www.studentaffairs.cmu.edu/oie/>

## **10 PUBLIC SERVICE CAREER OPPORTUNITIES PROGRAM**

### *10.1 Objective*

The Public Service Career Opportunities Program at the Heinz College is designed to provide financial assistance to graduating students with large educational loan debts to encourage them to accept public service positions even though their salary levels may be significantly below those available in the private sector.

### *10.2 Eligibility*

If you are a full-time student in your second semester in the Master of Science in Public Policy and Management program and you are in good academic standing, you may submit an application form describing your prior public service experience, your career goals and objectives for entering public service, and your plans for obtaining employment in the public or non-profit sectors. Applications will be due during February of each academic year.

### *10.3 Selection*

All applications will be ranked by an Evaluation Committee. The ranking will be based on the following factors:

- Potential for contribution to public service
- Total loan indebtedness incurred while at the Heinz College
- Academic performance at the Heinz College

The Evaluation Committee will then choose a set of the top-ranking applicants to receive the award. The number of awards distributed depends on available funds. Recipients of the award will be selected by the end of the fall semester.

#### *10.4 Award Amounts*

The payments will be determined by the total amount of funds available and by the number of qualified applicants. However, the payments will generally not be less than \$2000 or more than \$5000 per recipient, and no payments will exceed the student's total outstanding loan balance.

#### *10.5 Payment of Awards*

The awards will be made to students who accept full-time positions in the public or non-profit sectors at salaries significantly below those available in the private sector. The Committee will set a threshold salary each year based on information that is available on salary trends in the public and private sectors; awards will only be available for jobs which pay less than the threshold salary.

Each award will be paid in two equal installments, as follows:

- 1st payment (one-half of the total award) — upon forwarding a copy of an official acceptance letter from the placement agency to the Office of Financial Aid. The position must be at a public or non-profit agency at a salary below the threshold salary. In case of ambiguity about whether any particular job is in the "public sector," the review committee will decide on eligibility. An award recipient must submit a letter from an employer verifying the specific start date of employment and salary.
- 2nd payment (one-half of the total award) — one year from the date of graduation, provided the recipient continues employment in the public or non-profit sector. This payment will be automatic upon submission by the individual of a brief statement documenting his or her continued employment in the public or non-profit sector.

Payment may be made either directly to the recipient or to an educational lender, as determined by the recipient.

A student who has been selected to receive assistance is guaranteed both payments if he or she continues to meet the conditions for eligibility; in particular, the 2nd payment will be committed in the year of the initial award, so that it is not contingent on the availability of funds in the program in the following year.

#### *10.6 Source of Funds*

The Heinz College will pursue fund raising efforts to obtain external sources of funds to continue the program and to assist additional students in future years. The availability of external funding will determine the number of students that can be helped in future years and the amount of assistance.