Message from Dean Kelly Brownell

I speak often with alumni of the Sanford School of Public Policy. Time and again I hear that Sanford transformed their lives. They speak of the committed, passionate, and talented Sanford faculty, the lasting friendships and professional associations they established with peers in the MPP program, the enriching nature of both academic and internship experiences, and the welcoming and collaborative climate of Duke as one of the world’s leading universities.

Sanford alums are changing the world. Working in public and private sectors and holding influential positions in countries throughout the world, our graduates are addressing the world’s most pressing issues. They share a spirit of optimism and a confidence in ability that encourage them to be creative, think big, and solve problems.

Terry Sanford, former President of Duke University, Governor of North Carolina, and United States Senator, founded the public policy programs at Duke more than 40 years ago, and did so with high aspirations, calling on the faculty and students to have “outrageous ambitions.” In his final address to the Duke faculty he expressed gratitude for helping make his years at Duke the best years of his life, and he emphasized how the university community fostered an “unrelenting search for excellence,” an “abiding concern with justice,” and “dedication to service to society.”

I invite you to join us in this quest for a better world, to maximize your potential, and to take part in the remarkable intellectual and personal environment Sanford provides.

Kelly Brownell, Dean, Sanford School of Public Policy
Professor of Public Policy

Inside Sanford

The Duke public policy community is centered in the Sanford Building, a dramatic neo-Gothic structure. The building’s attractive three-level, sky-lit atrium is ringed by seminar rooms, lecture halls, and faculty offices. On the ground floor, Fleishman Commons is a popular gathering place for meetings, guest lectures, and meals from the adjacent Sanford deli.

The school’s second building, Rubenstein Hall, opened next door in 2005. It houses high-tech lecture halls and classrooms, the Susan B. King Multimedia and Instructional Technology Center, a computer lab, and a library/resource room. Sanford School affiliates such as the Duke Center for International Development and the Center for Child and Family Policy have offices there.

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Students may take advantage of outstanding on-campus facilities, such as the Wilson Recreation Center, Duke Libraries, and the Bryan Center, which houses the Student Union, Gothic Bookstore, and student clubs and organizations.
COMMUNITY

“Not only is Durham a great place to live, it’s like a policy laboratory. It’s full of creative, energetic people working to build and network all kinds of communities. Downtown is coming alive with rock clubs, film screenings, and a central park.” — Fiona Morgan MPP ’11

The Research Triangle

Durham is one of three municipalities—along with Raleigh, the state capital, and Chapel Hill, home of UNC—that form the Research Triangle, a burgeoning metropolitan area of 1.8 million people. With Research Triangle Park, three major state universities, and several small colleges in addition to Duke, the Triangle area combines high powered scholarship, innovative technologies, and an entrepreneurial spirit.

Run, Cycle, Swim, Hike...

Durham residents enjoy an average of 212 sunny days a year, mild winters, and marvelous scenery. The Sarah P. Duke Gardens and nearby Duke Forest offer lovely natural areas for picnics, hikes, and biking. North Carolina’s beautiful beaches are a few hours’ drive to the east, while the rugged mountains to the west are popular for backpacking, canoeing, whitewater rafting, and skiing.

ONLINE RESOURCES

Durham Convention and Visitors Bureau
durham-nc.com
Nasher Museum of Art
nasher.duke.edu
Duke Performances
dukeperformances.duke.edu
VIDEO: Discover Durham
graduate.sanford.duke.edu/mpp
Duke’s core curriculum provides a solid foundation of analytical skills in economics, politics, and quantitative methods. Courses in ethics, policy analysis, management, and leadership round out development of essential skills.

- **Microeconomic Analysis** (2 semesters)*  
  These courses teach students to apply to policy problems the basic models of modern microeconomics that deal with household choice, firms and production, and the structure of markets. Case studies illustrate microeconomic theory and quantitative methods for analysis of both normative and positive aspects of economic policy.

- **Data Analysis and Evaluation** (2 semesters)*  
  These courses provide students with the statistical skills to evaluate and produce evidence for policy arguments. They cover foundations of statistics, data analysis using statistical software, experimental and nonexperimental methods for evaluating the effect of public programs, and various methods of regression analysis.

- **Political Analysis**  
  This course teaches students to analyze the roles of ideas, issue entrepreneurs, political movements, and political institutions in formulating, enacting, and implementing public policy. Case studies cover domestic and international issues that illustrate practical theories of how politics affects policy and vice-versa.

