Policy Memo Requirements & Guidelines

2013-2014 edition

Prepared for: IPPS Master In Public Policy Program

June 20, 2013
Requirements

Purpose
In response to the MPP student’s need to experience first-hand the type of practical and professional work typical of a policy analyst, the Graduate Program in Public Policy requires all students to produce a “Policy Memorandum.”

The project is designed to provide MPP students with a capstone experience that will synthesize the knowledge and skills that were acquired during the 56-quarter hours of formal coursework. Included among the skills that students will apply to the Policy Memorandum are problem definition, critical analysis, research, quantitative methods, economic analysis, and cost-benefit analysis.

Defining the Policy Memorandum
The Policy Memorandum is a practical and professional document that will represent the level of work that is expected from modern professional policy analysts.

Students will:

• Identify and define a real-world policy issue
• Analyze the issue by interviewing professionals with opposing views, conducting research, and gathering data
• Analyze the costs and benefits of the issue
• Recommend courses of action

Topic Choice
The appropriate topic of study for the Policy Memorandum will:

• Involve a policy decision within the public, private, or nonprofit sectors
• Require a precise problem statement
• Involve conflicting viewpoints or alternative points-of-view
• Require careful delineation of actors and stakeholders
• Involve the use of information, both qualitative and quantitative
• Be specific to relevant issues; not general
• Require cost - benefit analysis

Length, Formatting and Submission
The Policy Memorandum is expected to be 30-40 pages, including tables and charts, excluding endnotes and reference list. The standard formatting that should be used is 11-point “Times” font, double-spaced with 1” margins.
Students must submit four unbound copies on the date of final submission. Two weeks after the presentation, students must submit an additional two bound copies to Mary Reed 107, with the revisions that the faculty requested (if any) after the students’ presentation.

**Organization**

There should be seven main sections to the Policy Memorandum:

1. Problem definition
2. Methods
3. Issue analysis
4. Proposed solutions
5. Strategic recommendations
6. Weaknesses and limitations
7. Cost-Benefit Analysis

Students may add sections or sub-sections to this general guideline, but should not omit any of these seven primary areas.

In addition, students are required to produce a one-page executive summary of their memorandum (see below for guidelines).

**Policy Memorandum Preparation Process**

In the spring and perhaps the early fall there will be a number of required seminars with faculty to discuss the goals and objectives of this project. In addition, students will be required to submit a formal written policy memorandum proposal following the deadlines reported in this document. Students will be notified whether their topic is accepted, rejected or if modifications are required. Please see the ‘Deadlines’ section for the deadline for the submission of a topic proposal.

Students should plan to do substantial research to prepare their policy proposal between June and September when classes begin.

Students may request a specific faculty adviser in their written topic proposal but such requests may not always be honored due to the need to have advising duties evenly divided among faculty. The CBA adviser will not be a student’s primary adviser.

**Credit Hours**

Students must register for four-quarter hours of required credit in the Public Policy Program (PPOL 4995, Independent Research). These four credits are generally taken during Winter quarter, but may be taken anytime during the student’s final year if necessary. In order to register for the credit, please make an appointment with Debbie Sheanin, debbie.sheanin@du.edu.
Professional Ethics
Policy Memorandum content should be the student’s original thought—or properly attributed in accordance with recognized citation standards. Any unattributed content will result in a failing grade, with the consequence of a completely rewritten Policy Memorandum (on a new topic) or expulsion from the Program without the MPP degree. The Director and IPPS faculty will determine the consequences after review of the severity of the offense.

Timeframe
The due dates for the Policy Memorandum are strict. The advisor will consider the student’s ability to meet deadlines when determining the final grade.

Deadlines
See attached tables.

Grading
The student’s final grade will be determined as follows, for a total of 100 points:

- student’s primary advisor (up to 40 points possible),
- cost benefit analysis advisor (up to 20 points possible), and
- panel members (up to 40 points possible).

Students will be evaluated on their public policy problem definition; analytical abilities; thoroughness and quality of research; quality of writing; professionalism; and presentation skills, among others. If a student’s final grade is lower than a B- (80 points), he or she must rewrite the portion(s) of the paper that need(s) improvement. The student’s graduation will be postponed until such time that an acceptable version (80 or more points) is submitted.

Presentation
The panel members will consist of the student’s primary advisor, the cost-benefit adviser, and one or more faculty or community members.

