



(2013)

<p>1.0 Degree Title Please specify the two degrees for concurrent degree programs</p> <input type="text"/>	<p>2.0 Administering Faculty/Unit</p> <input type="text"/>
<p>1.1 Major (Legacy= Subject)(30-char. max.)</p> <input type="text"/>	<p>Offering Faculty/Department</p> <input type="text"/>
<p>1.2 Concentration (Legacy = Concentration/Option) If applicable to Majors only (30 char. max.)</p> <input type="text"/>	<p>3.0 Effective Term of Implementation (Ex. Sept. 2004 = 200409) Term</p> <input type="text"/>
<p>1.3 Minor (with Concentration, if Applicable) (30 char. max.)</p> <input type="text"/>	

4.0 Rationale and Admission Requirements for New Proposal

5.0 Program Information
Please check appropriate box(es)

<p>5.1 Program Type</p> <input type="checkbox"/> Bachelor's Program <input type="checkbox"/> Master's <input type="checkbox"/> M.Sc. (Applied) Program <input type="checkbox"/> Dual Degree/Concurrent Program <input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Graduate Certificate <input type="checkbox"/> Graduate Diploma <input type="checkbox"/> Ph.D. Program <input type="checkbox"/> Doctorate Program (Other than Ph.D.) <input type="checkbox"/> Private Program <input type="checkbox"/> Off-Campus Program <input type="checkbox"/> Distance Education Program (By Correspondence) <input type="checkbox"/> Other (Please specify) <input type="text"/>	<p>5.2 Category</p> <input type="checkbox"/> Faculty Program (FP) <input type="checkbox"/> Major <input type="checkbox"/> Joint Major <input type="checkbox"/> Major Concentration (CON) <input type="checkbox"/> Minor <input type="checkbox"/> Minor Concentration (CON) <input type="checkbox"/> Honours (HON) <input type="checkbox"/> Joint Honours Component (HC) <input type="checkbox"/> Internship/Co-op <input type="checkbox"/> Thesis (T) <input type="checkbox"/> Non-Thesis (N) <input type="checkbox"/> Other Please specify <input type="text"/>	<p>5.3 Level</p> <input type="checkbox"/> Undergraduate <input type="checkbox"/> Dentistry/Law/Medicine <input type="checkbox"/> Continuing Ed (Non-Credit) <input type="checkbox"/> Collegial <input type="checkbox"/> Masters & Grad Dips & Certs <input type="checkbox"/> Doctorate <input type="checkbox"/> Post-Graduate Medicine/Dentistry <input type="checkbox"/> Graduate Qualifying <input type="checkbox"/> Postdoctoral Fellows <p>5.4 FQRSC (Research) Indicator (for GPS) Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
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<p>6.0 Total Credits</p> <input type="text"/>	<p>7.0 Consultation with Related Units Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Financial Consult Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>Attach list of consultations.</p>
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8.0 Program Description (Maximum 150 words)

9.0 List of proposed program for the New Program/Major or Minor/Concentration.

If new concentration (option) of existing Major/Minor (program), please attach a program layout (list of all courses) of existing Major/Minor.

Proposed program (list courses as follows: Subj Code/Crse Num, Title, Credit weight under the headings of: Required Courses, Complementary Courses, Elective Courses)

Attach extra page(s) as needed

10.0 Approvals

Routing Sequence	Name	Signature	Date
Department	Antonia Maioni	Antonia Maioni	
Curriculum Committee	Susan Sharpe	Susan Sharpe	DEC 14 2015
Faculty 1	Susan Sharpe	Susan Sharpe	JAN 26 2016
Faculty 2			
Faculty 3			
CGPS		CGPS APPROVAL	MAR. 14, 2016
SCTP			
APC			
Senate			

Submitted by

Name	Prof. Antonia Maioni	To be completed by ARR:
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Submission Date	27 October 2015	

Background Report for Master of Public Policy in the School of Public Policy

This report provides a context for the proposed Master of Public Policy (MPP) program. The plan is to situate and deliver this program in the the proposed School of Public Policy, Faculty of Arts. Consideration of this proposed program requires knowledge of the historical background and the institutional and financial circumstances within which this proposal emerges. We trust that the the following will provide this background.

Rationale for a MPP: Developing capacity in public policy has been a University priority for at least ten years and is most recently confirmed as a priority in the Strategic Research Plan, 2013- 2017, prepared in the Office of the Vice-Principal (Research and International Relations). A proposal to create a School of Public Policy was successfully presented to an external donor in the summer of 2015. Securing external financial support was a key condition on moving forward with plans for the program and School.

A number of public policy programs have emerged in Canada over the last 10-15 years. However, there is no School of Public Policy or Master of Public Policy program east of Ontario¹, and none that can leverage McGill's particular combination of talent, reputation, and location.

McGill is already a respected venue for exchange and debate on public policy issues, and is one of the few institutions in Canada able to do so in the context of a truly national and international conversation that can link evidence, expertise, and policy-making. McGill is uniquely positioned to be the bridge between pan-Canadian and global expertise and exchange on the most pressing issues of the day.

There is depth and breadth of expertise in the Faculty and University in core areas related to public policy. There is also interest in public policy across disciplines in which McGill's reputation are already evident (e.g., social sciences, humanities, law, urban planning, science, environment, education, global development, medicine, etc.). The School of Public Policy will provide an anchor for public policy at McGill and it will be located in the Faculty of Arts.

While there are many faculty members actively engaged in policy-relevant research, McGill lacks a fully-developed curriculum in policy practice, analysis and content. The Master in Public Policy will provide that curriculum in an intensive, multi-disciplinary program leading to a professional rather than research degree.

It is not expected to compete with existing Master of Arts programs such as in political science, economics, or other graduate offerings within the Faculty of Arts. As noted, it will not offer a research degree. While course offerings in the MPP obviously will draw on a range of disciplines and departments/institutes, its focus is on the translation and application of that disciplinary knowledge in the practice and analysis of public policy.

¹ There is a maîtrise en administration publique at the Université de Moncton and a School of Public Administration at Dalhousie University, as well as École nationale d'administration (ENA, Montréal).

This report summarizes key features of the plans for the School and the MPP, and the implications for the Faculty. It draws on a detailed feasibility study prepared by Professor Antonia Maioni that was presented to the Provost in March 2015. It draws as well on a business plan for the School prepared by the Provost's Office in Fall, 2015.

A proposal for the School of Public Policy will be presented to the appropriate University governing bodies over the course of the 2015-16 academic year with the objective of establishing the School formally in 2017. The proposed new Master degree in Public Policy [MPP] will be the core program of the School of Public Policy in the Faculty of Arts

Structure of the MPP Program: The MPP will be a focused, 12-month, 45-credit non-research degree program intended for recent graduates or early-career professionals interested in developing expertise in the field of public policy. Prerequisites to admission to this program include a bachelor's degree. Students must have completed one political science course, one macroeconomics course, and one quantitative methods or statistics course at the undergraduate level either within or outside of their bachelor's degree.

The program will have an annual enrolment target of 25 students. A cohort of this size will facilitate classroom learning, enable good contact with teaching faculty, and ensure that the program is able to attract and select the very best applicants.

In each of the Fall and Winter terms of the program, students will take 3 required courses and 2 complementary courses (30 credits total). The required courses will cover foundational theories and methodologies of public policy in various contexts; complementary courses will address policy issues and practices in a range of applied domains.

The month of May after that will be devoted to an intensive, 6-credit, module-based public policy lab where students will be engaged in a hands-on workshop to learn the building blocks of project organization and team management and to deploy these tools in analyzing actual policy questions with input and mentoring from policy actors in the public and private sector.

Lastly, students will complete a 9-credit internship during the summer months that will place them in a public, private, or non-profit organization, where they can apply the skillsets and tools developed in their program. Requirements include a policy analysis and report (problem definition, formulation of solutions, evidence and methods, policy recommendations) relevant to the internship placement environment. The cohort is then expected to return to campus for a final week in August to compare and exchange their experiences and best practices.

The required courses in Fall and Winter, the lab, and the internship will be open exclusively to students enrolled in the MPP program. Complementary courses, however, will be open to any McGill student with the appropriate background, and enrolment of non-MPP students will be encouraged.

MPP Specific Learning outcomes:

a) Students will acquire a broad range of analytic and methodological skills that will allow them to develop the transversal competencies necessary to understanding the complexity of public policy across the public, private and not-for-profit sectors, and developing innovative solutions

to policy problems.

b) Students will be given the opportunity to develop expertise in substantive policy fields (including global development, environment, health care, science and innovation, and indigenous studies).

c) Students will be able to develop leadership skills and teamwork experience necessary to contribute to their future as agents of change in policy innovation and implementation.

Type of Professionals:

The MPP is directed at recent graduates or early-career professionals interested in developing expertise in the rapidly developing field of public policy. Typically, graduates will be able to contribute to public service through pursuing careers in federal, provincial, and municipal governments or parapublic agencies, as well as international agencies and organizations. Their skill-sets will also be sought out in public relations, public affairs, and strategic consulting, as well as in private sector companies and not-for-profit organizations. They will also be engaging in service to the public by developing their own forms of entrepreneurship and innovation to address future challenges.