- **Ethical Analysis**  
  The course examines the historical and philosophical roots of normative concepts in politics, liberty, justice, and the public interest; their relationships to one another and American political tradition; and their implications for domestic and international problems.

- **Policy Analysis** (2 semesters)  
  These courses train students to approach policy analysis either from the perspective of identifying pragmatic solutions to contemporary policy problems through case studies, or by applying tools of welfare economics, information economics, and mechanism design. In the spring semester all students participate in a team-based consulting project for an actual client.

- **Management and Leadership** (2 semesters)  
  Students choose from a variety of courses designed to teach practical skills.
  * Students with strong economics or statistics backgrounds may place into a more advanced track.

**Dual Degree Options**

**BUSINESS**: Students may pursue an MPP degree at Duke jointly with an MBA program at either Duke’s Fuqua School of Business or UNC-Chapel Hill’s Kenan-Flagler Business School.

**LAW**: Students may pursue an MPP degree at Duke jointly with a JD program at Duke, UNC-Chapel Hill, or NC Central.

**ENVIRONMENT**: Students may pursue an MPP degree at Duke jointly with an MEM (Master of Environmental Management) or MF (Master of Forestry) from Duke’s Nicholas School of the Environment.

**MEDICINE**: In their third year of medical school Duke students may wish to add an MPP to their medical degree.

**International Opportunities**

In the Duke Global Policy & Governance Program and Global Health Fellows Program, both in Geneva, Switzerland, students take short courses and intern with international agencies and nongovernmental organizations. The program admits graduate students from Duke and other leading universities.

The Summer School for Future International Development Leaders based in Udaipur, India, combines coursework and field research. Duke students collaborate with Indian development professionals and graduate students in this program co-sponsored by the Indian Institute of Management. Students also may apply for an exchange program in Berlin at the Hertie School of Governance, one of Europe’s leading public policy schools, or pursue independent summer internships abroad.
The Spring Consulting Project
& Professional Writing
During the spring semester, teams of first-year MPP students serve as consultants to actual clients with real policy problems. Students define a problem and frame a policy question, conduct interviews in the field, research and develop policy options, undertake analyses, draw conclusions, and make recommendations to the client.

Throughout their time at Sanford, students receive extensive feedback and one-on-one coaching to develop their professional writing skills.

Internships
During the summer after their first year, MPP students complete required internships. These positions allow them to field-test their analytical tools, make connections for their Master’s Projects, determine areas for further study, and discover a career they love—or perhaps cross one off the list.

Recent MPP students have spent their summers at organizations such as:

- The World Bank
- UNICEF, New Delhi, India
- US Agency for International Development
- Action Aid, Ghana
- FBI: Counterintelligence Unit
- Booz Allen Hamilton
- US Senate Finance Committee
- World Health Organization
- Agilent Technologies
- UN Environmental Programme

Examples of Elective Courses

- Schools and Social Stratification
- Assessing Federal Programs
- Population, Health, and Policy
- Economics of the Family
- Comparative Health Systems
- Health Care in Developing Countries
- Microeconomics of International Development
- Water Cooperation and Conflict
- Economics of Sustainable Development
- Globalization and Governance
- Contemporary National Security Issues
- Energy and US National Security
- Philanthropy, Voluntarism, and Not-for-Profit Management

The Master’s Project
As a capstone to the MPP degree, all students complete a Master’s Project. This yearlong policy research project gives students a second, in-depth, real-world opportunity to employ their MPP skills while working closely with a faculty advisor. Recent Master’s Projects demonstrate the range of interests:

- Household Determinants and Respiratory Health Impacts of Fuel Switching in Indonesia
- The Stories Not Told: Understanding the Gap in Local Accountability News Coverage
- Partnering with Civilian Employers to Build an Operational Marine Corps Reserve
- Government to Person (G2P) Payments via Mobile Devices in Ecuador—Creating a New National Electronic Currency and Using It to Decentralize the Economy
- Policy Solutions to Address the Barriers to Medicaid Re-enrollment for Youth Aging Out of Foster Care
- Solar Leasing in Tanzania: Funding Growth to Financial Sustainability

Gain Practical Experience

The Spring Consulting Project
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Build Substantive Expertise

Students can customize the MPP program by choosing electives, a summer internship, and a Master’s Project related to their policy interests and career goals. In combination, these elements provide students with both academic and practical experience in a substantive policy area. Alternatively students can choose to concentrate in the following policy areas: Global Policy, Social Policy, Health Policy, National Security, Population Studies, Environment & Energy, or International Development.

