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THE GEORGE WASHINGTON UNIVERSITY

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THE TRACHTENBERG SCHOOL OF  
PUBLIC POLICY<sup>AND</sup> PUBLIC ADMINISTRATION

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## Student Handbook

Master of Public Administration

*and*

Master of Public Policy

- For Students Entering Fall 2013 -

Welcome to the Trachtenberg School community! We hope you will take full advantage of the opportunities afforded you during your time with us to strengthen your skills, knowledge and enthusiasm for a public service-oriented career. You are entering a community of scholars and practitioners who share a deep commitment to effective teaching and rigorous research on public service leadership and management. We focus on thought leadership in public policy formulation, and innovative management of services delivered by the ever-broadening network of public, nonprofit, and private sector providers.

Please be an active participant in our community. I urge you to take advantage of the diverse opportunities open to you:

- Work closely with a faculty advisor as you plan your course of study. This is important in order to be sure that you are on track to graduate when you wish to do so.
- Meet with our fantastic career services director, Denise Riebman, and also feel free to select one or more of our faculty members to consult about courses and career choices.
- Participate in the events organized by the Trachtenberg Student Organization. Don't simply attend the Student-Faculty Retreat or Community Service outings or Career Planning Sessions – help organize them! There are a variety of activities in which even part-time students/full-time workers can participate.
- Attend School conferences and symposia, Public Policy Research Luncheons, Alumni Networking Sessions, and other events planned to supplement students' course work. The events we organize not only provide forums for faculty and students to learn about cutting-edge research and new developments in practice; they also give you opportunities to get to know what policy and management issues faculty members and your student colleagues are passionate about.
- Submit your research papers to our student journal, *Policy Perspectives*, and please consider joining the editorial staff. We are extremely proud of our journal, now entering its 18<sup>th</sup> year! Only a handful of MPA or MPP programs in the country publish a journal. Libraries across the country subscribe to our superb showcase of our students' research.
- Keep informed through our student blog! ([gwtberg.gwublogs.com](http://gwtberg.gwublogs.com)) You will learn about upcoming academic and social events, administrative issues meriting your action, and employment opportunities if you monitor your e-mail from us.
- Let us know how we can improve student services or academic programs. Please email or call me ([newcomer@gwu.edu](mailto:newcomer@gwu.edu) or 994-3959), and drop by my office anytime if you have any suggestions or questions! I thoroughly enjoy working directly with students, so please visit anytime!

I am confident that you will enjoy and benefit from your choice to study with us. But the education you receive will be especially enriched by the time you spend outside of the classroom at GW. Your semesters here will fly by, so please seize the opportunities now! The more involved you are with our faculty and students, the better off we all are!

Welcome!

Kathryn E. Newcomer  
Director,  
The Trachtenberg School of Public Policy and Public Administration



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## Common Abbreviations

Acc	Accounting
CCAS	Columbian College of Arts and Sciences
CISTP	Center for International Science and Technology Policy
CRN	Course Reference Number
DnSc	Decision Sciences
Econ	Economics
Educ	Education
EnRP	Environmental and Natural Resource Policy
ESIA	Elliott School of International Affairs
Fina	Finance
Geog	Geography
GW	The George Washington University
GWIPP	George Washington Institute of Public Policy
Hist	History
IAff	International Affairs
LOA	Leave of Absence
Mgt	Management Sciences
MPA	Master of Public Administration
MPA Building	Media and Public Affairs Building
MPAA	Master of Public Administration Association
MPP	Master of Public Policy
Phil	Philosophy
PPPA	Public Policy and Public Administration Class Code Prefix
PPSA	Public Policy Student Association
PSc	Political Science
Psyc	Psychology
PubH	Public Health
SB	School of Business
SMPA	School of Media and Public Affairs
SMPP	Strategic Management and Public Policy
Soc	Sociology
TS	Trachtenberg School
TSPPPA	Trachtenberg School of Public Policy and Public Administration
WRLC	Washington Research Library Consortium
WStu	Women's Studies

# **The Trachtenberg School of Public Policy and Public Administration**

## **Mission Statement**

The Trachtenberg School promotes the highest standards for research, teaching, and service in graduate education for public policy and public administration. Our school welcomes students with wide-ranging backgrounds and interests and offers graduate programs embracing multiple perspectives and practical knowledge of public administration and public policy to prepare students for active and reflective engagement in local, national, and global governance. The Trachtenberg School fosters effective teaching and active scholarship in public administration and public policy among its faculty to serve the public interest by enhancing the quality of democratic governance.

## **Faculty**

GW's Trachtenberg School of Public Policy and Public Administration is distinguished by the faculty's reputation for consistently high-caliber teaching. While faculty members are active researchers and publish widely in their respective fields, they also share a commitment to excellence in teaching. The policy questions and management issues addressed in the Trachtenberg School courses are important and exciting ones. The faculty promotes intellectual exchanges designed to enliven these vital topics.



# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

### Master of Public Administration Program Mission Statement

The Master of Public Administration program at The George Washington University prepares students for positions of leadership in public service, including government at all levels, intergovernmental agencies, and nonprofit organizations.

### Goals of the Master of Public Administration Curriculum

The MPA Program promotes its mission by working toward the following goals:

- Understand how institutions, organizations and democratic values shape policy development, implementation and evaluation
- Demonstrate respect, equity, and fairness in leading and collaborating with citizens, residents and fellow public servants to promote the public interest
- Understand governmental budgetary processes
- Think strategically, creatively, and critically to address public policy and administration problems
- Communicate effectively both orally and in written work
- Apply fundamental economic reasoning to public decisions
- Apply ethical principles in decision-making and policy analyses
- Work collaboratively in small teams and large disparate groups
- Collaborate with institutions in the public, nonprofit, and private sectors, as well as local, regional, national, and international organizations
- Understand current issues shaping the public debate as well as their historical foundations
- Use quantitative and qualitative methods to evaluate public policies and programs
- Understand the history, traditions, controversies, and challenges of public administration and integrate these into public service decision making.
- Apply organizational theory and behavior to design and manage projects, programs, and organizations
- Integrate organization theory and behavior, and knowledge of public administration, to lead and motivate colleagues and stakeholders to act in the public interest.
- Use financial, managerial, and budgetary concepts and systems

#### MPA Program Director

Professor Lori Brainard

E-mail: [brainard@gwu.edu](mailto:brainard@gwu.edu)



*For students beginning in the Fall 2013-Spring 2014 Academic Year*



# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## Introduction

The Master of Public Administration (MPA) degree is the recognized professional degree in public administration. It is designed principally, but not exclusively, for those who are pursuing careers in public service at any level of government and/or in nonprofit organizations, national associations, public interest groups, research and consulting firms, public affairs offices of corporations, and other positions in the private sector.

The MPA degree offered by GW's Trachtenberg School of Public Policy and Public Administration (The Trachtenberg School) was reaccredited in 2001 by the National Association of Schools of Public Affairs and Administration (NASPAA), the sole source of academic accreditation in the field of public administration.

The MPA degree is a 40-credit hour program designed to provide an integrated and interdisciplinary academic experience. The program consists of an eight-course core required for all students, a three-course (or more) field of study, and (up to) three elective courses.

The MPA program provides a balance between a strong core of essential courses and the freedom to select and tailor a field of study and electives. This mix offers coverage of key material that everyone obtaining an MPA must learn *and* the latitude to design a custom program to address personal career needs and interests.

The faculty expects students to emphasize the resources and talent within the MPA Program but can also assist you in pursuing courses elsewhere in the university and in the DC consortium. We invite you to schedule an appointment with the advisor of your choice to design your field of study.



# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## MPA: At a Glance

### Total 40 credits

#### Core Courses (8 courses - 22 credits)

PPPA 6000:	Cross-Sectoral Collaboration and Governance in the U.S. Federal System
PPPA 6001:	Introduction to Public Service and Administration
PPPA 6002:	Research Methods and Applied Statistics
PPPA 6003:	Economics for Public Decision-Making
PPPA 6004:	Leadership in Public Administration and Public Policy
PPPA 6005:	Public Budgeting, Revenue & Expenditures
PPPA 6006:	Policy Analysis
PPPA 6009:	Capstone Seminar

\*PPPA 6008 MPA/MPP Capstone Seminar is available for students who are completing their programs in the fall semester.

\*\*Students must complete their core coursework prior to enrolling in the capstone. If extreme circumstances merit an exception to this policy, students should contact their advisor.

#### Fields of Study (3-4 courses - 9-12 credits; depends on field)

Each student selects a field of study consisting of at least three courses. Many MPA students select one of eight fields. Others design their own individualized field with consultation and approval of a substantively appropriate faculty advisor; in addition, any of the MPP fields are possible in the MPA.

