



**Master of Science in Public Policy and Management  
Two Year Track with second year in Washington DC  
(Policy Analysis Concentration)  
2019-20 Student Handbook**

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**HEINZ COLLEGE OF INFORMATION SYSTEMS AND PUBLIC POLICY**  
**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. The Washington DC track provides students with an additional platform for engaging with leaders, practitioners and organizations focused on federal and international policy.

**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 MS-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
- A Heinz Policy Fellowship during the second year in Washington DC
- All other standards for graduation, including meeting minimum grade point averages.

### 3.1 MS-DC Track Requirements

You must complete the Common Core requirements and all other requirements listed below 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.

<b>Fall</b>	<b>Pittsburgh (60 Units Total)</b>	<b>Units</b>
90-710 90-709	Applied Economic Analysis <b>or</b> Intermediate Economic Analysis	12
90-707 90-711 90-777	Statistical Reasoning <b>or</b> Statistical Reasoning with R <b>or</b> Intermediate Statistical Methods (6 units)	12
94-701 90-717	Business English <b>or</b> Writing for Public Policy	6
90-728	Introduction to Database Management	6
94-700	Organizational Design & Implementation	6
	Fall Electives (minimum)	18
	<b>Total semester units</b>	<b>60</b>
<b>Spring</b>	<b>Pittsburgh (60 Units Total)</b>	
90-713 90-714	Policy & Politics: An International Perspective <b>or</b> Policy & Politics in American Political Institutions	12
90-718	Strategic Presentation Skills (mini 3 or mini 4)	6
9x-xxx	IT Requirement ( <i>your choice of at least 6 units; fall or spring</i> )	6
90-722	Management Science I (mini 3)	6
90-760	Management Science II (mini 4)	6
90-723	Financial Statements and Analysis for Companies (mini 3)	6
	Financial Analysis (your choice from the following) (Mini 4): Financial Analysis of Non-Profits: 90-744; Management Accounting: 90-725; Public Financial Management: 90-731; Principles of Finance: 95-716 Advanced Financial Management Healthcare: 90-831	6
	Spring Electives (minimum)	12
	<b>Total semester units</b>	<b>60</b>
<b>94-900</b>	<b>Summer Internship</b> (Required, but waivers can be requested or internship combined with the Heinz Policy Fellowship)	0
<b>Fall &amp; Spring</b>	<b>Washington DC (78 Units total)</b>	
	Heinz Policy Fellowship (in DC, M-Thurs, 30 hours per week, Sept – May)	0
90-888	Working Washington Workshop	6
	Advanced Policy (choice of many)	24
90-823	Advanced Methods: Program Evaluation	12
90-824	Advanced Methods: Cost Benefit Analysis	6
90-858	Advanced Management: How Ideas Become Policy	6
	Technology Requirement (unless taken in Pittsburgh; choice of many)	6
	Electives	3
90-884 & 739	Systems Synthesis ( <i>fall Planning and spring Systems Synthesis</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.

A list of classes that meet the requirement can be found below. In DC, we offer two courses that meet the IT requirement: R for Data Policy Analysis (6 units in fall) and Data Visualizations and Dashboards (6 units in spring).

#### ***Analytics***

No.	Course Title	Units	Prerequisites	Sem.
94-827	SAS for Policy Analysis	6	90-711 Statistical Reasoning with R or 90-707 or 90-777	Spring
94-830	Analysis of Sample Survey Data	6		Spring
94-832	Business Intelligence & Data Mining SAS	6	No official prerequisite, preferably some knowledge in statistics, economics and database	Fall Spring
94-842	Programming R for Analytics	6	90-711 Statistical Reasoning with R or 90-707 or 90-777	Fall Spring
95-791	Data Mining	6	90-711 Statistical Reasoning with R or 90-707 or 90-777 and 94-842 is highly recommended	Fall Spring
95-868	Exploring and Visualizing Data	6	90-711 Statistical Reasoning with R or 90-707 or 90-777	Spring
90-872 W	R for Data Policy Analysis	6	90-711 Statistical Reasoning with R	Fall

90-885 W	Data Visualizations & Dashboards	6	90-711 Statistical Reasoning with R or 90-707 or 90-777 <u>AND</u> 90-728 Database Management	Spring
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### ***Applications***