Curriculum and the Master of Public Policy

Required Courses 33 CREDITS

PPOL 601 Public policy theory and analysis (3 credits) PPOL 602 Economics for public policy (3 credits)

PPOL 603 Political landscape of public policy (3 credits) PPOL 604 Ethics, law and public policy (3 credits) PPOL 605 Statistics for public policy (3 credits)

PPOL 606 Science, evidence and evaluation (3 credits)

PPOL 615 Policy analysis lab (6 credits) PPOL 616 Public policy internship (9 credits)

Complementary Courses 12 CREDITS

PPOL 607 Health and social policy (3 credits)

PPOL 608 International development and global affairs (3 credits)

PPOL 609 Public service delivery in Canada and the provinces (3 credits)

PPOL 610 Environment and public policy (3 credits)

PPOL 611 Business and public policy (3 credits)

PPOL 612 Indigenous issues in public policy (3 credits)

PPOL 613 Media, information and public policy (3 credits)

PPOL 614 Topics in Public Policy (3 credits)

School of Public Policy. The School will be staffed by a Director who will report to the Dean of Arts and, initially, by three new faculty members to be appointed wholly to the School, or jointly with other units appropriate to their areas of expertise. Other hires of tenure track faculty will be made as the School develops. It is expected that the first Director will be chosen through a national search and will be appointed to a tenured position at McGill.

Faculty from other units in Arts, who may teach courses in the School from time to time, will complement the core faculty in the School. When members of other units, not appointed to the School, either wholly or jointly, do teach in the MPP, their home units will be financially compensated. The financial arrangements are still to be finalized, but course buyouts of this kind are expected to be in the range of \$10,000 -\$15,000.

Please note that these buyouts apply to dedicated public policy courses in the School, where teaching in one of these courses implies teaching one less course in the home unit. Buyouts should not apply to courses that are cross-listed between the School and another unit. Courses like this might be developed for some of the complementary courses in the School (more below on the MPP courses).

The School will also administer a research program to which members of the Faculty of Arts with research interests that fit the mandate of the School can apply. In these ways, the School will develop linkages with other units in Arts. This is an important consideration. The School should be an integrated part of the Faculty.

As the School develops, other contract academic staff and professors of practice, whose professional experience will complement the core faculty's academic expertise, will join academic staff in the School of Public Policy. Professors of practice will contribute to the MPP teaching program and will help facilitate the development of research and exchange networks that connect academics with policy practitioners.

Financing. McGill University has secured philanthropic support for the School of Public Policy that will cover a significant portion of the cost of implementation and management of the School and degree program. The Max Bell Foundation will provide \$7.5 million over 10 years to support the new School. The agreement with the Foundation is also renewable after the first 10 years. This is not an endowment. The commitment is to direct fund the School, \$750,000 per year for 10 years, renewable. In addition, the Foundation will allow the University to use other Max Bell donations to McGill to support the School. The Provost's Office has identified that the total level of support from the Max Bell Foundation at just under \$10 million for the next 10 years. The School will continue to engage in fundraising from other sources.

The University will grant hiring licenses and allocate the budget required to make the core tenure-track hires to staff the program. These licenses will not be drawn from the academic complement of the Faculty of Arts. They will be new hires. It also is expected that some of these positions will be joint appointments between the School and other units in the University, including Arts.

While not an initial priority, the University will also support the development of revenue-generating executive-education programs which will further extend the School's pedagogic

reach and bring revenue to the School to support its core mission. Philanthropic support, University commitment to faculty hiring, and revenue-generating programs, combined with an enrolment- driven budget allocation will contribute to the financial sustainability and administrative structure of the School and degree program.

Administrative Structure. In addition to the core and contract faculty appointments, the School will be staffed by a non-academic associate director and other staff who will support the internship program, outreach and research. The business model for the School funds these positions through the commitment of the Max Bell Foundation, allocations from the Provost's Office via enrollment- driven allocations and, in the medium term, revenues produced by executive programs.

Consultation and Best Practices. As noted at the outset, Professor Antonia Maioni was tasked by the Office of the Provost to conduct a feasibility study in preparation for the creation of the School of Public Policy. Professor Maioni visited major public policy schools, institutes and programs in Canada and the United States as well as several programs in the United Kingdom. The current plan builds on this study, which provided the basis by which to create a School of Public Policy that would effectively position McGill within Canada and North America, in particular.

Consultations for the feasibility study (a list of experts consulted, presentation of public policy programs in other institutions) is provided in a separate attachment.

Physical location of the School The plan, initially, is to rent downtown office space for the School. The rental costs are built into the business plan for the School. It is expected to be moved to a more permanent location when suitable space becomes available.

Conclusion: This proposal is timely insofar as the demand for such a program converges with the strengths of our current faculty complement as well as resources that have been mobilized to make this happen. This is clearly an opportunity for the Faculty of Arts as the feasibility study suggests that there are ample applicants and demand for such a program and external financial support has been guaranteed. Given the scholars we have in the policy area, the hires that are planned in the School of Public Policy, and significant injection of funds provided by the Max Bell Foundation (~\$1M/year), the School will be self-financed with its revenues supporting its administrative structure and delivery of its academic mission. It does not represent an additional load to the Faculty's administrative or clerical support. The School will strengthen how the Faculty of Arts is perceived and experienced, both within and outside of McGill.. The Dean's Office is committed to ensuring that the Faculty's Departments, Institutes and Schools will be meaningfully engaged with the creation, program development and research components of the School.

APPENDIX [drawn from the feasibility study]

Best Practices from comparative study of public policy programs

Mission:

- The mission statements of schools of public policy vary in scope and spirit:
 - mundane (Toronto: “educate effective practitioners”);
 - practical (Georgetown: “what works, what is true, what makes sense”);
 - provocative (Calgary: “get public policy right”);
 - explicit (Berkeley: “leadership for the public good”);
 - inspirational (Oxford: “a world better led”).
- They often reflect the role of the policy school in regional focus (Saskatchewan, Minnesota, Wisconsin) or specific policy questions (federalism & intergovernmental relations at SUNY/Albany); or an emphasis on urban affairs (Chicago, NYU); or global public policy (schools of international affairs, such as Columbia, Balsillie, Munk); or encompass “public engagement” (Syracuse, Texas, Harvard, LSE).
- Most of the schools mention a commitment to “public service” and to the aspiration of addressing “pressing problems” be they national or global in scope.
- Among Canadian schools, only Carleton and Concordia refer explicitly to Canada (training, policy focus) in their missions. Bilingualism is mentioned at Ottawa (and Glendon, not part of the survey). And Canada’s role in the world is a recurring theme in the schools of international/global public policy here.
- *Obviously, to attract an international market based on McGill’s global reputation, our program would need to offer “transversal” competencies and broader policy skills training, but a commitment to Canada could enhance rather than be detrimental to this approach.*
- *We should consider McGill’s location in Montreal/Quebec as an attraction for both Canadian and international recruitment*
- *The missing link among the Canadian schools is the absence of a “big idea” (emphasized at Harvard, Princeton, Oxford) that expresses commitment to a core ideal and identity (Munk, Basillie come close). Especially, there is the absence of a pan-Canadian vision, mandate, or responsibility and of reference to a combined goal (as at Duke) “to bear on significant issues facing our local community, our nation, and the world.”*

- *We also need to consider how the mission of the school fits with the broader identity of the university: national leadership, strong core disciplines, diverse and international faculty and student body, award-winning research, renowned professional programs, global reach and recognition, 200 years of scholarship*

Funding:

- Funding is perhaps the largest determining factor between the very best programs and the programs that fall short (even at top-tier universities). Many of the schools were created after initial donations/endowments from philanthropic alumni or members of the community. Schools which succeeded at being highly regarded typically had deep pockets as well as name recognition.
- *New schools with dedicated core faculty, such as the McCourt School of Public Policy (Georgetown) and Blavatnik (Oxford), and Balsillie (Waterloo) exemplify how crucial donor funding is. These schools are newly created but with donations in the millions, have been able to bring in top tier talent as students (through financial aid) and faculty (including Chairs and Practice Professors).*
- Other recently established schools have been able to bring in money through large enrollment numbers based on existing brand recognition, policy expertise, and executive programs that attract high-paying clientele (such as the LSE/IPA program and the UofT/SPPG).
- A common element for many successful schools is an advisory council that brings together academics, business leaders, and practice experts who would have wide expertise in helping to advise on financial opportunities/initiatives.

Faculty:

- Most public policy schools make use of a mix of scholars and practitioners, although the mix and organization vary significantly.
- *Any strong policy program will need both kinds of teaching resources, although in general, rigour should come first, practice second*
- Practitioners can be permanent full or part time faculty, contractual sessionals, or adjuncts who fulfill mentoring roles
- *At McGill, we should use our research strength, quality of students, and global brand to attract top-drawer practitioners who are at the top of their game*
- Faculty members can have a variety of ties to the public policy program, including dedicated core faculty, cross-appointed faculty, affiliate or associate faculty

- Although the schools surveyed vary significantly in their organization, most of the experts consulted pointed to the existence of two basic “models” for the organization of a policy program or policy school: the “Harvard” vs. “Princeton” models
 - Harvard model:
 - dedicated faculty, own building, independent governance
 - mix of scholars (tenure-track) and lecturers (practitioners)
 - endowed chairs for both kinds of track
 - institutional commitment to the School paramount
 - requires sustained fund-raising; powerful brand
 - Duke (mostly dedicated core faculty)
 - Oxford (large dedicated faculty plus associates from depts.)
 - Columbia (large dedicated faculty plus affiliates from depts.)
 - Munk (small core faculty plus large number of affiliates)
 - Carleton (dedicated faculty)
 - Ottawa, Saskatchewan (core faculty plus associates/adjuncts)
 - Princeton model:
 - all faculty cross-appointed to wide array of university departments
 - dual commitment to both school and department
 - financial incentives (e.g., summer stipends) to reinforce this
 - allows for larger range of program offerings (PhD and BA)
 - requires powerful leadership; sustained negotiation; deep support of university
 - Syracuse, LSE based primarily on this model
 - Balsillie variation (faculty sit in their departments)
 - Toronto, Michigan, Wisconsin variation (though cross- appointments, associates, adjuncts.

Outreach:

- Although most of the schools and programs surveyed referred to a mission that included training students to address public issues and problems, not all of them have a specific outreach or public engagement mandate.