The seven primary fields are:

Budget and Public Finance	Nonprofit Management (4 courses - 12 credits)
Federal Policy, Politics, and Management	Policy Analysis and Evaluation
International Development Management	Public-Private Policy and Management
Managing State and Local Governments	Homeland Security and Emergency Management

#### Elective Courses (2-3 courses – 6-9 credits)

Students choose at least two unrestricted elective courses in consultation with their advisor. The electives may be taken in any related program or discipline.

A student who wishes to study a special area of interest not covered by a course in the curriculum may elect to enroll in an independent study for course credit. For registration instructions, see PPPA 6098, page 12.

#### The Professional Development Plan

Rigorous academic study and professional experiences are necessary components in the development of successful public and non-profit administrators, policy researchers, and academics. To ensure sufficient professional experience prior to graduation, we ask all students to complete a professional development plan (PDP) with the Director of Career Development Services in their first year of study.

PPPA 6097:	<b>Practicum in Public Administration</b>
0 credit	Students cannot earn credit for internships but can register for this course if required by immigration regulations or their employer. This is not required to satisfy the Professional Development Plan.

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

TRACHTENBERG SCHOOL  
MPA/MPP PROFESSIONAL DEVELOPMENT PLAN

Rigorous academic study and professional experiences are necessary components in the development of successful public and non-profit administrators, policy researchers, and academics. To ensure sufficient professional experience prior to graduation, students must develop a professional development plan (PDP) with the Director of Career Development Services in their first year of study. The PDP consists of the following four steps, with steps one through three to be completed in the first year of study:

1. Have an approved resume in the TS Career Central System ([career.tspppa.gwu.edu](http://career.tspppa.gwu.edu)) .....
2. Meet with a career development adviser .....   
*Students are also encouraged to discuss their career goals and ideas with their faculty advisors.*
3. Complete a free profile on LinkedIn, joined the TSPPPA LinkedIn Group, and connected with at least 5 alumni or other professionals in field(s) of choice .....   
*Students with strong preferences may opt out of this step.*
4. Participate in at least one professional experience prior to graduation .....

Prior relevant or ongoing professional experience can be used to satisfy step four. Students with no relevant prior or ongoing professional experience are expected to participate in at least one professional relevant experience prior to graduation. As an example, students can participate in a job or internship that involves at least half-time work for one semester (14 weeks) and that exposes students to career-relevant, professional activities (not just clerical work).

Students are expected to write a description of the experience they believe relates to their career plan/goals. Please include organization, title, and brief description of work and accomplishments.

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This plan will be signed by the Director of Career Development Services prior to graduation.

I certify that \_\_\_\_\_ has  
satisfied the Trachtenberg School Professional Development Plan

\_\_\_\_\_  
Director, Career Development Services

\_\_\_\_\_  
Date

# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## MPA: Core Courses

(22 credits) Eight core courses are required for those enrolled in the MPA program. These courses cover an essential nucleus of material that everyone earning an MPA degree must master.

PPPA 6000 1 credit	<b>Cross-Sectoral Governance in the U.S. Federal System</b> Introduction to the roles and responsibilities of the public, nonprofit, and for-profit sectors in the delivery of public goods and services. Included is a review of US Federal System—the major responsibilities of the three branches of the federal government and their interaction with state and local governments.
PPPA 6001 3 credits	<b>Introduction to Public Service and Administration</b> Introduction to the discipline of public administration. The intellectual traditions and theoretical frames of reference that inform public administration as a field of professional practice and study. Current and continuing challenges and controversies.
PPPA 6002 3 credits	<b>Research Methods and Applied Statistics</b> Development of skills and knowledge for conducting original research and critically evaluating empirical studies. Various research designs and data collection techniques are examined. Focus on computerizing data sets for quantitative analysis, analyzing strength of relationships, selecting appropriate statistical techniques, and testing statistical hypotheses.
PPPA 6003 3 credits	<b>Economics for Public Decision Making</b> The basic tools and concepts in microeconomic analysis; how these tools can be useful in public decision making.
PPPA 6004 3 credits	<b>Leadership in Public Administration and Public Policy</b> An examination of current ideas about leadership and management from both theoretical and operational perspectives, including the values, ethics, skills, knowledge and practices needed for success. Prerequisite: PPPA 6001 or equivalent.
PPPA 6005 3 credits	<b>Public Budgeting, Revenue, and Expenditure Analysis</b> Survey course that focuses on the institutions and analytical tools associated with raising revenue and allocating/managing resources at all levels of government. Hands-on budgeting skills and communication of analysis to decision makers. Prerequisite: PPPA 6003 or equivalent.
PPPA 6006 3 credits	<b>Policy Analysis</b> Development of skills in conducting and critiquing policy analyses. Application of methodologies used in analyzing possible consequences of specified alternatives as applied in the public policy decision-making process. Appropriate applications and limitations of policy analysis and its relationship to politics and the policy process.
PPPA 6009 3 credits	<b>Capstone Seminar</b> Synthesizes, analyzes and integrates concepts and issues relating to the ethical, political, economic, managerial, and personal values in the field. Open only to MPA degree candidates in their final semester of study.

# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## MPA: Fields of Study

Each student selects a field of study consisting of at least three courses, with the exception of Nonprofit Management, which is a four-course field. Many MPA students select one of seven fields of study. Others design their own individualized field in consultation with and by approval of a faculty advisor or may choose a field from the Master of Public Policy program.

The pages that follow review the seven standard fields of study and identify the lead professor and the relevant courses for each field. Lead professors serve as the faculty advisors for students enrolled in each field of study.

Students can tailor special fields, with the guidance of their adviser, to fit their academic interests and career objectives. For example, a student may take an approved three-course sequence in departments such as Health Policy or International Business.

Students may also construct fields that span more than one department, provided there is a unifying theme among the selected courses. For example, a special field in Development Administration might combine the one public administration course (PPPA 217) with relevant Economics and Anthropology courses. *To create a new field*, students must write a brief justification of it and specify the courses that will comprise it. Students must work with a substantively appropriate adviser to design the field.

Fields with multiple advisors use alphabetical order to list faculty.

### Budget and Public Finance

Lead Professors:           Professor Joseph Cordes (994-5826, [cordes@gwu.edu](mailto:cordes@gwu.edu))  
                                  Professor Stuart Kasdin (994-6274, [skasdin@gwu.edu](mailto:skasdin@gwu.edu))

Courses in this field explore the theoretical and practical foundations of public budgeting. A concentration in this field will provide insight into the formulation and evaluation of public budgets, as well as the complex choices of economic reasoning in response to resource allocation. The courses in this field provide a background in budget policy and process, characteristics of public revenue and expenditure, and governmental accounting and financial reporting. This field is particularly suited for those who are, or envision becoming, budget analysts or financial management officers in public agencies at any level of government. With the permission of the lead professor, students may supplement these courses with courses in economics, accounting, or other relevant disciplines.

#### Field Courses:

PPPA 6048:       Financing State and Local Government  
PPPA 6051:       Governmental Budgeting  
PPPA 6053:       Financial Management in the Public Sector  
PPPA 6054:       Issues in Federal Budgeting  
PPPA 6055:       Contracting Out and Public-Private Partnerships  
PPPA 6016:       Public and Nonprofit Program Evaluation  
PPPA 6014:       Economics in Policy Analysis  
Accy 6701:       Government Accounting and Auditing  
Econ 6218:       Survey of Intermediate Macroeconomics  
PPPA 6015:       Benefit-Cost Analysis  
PPPA 6076:       Federal Regulation of Society  
PPPA 6065:       Federalism and Public Policy

### Federal Policy, Politics, and Management

Lead Professor:           Professor Kathryn Newcomer (994-3959, [newcomer@gwu.edu](mailto:newcomer@gwu.edu))  
                                  Professor Lori Brainard (994-1091, [brainard@gwu.edu](mailto:brainard@gwu.edu))

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The courses in this field help students acquire expertise in the executive, legislative, and regulatory arenas and work effectively in the business/ government/ public interest advocacy system. For those coming directly from an undergraduate program, this field provides insight into several potential areas for future specialization, employment, and research. For mid-career public officials, this field provides the opportunity to explore more systematically and analytically the governmental functions they observe in practice, with a focus on utilizing those functions more effectively.

### Field Courses:

PPPA 6072:	Legislative Management and Congress
PPPA 6075:	Law and the Public Administrator
PPPA 6076:	Federal Government Regulation of Society
PPPA 6054:	Issues in Federal Budgeting
PPPA 6060:	Policy Formulation and Administration
PPPA 6016:	Public and Nonprofit Program Evaluation
PPPA 6055:	Contracting Out and Public-Private Partnerships
PPPA 6085:	Special Topics: Regulatory Comment Clinic

### International Development Management

Lead Professor: Professor Joan Dudik-Gayoso (joandg@att.net)  
Professor Jennifer Brinkerhoff (994-3598, [jbrink@gwu.edu](mailto:jbrink@gwu.edu))

This field of study prepares students for careers in international development management. A concentration in this field provides insight into the practical workings of the international development industry, i.e., who the major players are, how they interact, and how policy is made and implemented; and management approaches and challenges specific to the international development field, including specific development management tools and approaches. Note: In addition to a masters degree, entry into an international development career typically requires overseas professional work experience.

