EXECUTIVE PUBLIC ADMINISTRATION (MPA)

Brooks School of Public Policy

Program Website (https://publicpolicy.cornell.edu/masters/mpa/empa/)

CIP: 44.0401 | **HEGIS:** 2102.00 | **NYSED:** 40902

Program Description

The Executive Master of Public Administration (EMPA) program at the Cornell Brooks School offers a comprehensive and dynamic learning experience designed to equip professionals with the skills and knowledge needed to excel in the field of public administration. Spanning 36 credits over 18 months, this program combines online coursework with residential experiences to provide a well-rounded education. Students learn through asynchronous and synchronous online coursework, with two different week-long in person sessions available on Cornell University's campus in Ithaca, NY. The program's structure is designed to accommodate busy professionals, with an average study commitment of 18-20 hours per week.

The EMPA curriculum focuses on essential public management and policy analysis competencies and theories. Students have the opportunity to delve into topics such as leadership, strategy, decision analytics, managing personnel, and leveraging technology. Additionally, students can choose electives based on their interests and career goals, tailoring their program to specialize in either Public and Nonprofit Management or International Policy.

Admissions Requirements

Each application is reviewed holistically and in the context of the overall applicant pool for that admission cycle. To be considered for admission, applicants must submit a complete application package as outlined below.

- Transcripts from all colleges or universities attended
- Two letters of recommendation
- Resume
- Statement of purpose
- Online video interview
- TOEFL or IELTS scores, if applicable
- Visit the Graduate School Admissions site (https://gradschool.cornell.edu/admissions/prepare/english-language-proficiency-requirement/) for details on the English language proficiency requirement, including standing exemptions.

Please visit the Brooks School website (https://publicpolicy.cornell.edu/masters/mpa/empa/apply/) to view application deadlines.

Program Policies and Procedures

For details about Brooks School academic policies see the Brooks School policies page (https://catalog.cornell.edu/public-policy/#policiesandprocedurestext).
Please review the university catalog policies regarding academic integrity.

Good Academic Standing Requirements

- A student must maintain a semester and cumulative grade point average of 3.0.

- Students must receive a grade of C or better in all degree requirements.

- A student cannot carry more than two (2) incomplete grades simultaneously.

- Executive students must complete at least 6 credits each term unless they have received an approved petition to take fewer than 6 credits (e.g. for SDS accommodation)

- A student must be making "satisfactory progress" toward a Brooks School master's degree.

Good Academic Standing Review Process

At the end of each semester, the Brooks School committee on academic status (CAS) reviews each Bachelor of Science and Professional Master student's academic record to ensure that the minimum academic standards are met. The committee takes appropriate action for students whose academic achievement is considered unsatisfactory as defined by the criteria above. To support every student's success, the committee may take any of the following actions:

- Withdraw the student permanently from the Brooks School and Cornell University.
- Require the student to take a leave of absence for one or more semesters.
- Issue a warning to the student at one of the following levels (these imply that if the student does not show considerable improvement during the semester, the committee may withdraw the student):
  - Severe warning with danger of being withdrawn
  - Severe warning
  - Warning
  - Add the student's name to a review list; students with this status are monitored by the committee throughout the semester.
  - Return the student to good standing.

Any of the above actions may be accompanied by a semester credit limit or a requirement for the student to meet with an academic advisor by a date set by the committee.

Students placed on a required leave must appeal to CAS to return. This appeal occurs at the end of the required leave period. Students who have been withdrawn may appeal the decision before the committee during the pre-semester appeals meeting.

All students with an academic warning status automatically will be reviewed for specific criteria at the end of the subsequent semester. Students put on warning, severe warning, or severe warning with danger of being withdrawn status will be informed of conditions that they are expected to fulfill to return to good standing.

Students who have been previously placed on a required leave and wish to return to the Brooks School must submit a plan of study to the committee before being rejoined. The student should contact the Registrar in the Brooks Office of Admissions, Student Services, and Career Management to discuss the process and due dates (BrooksRegistrar@cornell.edu).

Students who have been withdrawn from the Brooks School by CAS may request that they be readmitted. Such students have three years from the date they were withdrawn to make this appeal with assistance from an advisor in the Brooks Office of Admissions, Student Services, and Career Management. After three years, a former student must apply for readmission through the Brooks School admissions process. A student applying for readmission should discuss their situation with an advisor in the Brooks Office of Admissions, Student Services and Career Management. The student also should talk with others who may be able to help—faculty mentors, instructors, or a member of the university medical staff. Any information given to the committee is held in the strictest confidence.

Career Management and Practical Training

A highlight of the EMPA program is the capstone project, where students collaborate with faculty to apply their coursework to a real-world work project. This project is strategically important and provides students with valuable hands-on experience in solving complex public administration challenges. Throughout the program, students are supported by Cornell faculty and Executives-in-Residence who serve as mentors, guiding students through their academic journey and capstone projects.

Program Information

- Instruction Mode: In Person; Distance Education
- Location: Ithaca, NY
- Minimum Credits for Degree: 36
- Length of Program: Part-time, 18 months
- Grades: A minimum GPA of 3.0 is required for graduation. Students must receive a C or higher in all letter graded courses applying towards the degree.