ONLINE RESOURCES

VIDEO: Students describe their spring consulting projects
youtu.be/OMa_CVYaBSU

SUBMITTED
The Sanford School’s faculty is recognized nationally and internationally for rigorous research and active engagement in current policy questions. Students appreciate the faculty’s strong commitment to teaching and one-on-one mentoring. Students often maintain personal connections to their faculty mentors throughout their careers.

The faculty includes scholars trained in academic disciplines, such as economics, sociology, public policy, law and political science, as well as “professors of the practice” who bring years of practical, policy-relevant work experience to the classroom. Their thought-provoking work addresses today’s most complex and challenging concerns, including international development, global governance, social policy, health disparities, and national security.

Sanford’s professors collaborate with a variety of interdisciplinary research centers. These centers enrich the graduate student experience by hosting conferences, inviting distinguished guest lecturers, and offering students opportunities to work on path-breaking research.

Faculty & Research: One-on-One Mentoring

“The environment at Sanford facilitates the sort of intellectual exchange between students and faculty that leads to better teaching and research. Students ask questions that challenge faculty to think about the relevance and applicability of their research, and faculty can draw on motivated students to improve and push the boundaries of their research projects.”

— Marc Jeuland, Assistant Professor of Public Policy

“The Sanford School faculty aren’t just academics. Within a few moments of talking with any of your professors, you realize they are drawing on a vast wealth of actual policymaking experience.”

— Rob Lalka MPP ’08

“I love hearing from graduates that the courses they took are helping them make a difference in their jobs. I’ve gotten notes from former students facing challenges that range from trying to evaluate government programs headed for the chopping block to needing to advocate for a poor family navigating the legal system. It’s great to know that what I do here at Sanford helps our alums out in the real world!”

— Elizabeth Ananat, Assistant Professor of Public Policy and Economics

“My time at the Sanford School was one of tremendous professional and personal growth. Rigor in the classroom stretched me intellectually, but in a supportive, collaborative atmosphere. Meaningful relationships with faculty and classmates have proven as valuable a component of the Sanford experience as the strong academic program. The MPP program gave me a renewed sense of professional purpose and clearer sense of self.”

— Gillian Locke MPP ’12

“Getting out into the field with Professor Pattanayak was terrific. He always stresses the importance of relying on hard empirical evidence for policy analysis because theoretical models fail to capture how people actually act. Witnessing firsthand how theory-based policies have failed to translate into reality will inform all my future work.”

— T. J. Lowdermilk MPP ’11
The intimate nature of our program allows us to tailor job-search assistance to help students develop individualized career plans. Most of our graduates pursue careers tied to public service and find rewarding career opportunities in all sectors: federal, state, and local government, domestic and international nonprofit organizations, the private sector, and entrepreneurial settings. Typically, 75 percent of graduates are employed within three months of beginning their job search, and 95 percent are employed within one year. They apply their MPP skills at all stages of the policymaking process, from budget analysis to political operations to service delivery.

Professional Skills
The Career Services Office offers a series of professional development workshops to develop skills you will use throughout your career, such as resume writing, interviewing, and networking. We help our students build individual networks and use them to launch their policy careers. Both the MPP and general Duke alumni networks are valuable resources for professional advice and specific position information.

Internships
MPP students are required to complete a policy-relevant summer internship after their first year of study. The Career Services Office assists in developing internship search plans, working with our loyal alumni network and catalogue of intern sponsors. The Public Policy Internship Fund supports students who wish to pursue unpaid or low-paying internships in organizations that best match their career interests.

MPP First Positions by Sector, 2008-2012

Career Search Guidance and Washington Seminar
During the second year of study, we help students develop and implement career search plans. We offer on-campus recruiting opportunities, post job listings, and provide assistance with applications for fellowships such as the Presidential Management Fellowship and the Mickey Leland International Hunger Fellowship.

In addition, we provide alumni mentors for students to speak with professionals in the field. The Sanford School has exceptional relationships with alumni and employers in the Washington, DC, area who provide valuable internship and job search connections. Each winter, MPP students travel to Washington for a two-day career seminar featuring employers in various sectors and policy areas.

“Duke public policy graduates bring outstanding skills in quantitative analysis, problem-solving and communications to bear on our work creating and preserving wealth for underserved families.”
—Martin Eakes, Founder and CEO, Self Help Inc.