The student will present for approximately 30 minutes, the panel members will discuss the student’s project and presentation (student is absent at this time) for 15 minutes, and finally, the student will answer questions from panel members and be critiqued for approximately 30 minutes.

Professional attire and practiced presentation skills are expected.
Guidelines I - Proposal

Introduction
We strongly recommend all students to consult Eugene Bardach’s A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving, 2nd ed. (Congressional Quarterly Press, 2005) to complete their topic proposal. Read the book carefully, since it provides you with a detailed step-by-step process to policy analysis.

This section gives you an overview of the policy memo proposal. The ‘Guidelines II - Policy Memo’ section of the document gives you a detailed description of the requirements of each section of the policy memo.

Requirements
Your policy memo proposal should be five pages, single-space. It should contain the following sections:

Problem Definition
- Is your problem defined in terms of deficits and excesses? If yes, explain. If no, explain. See Bardach pp. 3.
- What is the market failure of your problem? If there is no market failure, what is the situation that warrants definition as a public problem? See Bardach pp. 4-5.
- How will your problem include a quantitative feature? See Bardach pp. 5.
- Is your problem diagnostic? If so, are you sure you want to define your problem in this manner? See Bardach pp. 6.
- Did you define your solution into the “problem”? If yes, redefine the problem and iterate! See Bardach pp. 7-10.
- Do you have a causal claim? If so, is it “real”? Explain. See Bardach pp. 7-8.

Methods
- Describe how you plan to find the information on which your Policy Memo is based.
- Include a list of possible professionals to interview, databases to explore, websites to visit, books to read, legislative history to review, and peer-reviewed journals to digest.

Proposed solutions
- Write a brief review of the specific solutions you will evaluate.
- With a few sentences on each of the ideas, establish the overall landscape of the debate, citing at least one proposal reflecting “conservative” and “liberal” ends of the political spectrum, plus at least two that may seem more moderate in approach.
- Who are the stakeholders?
Issue analysis
• How do you plan to analyze/iterate the issue?
• How is your “analysis” different from your “research”?
• What will be your approach to the CBA?
• What contribution will your analysis make to the current policy debate?

Strategic recommendations
• Do you have a preliminary idea of what you think will be the best recommendation?
• If so, why?

Weaknesses and limitations
• What do you think will be the weaknesses or limitations to this project?
• For example, will you have access to all of the data that you may need?
• Do you think your strategic recommendations will be realistic and politically feasible?

Recommendations
What we want to see in your proposal is that you have a fairly clear picture of the direction of your research. We want to see that you have:

a) a clear grasp of the problem. This is why the problem definition part is so important. A clear problem definition will lead your research toward a well thought out solution. If you have a vague problem definition, then you won’t be able to identify what you want to solve with your policy, which means that your document will remain vague and therefore useless as a decision-making tool.

b) Enough data to get your project started or at the very least a clear data-gathering strategy. When you complete your proposal, you should have a clear idea on what data to get, where, and if you are able to process it. If you have serious reservations about the availability of good data for your topic, you might want to switch to another topic. Without good data, you will not be able to perform your cost-benefit analysis.

c) A thorough consideration of the challenges of your project. We want you to think hard about the issues associated with trying to solve the policy problem that you have chosen. Even the simplest policy issues have some complex ramifications. We want to see that you have given full consideration to i) the complexity of the issue and ii) its implications.

d) A serious reflection on the limits of your analysis. Even though this is just a proposal, we want to see that you are starting to identify the possible weaknesses of your document. We know that no policy analysis document can be perfect. However, we want to see that you recognize the limits of your research, even at this early stage, and that you are ready to either address them or discuss them.
To sum up, with your proposal you should be able to show us the skeleton of your policy memo. Your proposal should tell us that you have a plan to tackle the issue that you have chosen. Some of the details of your plan might change during the completion process, but its structure will carry on from the proposal.

Please note that these structure will be the same for your final document (see below), with the addition of the Cost-Benefit Analysis section.

**Other Requirements**

Please include a cover page for your topic proposal that includes the following information:

- your name;
- your email address;
- your phone number;
- your mailing address;
- your expected date of graduation;
- your preference for advisor. Please note that not all requests can be granted because assigning advisors will also be dependent on faculty availability and your topic selection; please list both 1st and 2nd choices.

Please list the following courses and note when you completed (or will complete) each course (quarter and year) and the grade you received in each.