- The best-known schools have established themselves as national or international “hubs” of debate and dialogue (Harvard, Princeton, Duke, Syracuse, Oxford, LSE) which in turn contributes to the broader identity and reach of the university
- Others have done so on a regional basis (Texas, Michigan, Wisconsin, Berkeley, Chicago, NYU, SUNY/Albany, Saskatchewan, Calgary)CGPS.15.25-MA_PubPol(MPP)_NT
- In Canada the largest programs (Toronto, Carleton) tend to concentrate on teaching: for example, at Toronto, the SPPG focuses on teaching and a limited number of “signature” events (lectures and so forth), leaving the role of “think tank” to the Mowat Centre, and the “hub” for debate to global affairs at the Munk School.
- Some Canadian programs do have a specific outreach function, most notably the Balsillie school (through CIGI) and Ottawa, although only Queen’s and Calgary are specifically focused on Canadian public policy debate and dialogue
- There is no real outreach space for pan-Canadian dialogue and debate that includes Canada, the provinces, and Quebec; or aboriginal matters on a national scale.
- Shoring up the outreach function can help attract exciting thinkers, innovative policy models, and donor funding

Centres/Research Institutes:

- There is considerable variation among the schools surveyed with respect to the role of policy centers, research institutes and affiliated programs
- At Harvard and Duke, for example, core faculty sit in centres and programs that are housed in their schools
- At Princeton, the school is associated with twenty research centres through cross-appointed faculty
- At Georgetown, a dozen centres (including applied research) are housed in the school primarily for quantitative research and data analytics
- At Oxford and the LSE, there are affiliations with university research centres but the schools do not act as “umbrellas” for them.

Degrees offered:

- A note on lexicon: although there should be a distinction between “public administration” (geared toward careers and clientele in government) and “public policy” (more broadly geared toward public service, as well as NGO, community, research, private sector), they are often used interchangeably.

- *We recommend a focus on the MPP (professional program) in the short-term; the development of an Executive Masters/Certificate program in the medium-term; and a further exploration of the Ph.D. and B.A. options in the longer-term.*
- Based on the schools surveyed, there are 5 different kinds of programs to consider:
 - PhD in Public Policy:
 - offered at only a handful of schools (Balsillie, Blavatnik, Princeton, Duke) with specific purpose/specializations
 - small enrollments, rely on faculty engaged in policy research
 - **Master of Public Policy** (professional):
 - by far, the most typical program at all schools
 - targeted to “entry-level” or few years of work/life experience
 - involve core curriculum (“bootcamp”) plus specialization
 - from 12 to 20 months in length, usually with internship
 - most innovative schools have “policy lab” component (Munk)
 - Master of Arts in Public Policy
 - tend to be associated with older programs (Carleton), programs housed in existing Politics/Political Science departments (Ryerson), or programs focused on interdisciplinary research
 - could be used to provide option of joint degrees, but not recommended for new or innovative program
 - **Executive Masters/Certificate** Programs
 - much diversity between programs reviewed; usually depends on school’s location (provincial or federal capital, economic hub), niche expertise in specific areas (e.g., health, technology, etc.), possibilities to form partnerships and design programs for clients
 - seen as cost-efficient way to bring in money, but clients will demand top-drawer teaching and other services if paying top-dollar
 - Undergraduate degree
 - Very popular where offered at a handful of (top-ranked) schools in the US (Duke, Princeton); in Canada, BA is offered jointly by departments at Toronto; Carleton has made the BA a stand-alone program through a separate school (Kroeger)
 - unclear whether this is a sound investment since McGill is already so competitive; would require larger number of public policy courses

Program framework:

Clientele

The typical clientele for professional MPP programs is either entry-level BA (Canadian schools) or 2-3 work experience (US schools) or a combination of both (UK schools). The typical range is 25-30 years of age.

- Students come from a variety of backgrounds, but most tend to have had training in social sciences, combined with some form of experience in the public, private or NGO sectors. While GREs are not typical, language requirements are usually specified. Some schools require specific pre-requisites (e.g., economics) and, for the most competitive, some kind of essay that speaks to public leadership and/or interviews by phone or Skype.
- In the Canadian context, programs that reside within departments tend to charge regular university fees; separate schools charge higher fees. However, even in the latter case, the upper limit seems to be in the \$15K range, and these programs typically offer some financial incentives/scholarships to attract students. Toronto, for example, also insists on “paid” rather than unpaid internships, to bolster the “professional” nature of the program.
- While size matters, so too does capacity. The LSE, with a global demand for its program, has allowed the cohort to grow to 100 students per year; at Toronto, which relies on the Canadian market, the numbers are moving toward 80. But these schools started much smaller and have depended on the resources of a much larger pool of public policy faculty and practitioners across their institutions.
- ***If McGill were to target a mixed clientele of entry-level and limited experience students, an initial target in the 20-25 range would be advisable, allowing resources to be built up to gauge and address increased demand.***

Program features:

- These are the typical features of MPP programs as surveyed:
 - Interdisciplinary (across the social sciences or more broadly)
 - Optional or mandatory internship/research essay
 - Most schools offer specialization in an area or content theme
 - Most schools include training in economics and statistics
 - Many emphasize “policy technology” and “digital literacy”
 - Best schools understood need for “context” beyond “mechanics”
 - Some schools add “case study” components
 - Some schools require an individual or team “capstone” project
 - Some schools offer professional skills training (media, negotiation, etc.)

A McGill Model:

A functional and sustainable model for a school of public policy at McGill University would need these basic building blocks:

- A mission statement that emphasizes
 - how the school fits with the broader identity of the university: national leadership, strong core disciplines, diverse and international faculty and student body, award-winning research, renowned professional programs, global reach and recognition, 200 years of scholarship
 - commitment to pan-Canadian vision and responsibility to Canada and world;
 - an engagement to teaching and research that are policy-oriented, future-directed, problem-solving
 - a recognition of our attractive location in Montreal/Quebec
- A focus on the following areas of study and research: Health & Social Policy; International Development/Global Issues; Environment; Canadian Public Issues including Indigenous Issues; Governance and Public Service Delivery.
- A combination of core faculty (4-5 such initial positions needed); joint appointments (some of which are already structured into existing academic programs, others that could be developed if this is considered feasible/desirable); associated or affiliated faculty for specific purposes such as supervision; plus a small number of “practice” experts on a visiting or limited-term basis (top-drawer practitioners who are at the top of their game)
- Faculty members (whether core or cross-appointed) need to be scholars who are interested in the enterprise of teaching and research in public policy and, ideally, scholars of interest to the enterprise of policy-making in public and private sectors
- An emphasis that is less about public administration and more on building a “toolkit” for the study of public policy that derives from basic disciplines combined with specific policy domains and innovative training.
- Ideally, the school could serve as an “umbrella” for the myriad policy-related programs and activities in play across McGill, allowing for a “critical mass” of policy expertise and credibility to emerge.
- A lean and flexible administrative structure that allows for a rapid response and decision-making; encourages creativity and collaboration among faculty and visitors; and provides an inspiration to students/graduates and a respected voice in the public square.

Feasibility Study for Public Policy School at McGill University

Part III: Appendices

Appendix A: Experts consulted

In Canada:

- Mel Cappe, Practice Professor of Public Policy, University of Toronto SPPG
- Carolyn Tuohy, Professor Emerita, University of Toronto (former Deputy Provost)
- Mark Stabile, Director, University of Toronto SPPG
- Matthew Mendelsohn, Director, Mowat Centre
- Ian Brodie, Research Director, University of Calgary School of Public Policy
- Calum Carmichael, Director, Carleton SPPA
- Leslie Pal, Chancellor Professor of Public Policy & Administration, Carleton SPPA
- Luc Juillet, Founding Director, Graduate School of Public and International Affairs, University of Ottawa
- Greg Marchildon, Canada Research Chair in Public Policy and Economic History, Johnson-Shoyama Graduate School of Public Policy, Saskatchewan/Regina
- William Coleman, CIGI Chair, Balsillie School of International Affairs
- Stephen Toope, Director, Munk School of Global Affairs, University of Toronto
- Keith Banting, former Director, School of Policy Studies, Queen's University
- Kim Nossal, Director, School of Policy Studies, Queen's University
- Christine Rothmayer, Chair of Political Science, Université de Montréal
- Éric Montpetit, former Chair of Political Science, Université de Montréal
- Alain Noël, Professor of Political Science, Université de Montréal
- Graham Fox, President, Institute for Research in Public Policy
- Morris Rosenberg, President, Trudeau Foundation
- Desirée McGraw, President, Sauvé Scholars Program
- Cathy Beehan, President, Actin Canada Leadership Program in Public Policy

In the US:

- Suzanne Cooper, Academic Dean for Teaching and Curriculum, Harvard Kennedy School
- Michael Ignatieff, Edward R. Murrow Professor of Practice at Harvard Kennedy School
- Jacob Hacker, Director, Director of the Institution for Social and Policy Studies, Yale University
- Benjamin Cashore, Director, Governance, Environment, and Markets Initiative, Yale University
- Theodore Marmor, Professor Emeritus, Yale School of Management
- Anne-Marie Slaughter, former Dean, Woodrow Wilson School, Princeton University
- Robert Keohane, MPP Program Director, Woodrow Wilson School, Princeton University
- Daniel Wilcove, Undergraduate Program Director, Woodrow Wilson School, Princeton University
- R. Douglas Arnold, MPA Program Director, Woodrow Wilson School, Princeton University
- Alan Patten, Associate Chair, Department of Politics, Princeton University,
- Kelly Brownell, Dean, Sanford School of Public Policy, Duke University
- Bruce Jentlesen, former Director, Terry Sanford Institute of Public Policy, Duke University
- Stuart Soroka, Department of Communications, University of Michigan
- R. Kent Weaver, Distinguished Professor, McCourt School of Public Policy, Georgetown University
- David Biette, Executive Director, Canada Institute, Woodrow Wilson Institute for Scholars