“The Sanford Career Services staff works year-round to help you transition into the workforce after graduation. They work behind the scenes to grow the impressive network of Sanford alums who can guide you toward internships and jobs, and they also work directly with you in the form of professional development and goal-setting. Career Services is a powerful force advocating on your behalf.”
—Zarak Khan MPP ’13 Senior Consultant, Booz Allen Hamilton, Inc.
ADMISSIONS

The Sanford School’s two-year, professional Master of Public Policy (MPP) program prepares students for careers as analysts, managers and leaders in various levels of government, nonprofit organizations, and corporations in domestic and international locations. In recent years, the core curricula of the MPP and the Master of Public Administration (MPA) have begun to look increasingly similar. However, the MPA core often emphasizes management and explores public organizations and budgeting, while the MPP typically has policy analysis at the heart of its curriculum and includes economics and quantitative courses. The Sanford School emphasizes the tools and methods of rigorous policy analysis.

Eligibility
We seek applicants from diverse academic, professional, ethnic, and cultural backgrounds. The selection committee considers the applicant’s academic performance as an undergraduate, range of courses taken, Graduate Record Examination (GRE) scores, English and writing skills, statement of purpose, relevant work experience, and faculty and employer evaluations.

We prefer students who have two or more years of relevant work experience after completion of the undergraduate degree; however, we admit outstanding students directly from undergraduate programs on a limited basis.

Personal interviews are not a part of our admissions process; however, we encourage campus visits.

Statistics and Microeconomics
We require students to complete both basic statistics and microeconomics courses at an accredited academic institution prior to matriculation. Students perform better in the first year of study when they have completed this coursework.

How to Apply
A complete application includes:
Electronic Application
graduate.sanford.duke.edu/mpp/apply

Typical Class Profile
Class Size: 55-65
Average enrolling age: 26
Post-graduate work experience: 2-6 years
Undergraduate GPA: 3.4-3.8
GRE: Top 20%
TOEFL (IBT) range: 110-115 / IELTS: 7.0-7.5

Transcript(s)
An uploaded unofficial undergraduate transcript with degree posted and other transcripts for all colleges and universities attended.

Test Scores
GRE (institution code number 5156)
TOEFL / IELTS (non-native English speakers who are not US citizens or Permanent Residents)
GMAT (MPP/MBA applicants only)
LSAT (MPP/JD applicants only)

Three (3) letters of recommendation
We require the online electronic letter of recommendation and evaluation form.

Statement of Purpose
1,500 word limit

Resume
Not to exceed two printed pages

Deadline
The application deadline is January 5 at 5 p.m. Eastern Standard Time. All materials, including GRE and TOEFL scores, must be received by this date. The deadline includes receipt of all application materials via the online application system: GRE and TOEFL scores, three (3) letters of recommendation, resume, statement of purpose, and uploaded transcripts from all universities and/or colleges attended. Please do not mail or e-mail application documents unless they are requested by the Admissions Office.

Deferrals
We do not permit applicants to request a deferral of an offer of admission to a subsequent academic term or year. An admission offer is only for the semester specified in the letter of admission.

Scholarships & Partnerships
The Duke MPP Program partners with the following organizations and programs, which may be a source of special tuition funding for qualified applicants:
- AmeriCorps Educational Program
- Charles B. Rangel Fellowship Program
- City Year Fellowship Program
- Paul D. Coverdell Fellows Program (Peace Corps
- Teach for America Educational Program
- Thomas R. Pickering Foreign Affairs Fellowship Program
- Yellow Ribbon Military Veterans Program
- US Military Academy Teaching Position Agreement

Financial Aid
We believe that earning an MPP degree from our program will help you to reach your career goals and will open doors to exciting opportunities. All students who are not fully funded by external sponsors will receive a merit scholarship, ranging from partial to full tuition.

Two-year MPP students who are U.S. citizens are also guaranteed teaching, research, or staff assistantships during both academic years of study, conditional upon satisfactory coursework progress during the first year. International students may apply to positions that remain open.

The school’s Financial Aid Office is dedicated to making sure each qualified student can join us. At Sanford, each student receives personal attention. Our Financial Aid Officer will guide you through the steps needed to finance your education and will help you develop an individualized financial plan.

Campus Visit
To schedule a meeting with the MPP program, please complete the visit request form at least two weeks in advance of your projected arrival date:
graduate.sanford.duke.edu/mpp/visit-us

We encourage visitation during the fall and spring semesters when classes are in session. Visitation itineraries may include meetings with admissions staff, the director of graduate studies, and career services, as well as a class observation.

Recruiting Events
We attend student recruiting events throughout the world. Please view our travel schedule online:
graduate.sanford.duke.edu/mpp/recruiting