- PPOL 4100 (American Policy System)
- PPOL 4200 (Microeconomics)
- PPOL 4300 (Quantitative Analysis)
- PPOL 4400 (Analytical and Critical Skills)
- PPOL 4500 (Cost-Benefit Analysis)
- PPOL 4600 (Regulatory Policy)
- PPOL 4700 (Public Management and Budgeting)
Guidelines II - Policy Memo

Overview
The policy memorandum is a document that outlines the rationale for choosing a particular policy alternative or course of action in a current policy debate. It is commonly produced in response to a request directly from a decision-maker or within an organization that intends to advocate for the position detailed in the document. Depending on the role of the writer or organization producing the document, the memo may only provide a targeted discussion of the current alternatives without arguing for a particular one (i.e. those who adopt the role of ‘objective’ researcher). On the other end of the scale, i.e. advocates, the memo may focus directly on providing an argument for the adoption of a particular alternative. Nevertheless for any case, as any policy debate is a market place of competing ideas, the purpose of the policy memorandum is to convince the target audience of the urgency of the current problem and the need to adopt the preferred alternative or course of action outlined and therefore, serve as an impetus for action. Remember: a policy memorandum is a tool for decision-making; therefore, it has to provide decision-makers with the necessary information to make policy choices.

Topic Choice
The choice of your topic is extremely important for the success of your policy memorandum. As mentioned in the requirements, you should choose a topic that lends itself to policy analysis and therefore policy solutions. An appropriate topic has the following characteristics:

- **Precise**: it is easily defined in straightforward terms. Example: “improving graduation rates in public schools” is a precise definition, whereas “improving education in the US” is not. A vague topic choice would be detrimental to the focus of your research. It would also lend itself to vague policy recommendations.

- **Specific**: it is limited to a well-defined policy area and (possibly) to a well-defined domain. A specific topic will help you limit your research to the information that you actually need. Example: “Resource management in the US” would be a very general topic that has countless potential venues of research and analysis, whereas “Water management in Colorado” would focus your research on a specific resource (water) and on a specific geographic domain (Colorado).

- **Disputed**: it lends itself to multiple approaches and points-of-view. If your topic is about an uncontroversial issue, then it is not going to command the attention of your audience; same if the solution to the problem is foregone.

Features of the Memorandum
An effective policy memorandum should have the following qualities:
Focused: all aspects of the memorandum should be strategically aimed at achieving the goal of convincing your target audience about the accuracy of your analysis and therefore the quality of your policy recommendations. Avoid lengthy digressions. Avoid anything that can distract the reader from the issue at hand.

Professionally crafted: your document is a tool for decision-making. Keep it professional. Both the look and the content of the document should be polished, focused, easy to understand. Avoid copy-and-paste. Edit your document carefully: you should use professional language. Be passionate about your topic and your policy recommendations, but avoid hyperboles that could be detrimental to the credibility of your document.

Evidence-based: your audience (decision-makers) not only expect a rational argument but will only be convinced by argumentation supported by evidence that the problem exists and the consequences of adopting particular alternatives. You must include a cost-benefit analysis to your document if you want your policy recommendations to be taken seriously.

Understandable: you should use clear and simple language, avoiding the jargon and concepts of an academic discipline. You should also provide a well-explained and easy to follow argument. Again, avoid lengthy digressions; keep the structure of the document coherent and linear.

Accessible: you should make the document easy to use and therefore subdivide the text using clear and descriptive titles to guide the reader. The use of such structure also makes it easy to get back to specific sections of the paper for successive readings. If it is hard to find information in your document, policy makers will not use it.

Promotional: your document should catch the eye of its potential audience. Creating a favorable impression is essential to catch the attention of the reader. A poor-looking or poor-reading document is detrimental to its content.

Practical and feasible: your document should provide arguments based on what is actually happening in reality. Your policy recommendations should sound realistic to the target audience. Again, a cost-benefit analysis is essential to provide a seal of practicality and feasibility to your recommendations.

Explicit: given your policy recommendations, you should provide specific criteria to assess either the failure or the success of the policy changes you are recommending. This criteria should come as much as possible from your cost-benefit analysis.

Transparent: do not try to hide information that does not support your policy recommendations. Recognize the weaknesses of your analysis and be straightforward about it. Being transparent strengthens your argument.

Organization / Sections of the Memorandum

Your policy memorandum should include a one-page executive summary.