No.	Course Title	Units	Prerequisites	Sem.
90-753	Advanced Geographical Information System	6	90-834 or 94-706	
90-812	Introduction to Programming with Python	6		Fall Spring
90-834	Health Care Geographical Information Systems	12	90-728 Database Management	Spring
94-706	Health Care Information Systems	12		Spring
94-823	Measuring Social	12		Fall Spring
95-732	Marketing Digital Media	6		Spring
95-818	Privacy Policy, Technology, and Law	12		Fall
95-821	Product Management in Information Technology	6		Spring
95-891	Introduction to AI	12	90-711 Statistical Reasoning with R or 90-707 or 90-777	Spring Fall

### ***Strategy***

No.	Course Title	Units	Prerequisites	Sem.
94-806	Privacy in the Digital Age	6		Fall Spring
95-743	Cybersecurity Policy and Governance II	6	95-744 Cybersecurity Policy and Governance I	Fall
95-744	Cybersecurity Policy and Governance I	6		Spring Fall
95-752	Introduction to Information Security Management	12		Fall
95-775	IT Business Leadership	6		Fall
95-794	Tech Startup: Market Discovery	6		Fall

## Systems

No.	Course Title	Units	Prerequisites	Sem.
90-782	Multimedia	12		Fall Spring
90-801	Media & Communication Design I	6		Fall Spring
94-774	Business Process Modeling	6		Fall Spring
94-802	Geographic Information Systems	12	90-728 Database Management	Fall Spring
94-881	Managing Analytic Projects	6	Students should have completed a statistics course. Ability to use at least one analysis environment (e.g. Python, R, or SAS) required. Experience with advanced analytics (data science, artificial intelligence) highly desirable	Fall & Spring
95-703	Database Management	12		Fall
95-797	Data Warehousing	6	95-703 Database Management	Fall Spring
95-808	IT Project Management	6		Fall Spring

### 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 12 units), Advanced Policy courses (min 12 units) and Advanced Management (6 units). We offer a range of courses that satisfy each of these requirements both in Pittsburgh and in DC.

#### 3.3.1 Advanced Policy (12 units)

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. At least 24 units of advanced policy topics classes are offered each year in Washington DC. Recent classes include Federal Budget Policy, Promoting Democracy & Human Rights, Global Health Security, Gender and Policy Workshop, Sustainable Development Policy and Environmental Policy. 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 currently offered is available below:

Course Number	Title	Semester	Units
90703	Gender, Race, Politics & Social Movements	Spring	12
90704	Poverty, Inequality and Social Policies: An International Comparison	Fall	12
90730	Methods of Policy Analysis	Fall	12
90745	Methods of Policy Analysis - The Future of Work	Spring	12
90734	Urban Policy	Spring	6
90736	Public Finance	Fall	12

90743	Urban and Regional Economic Development	Spring	12
90752	The Rise of East Asian Economies	Fall	12
90763	Human Rights Conflicts & Development	Fall	12
90765	Cities, Technology and the Environment	Spring	6
90789	Resilient & Sustainable Communities	Spring	12
90798	Systems Thinking for Environmental Policy & Planning	Fall	12
90808	Energy Policy	Fall	6
90822	Critical Analysis of Policy Research	Fall	6
90842	Public Policy Implementation	Spring	6
90860	Policy in a Global Economy	Fall	12
90882	Behavioral Economics in Public Policy	Fall	12
90894	Policy Topics I: Federal Budget Policy	Fall	6
94806	Privacy in Digital Age	Fall	6
DC COURSES			
90-894	Policy Topics: Federal Budget Policy	Fall	6
90-896	Policy Topics: Sustainable Development Policy	Fall	6
90-871	Policy Topics: Gender & Policy Workshop	Fall	3
90-883	Promoting Democracy & Human Rights	Spring	6
90-893	Policy Topics: Environmental Policy	Spring	6
90-839	Policy Topics: Global Health Security	Spring	3

### 3.3.2 Advanced Methods (12 units)

Advanced Methods courses deepen your understanding of both the tools and topics of policy analysis. Many of these courses count toward your concentration area. In Washington, we currently offer Program Evaluation and Cost Benefit Analysis, so please do not take these classes in Pittsburgh. 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 offered is available below:

Course Number	Title	Semester	Units
90730	Methods of Policy Analysis	Fall	12
90745	Methods of Policy Analysis - The Future of Work	Spring	12
90747	Cost Benefit Analysis (offered in DC in Spring)	Spring	6
90774	Public Expenditure Analysis	Spring	12
90823	Program Evaluation (offered in DC in Fall)	Fall & Spring	12
	PhD Econometrics I	Fall	12
90908	PhD Microeconomics	Fall	12
94827	SAS for Public Policy	Spring	6
94830	Analysis of Survey Data	Spring	6
94834	Applied Econometrics I	Fall & Spring	6
94835	Applied Econometrics II	Spring	6
94842	Programming R for Analytics	Fall & Spring	6
94867	Decision Analytics for Business and Policy	Spring	12
90872	R for Public Policy Analysis (offered in DC only)	Fall	6