In the UK:

- Ngarie Woods, Dean, Blavatnik School of Government, Oxford University
- Paul Kelly, Pro-Director, Teaching and Learning, London School of Economics and Political Science
- Finbarr Livesay, Deputy Director, Cambridge Master of Public Policy
- Christine Musselin, Dean for Research, Sciences Po
- Bruno Palier, Directeur de Recherche CNRS/Centre d'études européennes, Sciences Po

At McGill University:

- Chris Ragan
- Gilles Paradis
- Rebecca Fuhrer
- Megan Bradley
- Shelley Clark
- Amélie Quesnel-Vallée
- Nigel Roulet
- Daniel Weinstock
- Hudson Meadwell
- Éric Bélanger
- Christa Scholtz
- John Galbraith
- Will Straw
- Andrea Campbell
- Phil Oxhorn

At Government of Canada, Ottawa (with Dean Manfredi)

- Paul Rochon, Deputy Minister, Department of Finance & McGill Public Policy Champion
- Anne-Marie Robinson, President, Public Service Commission
- Hélène Laurendeau, Associate Deputy Minister, Aboriginal Affairs and Northern Development Canada
- Gina Wilson, Associate Deputy Minister, Employment and Social Development Canada
- Daniel Watson, Chief Human Resources Officer, Government of Canada
- Paul Glover, Associate Deputy Minister, Health Canada
- Jean-François Tremblay, Deputy Secretary to the Cabinet, Privy Council Office

Appendix B: List of Programs in Canada

MPP/MPA Programs in Canada

As identified by the *Atlas of Public Policy and Management*: <http://portal.publicpolicy.utoronto.ca/en/Pages/index.aspx>

- Calgary SPP - University of Calgary, School of Public Policy, Master of Public Policy
- Carleton SPPA - Carleton University, School of Public Policy and Administration, Master of Arts in Public Administration
- Concordia DPS - Concordia University, Department of Political Science, Master in Public Policy and Public Administration
- Dalhousie SPA - Dalhousie University, School of Public Administration, Master of Public Administration
- ÉNAP Québec - École nationale de l'administration publique, Maitre en administration publique (MPA)
- Ottawa GSPIA - University of Ottawa, Graduate School of Public and International Affairs, Master of Arts in Public and International Affairs
- Queen's SPS - Queen's University, School of Policy Studies, Master of Public Administration
- Ryerson DPPA - Ryerson University, Department of Politics and Public Administration, Master of Arts in Public Policy and Administration
- Sask-Regina JSGS - University of Saskatchewan - University of Regina, Johnson-Shoyama Graduate School of Public Policy, MPP and MPA
- Simon Fraser SPP - Simon Fraser University, School of Public Policy, Master of Public Policy
- Toronto SPPG - University of Toronto, School of Public Policy and Governance, MPP
- Laval - Université Laval, Département de science politique, Maîtrise en affaires publiques (MPA)
- Man-Winnipeg - University of Manitoba / University of Winnipeg Joint MPA Program, Master of Public Administration
- UBC MPPGA - University of British Columbia, Master of Public Policy and Global Affairs, MPPGA
- UVic SPA - University of Victoria, School of Public Administration, Master of Public Administration
- Waterloo MPS - University of Waterloo, Faculty of Arts, Master of Public Service
- Western LGP - Western University, Department of Political Science, MPA in Local Government

Additional Programs

- Montreal – Université de Montréal, Maîtrise en science politique, Profil Affaires publiques et internationales (avec stage-MAPI)
- Sherbrooke – Université de Sherbrooke, École de politique appliquée, Maîtrise en études politiques appliquées (avec stage)
- McMaster/Guelph, Department of Political Science, Master of Arts, Collaborative Program in Public Policy and Administration

Programs In International Relations/International Affairs

- Carleton NIPSA – Carleton University, Normal Paterson School of International Affairs, Master of Arts in International Affairs
- Toronto – Munk School of Global Affairs, Master of Global Affairs
- Waterloo-Laurier – Balsillie School of International Affairs, Master of International Public Policy, Master of Global Governance

Appendix C: Comparative Study of Selected Public Policy Programs

School of Policy Studies, Queen's University

- Established in 1994 as a teaching unit and research/outreach centre through the merger of the former School of Public Administration, founded in 1970, and the School of Policy Studies, founded in 1988.

Mission Statement

“ multidisciplinary program, with advanced skills in policy and management for those seeking careers in policy-making in public, non-profit and private-sector organizations. It also emphasizes the social and ethical issues that inform policy debates.” “offers skills, knowledge and confidence to become policy leaders and agents of change in an environment that includes prominent academics, leading practitioners and their fellow students.”

Centres

Canadian Opinion Research Archive, Centre for International and Defence Policy, Institute for Intergovernmental Relations, Policy Forum, Queen's Institute for Energy and Environmental Policy

Programs

Graduate: MPA (1 year)

- 12 courses (6 required)
- optional Internship or Research Project

Professional

- PMPA (2 year part time)

Faculty

- Some professors appointed directly to the SPS, others cross-appointed
- Fellows who previously worked in the public service

Governance: created as stand-alone School with the addition of Industrial Relations in 2004, as of 2014 the SPS now reports to School of Business, while the Master of Industrial Relations (MIR) program is part of the Faculty of Arts and Science. However, the SPS remains a separate academic unit, and a separate budget unit within the university.

<p>Johnson-Shoyama Graduate School of Public Policy University of Regina/University of Saskatchewan</p>
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- Established as an MPA program in 2005 at University of Regina.
- Partnered with University of Saskatchewan in 2007
- Renamed Johnson-Shoyama in honour of two public servants, Albert Johnson (federal) Thomas Shoyama (SK)

Mission Statement: “to prepare well-educated public servants and administrative managers for either the public sector or non-profit organizations” “grounded in the best traditions of public administration that sees policy making and implementation as part of the same process” “ integrity and stewardship, civility, inclusion and empowerment, openness, and accountability along with skills in research, management and leadership”

Mandate: part of broader university mandate to “support and develop the national and provincial economy through the study of public policy and public management” “service to the community and promoting policies that improve the lives of citizens” “comprehensive program emphasizing the distinctive practice of public administration associated with the province of Saskatchewan”

Programs

MPA (1 year; 25-30 students per campus)

- 36 credits (11 core courses and 2 electives plus optional internship)
- Professional Planning (submission and presentation of a professional portfolio at the end of the MPA program)

MPP (16-24 months; 6-8 students per campus)

- Research based degree, 15 credits of coursework minimum, Optional internship

PhD in Public Policy

Policy Development/Executive Development Workshops

- one-day; 25 participants; (ministries, crown corporations, non-profits)
- topics: eg: “Preparing Briefing Notes”; “Dynamics of Policy Development”; “Cost-Benefit Analysis

Faculty

- 22 Faculty (core), 18 Associate Members, 10 Adjunct Professors, 20 Policy Fellows, 1 Visiting Scholar, 1 Exec. in Residence,

Governance

- Two universities; led by Executive Director: Michael Atkinson; 2 associate directors; 15 staff

<p>School of Public Policy and Administration Carleton University</p>
--

- Established in 1953 (as SPA at Carleton College); oldest such program in Canada

Mission Statement

“to help prepare individuals for professional careers and opportunities in the public sector, both in Canada and abroad.” “broad and balanced exposure to public policy development, public management and policy administration.” “balance of technical and conceptual skills is needed through exposure to a variety of disciplines.”

Centres

- Carleton Centre for Community Innovation (3ci)
- Carleton Sustainable Energy Research Centre (CSERC)
- Carleton Research Unit in Innovation, Science and Environment (CRUISE)
- Centre for Governance and Public Management (CGPM)
- Centre for Urban Research and Education (CURE)
- Centre for Policy and Program Assessment (CPPA)
- Centre for Women in Politics and Public Leadership

Programs

- MA in Public Administration (2 years; 7 core courses plus specializations)
 - Indigenous Policy and Administration (IPA), International Affairs and Development, Innovation, Science and Environment (ISE), Policy Analysis, Public Management
- MA in Sustainable Energy Policy (offered jointly with Engineering), MA in Philanthropy and Nonprofit leadership
- PhD in Public Policy

Faculty

- 23 tenured or tenure-track faculty, 2 cross-appointed faculty, 3 Distinguished Research Professors, 21 adjuncts (public sector).

Governance

Academic unit within the Faculty of Public Affairs (which also houses, along with line departments such as Political Science & Economics, the NPSIA International Affairs program, and the undergraduate Arthur Kroeger College of Public Affairs)

<p>Graduate School of Public and International Affairs University of Ottawa</p>
--

Established in 2007 within the Faculty of Social Sciences as “largest bilingual school” of its kind in Canada, comprising academic MA in Public and International Affairs and professional Certificate Program in Public Sector Leadership and Governance

Mission Statement

"The Graduate School of Public and International Affairs (GSPIA) is Canada’s leading school of public and international affairs. It’s a place that brings together excellence, multidisciplinary studies, theory and practice, bilingualism as well as unique opportunities for students outside the classroom” “GSPIA includes a number of world-class scholars doing cutting-edge research and senior fellows"

Centres

- Centre for International Policy Studies
- The Centre on Public Management and Policy

Programs

- MA in Public and International Affairs
 - 45 credits (6 core courses, 6 electives, a capstone seminar, a research paper), plus Co-op option
- Certificate Program in Public Sector Leadership and Governance
 - 20 month program; 5 cohorts since 2007 (over 120 participants)
 - federal public service (mainly) plus Crown corporations, provincial/municipal public services, private sector
 - first part on public sector management & governance; second on world and Canada's place, assessing evidence in shaping advice and action

Faculty

- Core faculty of about 30 members across disciplines, some holding affiliations with line departments
- Number of senior fellows that include diplomats and journalists
- Director; 2 program directors; 3 staff for MA; separate adm for Certificate

<p>The School of Public Policy University of Calgary</p>

- Established in 2008; MPP program began in 2011
- Initial endowment through the Palmer Chair, held by Jack Mintz

Mission Statement: “Our mission is to get public policy right in this country.”