The executive summary aims to convince the reader further that the brief is worth in-depth investigation. It is especially important for an audience that is short of time to clearly see the relevance and importance of the brief in reading the summary. As such, a one-page executive summary should include: a) a description of the problem addressed; b) a statement on why the current approach/policy option needs to be changed; c) your recommendations for action.
What follows is a detailed guideline to drafting your policy memorandum.

1. **Problem Definition.** You should clearly define the problem you intend to address in your policy memorandum. You should define your problem in a way that lends itself to policy solutions. A vague definition of the problem will hinder your search for policy solutions. You should also give a clear answer to this question: ‘why is this issue a problem?’ That also answer the next question: ‘why should we dedicate our efforts to this?’ You should answer these questions in a clear and compelling fashion when you define your problem. Some people might think that the issue you chose is not even a problem: that is one of the reason why you make your definition as dispassionate as possible. Remember: do not define your solution into the problem. You should make it straightforward for the reader to understand why this is a problem; therefore, you should prepare a single sentence problem definition followed by additional necessary background or details in order to provide appropriate explanation and context.

2. **Methods.** After you have defined your problem, you should devote your attention to gathering data/evidence about the issue. In this section, you should explain clearly what kind of evidence you gathered for your research and the reasons for your choice. Be candid and straightforward. If you wanted to gather ‘the perfect data’ for your research but you could not, explain why. Highlight the strong sides of your data but also the weak ones. When in doubt, always opt for transparency. It is important that you explain precisely what your criteria is for judging success or failure of your recommendation.

3. **Issue Analysis.** In this section, you should analyze the issue with the tools of your choice (see ‘Methods’ section). Depending on the issue you are analyzing, it might be useful to provide some historical context, especially if the historical development of the issue at hand can provide some hints about how to treat the problem. Maybe there were some other attempts to solve the problem in previous times that failed, or maybe a similar problem has been addressed in a different context. Having a grasp of the development of the issue over time can help selecting viable alternatives amongst policy options. For example: a policy memo that addresses the issue of public housing should not forget to consider the failure of public housing policies in the past (‘The Projects’). Beyond historical information, your analysis will heavily depend on the methodological choices you made. Your analysis tool (hard data, surveys, etc.) will probably not allow you to take into consideration all the factors that contribute to the problem. This is unavoidable. Again, choose transparency and be candid about what you are ‘leaving out’ of your analysis. Your analysis should individuate the relevant stakeholders in the issue and address their interests. Possibly, you should try to quantify such interests, so you can factor them into your cost-benefit analysis. From a qualitative standpoint, you should also try to assess how intense stakeholders’ preferences are about different possible solutions to the problem. It is critical that you address the primary objections to your proposal and reach a conclusion on whether or not they are valid.

4. **Proposed solutions.** In this section you will analyze the possible solutions to the problem of your policy memorandum. Here you should think hard about what kind of policies could address the problem you are analyzing. You should report solutions that are realistic and viable. If you decide to rule out some solutions, you should be transparent about what makes them unviable or unrealistic. Lay out the possible solutions clearly. Be straightforward about the components of the policy alternatives. Be clear about the conditions that would make a specific policy fail or succeed.
5. **Strategic Recommendations.** This section is the result of your analysis. Here you should convince your audience that the policy you recommend is better than other alternatives. This implies giving a definition of what ‘better’ means: you should set forth straightforward criteria to judge the success or the failure of policy. This definition of criteria will allow you to structure your cost-benefit analysis.

6. **Weaknesses and Limitations.** In this part, you should analyze your own analysis and policy recommendations to find out what their weaknesses and limitations are. These might come from the data (e.g. you could not get enough data), context (e.g. conditions on the ground could vary in a few years), or other factors such as political will (e.g. “this could be the best way to tackle the issue but there is no way political leaders will green light it”). Past experience can also be a factor in assessing weaknesses and limitations (“we tried this before and it did not work”). This section should not be an afterthought. Hiding the potential weaknesses and limitations of your analysis will only make it weaker. Again, transparency makes for better analysis. One effective way of laying out the main arguments of this section is to outline it while you are writing your Cost-benefit analysis. The process of writing your CBA will make some of the flaws and limitations of your arguments and options evident: use this to your advantage and report them in your ‘weaknesses and limitations’ section.