Program Requirements

Core Courses (25.5 credits)

Code	Title	Hours
PUBPOL 5019	Data-Driven Organizations, Policy, and Decision-Making for Executives	1
PUBPOL 5023	Strategic Advocacy for Executives	0.5
PUBPOL 5112	Public Administration: A Strategic Planning Perspective for Executives	1
PUBPOL 5119	Leadership for Public Service Executives	1
PUBPOL 5122	Negotiation Skills for Executives	1
PUBPOL 5133	Law and Public Agency Decisions for Executives	1
PUBPOL 5170	Market Regulation for Executives	1
PUBPOL 5174	Navigating Public-Private Partnerships for Executives	0.5
PUBPOL 5213	Microeconomics for Public Affairs Executives	2
PUBPOL 5313	Managerial Statistics for Public Affairs Executives	1
PUBPOL 5343	Program Evaluation for Executives	1
PUBPOL 5383	Translational Research for Executives	1
PUBPOL 5403	Media Strategy for Policy Executives	1
PUBPOL 5413	Strategic Nonprofit Management for Executives	1.5
PUBPOL 5415	Project Management for Executives	0.5
PUBPOL 5423	Financial Accounting for Executives	1
PUBPOL 5424	Public Budgeting and Finance for Executives	1
PUBPOL 5433	Managing Change in Public Affairs for Executives	1
PUBPOL 5434	Fundraising for Executives	1
PUBPOL 5435	Public and Nonprofit Marketing for Executives	0.5
PUBPOL 5442	Effective Policy Writing for Public Affairs Executives	1
PUBPOL 5453	International Public Management for Executives	1.5
PUBPOL 5475	Public Interest Technology for Executives	1
PUBPOL 5573	Corporate Responsibility for Executives	1
PUBPOL 5733	Vulnerability and Resilience Planning for Executives	1

Concentration Electives (3-5 credits)

By the end of the spring semester students must select a concentration elective. Students who do not select a concentration elective by the deadline will default to the Public and Nonprofit Management concentration elective.

Code	Title	Hours
Concentration Elective 1: Public and Nonprofit Management		**3**
Choose from the courses below. Note: not all electives are offered every year.		
PUBPOL 5023	Strategic Advocacy for Executives	
PUBPOL 5174	Navigating Public-Private Partnerships for Executives	
PUBPOL 5362	Spreadsheet Modeling for Executives	
PUBPOL 5407	Mediation for Managers and Executives	
PUBPOL 5455	Comparative Public Administration	
PUBPOL 5767	Cybersecurity for Executive Leaders	
PUBPOL 5853	AI and Digital Transformations for Executives	
PUBPOL 5787	Leadership in the Algorithmic Age: AI and Public Policy	
PUBPOL 5913	VUCA Leadership for Executives	
Concentration Elective 2: International Policy		**3-5**
Choose from the courses below. Note: not all electives are offered every year.		
PUBPOL 5128	Rethinking Development for Executives	
PUBPOL 5407	Mediation for Managers and Executives	
PUBPOL 5455	Comparative Public Administration	
PUBPOL 5659	Cross-Cultural Communication for Executives	
PUBPOL 5767	Cybersecurity for Executive Leaders	
PUBPOL 5787	Leadership in the Algorithmic Age: AI and Public Policy	
PUBPOL 5856	International Human Rights Law and Policy for Executives	
PUBPOL 5859	Human Rights Obligations	
PUBPOL 5913	VUCA Leadership for Executives	

Capstone (7.5 credits)

A passing grade of SX must be received in each of the following:

Code	Title	Hours
Capstone Part 1		**0.5**
PUBPOL 5950	Executive Master of Public Administration (EMPA) Capstone	
Capstone Part 2		**1.5**
PUBPOL 5981		

Capstone Part 3	1.5
PUBPOL 5982	
Captsone Part 4	1.5
PUBPOL 5983	
Capstone Part 5	2.5
PUBPOL 5984	

University Graduation Requirements
Requirements for All Students

In order to receive a Cornell degree, a student must satisfy academic and non-academic requirements.

Academic Requirements

A student's college determines degree requirements such as residency, number of credits, distribution of credits, and grade averages. It is the student's responsibility to be aware of the specific major, degree, distribution, college, and graduation requirements for completing their chosen program of study. See the individual requirements listed by each college or school or contact the college registrar's office (https://registrar.cornell.edu/service-resources/college-registrar-directory/) for more information.

Non-academic Requirements

Conduct Matters. Students must satisfy any outstanding sanctions, penalties or remedies imposed or agreed to under the Student Code of Conduct (Code) or Policy 6.4. Where a formal complaint under the Code or Policy 6.4 is pending, the University will withhold awarding a degree otherwise earned until the adjudication process set forth in those procedures is complete, including the satisfaction of any sanctions, penalties or remedies imposed.

Financial Obligations. Outstanding financial obligations will not impact the awarding of a degree otherwise earned or a student's ability to access their official transcript. However, the University may withhold issuing a diploma until any outstanding financial obligations owing to the University are satisfied.

Learning Outcomes

The EMPA Program is designed to develop student competency in the following areas:

- Interpret and explain the theory and use of tools applicable to the development and evaluation of policy.
- Develop the skills required for effective delivery of evidence used for policy formation and evaluation, including written, spoken, and visual presentation.
- Work with others toward the goal of serving the public interest.
- Foster an inclusive learning environment in which diverse approaches and points of view can help guide government actions.
- Evaluate and scrutinize data to inform policy evaluation.