- “Unlike traditional, theory-based graduate programs, the MPP is designed to train students to solve a broad range of real-world policy problems. This practical, hands-on and intensive program is unlike any other policy program in Canada.”
- Research, teaching, and outreach functions

Programs

- MPP (30-40 per year)
 - 1 year program with 3 policy areas:
 - Economic and Social, Energy and Environmental, International
- Joint degrees (business, law)
- Peer-reviewed publication series
- Extensive series of outreach events, in Calgary and beyond

Faculty

- 7 faculty drawn from departments and seconded temporarily to the School
- 34 Fellows (Executive, Senior and Research); numerous staff (downtown campus)

Governance

School of Public Policy is located within the Faculty of Graduate Studies
 Director, Academic Director, and Research Director
 Advisory Council (academic, public, private)

<p>School of Public Policy and Governance University of Toronto</p>
--

- Established in 2006

Mission Statement

Two broad goals:

- 1) a hub for policy discourse, bringing researchers, practitioners, and community members together in order to contribute to policy debates, development, and discussion across many areas of expertise, both nationally and internationally;
- 2) educate students enrolled in our program to be effective practitioners and leaders in public policy.

Centres

- The Mowat Centre for Policy Innovation: independent think tank and (applied) research arm of School, endowed with \$5M from the Government of Ontario

Programs

- Undergraduate BA program (Major in Public Policy): offered jointly by SPPG, Economics, Political Science
- MPP; 2 year program with about 60 students per cohort
 - Year 1: 8 core courses PLUS Summer: mandatory (paid) internship
 - Year 2: combination of core and electives, with option to enroll in international exchange program (Hertie/Berlin, Sciences Po/Paris)
- Joint MPP/JD program
- Executive Education
 - Offered as 1 day intensive courses for senior policy executives (Comparative Public Policy; Health Policy, etc)

Faculty

- About 45 teaching faculty; mix of core faculty (e.g., practice professors); cross-appointed faculty (e.g., political science, economics); adjunct faculty; and sessionals (from public and private sector)
- About 60 affiliated faculty (across the university); plus 12 fellows (journalists, retired politicians, etc.)

Governance

Director reports to 11 Deans but primary accountability is Faculty of Arts and Science

<p>Munk School of Global Affairs University of Toronto</p>
--

- Initial gift to create Munk Centre for International Studies in 1997 (\$6.5M) plus additional gift in 2007 (\$5M) by Peter Munk
- In 2009, a \$35-million donation was made to build Munk School of Global Affairs, to be paid in tranches over 10 years.

Mission Statement

“combines training in analytical methods and practical management skills with an immersion in the latest thinking on global issues” “a hub for scholars and practitioners at the forefront of research, debate, and action in global affairs” “curating a vital dialogue about the challenges, organizations, and ideas that are reshaping the international landscape” “creating an environment which will equip students to thrive in a world where working internationally demands professional skills, strategic agility and cultural fluency”

Centres

- Asian Institute, Canada Centre For Global Security Studies, Centre for European, Russian, and Eurasian Studies (CERES), Centre for South Asian Studies (CSAS), Centre for the Study of Korea (CSK), Centre for the Study of the United States (CSUS), European Union Centre of Excellence (EUCE), The Trinity-Munk Centre for the Study of Contemporary International History, Trudeau Centre for Peace and Conflict Studies (PCS)
- Research and Public Education (ranging from Innovation Labs and institutes, to research groups, to specific Chairs)

Programs

- Master of Global Affairs (2 years)
 - Year 1: core courses (economics, security, stats, law, finance)
 - Year 2: specialization in one of three areas: Global Economy & Markets Global Institutions, Global Civil Society
 - Mandatory internship, Mandatory Capstone
- Other Graduate programs: Collaborative Master's/PhD Program in South Asian Studies, Collaborative Master's Program in Asia-Pacific Studies (MAPS), R.F. Harney Program in Ethnic, Immigration and Pluralism Studies (EIPS), Fellowships in Global Journalism, Masters of Arts in European, Russian, and Eurasian Studies (ERES)
- Undergraduate programs housed at the Munk Centre: Asia Pacific Studies (APS), European Studies Undergraduate Program (ESP), International Relations, Peace, Conflict, and Justice Studies (PCJ), South Asian Studies (SAS)

Faculty

- 15 core faculty that are cross-appointed; 60 affiliated faculty

<p>School of Public Administration University of Victoria</p>
--

- Established: Legacy of policy studies at UVic can be traced back forty years
- The Public Administration program is about 25 years old

Mission Statement

“Whether your background is in economics or fine arts, the MPA On Campus program will lead you to careers in local, provincial, First Nations and federal governments as well as non-profit and international organizations” “Students explore the theory and practicalities of both policy analysis and public management, opens doors to careers as managers, analysts and consultants”

Programs

- Undergraduate: Minor in Public Administration
- Graduate
 - MPA
 - On Campus: 2 co-ops mandatory
 - On-Line: research project or paper
 - MA in Dispute Resolution
 - PhD in Public Administration
 - On-line professional certificates and diploma in evaluation

Faculty

- 18 core Faculty members appointed to the school
- Numerous adjuncts
- Dozen staff members

Governance

Part of the Faculty of Human and Social Development (houses 7 schools with professional programs, including Nursing, Social Work, Public Health)

Balsillie School of International Affairs
University of Waterloo/Wilfrid Laurier University

- Founded in 2007 through endowment provided by Jim Balsillie (Blackberry)
- Equal collaboration between UW and WLU and CIGI (Centre for International Governance Innovation)

Mission Statement:

“to develop new solutions to humanity’s critical problems, to improve global governance now and in the future, and to contribute to enhancing the quality of people’s lives around the world” through “advanced research, education, and outreach in the fields of global governance and international public policy” and as “a hub in a global network of scholars, practitioners and students”

Programs:

- Ph.D. in Global Governance: requires an MA in social science
 - Several areas of specialization; optional internship; Enroll at either WLU or WU
- Master of International Public Policy (MIPP): for entry-level
 - 12 month professional program, through WLU
- Master of Arts in Global Governance (MAGG): with experience
 - 16 month interdisciplinary program, through UW

Faculty:

- About 60 faculty; all members of either UW or WLU depts.
- Most were originally at UW & WLU; some are CIGI Chairs; some recruited from other Ontario universities, primarily UofT
- External fellows, visiting fellows, postdoctoral fellows
- Dean recruited from Australian National University

Governance: The School is separately incorporated

- Board of Directors: 6 equal members, 2 each from UW, WLU, CIGI
 - Director reports to the Board
 - Board has final budgetary and operational authority
- Management Team:
 - Director, an Associate Director from each of UW and WLU, and a senior manager from CIGI

<p>Department of Politics and Public Administration Ryerson University</p>

Mission Statement

"The mission of the graduate program in Public Policy and Administration is to provide a high quality, professionally-relevant educational program that recognizes the unique character of the public service and its role in democratic governance to full-time students considering careers in the public and para-public sectors, and to part-time learners already in the public service interested in furthering their education."

Graduate

- MA in Public Policy and Administration: 1 year program with 10 courses plus optional thesis or professional project; part-time available
- PhD in Policy Studies

Professional/Continuing Education

- Certificates in: Public Admin and Leadership, Public Admin and Governance, Nonprofit and Voluntary Sector Management
- Advanced Certificate in Public Admin and Governance

Faculty

31 Dept Faculty, 1 public servant in residence, 3 public service fellows

Governance

Department in the Faculty of Arts

Advisory Council and Deputy Minister Champions (appointed by fed/prov government)

**Department of Political Science
Concordia University**

Mission Statement

- “blend scholarly and vocational values to prepare graduates for both further studies and employment, in the public and private sectors.” “how public policy is made and administered in Quebec, Canada and the world.” “dynamic interdependence between public and private responsibilities.”

Graduate

- MA in Public Policy and Public Administration
 - Coursework/Thesis option
 - Part time option
 - Internship option

Faculty : relies on political science faculty/governance

Maxwell School of Citizenship and Public Affairs at Syracuse University

- Established 1924 with a \$500,000 grant from George Holmes Maxwell
 - Ranked **FIRST** in *US News & World Report* rankings every year since 1995
 - Maintains “Maxwell-in-Washington” program for placements

Mission Statement

· “Dedicated to promoting civic engagement and preparing students for careers in leadership within the public service.”

Funding – Sources and Significant Contributions

- 1990 – \$50M fundraising campaign (new building)
- 2005 - Received a \$10M grant /Federal government
- 2007 – Received a \$5M grant /Leon Levy Foundation for Daniel Patrick Moynihan Chair

Programs/Areas of Study: Public Administration and International Affairs

- PhD in Public Administration
- Masters of Public Administration (MPA)
 - 12-months; 9 core courses, 7 areas of study
- Masters of Arts, International Relations (MAIR)
 - 16-month plus mandatory internship/20 locations globally or DC
- Atlantis Program: dual-degree in International Security and Development
 - 1-year at Maxwell; 1-year at Hertie in Berlin/ Erasmus in The Hague
- Joint Degrees:
 - MPA/IR: 2 semesters off-campus with professional internship
 - Joint MPH/MAIR or MPH/MPA; Joint JD/MPA; LLM/MPA
- Executive Masters in Public Adm. (EMPA) and International Relations (EMIR)
- Certificates of Advanced Studies (part-time)
- Undergraduate Degree programs
 - Policy Studies (BA, Major in Environment; Government and Business; Health, Education, & Human Services; Society & Legal System)
 - Citizenship & Public Engagement

Faculty

- 157 cross-appointed faculty members, Professors of Practice, Adjuncts
- Endowed Chairs as “Distinguished Professors in Public Administration”

Governance

- Dean James Steinberg was Deputy Secretary of State under Barack Obama
- Advisory Board includes 30+ corporate executives, government officials, and alumni

Centres/Institutes: Sponsor or Co-sponsor of 10 research centres and institutes

Woodrow Wilson School of Public and International Affairs at Princeton University

- Founded in 1930, renamed Wilson school in 1948, expanded in the 1990s

Mission Statement

- “our work is informed by our commitment to a multidisciplinary approach to policy issues, a global perspective and an emphasis on top-quality research and teaching.”