7. **Cost-benefit analysis.** This section is devoted to assess the practical viability of your policy recommendations. In order to perform a sound cost-benefit analysis, you should be able to quantify the components of your recommendations. You should be straightforward about the sources of your figures. If you have to give estimates rather than hard figures, be straightforward about your estimation process. Some components of your issue might not be easily quantifiable; again, be transparent about such limitations of your analysis. As far as specific requirements go, the cost-benefit analysis should include a matrix consisting of stakeholders (in row form) and alternatives (in column form). One of the alternatives must be the status quo. The matrix should also include weights to address the issue of standing. A comprehensive CBA analysis will also include a matrix for sensitivity analysis and, if possible, one for political feasibility. The M.P.P program at University of Denver emphasizes economic and quantitative skills. Successful completion of the program requires a combined total of one-year worth of courses in Microeconomics, Quantitative Analysis, and Cost-Benefit Analysis. In order to fulfill and pass the memorandum, students must discuss and explain concepts relating to consumer surplus, producer surplus, dead-weight loss, elasticity, asymmetric information, externalities, and provide appropriate graphs. Remember: ultimately, a sound cost-benefit analysis is the strongest support for your policy recommendation. If there are some doubts about the robustness of this part, there will be some doubts about the soundness of your policy solutions. The Cost-Benefit Analysis is an essential part of your memo: without it you WILL NOT complete your policy memo.

**Cost-Benefit Analysis Hints & Tips**

Dr. Sharma will be your advisor for the Cost-Benefit Analysis section of your memo. You should come well prepared to your meetings with him (see the schedule in the ‘Deadlines’ section below). That will ensure a smooth crafting of your CBA section. Before you meet with Prof. Sharma, we suggest you do the following:

- First of all, examine the CBA sections of previous years’ policy memos: those documents will give you a clear idea of what you are expected to produce.
• Come prepared with all the material you have collected for your CBA section.

• Be ready to show Dr. Sharma all the data you have. Data collection is one of your main research tasks. Do not expect your CBA advisor to do it for you.

Here is how you could organize your data effectively before you meet with your CBA advisor:

1. Draw a table (or an outline) containing your CBA parameters & data sources.

2. In the table (or outline), show the data you need, divided in the parts that you already have and the ones you are still trying to collect.

3. Connect the data sources with the parameters you will be using in your CBA matrix.

4. Highlight the parts that are complete and the ones that need more work. Explain what you are still missing and how you are going to fill that void.

Following the steps above will help you rationalize the process of building your CBA section.
Deadlines 2013-2014

Please keep in mind that individual advisors can establish additional deadlines to the ones presented below.

Most students are expected to graduate in Spring 2014.

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, September 23, 2013</td>
<td><strong>TOPIC PROPOSAL</strong> due (email to <a href="mailto:lapo.salucci@du.edu">lapo.salucci@du.edu</a>) by 3pm</td>
</tr>
<tr>
<td>Monday, October 7, 2013</td>
<td>Revised topic proposal (if necessary) due to advisor by 5pm</td>
</tr>
<tr>
<td>1st-2nd week of December 2013</td>
<td>Students are expected to have a first draft of the document ready, excluding CBA. Please agree on specific deadlines with your advisor.</td>
</tr>
<tr>
<td>1st week of February 2014</td>
<td>Students are expected to have a second draft of the memo ready, excluding CBA. Please agree on specific deadlines with your advisor. Be ready to meet with Prof. Sharma for your CBA: have your outer matrix and plan for constructing the inner matrix (data and calculations) ready. Please contact Prof. Sharma to set up a meeting date.</td>
</tr>
<tr>
<td>3rd week of March 2014</td>
<td>Students are expected to have a final or near final draft of their CBA ready. Please contact Prof. Sharma for specific deadlines.</td>
</tr>
<tr>
<td>Monday, April 7, 2014</td>
<td><strong>FINAL SUBMISSION</strong> of Policy Memorandum to IPPS office (four unbound copies, plus one digital copy to advisor) by 7pm; only very minor revisions will be accepted after this date</td>
</tr>
<tr>
<td>Mid-April, 2014</td>
<td>All advisors will meet to review all Policy Memos submitted and make a decision about whether each student will proceed to the presentation stage; if declined, students will need to revise their graduation plans to Summer 2014</td>
</tr>
<tr>
<td>April 28-May 12, 2014</td>
<td>Student presentations (one bound copy and one digital copy emailed to <a href="mailto:ipps@du.edu">ipps@du.edu</a> due two weeks after presentation)</td>
</tr>
</tbody>
</table>
### Deadlines for Fall 2013 Graduation

