

Masters Training

Cross-College School of Public Policy Model	College of Public Policy Model
<p>Masters training is essential to virtually all policy entities. In a cross-college School model, it could be possible to offer Masters of Health Administration (currently housed within PAM), a Masters of Public Administration (hereafter “MPA”) (currently housed within CHE), and a Masters of Public Policy (hereafter “MPP”) (which would need to be approved by the state but would be core to this endeavor). The curricula and accreditation of MPA and MPP programs are distinct, as MPA programs focus primarily on the management of public organizations, while MPP programs focus primarily on creating and analyzing public policies and programs. Additional programs may develop over time (including, but not limited to, masters programs around data science and public policy and sustainability policy), and synergies between the current programs are likely (i.e., around admissions, recruitment, and methodological courses).</p>	<p>Masters training is essential to virtually all policy entities. CHE currently houses two professional masters programs related to policy: a Masters of Health Administration (currently housed within PAM), a Masters of Public Administration (currently housed within CHE). We also envision a new Masters of Public Policy (which would need to be approved by the state but would be core to this endeavor). The curricula and accreditation of MPA and MPP programs are distinct, as MPA programs focus primarily on the management of public organizations, while MPP programs focus primarily on creating and analyzing public policies and programs. Additional programs may develop over time (including, but not limited to, masters programs around data science and public policy and sustainability policy), and synergies between the current programs are likely (i.e., around admissions, recruitment, and methodological courses).</p>
<p>Advantages</p> <ul style="list-style-type: none"> • Having a cross-college School of Public Policy house the various policy-relevant Masters programs would likely enhance the number and quality of applicants within those various programs (because of the coherence of the entity) • Masters students would enter into a built-in structure to maximize on their education with faculty across colleges and fields • Possibilities for economies of scale as the entity rolls out and grows • An MPP program would strengthen ties to policy-making in the state, nation, and world • Masters programs do not have the zero-sum issues inherent in undergraduate programs • Projections for course-taking or majors could be developed based on current course-taking, with assumptions built in about how much more appealing a policy major would be when better named (i.e., not PAM), well-rounded (in the sense that it included extensive training in political science), and offered across two colleges (CAS and CHE). • Having a School (or College) of Public Policy would allow for more direct involvement of tenure-track faculty in professional masters training than currently occurs. 	<p>Advantages</p> <ul style="list-style-type: none"> • Existing infrastructure in college to support masters’ programs • An MPP program would strengthen ties to policy-making in the state, nation, and world • Masters programs do not have the zero-sum issues inherent in undergraduate programs • Having a College of Public Policy would allow for more direct involvement of tenure-track faculty in professional masters training than currently occurs • The unique mission and faculty under the College model would set Cornell apart from public policy entities at other institutions
<p>Challenges</p> <ul style="list-style-type: none"> • Difficulties inherent in getting state approval for new programs (especially the MPP, which would be core to any School or College) • Need new faculty and staff to support a new set of masters programs • New and current faculty would have to balance/coordinate teaching at the undergrad and masters levels 	<p>Challenges</p> <ul style="list-style-type: none"> • Difficulties inherent in getting state approval for new programs (especially the MPP, which would be core to any School or College) • Need new faculty and staff to support a new masters program • New and current faculty would have to balance/coordinate teaching at the undergrad and masters levels • Possibility that the attraction of students to these new masters programs could be undermined by a college that does not resemble most other policy entities • May be more challenging to attract faculty from across the university to teach in professional masters programs offered in another college (relative to a shared school)

Unresolved Issues

- A core unresolved issue is that a new MPP would need to be approved by the state. Although there is not currently a competing program—University at Albany, State University of New York has a Masters of Public Administration, which differs significantly from a Masters of Public Policy in many key ways— state approval of new degree programs can be a complex, lengthy, and sometimes unpredictable process.
- A second important unresolved issue is how many MPP students we could expect to attract in the beginning. Programs at peer institutions, some of which started MPP programs relatively recently, could provide good projections for enrollment.
- A third issue arises around governance of these professional degree programs. Typically, professional masters programs are governed by the school or college offering them. That model could be adopted for these professional masters programs. Whatever the governance structure of these programs is, consideration should be given to how best to support the excellence of the policy entity and serve the interests of the students of these programs. These considerations also include how to allow the programs to adapt to changing environments and connect students with tenure-track and instructional faculty with proven policy expertise.

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- A second important unresolved issue is how many MPP students we could expect to attract in the beginning. Programs at peer institutions, some of which started MPP programs relatively recently, could provide good projections for enrollment. It is less clear how the masters training programs' enrollment could be projected.
- A third issue arises around governance of these professional degree programs. Typically, professional masters programs are governed by the school or college offering them. That model could be adopted for these professional masters programs. Whatever the governance structure of these programs is, consideration should be given to how best support the excellence of the policy entity and serve the interests of the students of these programs, including how to allow the programs to adapt to changing environments and connect students with tenure-track and instructional faculty with proven policy expertise.