Funding – Sources and Significant Contributions

- Major gift (\$35 million; now worth almost \$1 billion) in 1961 by Charles and Marie Robertson expanded the graduate school NB: heirs later sued PU for using endowment outside of Wilson school, and for “not generating greater interest in government service”.

Enrollment/Cientele

- Programs for undergraduate, graduate, and doctoral students
- 300 undergraduates and 190 graduate students
- BA, MPA/MPP, PhD available, plus joint MPA/MPP JD

Centers/Institutes

- The Wilson School is affiliated with 12 centers and 7 programs

Program/Areas of Study

- Masters of Public Affairs: 2 year; core & elective credits; field work and internship
- Masters in Public Policy: 1-year program for mid career professionals and for specialization in partnership with professional schools (PHD, MD, Law)
- Undergraduate: major in public policy for junior-senior years
 - includes field experience, language study, senior thesis, task force analysis
- Doctoral: PhD program in Public Affairs
 - Security Studies or Science, Technology, and Environmental Policy

Joint Degrees:

- Joint Degree Program in Social Policy (JDP)
- JD/MPA in conjunction with Stanford, Columbia, or NYU

Faculty

- 82 full time faculty, of which 55 visiting, lecturers, and practitioners
- Professors are leaders in their field in research, publishing, and professional experience
- Many hold think tank appointments and connections to DC

Governance

- Dean Cecilia Rouse is an expert in labour economics
- Dean's office oversees the program with faculty as program directors

Rankings

- 5th in Public Affairs

School of International and Public Affairs (SIPA) at Columbia University

- Established in 1946

Funding

- Partnered with Rockefeller foundation; Funding through Columbia donors

Mission Statement

- “The study of policy at SIPA—be it international finance and economics, international security, climate change, energy, economic development, or global urban challenges—trains young leaders to engage multiple levels of governance and to reach effective solutions. Our curriculum provides our students the analytical training to address the world’s most pressing problems. SIPA’s policy research and training cut across issues that are homegrown, cross-border, and international in nature.”

Centers/Institutes

- Center for Development Economics and Policy
- Center for International Conflict Resolution
- Center for Global Energy Policy
- Center for Global Economic Governance
- Picker Center for Executive Education
- Saltzman Institute for War and Peace Studies

Plus: Affiliated Centers at Columbia

- Initiative for Policy Dialogue (Joseph Stiglitz: interdisciplinary discussion of policy-making)
- Institute for Social and Economic Research and Policy; Human Rights; African Studies
- Center for Brazilian Studies; Iranian Studies; East Central European Center
- Harriman Institute (Russia); Weatherhead Institute (East Asia)
- South Asian Institute; European Institute; Latin American Studies; Middle East Institute

Programs/Areas of Study

- Masters of International Affairs (MIA) & Master of Public Administration (MPA)
 - o Core curriculum, policy concentration, specialized skills
 - o Mandatory internship; second language
 - o Option workshop with outside clients
- Program in Economic and Policy Management (PEPM)

- o 14 month program on developing/transitioning economies, awarded as an MPA
- MPA in Environmental Science and Policy
 - o Accelerated 12 month program jointly sponsored by the Earth Institute
- MPA in Development Practice
 - o 22 month program to manage integrated approaches to development.
- PhD in Sustainable Development
- (Executive) EMPA in Public Administration and Policy (over 2 or 3-year part time study)

All programs require an additional specialization in at least one of the following:

- Economic and Political Development; Energy and Environment; Human Rights & Humanitarian Policy; International Finance and Economic Policy; International Security Policy; Urban & Social Policy

Global Public Policy Network allows for dual degrees/exchanges with

- LSE/Sciences Po/National University Singapore/University of Tokyo/Hertie School (Berlin)

Joint Programs

- JD/MIA or JD/MPA available

Faculty:

- 70 full time faculty
- 200 adjuncts and visiting lecturers from public and private sector
- diverse connections to think tanks, law firms, and private sector in NY
- global network of visitors from Global policy program
- connections to UN

Governance

- Dean Merit Janow is a Trade Law expert

Rankings

- 29th in Public Affairs

John F. Kennedy School of Government (Harvard Kennedy School)

- Established as public affairs institute in 1930s with a \$2M private gift; renamed in 1966 in honour of JFK

Mission: broad intent to educate global leaders; “public service” with engagement toward the public good

Centers/Institutes : report to Dean; each has a Director; core faculty are assigned to them

- | | |
|---|---|
| <ul style="list-style-type: none"> • Ash Center for Democratic Governance and Innovation • Belfer Center for Science and Intl Affairs • Carr Center for Human Rights policy • Center for International Development • Center for Public Leadership • Edmond J. Safra Foundation Center for Ethics • Hauser Institute for Civil Society • Institute of Politics | <ul style="list-style-type: none"> • Join Center for Housing Studies • Malcom Wiener Center for Social Policy • Mossavar-Rahmani Center for Business and Government • The Rappaport Institute for Greater Boston • Shorenstein Center on Media, Politics and Public Policy • Taubman Center for State and Local Government • The Woman and Public Policy Program |
|---|---|

Programs and Degrees:

- MPP and MPA (early career level)
- Mid-Career Master in Public Administration (1 year)
- Concurrent degrees in Business, Law (partnership with other univs)
- Executive Education (including week-long, weekend, etc.)

Faculty:

- most are endowed chairs; some courtesy appointment; few joint appointments
- 2 lines: tenure-track (scholars); “lecturer” (practitioners)

Students: about 500 enrolled in graduate degree programs; 450 in executive education

Governance: tripartite: Dean; Academic Dean; Executive Dean

Ranking: 3rd as ‘Public Affairs’ graduate school

<p>Robert F. Wagner Graduate School of Public Services New York University (New York City, NY)</p>

- Established in 1938, renamed after a endowment from the Wagner family in 1989
- Ranked 6th in Public Affairs programs

Mission Statement

- “Trained in management, policy and finance, students graduate with the skills to confront society's most pressing problems.”

Funding – Sources and Significant Contributions

- Dedicated funds for specific programs/Six endowed chairs directly under the Wagner school

Programs/Areas of Study

Graduate: 1000+ students in total

- Masters in Public Administration (2 years of experience)
 - 60 credit programs: 5 core courses, electives, and one-year **capstone project**
 - Public & Nonprofit Management & Policy
 - Health Policy & Management
 - Executive MPA Leaders programs (working professionals)
 - 24 credits (Specializations in Public Service/Nursing/Global Policy)
- Masters in Urban Planning
 - 60 credit program with identical structure and professional requirement
- Doctoral Programs with specializations
- Advanced Professional Certificates (16 credits)

Undergraduate

- **New** undergraduate BA Public Policy offered between Wagner and NYU
- Four undergraduate minor programs

Dual Degrees include:

- BA/MPA or BA/MUP (5 year program)
- MPA/MPH with the NYU MPH program in Global Health Leadership
- JD/MPA or JD/MUP with NYU School of Law
- Executive MSW/MPA with NYU Silver School of Social Work
- MBA/MPA with Stern School of Business; MD/MPA with NYU School of Medicine

Faculty

- Massive network of affiliated faculty members cross-listed with NYU departments
- Over 100 adjunct professors/professors of practice

Governance

- Dean Sherry Glied (academic with experience in Congressional Budget Office)
- Dean's Council : alumni, private interests, and public sector advisors

Robert M. La Follette School of Public Affairs, University of Wisconsin-Madison
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· Established in 1967 as a Center of the UW-Madison Department of Political Science; Institute in 1983 and School in 1999

Mission Statement

- o Innovative multidisciplinary policy research;
- o Train, mentor, and educate students in domestic and international policy and governance in public, non-profit, and private
- o Inform the practice of public affairs locally, nationally, globally by disseminating knowledge to practitioners and broader public.
- Wisconsin Idea: Intended to feed into state governance through training a competent and non-partisan public service (both students and professionals)

Funding: School is a public institution and part of the state-funded UW-Madison

- Additional funding from private donors (student financial aid)

Enrollment/Clientele

· Graduate programs serve 110 students

Programs/Areas of Study

- Masters in Public Administration (2 year program; 42 credits; optional internship)
- Masters of International Public Affairs (MIPA) (with regional specialization)
- Accelerated undergraduate program (final BA year plus one year MA)
- Joint Degrees (Energy Analysis/Urban Planning and Public Affairs Program/Law and Public Policy Public Health and Public Policy)

Faculty

- Most professors are joint appointments with Political Science and Economics with adjuncts from state govt, NGOs, private sector

Governance

- Director Susan Webb Yackee (former Prof of Pol Sci at Michigan/Senate research fellow)
- Council of Associate Directors – permanent staff, not an advisory board

Rankings

- o 12th in Public Affairs
- o 3rd in Social Policy

<p>Sanford School of Public Policy Duke University (Durham, NC)</p>
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- Gov. Terry Sanford established Institute for Policy Sciences & Public Affairs in 1971; Institute renamed in 1994; School in 2009

Mission Statement

- “to produce exemplary research that brings multiple disciplinary perspectives to bear on significant issues facing our local community, our nation, and the world.” “highest standards of academic rigor and can be a model for policy-relevant, inter-disciplinary research that has a real and positive impact on the world.”