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, September 16, 2013</td>
<td><strong>FINAL SUBMISSION</strong> of Policy Memorandum to IPPS office (four unbound copies, plus one digital copy to advisor) by 7pm; only very minor revisions will be accepted after this date</td>
</tr>
<tr>
<td>Mid-October, 2013</td>
<td>All advisors will meet to review all Policy Memos submitted and make a decision about whether each student will proceed to the presentation stage; if declined, students will need to revise their graduation plans to Winter 2014.</td>
</tr>
<tr>
<td>Late-October, 2013</td>
<td>Student presentations (one bound copy and one digital copy emailed to <a href="mailto:ipps@du.edu">ipps@du.edu</a> due two weeks after presentation)</td>
</tr>
</tbody>
</table>

### Deadlines for Winter 2014 Graduation

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monday, September 16, 2013</td>
<td><strong>TOPIC PROPOSAL</strong> due (email to <a href="mailto:lapo.salucci@du.edu">lapo.salucci@du.edu</a>) by 3pm</td>
</tr>
<tr>
<td>Monday, September 30, 2013</td>
<td>Revised topic proposal (if necessary) due to advisor by 5pm</td>
</tr>
<tr>
<td>1st week of December 2013</td>
<td>1st draft of Policy Memorandum due to advisor. Please agree on specific deadlines with your advisor.</td>
</tr>
<tr>
<td>1st week of January 2014</td>
<td>Students are expected to have a second draft of the memo ready, excluding CBA. Please agree on specific deadlines with your advisor. Be ready to meet with Prof. Sharma for your CBA: have your outer matrix and plan for constructing the inner matrix (data and calculations) ready. Please contact Prof. Sharma to set up a meeting date.</td>
</tr>
<tr>
<td>4th week of January 2014</td>
<td>Students are expected to have a final or near final draft of their CBA ready. Please contact Prof. Sharma for specific deadlines.</td>
</tr>
<tr>
<td>Monday, February 17, 2014</td>
<td><strong>FINAL SUBMISSION</strong> of Policy Memorandum to IPPS office (four unbound copies, plus one digital copy to advisor) by 7pm; only very minor revisions will be accepted after this date</td>
</tr>
<tr>
<td>February 18-21, 2014</td>
<td>All advisors will meet to review all Policy Memos submitted and make a decision about whether each student will proceed to the presentation stage; if declined, students will need to revise their graduation plans to Spring 2014</td>
</tr>
<tr>
<td>February 24-28, 2014</td>
<td>Student presentations (one bound copy and one digital copy emailed to <a href="mailto:ipps@du.edu">ipps@du.edu</a> due two weeks after presentation)</td>
</tr>
<tr>
<td>Date</td>
<td>Task</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Monday, January 6, 2014</td>
<td><strong>TOPIC PROPOSAL</strong> due (email to <a href="mailto:lapo.salucci@du.edu">lapo.salucci@du.edu</a>) by 3pm</td>
</tr>
<tr>
<td>Monday, January 20, 2014</td>
<td>Revised topic proposal (if necessary) due to advisor by 5pm</td>
</tr>
<tr>
<td>1st week of April 2014</td>
<td>1st draft of Policy Memorandum due to advisor. Please agree on specific deadlines with your advisor.</td>
</tr>
<tr>
<td>1st week of May 2014</td>
<td>Students are expected to have a second draft of the memo ready, excluding CBA. Please agree on specific deadlines with your advisor. Be ready to meet with Prof. Sharma for your CBA: have your outer matrix and plan for constructing the inner matrix (data and calculations) ready. Please contact Prof. Sharma to set up a meeting date.</td>
</tr>
<tr>
<td>2nd week of June 2014</td>
<td>Students are expected to have a final or near final draft of their CBA ready. Please contact Prof. Sharma for specific deadlines.</td>
</tr>
<tr>
<td>Monday, June 30, 2014</td>
<td><strong>FINAL SUBMISSION</strong> of Policy Memorandum to IPPS office (four unbound copies, plus one digital copy to advisor) by 7pm; only very minor revisions will be accepted after this date</td>
</tr>
<tr>
<td>Early July, 2014</td>
<td>All advisors will meet to review all Policy Memos submitted and make a decision about whether each student will proceed to the presentation stage; if declined, students will need to revise their graduation plans to Fall 2014</td>
</tr>
<tr>
<td>July 7-12, 2014</td>
<td>Student presentations (one bound copy and one digital copy emailed to <a href="mailto:ipps@du.edu">ipps@du.edu</a> due two weeks after presentation)</td>
</tr>
</tbody>
</table>