### Field Courses:

PPPA 6057:	International Development Administration
PPPA 6058:	International Development NGO Management
PPPA 6059:	International Development Management Processes and Tools
ECON 6250:	Survey Economic Development

### Optional Courses:\*

ANTH 6301:	Anthropology and Development
GEOG 6230:	Environmental Issues in Development
IBUS 6402:	Managing in Developing Countries
EDUC 6610:	Policy Issues in International Education
PUBH 6400:	Global Health Frameworks
PSC 8334:	Democracy and Democratization
PSC 8336:	Political Economy of Developing Areas
PSC 8337:	Theories of Political Development

\*Students are encouraged to explore course offerings in the Elliott School of International Affairs, which regularly offers special topics courses related to international development (varies semester to semester); as well as other course offerings in anthropology, international education, emergency management, geography, and global health).

### Managing State and Local Governments

Lead Professor: Professor Nancy Augustine (994-5145, [nya@gwu.edu](mailto:nya@gwu.edu))

This field is designed for students interested in pursuing careers in state and local government administration. The field gives primary consideration to understanding the theoretical and practical implications of the political economy of state and local governments; to distinguishing among alternative structure and forms of local government, recognizing advantages and disadvantages; and to gaining an understanding of the problems that

# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

local governments face (particularly in urban areas), the policy options, and the practical management considerations for resolving these problems.

## Field Courses:

PPPA 6042:	Managing State and Local Governments
PPPA 6048:	Financing State and Local Governments
PPPA 6049:	Urban and Regional Policy Analysis
PPPA 6053:	Financial Management in the Public Sector
PPPA 6054:	Issues in Federal Budgeting
FINA 6242:	Problems in Real Estate Valuation
PPPA 6065:	Federalism and Public Policy

## Nonprofit Management

Lead Professor: Professor Michael J. Worth (994-3902, [mjworth@gwu.edu](mailto:mjworth@gwu.edu))  
Professor Jasmine McGinnis-Johnson (994-7881, [jmcginnis@gwu.edu](mailto:jmcginnis@gwu.edu))

This field is designed for students preparing for careers in the management of nonprofit organizations and fundraising programs. It is appropriate to recent undergraduates as well as mid-career professionals seeking to advance to more senior positions of responsibility. Courses encompass the planning, management, and evaluation of organizations and programs; strategies for the management of fundraising programs, charitable foundations, and venture philanthropy; the role of advocacy organizations; international non-governmental organizations; and, policy issues related to the nonprofit sector and philanthropy in the United States and internationally.

The following are requirements for MPA students completing a concentration in Nonprofit Management:

I. MPA Program Core: 22 credits

II. Nonprofit Concentration: 12 credits

### Required Courses:

PPPA 6031	Governing and Managing Nonprofit Organizations (Note: Course is required but is not a prerequisite to other courses listed.)
PPPA 6032:	Managing Fund Raising and Philanthropy

### Nonprofit Elective Courses (At least ONE of the following courses):

PPPA 6033	Nonprofit Enterprise
PPPA 6058	International Development NGO Management
PPPA 6033	Nonprofit Enterprise
PPPA 6034	Managing Nonprofit Boards
PPPA 6053	Financial Management in the Nonprofit and Public Sectors
PPPA 6016	Public and Nonprofit Program Evaluation

Other Trachtenberg School nonprofit courses that may be offered from time to time  
[With prior approval of the concentration advisor, certain non-Trachtenberg School courses at GW may be counted toward this group.]

III. Elective Course: 6 credits

Nonprofit Management concentrators are encouraged to explore courses in the Trachtenberg School or in other schools of the University that may relate to the nonprofit sub-sector in which they hope to work (for example, museums, higher education, health care, advocacy organizations) or in a professional discipline related to nonprofit management (for example, marketing, accounting, legislative relations).

## Policy Analysis and Evaluation

Lead Professor: Professor Stephanie Cellini (994-0019, [scellini@gwu.edu](mailto:scellini@gwu.edu))  
Professor Donna Lind Infeld (994-3960, [dlind@gwu.edu](mailto:dlind@gwu.edu))  
Professor Kathryn Newcomer (994-3959, [newcomer@gwu.edu](mailto:newcomer@gwu.edu))

This field focuses upon the processes and products of governmental decision making, with primary attention devoted to developing the ability to analyze and evaluate the ramifications of public policies and the policy-

## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

formulation process. This field is designed principally for those who are now employed, or plan to be employed as analysts or evaluators at any level of government – in quasi-public, non-profit, or public interest organizations, or in research or consulting firms.

### Field Courses:

PPPA 6072:	Legislative Management and Congress
PPPA 6025:	Ethics and Public Values
PPPA 6049:	Urban and Regional Policy Analysis
PPPA 6060:	Policy Formulation and Administration
PPPA 6016:	Public and Nonprofit Program Evaluation
PPPA 6014:	Economics in Policy Analysis
PPPA 6013:	Econometrics for Policy Research I

### Public-Private Policy and Management

Lead Professor: Professor Chris Carrigan (994-5583, [ccarrigan@gwu.edu](mailto:ccarrigan@gwu.edu))

Courses in this field explore the historical and current relationships between the public and private sectors, focusing on the interactions between the two sectors in such areas as regulation, contracting out, partnerships, and privatization. Courses also will examine the global dimensions of these relationships and will include case studies and discussion to highlight important legal, policy, and management considerations, including decision-making and evaluation of public-private arrangements. The field is designed for those interested in the management and policy implications of these relationships. Given its breadth, the courses listed below are provided only as examples of the types of offerings that might fulfill the requirements of the field. Those interested in pursuing a concentration in public-private policy and management should consult with the field advisor to develop an appropriate course plan.

### Potential Courses:

PPPA 6018:	Public Policy, Governance, and the Global Market
PPPA 6055:	Contracting Out and Public-Private Partnerships
PPPA 6076:	Federal Government Regulation of Society
PPPA 6077:	Government Transformation: New Outcomes
PPPA 6077/IBUS 6202 (PPPA 6085/IBUS 6297):	Privatization, Nationalization, and Public-Private Partnerships
PPPA 6085:	Regulatory Comment Clinic
DNAC 6234:	Procurement and Contracting
LAW 6500:	Government Contracts
MGT 6215:	Conflict Management and Negotiations
SMPP 6202:	Business-Government Relations
SMPP 6293/HIST 6322:	American Business History

### Homeland Security and Emergency Management Policy

Lead Professors: Professor Greg Shaw (994-6736, [gshaw@gwu.edu](mailto:gshaw@gwu.edu))  
Professor Bill Adams (994-7494, [adams@gwu.edu](mailto:adams@gwu.edu))

Courses in this field explore the theory and practice in homeland preparedness and responsive to both man-made and natural disasters. A concentration in this field will provide students with knowledge and skills related to homeland security policy formulation and implementation at the national, state, and local governmental levels. Courses in this field explore the human dimensions, such as leadership in complex networks, and legal, technical, and organizational challenges in both preparedness and responses to disasters.

### Field Courses:

EMSE 6350:	Hazard Mitigation in Disaster Management
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And any 2 or 3 of the following courses:

PPPA 6224:	Leadership in Complex Organizations
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*For students beginning in the Fall 2013-Spring 2014 Academic Year*



## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

EMSE 6240:	Environmental Hazard Management
EMSE 6300:	Homeland Security: The National Challenge
EMSE 6305:	Crisis and Emergency Management
EMSE 6310:	Information Technology in Crisis and Emergency Management
EMSE 6315:	Management of Risk and Vulnerability for Hazards and Terrorism
EMSE 6320:	International Disaster Management
EMSE 6325:	Medical and Public Health Emergency Management
EMSE 6330:	Management of Terrorism Preparedness and Response
EMSE 6345:	Disaster Recovery and Organizational Continuity
PUBH 6399:	Homeland Security and Public Health

# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## MPA: Field Courses

To determine the classes appropriate to each particular field, please see pages 6 – 9. Please note that courses change and evolve from semester to semester and the following course descriptions are meant as a guide only. You should always plan your program of study with your advisor.