Funding – Sources and Significant Contributions

- 2005 – received contribution from David Rubenstein for a new building
- Currently in a \$75M fundraising exercise, including private partnerships

Programs/Areas of Study

- Masters of Public Policy (enrollment of 65-70 students per year)
 - o 2-year program with a mix of core courses and electives
 - o Specializations in: Development /Environment & Energy/Health /Global / National Security/Population Studies/Social Policy
 - o Mandatory summer internship
 - o Mandatory masters project (completed second year)
- Masters of International Development Policy (MIDP)
 - o Same structure as above
 - o Can take it as a 2-year program (internship and masters project required); a 1-year program (internship and masters program recommended); or a non-degree certificate (professional upgrade)
- PhD in Public Policy
- Undergraduate (BA Major) in Global Policy/Health Policy/Social Policy/Economic Policy/Policy Journalism plus summer internship
- Executive program (non-degree certificates for mid-career professionals)
 - o Specializations in:
 - § Project appraisal and risk management
 - § Tax Analysis & Revenue forecasting
 - § Fiscal Decentralization & Local Government Financial Management

- Special Programs
 - Masters-level Geneva program exchange to either Geneva or London
 - Undergraduate Hart program in global leadership
 - India-exchange program for students across disciplines

Joint Degrees

- JD/MPP, MD/MPP, MBA/MPP
- Masters of Environmental Management/MPP and Masters of Divinity/MPP

Centres/Institutes

- Interdisciplinary Research Centers on-campus
 - o Duke Center for Child & Family Policy
 - o Duke Consortium on Social Equity
 - o Nicholas Institute for Environmental Policy Solutions
 - o Center for Health Policy & Inequalities Research
 - o Duke Center for International Development
 - o Duke University Population Research Institute
 - o Center for Law, Economic, & Public Policy
 - o DeWitt Wallace Center for Media and Democracy
 - o Triangle Center on Terrorism and Homeland Security
 - o Center for Strategic Philanthropy & Civil Society
 - o Global Inequality Research Initiative

Faculty

- 70 core and adjunct faculty members (practitioners from public and private sector) plus Joint appointments

Governance

- Dean Kelly Brownell is a Public Health expert; ranked on *Time*'s "World's 100 Most Influential People"
- Assisted by Board of Visitors (alumni and advisors from public and private sector)

Rankings

- *US News & World Report Rankings*:
 - T-16th in Public Affairs Schools;
 - 6th in Health Policy and Management; Public-Policy Analysis

Rockefeller College of Public Affairs & Policy at the University of Albany, SUNY

- Originally established in 1947 by NYU and Syracuse; current form since 2000

Funding – Sources and Significant Contributions

- Public institution gives access to state funding with scholarship funds for alumni donations

Mission Statement

- *“ continues the legacy of Governor Rockefeller by emphasizing **research that matters**... we naturally also emphasize enduring topics such as **federalism, intergovernmental relations and state and local government** ...”*

Programs/Areas of Study

- Public Administration (MPA)
 - o 2-year full time, flexible part-time program/internship component
- Masters in Political Science (MA)
 - o 1.5-2 year-full time, flexible part time/Master’s Essay component
- PhD in Public Administration & Policy/PhD in Political Science
- BA in Political Science or Public Policy (semester in DC/NY State Assembly)
 - Combined Degrees: BA/MPA (5 years); BA/MA in Political Science (5 years)
 - MPA/JD in conjunction with Albany Law School

PLUS: Non-Degree program for mid-career professionals; Certificate programs

Centers/Institutes: 10 centers shared between the Departs of Political Science and Public Adm & Policy (both within the School)

Faculty

- Over 100 faculty members and cross-appointments with other departments and faculties
- Professors of Practice/Adjunct professors within Centers and Institutes

Governance

- Coordination between the Dept of Public Admin and Dept of Political Science
 - o T-16th in Public Affairs Schools

Bush School of Government and Public Service at Texas A&M University

- Established in 1997 in conjunction with the George H.W. Bush Presidential Library

Funding - Sources and Significant Contributions

- \$75M endowment – private donations that funded 15 Chairs/4 Professorships

Mission Statement: based on the belief of George H.W. Bush that public service is a noble calling

Programs/Areas of Study

- Masters of Public Service and Administration (MPSA)
 - o 2-year program; specialization (in public or nonprofit /PP analysis)
 - o Mandatory non-credit internship over a summer
 - o Mandatory Capstone project, elective concentration
- Masters in International Affairs (MIA)
 - o 2-year program with specialization
 - o Mandatory team capstone with a client (NGO or state actor)

Combined Degrees

- 5 year BA/MPSA with Economics, Sociology, or Political Science and 5 year BA/MIA with Economics or International Studies

Graduate Certificate Program

- On-line: Advanced International Studies/Homeland Security/Nonprofit Management

Centers/Institutes: School houses three major institutes

- Institute for Science, Technology, and Public, Policy
- Scowcroft Institute for International Affairs
- Mosbacher Institute for Trade, Economics, and Public Policy

Faculty

- 42 core faculty member (24 tenure track; 18 visiting, adjunct, lecturers) plus 19 Endowed faculty positions
- Prestigious list of visiting scholars, diplomats, and private sector professionals

Governance

- Dean Ryan Crocker was US Ambassador to Afghanistan /37 years in Foreign Service

McCourt School of Public Policy, Georgetown University

Establishment: Formerly public policy program; became the Georgetown Public Policy Institute in 1996; McCourt School named in 2013 (\$100 million, alumnus)

Mission Statement: “Our emphasis is on what works, what is true, what makes sense.”

Clientele: exclusively Masters level programs, plus joint degrees such as MA/JDs,

Center/Institutes: mainly data driven research : ‘Massive Data Institute’ created in 2013 to innovate in statistical analysis of policy

- The Government Affairs Institute
- Health Policy Institute/Health Information Group/
- Center on Health Insurance Reforms
- Center for Children and Families
- Center for Education in Maternal and Child Health
- Maternal & Child Oral Health Resource Center
- The Center on Education and the Workforce
- The Center for Juvenile Justice Reform
- The Center on Poverty, Inequality, & Public Policy
- The Center for Public and Nonprofit Leadership

Degrees offered:

- Master of Public Policy plus combined degrees, eg:
 - MPP/MBA; MPP/JD; MPP/MA; MPP/PhD in Government; Psychology
 - MPP/ Master of Science in Foreign Service
 - MPP/International Organizations MBA
 - Masters of International Development Policy
 - Masters of Policy Management Degree
 - Executive Master of Policy Leadership (7 years work experience)

Faculty:

- 20 core faculty; 10 visiting teaching faculty; 25 research faculty and fellows; 110 Adjuncts
- Many faculty share joint positions with the Georgetown School of Government or have positions with institutions in DC

Governance: part of Georgetown University governance structure; operates with typical structure of a single dean assisted by administrative officers and assistant deans.

Ranking: 23rd for ‘Public Affairs’ schools (but relatively new)

Gerald R. Ford School of Public Policy, University of Michigan

- Founded in 1913 (claims to be the oldest policy institute in the US); Renamed in honour of Gerald Ford in 2000

Mission : community involvement and educating policy leaders for 21st century issues.

Centers associated with the Ford school include:

- Center for Local, State, and Urban Policy
- Center for Public Policy in Diverse Societies
- Education Policy initiative
- International Policy Center/ International Institute
- National Poverty Center
- Nonprofit and Public Management Center
- Science, Technology, and Public Policy Center
- Institute for Social Research
- Center for the Study of Complex Systems
- Graham Environmental Sustainability Institute
- Office of Tax Policy Research
- Institute for research on Women and Gender
- Economic Research Initiative on the Uninsured
- Population Studies Center

Programs and degrees:

- Bachelor of Arts, Major in Public Policy
- MPP/Master of Public Administration (mid-career professionals)
- Joint MPP/MBA, MPP/JD, MPP/MD, MPP/ Higher Education
- Joint MPP/Master of Public Health/Social Work/Urban Planning
- MPP/Master of System Information/ Science/ Applied Economics
- MPP/Master of Arts (China) (Asian Studies) (Russian/E. European)
- PhD Economics and PP/ Political Science and PP/ Sociology and PP

Faculty: both cross-appointed and exclusive appointed professors.

Governance: single Dean plus advisory committee (industry leaders, alumni)

Ranked the 12th best Public Affairs school in the United States

Frank Batten School of Leadership and Public Policy University of Virginia

- Established in 2007 with \$100 million dollar donation by a former dean.

Mission (Frank Batten): *“Never has there been a greater need for the University's most important product: enlightened and ethical leaders who leave Grounds prepared for public life--in their communities, in their professions, in the world at large.”*

Two centers associated

- Center on Education Policy and Workforce Competiveness
- Center for Health Policy

Wide range of degrees

- Bachelor of Arts in Public Policy and Leadership
- MPP
- Accelerated Bachelor/MPP
- Plus joint degrees: MPP/MBA, MPP/PhD, MPP/MPH, MPP/JD

Faculty: 45 faculty associated with its programs, appointed across departments and ‘Affiliated’ with Batten

Ranking: #46 for Public Affairs.

Hubert Humphrey School of Public Affairs, University of Minnesota

- Created in 1938, endowed in honor of Humphrey in 1968 (now exceeds \$75 million).

Mission: “inspires, educates, and supports innovative leaders to advance the common good in a diverse world.” “leadership in public affairs; bridging of disciplines to advance public affairs scholarship; public engagement and scholarship to address important issues/problems facing Minnesota, nation, world in a non-partisan setting.”