### 3.3.3 Advanced Management (6 units)

Advanced Management courses are designed to equip you to lead and manage organizations in the public interest. In Washington, we currently offer the *How Ideas Becoming Policy* course which fulfills the requirement. The current list of Advanced Management courses offered is below:

Course Number	Title	Semester	Units
90737	Budget Management Control System	Fall	12
91809	Organizational Change	Spring	6
94800	Negotiation	Fall & Spring	6
94808	Management Consulting	Fall & Spring	12
94811	Strategy Development	Fall & Spring	6
94813	Project Management	Fall & Spring	6
94814	Evidence-Based Management	Fall	6
94854	Developing as a Leader (a 3 unit version is offered in DC in Spring)	Fall & Spring	6
90858	How Ideas Become Policy	Fall	6

### 3.4 Special DC Coursework

MS-DC students are required to take the following classes while in DC. Both classes are designed specifically for DC students to enable them to get the most out of their time in Washington DC.

- *90-858 How Ideas Become Policy* (6 units)

This course examines case studies of how ideas become policy in the United States across a number of administrations. Classes include group discussions as well as engagement with former policy makers who worked inside government to make change happen and advocates who helped propel policy changes from outside government.

- *90-888 Working Washington Workshop* (6 units)

This class enables students to get the most out of their Washington experience. The class is comprised of workshops and speakers on management topics that expand on the first year core curriculum, regular discussions with peers to talk about management, leadership and team building, and other activities designed to enable students to develop an understanding of how Washington works and how to be successful in their Heinz Policy Fellowship.

### 3.5 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 required core 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 often 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 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 stakeholder(s) from a range of agencies or organizations with an interest

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, MS-DC track students take a Systems Planning course (3 units) in mini II and do the full project work in the spring (12 units).

#### *4.1 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 is 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.

#### *4.2 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 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 MS-DC Program Director and the Associate Dean's Office.

#### *4.3 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 by organizations external to the College. 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.

#### *4.4 Assignment of Students to Projects*

Student preference is an important consideration. The Committee tries to consider the link between the skills of the student and the nature of the tasks in the Systems courses. During the early part of the fall semester, 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.

#### *4.5 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.

### **5 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.

## **6 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 concentration, 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 or work to define your own concentration. If you are interested, please refer to the MSPPM Two Year Program Student Handbook (See Section 6: Concentration Areas) for information on the elective areas, and work with your advisor as early as possible to determine what might be possible.

Concentrations require a minimum of 48 units of courses from provided lists. It is important to note that not all of the courses listed are offered in every academic year. It is also possible that the semester in which a course is offered may change from year to year and additional courses may be offered. You should consult with your advisor for courses that best match your academic and career interests. In addition, consult current course schedules for updated information.

Concentration courses can also count towards the advanced coursework requirements.

MS-DC students will automatically be registered for the Policy Analysis concentration in the fall of the second year of the program. If you decide pursue a different concentration, please discuss this with the MS-DC program director.

### **6.1 Policy Analysis Concentration**

#### **Goal**

The Policy Analysis Concentration prepares students to understand and solve 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](mailto: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 concentration includes several analytical courses and a variety of substantive policy area courses.

Foundation analytical courses that all students in the concentration are recommended to take are 90-747 Cost-Benefit Analysis (DC), which provides an evaluative framework; two alternate empirical methods courses, 90-823 Program Evaluation (DC), which addresses the collection of evidence on program performance; and 94-834 Applied Econometrics I and II, which provide statistical methods for estimating relationships from non-experimental data; and a policy analysis framework course, 90-730 Methods of Policy Analysis. Students may focus on one substantive policy area, but it is recommended that students take courses in widely different areas to gain experience in analyzing a range of policy problems.

Students in the Policy Analysis Concentration are recommended to complete at least 48 units of coursework from the following list:

Foundation Courses:			
90-747	Cost Benefit Analysis (also offered in DC)	Spring	6 units
90-823	Program Evaluation* (also offered in DC)	Spring	12 units
94-834 & 94-835	Applied Econometrics I and II*	Fall/Spring	6 units 6 units
90-730	Methods of Policy Analysis	Fall	12 units

\*You only need to take one of these two alternate foundation courses, but it is worthwhile to take both.