- PPPA 6016:     **Public and Nonprofit Program Evaluation**  
3 credits     Theory and practice of program evaluation and evaluative research. Exploration of scope and limitations of current practice in evaluation, considering economic, political, social, and administrative factors. Examination of methodological considerations for design, data collection, analysis, and dissemination.
- PPPA 6024:     **Leadership in Complex Organizations**  
3 credits     What the manager must know and do to provide leadership and guidance in large, complex organizations. An exploration of factors and processes that condition effective executive and managerial leadership.
- PPPA 6025:     **Ethics and Public Values**  
3 credits     Ethical dimensions of personal and professional judgments of public officials. Cases are used to consider the ethos of public organizations and the moral foundations of public policy.
- PPPA 6031:     **Governing and Managing Nonprofit Organizations**  
3 credits     Historical, legal, and social foundations of the nonprofit sector. Developing organization-al strategy and capacity; managing staff, boards, and volunteers; financial management; fund-raising, marketing, public advocacy, and other external relations; partnerships and entrepreneurial activities; measuring performance; and policy issues.
- PPPA 6032:     **Managing Fund Raising and Philanthropy**  
3 credits     Fund-raising for nonprofit organizations and the management of relationships between donors and recipient organizations. Positioning the organization for fund-raising; roles of staff and volunteers; principal techniques for identifying, cultivating, and soliciting donors; ethical principles; emerging trends; and relevant policy issues.
- PPPA 6033:     **Nonprofit Enterprise**  
3 credits     The use of business methods by nonprofit organizations, commercialization in the nonprofit sector, and the relationship between nonprofit and for-profit entities in pursuing social purposes. Case studies.
- PPPA 6034:     **Managing Nonprofit Boards**  
3 credits     Legal and functional responsibilities of governing boards, strategies for board development and improvement, relationships between boards and CEOs, governance theories and models, trends and issues in nonprofit governance.
- PPPA 6042:     **Managing State and Local Governments**  
3 credits     Examination of state and local governmental structures and functions, their place within the federal system, their revenue sources, their limitations, and the alternatives available to encourage more effective administration to meet public and private demands.
- PPPA 6043:     **Land Use Planning and Community Development**  
3 credits     Theory and practice of land use planning. Issues of competing land uses in an era of increased sprawl, population pressure, and environmental threat. Growth management techniques and practices in states and localities; the use of various regulatory controls and economic incentives to achieve desired outcomes. The idea of “sustainable community.”
- PPPA 6048:     **Financing State and Local Government**  
3 credits     Analysis of the theory and practice of public finance in state and local governments. Includes the financing of services through municipal taxation, inter-governmental funds, debt

## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

instruments, and other revenue sources. Review of expenditures as well as financial management practices.

- PPPA 6049: **Urban and Regional Policy Analysis**  
3 credits  
Examination of selected national policies and their effects on urban areas and governments. Emphasis on policy dimensions of urban systems and their relationship to the social, political, and economic context. Against the background of urban politics and administration, areas of health, education, welfare, manpower, transportation, and housing are addressed.
- PPPA 6051: **Governmental Budgeting**  
3 credits  
Survey of the actors, institutions and processes in the U.S. budgeting system. Executive budget preparation/ execution, legislative review and approval of budget requirements, and independent audit of government spending. Pre-requisite – PPPA 6005.
- PPPA 6053: **Financial Management in the Public Sector**  
3 credits  
Intensive analysis, using the case study approach, of concepts and principles used in the not-for-profit sector for financial management purposes. Disciplines of accounting, budgeting, operations control, management, and auditing are integrated into comprehensive management control systems and include issues of system design and implementation.
- PPPA 6054: **Issues in Federal Budgeting**  
3 credits  
Policy tools available to pursue social objectives, including grants, loans, contracting out, regulation, tax credits, and tax expenditures. Focus on criteria such as effectiveness, efficiency, equity, legitimacy, and administrative ease.
- PPPA 6055: **Contracting Out and Public–Private Partnerships**  
3 credits  
This course primarily focuses on contracting out practices in the United States and other public-private partnerships. Rather than a focus on privatization of State-owned-enterprises, this course will examine the variety of ways in which the private and nonprofit sectors are delivering public goods and services.
- PPPA 6057: **International Development Administration**  
3 credits  
An institutional and policy context for work in the international development industry. Mainstream policies, reform efforts, and alternative approaches. Major actors, selected policy areas, and regional and comparative perspectives.
- PPPA 6058: **International Development NGO Management**  
3 credits  
Provides an understanding of the primary implementation of international development assistance. Overview of NGO management, highlighting those features that are particular to NGOs active in international development. NGO management, government, and donors, and North-South relations.
- PPPA 6059: **International Development Management Processes and Tools**  
3 credits  
Training in development management tools and processes; application of international development approaches specific to the development management profession. Key theories and perspectives of community development.
- PPPA 6060: **Policy Formulation and Administration**  
3 credits  
Impact of economic and political factors on public policy formulation and implementation; intensive analysis of the analytical, normative, and decision-making models of the policy process with special emphasis on their relationship to current policy problems.
- PPPA 6066: **Environmental Policy**  
3 credits  
Current issues in environmental policy: biodiversity, land use including wilderness protection, climate change, environmental justice, economic growth, and ecological sustainability.
- PPPA 6072: **Legislative Management and Congress**

## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

3 credits      Analysis of Congress as a management system; examination of its internal administration and its role in formulating policy through legislation. Staffing practices, leadership, rules and procedures, oversight functions, and coalition building.

PPPA 6075:      **Law and the Public Administrator**  
3 credits      Exploration and analysis of the functions of law in a democratic society. Emphasis is placed upon the procedural, historical, and jurisprudential dimensions of American law. This broad perspective seeks to convey understanding of the law as a legal and moral force guiding and constraining public decision making.

PPPA 6076:      **Federal Government Regulation of Society**  
3 credits      Analysis of the federal regulatory process as it affects the public and private sectors. The regulatory process from legal, economic, administrative, and political perspectives.

PPPA 6077:      **Current Topics in Public Policy**  
3 credits      Critical analysis of topical issues in public policy, using a case-study approach. Specific issues covered will vary.

PPPA 6098:      **Directed Readings and Research**  
1-3 credits      Supervised reading in selected fields within public administration. Student is responsible for identifying a project (e.g., expansion of a previous research paper), and securing agreement from a faculty member, who is both interested and able to support your topic as well as available for the commitment related to overseeing such a project. This must occur prior to seeking permission of department.

Once agreement has been reached, students complete a Registration Transaction Form, which requires departmental approval (i.e., instructor of record) prior to processing by the CCAS Dean's Office and Registrar. The supervising faculty member works with the instructor of record to enter a grade after the work has been completed.

May be repeated once for credit.

# THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

## Course Sequencing

The MPA faculty strongly recommends taking MPA courses in sequence, so that you may get the most out of them. PPPA 6001 must be taken before PPPA 6004. PPPA 6003 must be taken before PPPA 6005; PPPA 6009 must be taken after completing PPPA 6000, 6001, 6002, 6004, and 6006. Also, the faculty strongly recommends observing the distinction between introductory, core, and field courses in order to maximize the value of the curriculum offerings.

We strongly recommend that all MPA students take PPPA 6000 and PPPA 6001 during their first semester in the program, along with PPPA 6002 and/or PPPA 6003. These courses offer basic skills and provide a foundation in core public administration concepts. Courses best left until later in the program include PPPA 6006 and field courses. Reserving your field courses for later in the program gives you time to explore the various options available. If you have not yet decided on a field of study, careful planning in consultation with your advisor is especially recommended.

The table on the following page demonstrates the typical course sequencing followed by most MPA students.

During their first semester, *most part-time students* (two-courses per semester) take PPPA 6000 and PPPA 6001, and 6003 (offered during the fall semester only). During their second semester, most part-time students take PPPA 6002 and 6005.

*Most full-time students* (three courses per semester) take PPPA 6000, 6001, 6002, and 6003 during their first semester, and PPPA 6005, 6006, and one field course during their second semester.

PPPA 6004 should be taken in the Fall before Spring graduation, followed by PPPA 6009 in the Spring. Some of the final requirements in PPPA 6004 will be linked to the starting requirements for PPPA 6009. If you are a fall graduate, PPPA 6004 should be taken in the summer before your last semester in the program. If you plan to finish your course work in the summer, you should take PPPA 6004 in your final fall semester and 6009 in the subsequent spring semester.

Students generally try to take an elective course during the summer semester and/or a field course if it is offered. Many students use the summer to fulfill the internship requirement.

**Please note that these general guidelines are not a substitute for faculty advising and should not be used as such.**

## THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

### Suggested Course Sequencing for the MPA (40 credits)

FALL MATRICULATION:					
	<b>(1) Fall</b> (10 credits)	<b>(2) Spring</b> (9)	<b>(3) Summer</b> (3)	<b>(4) Fall</b> (9)	<b>(5) Spring</b> (9)
<b>FULL-TIME</b>  (3 courses per semester)	PPPA 6000 PPPA 6001 PPPA 6002 PPPA 6003	PPPA 6005 PPPA 6006 Field/Elective Course*	Field/Elective Course*	PPPA 6004 Field/Elective Course* Field/Elective Course*	PPPA 6009 Field/Elective Course* Field/Elective Course*
<b>PART-TIME</b>  (2 courses per semester)	<b>(1) Fall</b> (7 credits)	<b>(2) Spring</b> (6)	<b>(3) Fall</b> (6)	<b>(4) Spring</b> (6)	<b>(5) Fall</b> (6)
	PPPA 6000 PPPA 6001 PPPA 6003	PPPA 6002 PPPA 6005	Field/Elective Course* (or PPPA 6003 if not taken in previous fall) PPPA 6006	Field/Elective Course* Field/Elective Course*	PPPA 6004 Field/Elective Course*
	<b>(6) Spring</b> (6)	<b>(7) Summer or Fall</b> (3)			
	Field/Elective Course*  PPPA 6009	Field/Elective Course* Field/Elective (if necessary)			

**\*Students should identify field/elective courses in collaboration with their adviser.**

# THE MASTER OF PUBLIC POLICY PROGRAM

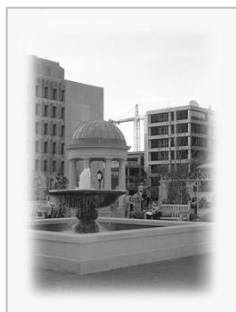
## Master of Public Policy Program Mission Statement

The Master of Public Policy program at The George Washington University prepares students for positions as public service professionals trained in public policy analysis, evaluation, and research for positions in government at all levels, intergovernmental agencies, and nonprofit organizations.