Centers:

- Freeman Center for International Economic Policy
- Center for Integrative Leadership
- Public and Nonprofit Leadership Center
- Cedar Humphrey Action for Neighborhood Collaborative Engagement (CHANCE)
- Center for the Study of Politics and Governance
- State and Local Policy Program
- Project on Regional and Industrial Economics
- Center for Science, Technology, and Public Policy
- Center on Women and Public Policy
- Human Capital Research Collaborative
- Roy Wilkins Center for Human Relations and Social Justice

Degrees offered:

- Master of Public Policy (MPP), Master of Development Practice (MDP)
- Master of Urban and Regional Planning (MURP), Master of Science in Science, Technology, and Environmental Policy (MS)
- Mid-career Master of Public Affairs (MPA)
- Ph.D. in Applied Economics
- Joint degrees in Management, Law, Social Work, Public Health, Architecture, Civil Engineering
- Graduate Certificates

Faculty: 50 teaching staff (core appointments and lecturers/practitioners)

Governance: Dean and Associate Deans (programs); Advisory Council includes respected members of the Minneapolis and St. Paul communities.

Ranking: 16th for Public Affairs ; 3rd for ‘Non-Profit Management’

Lyndon B. Johnson School of Public Affairs, University of Texas at Austin
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- Founded in 1965, opened in 1970; current endowment is valued at \$157 million

Mission: “committed to improving the quality of public service in the United States and abroad at all levels of governance and civic engagement.” “Prepare students and professionals for leadership positions in public service by providing educational opportunities grounded in theory, ethics, analytical skills and practice; Produce interdisciplinary research to advance our understanding of complex problems facing society and to seek creative solutions for addressing them; Promote effective public policy and management practice by maintaining a presence in scholarly and policy communities and in the popular media; Foster civic engagement by providing a forum for reasoned discussion and debate on issues of public concern.”

Centers:

- Center for Politics and Governance
- Robert S. Strauss Center for International Security and Law
- Ray Marshall center for the Study of Human Resources
- Center for Health and Social Policy
- RGK Center for Philanthropy and Community Service
- Center for International Energy and Environmental Policy

Programs:

- Master of Public Affairs
- Master of Global Policy Studies
- PhD in Public Policy
- Executive Master in Public Leadership
- Various dual degrees (not specified)
-

Faculty: core faculty of appointed professors, plus visiting professors and fellows, and lecturers from Austin community

Governance: Dean and associate deans, advised by Alumni Board

Ranking: tied for 16th for best Public Affairs schools

Harris School of Public Policy University of Chicago

- Established in 1970s from initiative of 23 faculty members to create a ‘Committee on Public Policy studies.’
- Harris gift of \$7 million led to creation of professional “Graduate School of Public Policy Studies.”
- Recent fundraising leading to building of new home (Keller Center) for school.

Mission: “blends an American-style liberal arts college and a German-style graduate research program” “real-world problems” “tradition of engagement with urban area”

Centers:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Center for Human Potential and Public Policy • Center for Data Science and Public Policy • Center for Health Policy • Center For Municipal Finance • Center for Policy Entrepreneurship | <ul style="list-style-type: none"> • Cultural Policy Center • Energy Policy Institute at Chicago • Pritzker Consortium on Early Childhood Development • Crime Lab |
|---|---|

Programs (graduate and non-certificate) enrolment is 375 students

- MPP (2 year program)
- Master of Arts in Public Policy (one year program for individuals with another graduate degree)
- MSc in Computational Analysis/Public Policy or Environmental Science
- Master of Arts in Public Policy and International Relations.
- Cooperative MPPs with Tel Aviv/Chile/Yonsei
- MPP/AM in Middle Eastern Studies or in Social Service Administration
- Joint MPP/MDiv, MPP/MBA, MPP/JD
- PhD in Public Policy

Faculty: About 40 strong, mainly core appointments, limited cross-appts; lecturers (visitors or members of Chicago community)

Governance: Dean and Program directors; 3 advisory councils; ranked 23rd in “Public Affairs”

<p>Goldman School of Public Policy University of California at Berkeley</p>
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- Established as in 1969 under leadership of Aaron Wildavsky with idea that policy should be shaped by rigorous analysis.
- Included these distinctive features: strong quantitative core, an analytic “tool kit,” committed faculty, a strong sense of community and hands-on experience.
- Renamed after the Richard and Rhoda Goldman Fund donated \$10 million in 1997

Mission: tagline: "Leadership for the Public Good - Transforming smart, dedicated, service-minded women and men into public policy leaders". "Deeply held belief that investing in the best and the brightest policy students will create leaders who are committed to the common good and who have the skills to put that commitment into practice."

Centers:

- Center on Civility and Democratic Engagement
- Center for Environmental Public Policy
- Project on Information Technology and Homeland Security

Programs:

- Undergraduate Minor
- MPP
- Joint degrees: MPP/MPH, MPP/JD, MPP/MSW; MPP/MA (International Studies)
- MPP/MS (Eng), MS (Energy Resources)
- PhD
- Customized program, tailored to public sector clients.

Faculty: Mix of public policy core faculty, plus several cross-appointed with other departments, plus visiting professors, and lecturers (experts in the field)

Governance: Dean and Associate Deans, board of advisors (business, community, alumni)

Blavatnik School of Government, Oxford University
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- Founded in 2010 with a £75 million donation from Leonard Blavatnik (Ukrainian-born American businessman)

Mission statement: “A world better led. A world better served. A world better governed.”

Programs: all students are also members of an Oxford college

- Master of Public Policy (began 2012)
 - Intensive 1 year program (multidisciplinary; practical; global)
 - Core courses, option courses, applied policy, summer project
 - “Professional skills program” includes advising, events, etc.
 - Class of 2014: 75 students; 48 countries (half from Asia)
- D. Phil in Public Policy (began 2014)
 - Full-time 3 year research degree (research, government, policy)
 - Five themes (see below)

Centers:

- The Global Economic Governance Programme (2003) is co-hosted by University College and the Blavatnik School
 - fosters research and debate on how global markets and institutions can better serve people in developing countries.
- School’s research program (including applied research teams) is clustered under five broad and flexible themes:
 - Health & Well-being/Security & Conflict/Science & Tech/Economic Growth & Resilience/Governance, Coop. & Law)

Faculty:

- Core Faculty: 36 faculty & researchers appointed directly to the Blavatnik School.
- Associated Faculty & practitioners: 25 members of other schools at Oxford or experts. Visiting professors (10 from other institutions) and Distinguished practitioners (5)

Governance:

- Dean to oversee operations
- Academic Advisory Board: advises in teaching, staffing and academic life
- International Advisory Board: globally renowned leaders advise future directions
- Two dozen staff, including dedicated career advisors and recruitment officers

<p>Institute of Public Affairs (IPA) London School of Economics and Political Science</p>
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- The LSE has a long history in teaching and research in public policy, and MA degrees in health, social, environmental policy.
- The MPA program began in 2003; and the IPA was established in 2011.

Mission Statement

“The Institute of Public Affairs is one of the world's leading centres of public policy. We aim to debate and address some of the major issues of our time, whether international or national, through our established teaching programmes, our research and our highly innovative public-engagement initiatives.” “IPA draws on LSE faculty from six of the School’s academic departments, and harnesses the research and teaching expertise of this interdisciplinary group”

Centres : The LSE houses over 20 research centres, from cities to health care and international affairs; not directly affiliated with IPA.

Programs:

Master of Public Administration (2 year program; 100 students per year)

- Year 1: “bootcamp”: core courses in public policy analysis; economics; quantitative methods; power & leadership
- Year 2: group applied “capstone project” and policy stream:
 - Public and Economic Policy
 - Public Policy and Management
 - International Development
 - European Public and Economic Policy
 - Public and Social Policy

Dual degree: Columbia MPA/MIA; Sciences Po MPA; MPP Hertie/Singapore MPP

Executive MPA

- core set of skills in economics, policy evaluation, political science
- choice of specializations and practical policy workshops.
- Curriculum: 12 intense teaching blocks (week/weekend) taught by academics and policy practitioners

"Policy in Practice" seminars

Presentation by leading expert/practioners of controversial, policy-relevant paper, followed by a student-led group discussion.

Faculty

- 23 Faculty drawn from across LSE

Governance

- Executive Team: Director, Program Director, Deputy Director, Manager

<p>MPhil in Public Policy (MPP) University of Cambridge</p>
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- The MPP was launched in 2013, and is housed in the Department of Politics and International Studies. It stems from the identity of Cambridge as an international cross-roads of cutting-edge research, evidence, science.

Mission:

“The MPP provides an interdisciplinary grounding in public policy theory and practice, with courses ranging from philosophy and policy analysis through to media and politics. It is aimed at those with some experience (2 to 5 years post graduation) who wish to develop their abilities to be policy entrepreneurs, either in government, NGOs or in business.”

Program: 1 year MPP (23 students in initial cohort; now 45 students)

- 3 terms of coursework
 - Michelmas: core courses (policy analysis, politics, law, media, statistics, economics) plus case studies & professional skills
 - Lent: core courses (philosophy, scientific methods, systems) plus case studies & professional skills
 - Easter: Policy Analysis Exercise (see below)
- Work placements (internships) are pre-arranged and students bid competitively for them
 - Students work with their organization for 14 weeks (4 weeks onsite developing the issue to be addressed; 10 weeks in Cambridge to complete policy analysis/recommendation paper)
 - Students are onsite during the Easter term and complete their report by the end of June.

Faculty: courses are “bespoke” but taught by Cambridge professors across the university, including scientists (e.g., for case studies)

Governance:

- Director David Howarth (former Law professor and MP for Cambridge)
- Deputy Director Finnarr Livesey (background in physics/computer science and technology policy at Judge Business School)
- Steering Committee: dozen members from across the University