Additional Concentration Courses:			
90-798	Systems Thinking for Environmental Policy & Planning	Fall	12 units
90-822	Critical Analysis of Policy Research	Fall	6 units
90-842	Public Policy Implementation	Spring	6 units
90-861	Health Policy	Fall	6 units
90-704	Poverty, Inequality and Social Policies: An International Comparison	Fall	12 units
94-831	Design Center: Design Thinking for Social Innovation	Fall	12 units
90-860	Policy in a Global Economy	Fall	12 units
90-734	Urban Policy	Spring	6 units
94-859	International Crisis Negotiation Exercise	Spring	3 units
90-858	How Ideas Become Policy (DC Only)	Fall	6 units
90-872	R for Public Policy Analysis (DC Only)	Fall	6 units
	Policy Topics (DC courses)	Fall/Spring	3-6 units

## 7 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 300 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: <https://www.heinz.cmu.edu/current-students/career-services/>
- 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.
- At the end of your internship your Career Services Advisor will request that your supervisor complete an evaluation form about your internship performance. You are also required to complete an evaluation survey as well as a self-reflection statement describing how your internship fulfilled the educational goals of the program. **If you do not successfully complete an eligible internship along with your survey and self-evaluation, you will not fulfill your internship requirement necessary for graduation.**
- **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.

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.

### 7.1 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.

### 7.2 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 are also required to complete an evaluation survey as well as a self-reflection statement describing how your internship fulfilled the educational goals of the program. If you do not successfully complete an eligible internship along with your survey and self-evaluation, you will not fulfill your internship requirement necessary for graduation. Based on the supervisor's evaluation and your self-reflection statement, 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.

### *7.3 Internship Opportunity Fund*

Students who are required to complete internships and 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.

### *7.4 Internship Waiver*

Students in the MS-DC program are eligible to waive the summer internship requirement given that the DC Heinz Policy Fellowship 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.

## **8 HEINZ POLICY FELLOWSHIP**

All MS-DC students are required to secure and complete a two-semester Heinz Policy Fellowship 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 depending on how your employer counts hours.) Your Heinz Policy Fellowship duties must have significant educational value.

### *8.1 Securing an Heinz Policy Fellowship*

Students are responsible for securing a suitable Heinz Policy Fellowship. Students should work closely with the MS-DC Program Director and their Heinz Career Services advisor on their Heinz Policy Fellowship 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.

### **8.2 *Heinz Policy Fellowship Standards***

The faculty expects all students to satisfactorily complete a Heinz Policy Fellowship 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 Reporting Form that can be found on the Heinz Career Services website: <https://www.heinz.cmu.edu/current-students/career-services/> The Heinz Policy Fellowship will be verified with the students' supervisors and then approved. You will not be permitted to graduate if you accept or begin work at a Heinz Policy Fellowship which does not meet Heinz School standards.

During the course of the Heinz Policy Fellowship, 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 fellowship and any problems that arise. You must notify the MS-DC Program Director of any significant changes in your fellowship, such as length, location, hours of work, etc.

At the end of the Heinz Policy Fellowship, 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 Heinz Policy Fellowship 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 Heinz Policy Fellowship requirement. If you do not successfully complete an eligible Heinz Policy Fellowship you will have to complete one before you can graduate.

The Career Services Office encourages you to notify them of job opportunities within your Heinz Policy Fellowship 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.

### **8.3 *Start Date for Heinz Policy Fellowship***

Students are required to have an approved Heinz Policy Fellowship by the start of their second academic year (first day of classes for the fall semester in DC.). An approved Heinz Policy Fellowship is one that has a job description and has been reported and approved via the Career Services online reporting form. Students without a formal Heinz Policy Fellowship in place by the start of their second year, will not be allowed to attend classes in DC, and will be transferred 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 MS-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 Heinz Policy Fellowships, 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 Heinz Policy Fellowship.

### **8.4 *F1 Visa Students***

You must apply for Curricular Practical Training (CPT) employment authorization for your Heinz Policy Fellowship. 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 a fellowship, 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.cmu.edu/oie/>

## **9 STATEMENT OF ASSURANCE**

Carnegie Mellon University does not discriminate in admission, employment, or administration of its programs or activities on the basis of race, color, national origin, sex, handicap or disability, age, sexual orientation, gender identity, religion, creed, ancestry, belief, veteran status, or genetic information. Furthermore, Carnegie Mellon University does not discriminate and is required not to discriminate in violation of federal, state, or local laws or executive orders.

Inquiries concerning the application of and compliance with this statement should be directed to the university ombudsman, Carnegie Mellon University, 5000 Forbes Avenue, Pittsburgh, PA 15213, telephone 412-268-1018.

Obtain general information about Carnegie Mellon University by calling 412-268-2000.