## Goals of the Master of Public Policy Curriculum

The MPP Program promotes its mission by working toward the following goals:

- Understand how institutions, organizations and democratic values shape policy development, implementation and evaluation
- Demonstrate respect, equity, and fairness in leading and collaborating with citizens, residents and fellow public servants to promote the public interest
- Understand governmental budgetary processes
- Think strategically, creatively, and critically to address public policy and administration problems
- Communicate effectively both orally and in written work
- Apply fundamental economic reasoning to public decisions
- Apply ethical principles in decision-making and policy analyses
- Work collaboratively in small teams and large disparate groups
- Collaborate with institutions in the public, nonprofit, and private sectors, as well as local, regional, national, and international organizations
- Understand current issues shaping the public debate as well as their historical foundations
- Use quantitative and qualitative methods to evaluate public policies and programs
- Apply economics tools to analyze public policy
- Perform data analyses, modeling and evaluation to conduct policy research and program evaluations
- Communicate technical analyses effectively
- Understand and analyze the role of politics in the policy process



## MPP Program Director

Professor Dylan Conger

Phone: (202) 994-1456

*beginning in the Fall 2013-Spring 2014 Academic Year*

E-mail: [dconger@gwu.edu](mailto:dconger@gwu.edu)



# THE MASTER OF PUBLIC POLICY PROGRAM

## Introduction

The Master of Public Policy (MPP) degree is the recognized professional degree in the field of public policy analysis. Like the MPA degree, it is designed principally, but not exclusively, for those who are pursuing careers in public service at any level of government. In addition, many graduates are employed in national associations, public interest groups, research and consulting firms, public affairs offices of corporations, and other positions in the private sector.

The MPP degree offered by GW's Trachtenberg School of Public Policy and Public Administration (The Trachtenberg School) is a 40-credit hour program. GW's MPP program provides students with a solid foundation in economics, politics, and research methods as applied to policy analysis generally, and with exposure to the range of policy problems in a specific policy field selected by the student. The program consists of a seven-course core required for all students, a three-course field of study, and three elective courses.

The MPP program provides a balance between a strong core of essential courses and the freedom to select and tailor a field of study. This mix offers a balance between the coverage of general tools of policy analysis, and the policy issues and analytical approaches found in each of several specific policy areas.



# THE MASTER OF PUBLIC POLICY PROGRAM

## MPP: At a Glance

### Core Courses (7 courses - 21 credits)

#### Core

PPPA 6002: Research Methods and Applied Statistics

PPPA 6011: Introduction to Public Policy\*\*

PPPA 6013: Econometrics for Policy Research I (6002 is the prerequisite)

PPPA 6014: Economics in Policy Analysis (see Economics Requirement note on next page)\*\*\*

#### Budgeting, Benefit-Cost, and/or Evaluation (students choose **two**):

PPPA 6005: Public Budgeting, Revenue & Expenditure Analysis

PPPA 6015: Benefit-Cost Analysis

PPPA 6016: Public and Nonprofit Program Evaluation

#### Policy Capstone

PPPA 6019: **Capstone Seminar\***

\*Students must complete their core coursework prior to enrolling in the capstone. If extreme circumstances merit an exception to this policy, students should contact their advisor. PPPA 6008 MPA/MPP Capstone Seminar is available for students who are completing their programs in the fall semester.

\*\*PPPA 6011 is the standard core politics and policy analysis course for MPP students. Students who do not have a basic foundation of knowledge about institutions and processes of the U.S. government will take both PPPA 6006 (Policy Analysis) and PPPA 6010 (Politics and the Policy Process) instead. Students with questions about this option should contact Professor Rigby. One of these courses will count as an elective.

\*\*\*The prerequisite for PPPA 6014 is ECON 6217 (Economics in Policy Analysis), OR equivalent background at the level of intermediate microeconomics. Students with questions about this prerequisite should contact Professors Brock or Cordes. ECON 6217 will count as an elective.

### Fields of Study (9 credits)

The MPP draws on the strengths of the entire university to provide a broad range of choices in policy fields. Each student selects a field of study consisting of three or four courses. Available policy fields are:

Budget & Public Finance

Education Policy

Environmental Policy

Health Policy

National Security Policy

Program Evaluation and Analysis

Regulatory Policy

Social Policy

Urban Policy

International Development Policy

Students can also design their own individualized field in consultation with and by approval of a faculty advisor or may choose a field from the Master of Public Administration program. Examples of other possible concentrations include Labor Market Policy, Gender and Social Policy, Science and Technology Policy, and Race, Ethnicity and Public Policy.

### Elective Courses (10 credits)

Typically three 3 credit hour courses plus a 1 credit hour course or independent study (such as PPPA 6098). Students choose unrestricted elective courses from any related program or discipline in consultation with their advisor.

## THE MASTER OF PUBLIC POLICY PROGRAM

A student who wishes to study a special area of interest not covered by a course in the curriculum may elect to enroll in an independent study for course credit.

Students choose unrestricted elective courses in consultation with their advisor. The electives may be taken in any related program or discipline.

The number of electives students take may be affected by the following choices:

ECON 6217 will count as an elective for students who are required to take it as a prerequisite to PPPA 6014.

PPPA 6006 will count as an elective for students who take it and PPPA 6010 as a policy analysis series, instead of taking PPPA 6011.

**PPPA 6098: Directed Readings and Research**

1-3 credits  
Supervised reading in selected fields within public administration and public policy. Student is responsible for identifying a project (e.g., expansion of a previous research paper), and securing agreement from a faculty member who is both interested and able to support the topic as well as available for the commitment related to overseeing such a project. This must occur prior to seeking permission of the department.

Once agreement has been reached, students complete a Registration Transaction Form, which requires departmental approval (i.e., instructor of record) prior to processing by the CCAS Dean's Office and Registrar. The supervising faculty member works with the instructor of record to enter a grade after the work has been completed.

May be repeated once for credit.

\*Please see more information under "Independent Study" on page 39.

### **MPP Economics Requirement**

The required core economics course for MPP students is PPPA 6014. PPPA 6014 has as a prerequisite of prior coursework in intermediate microeconomics, or equivalent familiarity with the material covered in an intermediate microeconomics course. Students who have majored in economics as undergraduates automatically satisfy the prerequisite. Students with an economics minor most likely have also met the prerequisite, but should consult an advisor (Dr. Cordes or Dr. Brock) before registering for PPPA 6014. Students who have not majored or minored in economics, but who have taken economics courses beyond the typical introductory economics sequence, should consult their advisor to determine whether their courses meet the PPPA 6014 prerequisite. In exceptional circumstances, the intermediate microeconomic prerequisite may also be waived for students with strong quantitative backgrounds, with advisor approval.

Students who have not met the intermediate microeconomics prerequisite prior to entering the MPP program are required to take Econ 6217, which will count as an elective.

### **The Professional Development Plan**

Rigorous academic study and professional experiences are necessary components in the development of successful public and non-profit administrators, policy researchers, and academics. To ensure sufficient professional experience prior to graduation, we ask all students to complete a professional development plan (PDP) with the Director of Career Development Services in their first year of study.

**PPPA 6097: Practicum in Public Administration**

0 credit  
Students cannot earn credit for internships but can register for this course if required by immigration regulations or their employer. This is not required to satisfy the Professional Development Plan.

THE MASTER OF PUBLIC POLICY PROGRAM

TRACHTENBERG SCHOOL  
MPA/MPP PROFESSIONAL DEVELOPMENT PLAN

Rigorous academic study and professional experiences are necessary components in the development of successful public and non-profit administrators, policy researchers, and academics. To ensure sufficient professional experience prior to graduation, students must develop a professional development plan (PDP) with the Director of Career Development Services in their first year of study. The PDP consists of the following four steps, with steps one through three to be completed in the first year of study:

- 5. Have an approved resume in the TS Career Central System ([career.tspppa.gwu.edu](http://career.tspppa.gwu.edu)) .....
- 6. Meet with a career development adviser .....   
*Students are also encouraged to discuss their career goals and ideas with their faculty advisors.*
- 7. Complete a free profile on LinkedIn, joined the TSPPPA LinkedIn Group, and connected with at least 5 alumni or other professionals in field(s) of choice .....   
*Students with strong preferences may opt out of this step.*
- 8. Participate in at least one professional experience prior to graduation .....

Prior relevant or ongoing professional experience can be used to satisfy step four. Students with no relevant prior or ongoing professional experience are expected to participate in at least one professional relevant experience prior to graduation. As an example, students can participate in a job or internship that involves at least half-time work for one semester (14 weeks) and that exposes students to career-relevant, professional activities (not just clerical work).

Students are expected to write a description of the experience they believe relates to their career plan/goals. Please include organization, title, and brief description of work and accomplishments.

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This plan will be signed by the Director of Career Development Services prior to graduation.	
I certify that _____ has satisfied the Trachtenberg School Professional Development Plan	
_____ Director, Career Development Services	_____ Date

# THE MASTER OF PUBLIC POLICY PROGRAM

## Core Courses

**(21 credits)**

Seven core courses are required for those enrolled in the MPP program. These courses are intended to provide the student with a broad set of substantive knowledge about the policy process and a set of analytical skills that can be applied generally to a wide range of policy issues and problems.

The eight core courses are grouped below in the order in which the Program suggests they be taken.

### Introductory Core

- PPPA 6002:     **Research Methods and Applied Statistics**  
3 credits     Development of skills and knowledge for conducting original research and critically evaluating empirical studies. Various research designs and data collection techniques are examined. Focus on computerizing data sets for quantitative analysis, analyzing strength of relationships, selecting appropriate statistical techniques, and testing statistical hypotheses.
- PPPA 6011:     **Approaches to Policy Analysis**  
3 credits     The organizing theme of this course is the “policy orientation” centered on two concerns: understanding the policymaking process and serving the intelligence needs of decision makers. We will study the stages of the policymaking process and discuss the intelligence needs of policymakers at each stage. We will examine the politics of the policy orientation and its effects upon the profession of policy analysis and the possibilities for democratic governance. In addition, students will perform a data analysis exercise and construct a policy analysis project that identifies a problem, provides background, and evaluates potential solutions to a public policy problem.
- PPPA 6013:     **Econometrics for Policy Research I**  
3 credits     This course emphasizes the application of basic econometric methods to the analysis of policy. Prerequisite: PPPA 6002 or equivalent.
- PPPA 6014:     **Economics in Policy Analysis**  
3 credits     The application of intermediate microeconomic theory to the study of public policy. Topics include: models of individual choice in policy analysis, policy aspects of models of the firm, theory of market failure and welfare economics, and resource allocation decisions in the public sector. Prerequisite: Econ 6217 or equivalent; credit cannot be earned for PPPA 6014 and SMPP 6206.
- PPPA 6006:     **Policy Analysis**  
3 credits     Development of skills in conducting and critiquing policy analyses. Application of methodologies used in analyzing possible consequences of specified alternatives as applied in the public policy decision-making process. Appropriate applications and limitations of policy analysis and its relationship to politics and the policy process.
- PPPA 6010:     **Politics and Public Policy**  
3 credits     The role of policy analysts in public policy-making. The impact that the political, economic, cultural, and bureaucratic context has on the policy-making process and outcomes. Political and ethical issues raised by the intricate interface of the private, not-for-profit, and public sectors in public policy formulation and implementation.

# THE MASTER OF PUBLIC POLICY PROGRAM

## **Budgeting, Benefit-Cost, and/or Evaluation (2 courses from below)**

PPPA 6005:     **Public Budgeting, Revenue, and Expenditure Analysis**  
3 credits     Survey course that focuses on the institutions and analytical tools associated with raising revenue and allocating/ managing resources at all levels of government. Hands-on budgeting skills and communication of analysis to decision makers. (Spring)

PPPA 6015:     **Benefit-Cost Analysis**  
3 credits     The application of microeconomic theory and welfare economics to the empirical evaluation of public policies and programs. Applied welfare economics as a framework for policy analysis; empirical measures of welfare change; techniques of benefit-cost analysis. Prerequisite: PPPA 6014 or equivalent.

PPPA 6016:     **Public and Nonprofit Program Evaluation**  
3 credits     Theory and practice of program evaluation and evaluative research. Exploration of scope and limitations of current practice in evaluation, considering economic, political, social, and administrative factors. Examination of methodological considerations for design, data collection, analysis, and dissemination. (Spring)

## **Policy Capstone**

PPPA 6019:     **Capstone Seminar**  
3 credits     Policy theory and typologies; policy formulation, implementation, and evaluation; ethics and practice in policy analysis, policy processes, content, and contexts; and policy linkages to multiple disciplines. Students conduct an analysis of a substantive policy. Open only to MPP students in their final semester of study.

# THE MASTER OF PUBLIC POLICY PROGRAM

## MPP: Fields of Study

Each MPP student selects a policy field of study consisting of three courses. The pages that follow describe policy fields available to MPP students.

In choosing courses for their policy field, students should either consult their MPP program advisor, or the faculty identified as advisors in each policy field. Three courses (nine credit hours) are required in each field, with the exception of Nonprofit Management, which is a four-course field.

Students may also propose special fields to fit their academic interests and career objectives. Such individualized fields must be reviewed and approved in advance by the MPP program committee.

Fields with multiple advisors use alphabetical order to list faculty.

### Budget and Public Finance

Field Advisor: Professor Joseph Cordes (994-5826, [cordes@gwu.edu](mailto:cordes@gwu.edu))  
Professor Stuart Kasdin (994-6274, [skasdin@gwu.edu](mailto:skasdin@gwu.edu))

Courses in this field explore the theoretical and practical foundations of public budgeting. A concentration in this field will provide insight into the formulation and evaluation of public budgets, as well as the complex choices of economic reasoning in response to resource allocation. The courses in this field provide a background in budget policy and process, characteristics of public revenue and expenditure, and governmental accounting and financial reporting. This field is particularly suited for those who are, or envision becoming, budget analysts or financial management officers in public agencies at any level of government. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting, or other relevant disciplines.

#### Recommended Courses:

PPPA 6048:	Financing State and Local Government
PPPA 6051:	Governmental Budgeting
PPPA 6053:	Financial Management in the Public Sector
PPPA 6054:	Issues in Federal Budgeting
PPPA 6055:	Contracting Out and Public-Private Partnerships
PPPA 6016:	Public and Nonprofit Program Evaluation *
Accy 6701:	Government Accounting and Auditing
Econ 6218:	Survey of Intermediate Macroeconomics
PPPA 6065:	Federalism and Public Policy
PPPA 6015:	Benefit-Cost Analysis
PPPA 6076:	Federal Regulation of Society

\* If not taken as a core course (program evaluation or budgeting requirement).

### Education Policy

Field Advisors: Professor Stephanie Cellini (994-0019, [scellini@gwu.edu](mailto:scellini@gwu.edu))  
Professor Dylan Conger (994-1456, [dconger@gwu.edu](mailto:dconger@gwu.edu))  
Professor Yas Nakib (994-8816; [nakib@gwu.edu](mailto:nakib@gwu.edu))

The education policy field provides students with the necessary skills needed to analyze problems and policies related to major education policy issues at national, state and local levels and in the K-12 and higher education sectors. Topics covered in this field include school reform, urban education problems, student achievement, school finance and its equity, teacher quality and effectiveness, equal opportunity, access to higher education, and accountability. The field in education policy is offered in close collaboration with the Education Policy Program in the Graduate School of Education and Human Development.

Recommended Courses (Please consult your advisor before taking your field courses):

## THE MASTER OF PUBLIC POLICY PROGRAM

Educ 6371	Education Policy
Educ 6314	History of American Education Reform
Educ 6368	Power, Leadership, & Education
Educ 6381	Program Evaluation: Theory and Practice
Educ 6388	Analysis of Education Policy Issue
Educ 8122	Qualitative Research Methods
Educ 8320	Politics of Education*
Educ 8325	Education Policy Design: Accountability
Educ 8321	Economics of Education*
Educ 8322	Education Policy Implementation*
Educ 8323	Policies of Education Equity*
Educ 8340	Methods of Policy Analysis in Education*
PPPA 6049	Urban and Regional Policy Analysis
PSc 8212	Urban Policy Problems

\* These courses require Education Policy (Educ 6371) as a prerequisite. Education Policy introduces students to the basics of education policy-making (e.g., major education reforms; differences between federal, state, and local education policies) and the conditions that promote and hinder the success of education policies. Students engage in analysis of major education reforms using the tools of policy analysis. For MPP and MPA students, equivalent courses that cover the tools of policy analysis, such as introductory public policy, policy analysis, and/or benefit-cost analysis are typically considered acceptable equivalents. Students who seek to waive out of Educ 6371 must contact their field advisor during the first year of their program.

### Environmental Policy

Field Advisors: Professor Joseph Cordes (994-5826, [cordes@gwu.edu](mailto:cordes@gwu.edu))  
Professor Melissa Keeley (994-7156, [keeley@gwu.edu](mailto:keeley@gwu.edu))

This field is designed to provide students with the tools needed to understand the causes of environmental and resource problems, the conflicts they generate, and the strengths and weaknesses of alternative policies for addressing them.

#### Recommended Courses:

PPPA 6067:	Environment, Energy, Technology and Society
PPPA 6066:	Environmental Policy
Phil 6281:	Environmental Philosophy and Policy*
IAff 6151:	Environmental Policy
Econ 6237:	Economics of the Environment and Natural Resources
PPPA 6015:	Benefit-Cost Analysis *
SMPP 6297:	International Management Experience: Sustainable Communities and Organizations
SMPP 6210:	Strategic Environmental Management
SMPP 6213:	Management of Strategic Issues
EnRP 6101:	Environmental Sciences I
EnRP 6102:	Environmental Sciences II
EnRP 6140:	Environmental Impact Statement Procedures and Environmental Law

\* If not taken as a core course.

### Health Policy

Field Advisor: Professor Elizabeth Rigby (994-6196, [erigby@gwu.edu](mailto:erigby@gwu.edu))  
Professor Sara Wilensky (994-4126, [wilensky@gwu.edu](mailto:wilensky@gwu.edu))

The field in health policy covers a broad array of health issues, including assessing health and health needs, health planning, human resources development, financing health services, national health insurance, long-term care, women's health, and global health. The field in health policy is offered in close collaboration with the [Department of Health Policy](#) in the School of Public Health and Health Services.



# THE MASTER OF PUBLIC POLICY PROGRAM

## Required Course:

PUBH 6305: Fundamentals for Policy: Public Health and Health Care\* (2 credits)

## Recommended Courses:

PUBH 6320: Advanced Health Policy Analysis (2 credits)  
PUBH 6325: Federal Policymaking and Advocacy (2 credits)  
PUBH 6330: Health Services and the Law (3 credits)  
PUBH 6335: Public Health and the Law (3 credits)  
PUBH 6356: State Health Policy (2 credits)  
PUBH 6362: Civil Rights Issues in Health Care (2 credits)  
PUBH 6364: Federal Budget Process for Health Policy (1 credit)  
PUBH 6370: Medicare and Medicaid Law and Policy (2 credits)  
PUBH 6400: Global Health Frameworks (2 credits)  
PUBH 6435: Global Health Program Development and Implementation (2 credits)  
PUBH 6399: Special topics in Health Policy (various topics and credits)

\* Students with extensive education or work experience in the health policy field may waive out of PUBH 6305 (Fundamentals for Policy) with permission of a field advisor.

## National Security & Foreign Policy

Field Advisor: Professor Joseph Cordes (994-5826, [cordes@gwu.edu](mailto:cordes@gwu.edu))

The national security and foreign policy field encompasses policy-making for national security and foreign affairs, as well as conflict resolution and international security. Students can take courses covering the analysis of defense policies and programs, multilateral organizations and processes, the history of warfare and strategy, as well as courses providing an understanding of national and international security and foreign policy issues in the 21<sup>st</sup> century. Courses in the field also include the tools of national security policy, such as conflict management and multilateral diplomacy. Students specializing in this field will examine these issues principally through courses in political science, history, economics, and international affairs.

## Recommended Courses:

HIST 6032:	History of Strategy and Policy
PSC 6348:	Politics of U.S. National Security Policy
PSC 6346:	U.S. Foreign Policy
PSC 6349:	Politics of International Security OR
PSC 6442:	Politics and Practice of International Institutions
ECON 6239:	Economics of National Defense OR
IAFF 6160:	Defense Policy and Program Analysis
IAFF 6171:	Introduction to Conflict Resolution OR
MGT 6215:	Conflict Management and Negotiations
IAFF 6163:	Transnational Security
IAFF 6173:	Security and Development
IAFF 6165:	Fundamental of Intelligence

Other courses in national security policy, energy security, military history, or skill courses, like negotiating skills and international crisis diplomacy can also fulfill field requirements with advisor approval.

## Program Evaluation and Analysis

Field Advisor: Professor Burt Barnow (994-6379, [barnow@gwu.edu](mailto:barnow@gwu.edu))

# THE MASTER OF PUBLIC POLICY PROGRAM

Professor Kathryn Newcomer (994-6295, [newcomer@gwu.edu](mailto:newcomer@gwu.edu))

This policy field is intended for students who wish to develop more extensive quantitative and qualitative research skills that may be applied to analyze and assess the performance of public and nonprofit programs. Students will be exposed to research methods from multiple disciplines to prepare them for program evaluation and performance auditing professionals.

## Recommended Courses:

PPPA 6015:	Benefit-Cost Analysis*
PPPA 8022:	Econometrics for Policy Research II
PPPA 6016:	Public and Nonprofit Program Evaluation*
Educ 8122:	Qualitative Research Methods
DnSc 6274:	Statistical Modeling and Analysis
DnSc 6275:	Advanced Statistical Modeling and Analysis
DnSc 6276:	Exploratory and Multivariate Data Analysis
Geog 6221:	Geospatial Techniques
MGT 6215:	Conflict Management and Negotiation

\* If not taken as a core course (program evaluation or budgeting requirement).

## Regulatory Policy

Field Advisors: Professor Gerald Brock (994-3989, [gbrock@gwu.edu](mailto:gbrock@gwu.edu))  
Professor Joseph Cordes (994-5826, [cordes@gwu.edu](mailto:cordes@gwu.edu))  
Professor Susan Dudley (944-7543, [sdudley@gwu.edu](mailto:sdudley@gwu.edu))

Regulation is an increasingly important mechanism by which the federal government sets policy. This field explores regulatory theory, policy, and practice, and incorporates insights from various disciplines, including economics, political science, history, law, business, environmental, health, and education policy. Courses in this field explore the process by which regulations are developed, and provide the analytical tools necessary for understanding the likely effects of alternative regulatory actions. They also examine the roles and motivations of parties involved in developing and implementing regulation, including Congress, regulatory agencies, the executive office of the president, state and local governments, private parties, and non-governmental organizations. This field is particularly suited for those who are interested in formulating or influencing regulatory policy, as policy analysts in federal agencies or in private sector or non-profit organizations.

## Required Courses:

1. PPPA 6015: Cost-Benefit Analysis or equivalent\*
2. PPPA 6076: Federal Government Regulation of Society and/or  
PPPA 6085.12: Regulatory Comment Clinic

## Recommended Courses:

PuBH 6399 (Pierce) OR PPPA 6075 (Brunori) OR another course on Administrative Law  
PPPA 6072: Legislative Management/Congress  
PSC 8217: Executive Branch Politics  
PPPA 6018: Public Policy, Governance, and Global Markets  
PPPA 6054: Issues in Federal Budgeting  
SMPP 6202: Business-Government Relations  
PubH 6004: Env/Occ Health for Sustainable World  
PubH 6330: Health Services and Law (or other course with advisor approval)  
ECON 6237: Economics of the Environment and Natural Resources  
HIST 6322: American Business History

\* Students may count PPPA 6015 either as part of the core (program evaluation or budgeting requirement) or as part of the Regulatory Policy field. Students who count PPPA 6015 as part of the core should select two courses from

# THE MASTER OF PUBLIC POLICY PROGRAM

the recommended list while students who count it as part of the field should select one course from the recommended list.

## Social Policy

Field Advisors: Professor Dylan Conger (994-1456, [dconger@gwu.edu](mailto:dconger@gwu.edu))  
Professor Elizabeth Rigby (994-6196, [erigby@gwu.edu](mailto:erigby@gwu.edu))

Social policy includes a range of policy issues that address the well-being of individuals and of society, with a particular focus on poverty and income inequality. Due to the breadth of this field, students should consult regularly with one of the field advisors to identify an appropriate mix of courses, drawn from offerings in the Trachtenberg School and other units in the University. In particular, social policy students may be interested in field course in education, health, urban, race/ethnicity and gender policy.

### Recommended Courses:

PSC 8212	Urban Problems and Policy Analysis
PPPA 8285	Poverty and Social Welfare Policy
PHIL 6231	Economic Justice
SOC 6250	Urban Sociology
PSC 8388	Comparative Social Policy
WSTU 6265	Women, Welfare, and Poverty
WSTU 6240	Women and Public Policy
SOC 6268	Race, Gender, and Class
PPPA 6025	Ethics and Public Values
PSC 8211	State and Urban Politics
PPPA 6076	Federal Government Regulation of Society
PPPA 6065	Federalism and Public Policy
HIS 6011	History and Public Policy
Phil 6230:	Ethical Issues in Policy Arguments
Phil 6238:	Feminist Ethics and Policy Implications
Phil 6242:	Philosophy, Law, and Social Policy

*Other courses selected in consultation with the field advisor*

## Urban Policy

Field Advisor: Professor Nancy Augustine (994-5145, [nya@gwu.edu](mailto:nya@gwu.edu))

Urban policy, although concerned with metropolitan areas broadly, focuses on conditions that historically have been most visible and ingrained in large cities, as well as, increasingly, the inner suburbs. This track focuses on problems of these areas and policies to address them, including inadequate fiscal capacity, poverty, unemployment, violent crime, homelessness, racial and ethnic tension, sprawl, inadequate transportation and congestion, as well as other related concerns.

### Recommended Courses:

PSc 8211:	Urban Politics
PSc 8212:	Urban Policy Problems
PPPA 6015:	Benefit-Cost Analysis*
Econ 8358:	Urban Economics
Geog 6243:	Urban Geography
PPPA 6042:	Managing State and Local Government
PPPA 6048:	Financing State and Local Government
PPPA 6065:	Federalism and Public Policy
Soc 6248:	Race and Urban Redevelopment
Soc 6250:	Urban Sociology

\* If not taken as a core course (program evaluation or budgeting requirement).

# THE MASTER OF PUBLIC POLICY PROGRAM

## International Development Policy Field

Field Adviser: Professor Stuart Kasdin (994-6274, [skasdin@gwu.edu](mailto:skasdin@gwu.edu))  
Professor Rob Weiner (994-5981, [rweiner@gwu.edu](mailto:rweiner@gwu.edu))

The International Development Policy subfield would provide students the opportunity for analysis of issues associated with international development, trade, and governance. Courses would offer theoretical and empirical foundations for development policy, as well as understanding on-going policy issues. Students may focus on (1) policy areas important in fostering development, such as education, health, population, infrastructure, and environment/natural resources; (2) broader, cross-area issues, such as the impacts of trade and investment on growth, the role of international organizations and NGOs in development, and rural/urban migration, or (3) the use of tools, such as survey techniques, and cost-benefit analysis for project evaluation.

### Recommended Courses:

Courses in this field are grouped into two. The first set is comprised of courses that relate directly to international development policy and analysis, while the second set lists relevant courses that focus on analytic tools or specific sub-fields. Students may choose any combination of 9 credits (typically, three courses) from either or both lists, and/or other relevant courses in the university in consultation with an adviser. However, we highly recommend that students take ECON 6250 (Survey of Development Economics), as it lays the groundwork for other coursework.

### International Development Policy Courses

ECON 6250	Survey of Development Economics
PPPA 6057	International Development Policy and Administration
IBUS 6303	External Development Financing
IBUS 6402	Managing in Developing Countries
IAFF 6138	Topics in International Development Studies (topics vary)
ECON 6294	Topics in International Development (topics vary)

### Other Relevant Courses

ECON 6280	Survey of International Economics
ECON 6283	Survey of International Trade Theory and Policy
ECON 6284	Survey of International Macroeconomics and Finance Theory and Policy
ECON 6290	Principles of Demography
ECON 6291	Methods of Demographic Analysis
ECON 6296	(Special Topics): International Migration and Labor Markets
EDUC 6601.10:	International and Comparative Education
IAFF 6138	(Special Topics): Global Food Security
IAFF 6378	Oil: Industry, Economy, Society
IAFF 6358	Migration, Remittances & Development
IAFF 6505	Corruption, Development & Governance
PPPA 6015	Benefit-Cost Analysis*
PUBH 6400	Global Health Frameworks (2 credits)

\* If not taken as part of the core

## Field Courses

Because the MPP affords students the opportunity to take field courses in many different programs and schools throughout the university, it is impractical to list descriptions for policy field courses. Students are encouraged to consult the [University Bulletin](#), for the most current descriptions of courses available in the various policy fields.

# THE MASTER OF PUBLIC POLICY PROGRAM

## Course Sequencing

The MPP Program offers considerable flexibility in the sequence in which courses can be taken. However, note that core courses in economics and advanced statistics have prerequisites that must be met first. The following list highlights what you need to keep in mind when planning your schedule:

- PPPA 6010 or PPPA 6011 should be taken in the 1<sup>st</sup> semester
- If ECON 6217 is needed, it should be taken in the 1<sup>st</sup> or 2<sup>nd</sup> semester
- PPPA 6002 should also be taken in the 1<sup>st</sup> or 2<sup>nd</sup> semester
- If students plan to take PPPA 6015, they must first complete PPPA 6014
  
- All students take PPPA 6014 and PPPA 6013 after the courses listed above have been completed
  
- Other core, field, and elective courses can be taken in any order (noting any prerequisites for advanced field or elective courses)
  
- PPPA 6019 must be taken in the last regular semester (fall or spring)
  
- PPPA 6005 can be taken in almost any semester and need not be taken in the first semester or two.

Many students reserve field courses for later in the program, which allows them to explore the various options available. Please note that core courses and field courses are not consistently offered during the summer. Therefore, many MPP students take elective courses during the summer semester. If you have not yet decided on a field of study, careful planning in consultation with your advisor is especially recommended.

**Please note that these general guidelines are not a substitute for faculty advising and should not be used as such.**

# THE MASTER OF PUBLIC POLICY PROGRAM

## PLANNING YOUR MPA OR MPP PROGRAM

### Advice on Program Planning

The first and foremost rule of the thumb for successfully planning a program is to read the official University Bulletin and consult with your advisor before making any changes in your program. The University Bulletin will serve as a guide to the governing university rules and requirements. Consultation with your advisor and/or with the lead professor of your field of study will help you to avoid problems.

Take the initiative to get to know your academic advisor, who is likely to be your best resource in academic and personal career planning. While you are assigned an advisor upon admission to the program, you may change advisors to better meet your needs. Depending on your academic and professional interests or simply your personal preference, another advisor may suit your needs more closely. Students who want to change their advisor should first make sure that the faculty member agrees to act as their advisor. Students then need to inform the assistant director of the change in advisor by email. Peer mentoring is also available through Trachtenberg School graduate assistants and through the MPA and the Public Policy Student Associations. Peer mentoring, however, should never be substituted for faculty advising.

If you plan to create your own field of study or to modify your program from the standard curriculum, you need to obtain approval in advance. MPA students must obtain approval in writing from their faculty advisor and MPP students must receive approval from the MPP Program Committee. Prior consultation will help you choose acceptable courses and save you a lot of wasted time when trying to present a petition or appeal a decision.

It is a good idea to structure your program so as to take courses from a wide variety of professors in the Trachtenberg School. This will maximize your exposure to the broad range of perspectives and approaches in public administration and in public policy.

### Selecting Electives

Elective courses may be taken in any department of the University or from member institutions of the Washington Area Consortium of Universities. Some students select elective courses that deepen their fields of study, while others select electives that broaden their programs of study. Please note that Economics 6217 will count as an elective course for MPP students required to take it.

### Taking Courses in the Washington Area Consortium of Universities

With advisor approval, students may include courses taken through the Washington Area Consortium of Universities in their program of studies. Registration in Consortium courses is governed by University policies concerning Consortium registration. Students interested in taking a Consortium course must consult with their advisor before registering for the course.

### General Advice

Plan ahead! Careful attention to program planning and course sequencing is necessary to avoid scheduling conflicts, especially later in the program. Most core courses are not offered during the summer, and most field courses are offered only once a year. The Schedule of Classes is online and contains the most current information on scheduling for the upcoming semester. The School uses the student blogs and weekly emails to communicate changes as well.

## MOST FREQUENTLY ASKED QUESTIONS

### MOST FREQUENTLY ASKED QUESTIONS

**Q: Who is my Assistant Director of Graduate Studies? When and why should I (not) contact my Assistant Director before my faculty advisor?**

**A:** The Trachtenberg School Assistant Director of Graduate Studies is:  
 Bethany Pope, MPA and MPP Programs  
 202-994-6662  
[bpope@gwu.edu](mailto:bpope@gwu.edu)

You should first contact the Assistant Director of Graduate Studies anytime you need to file official forms with the University, such as Registration Transaction Forms or any of the various kinds of petitions. Generally, the assistant director is more readily available than your program director or faculty advisor. In most cases, you will be able to go to the School's web site or stop by the assistant director's office and get the appropriate forms without waiting or making an appointment. Not all paperwork needs to go to your advisor or to the program director and the assistant director will likely know the official process or chain of command for each situation better than most faculty members. Also, the assistant director can ensure that a copy of any paperwork you file with the program or University remains in your student file. Finally, many of the questions you may have, such as what courses are being offered during which semester, can be answered quickly and easily by the assistant director.

On the other hand, you should not contact the assistant director for academic advising. While the assistant director knows the general schedule and sequence of classes, only your faculty advisor or program director is qualified and authorized to give academic advice or offer curricular guidance. You should not make any changes to your program of study or course sequencing plan without first consulting your advisor.

Common Forms	Procedure
Transfer of Credit	Obtain form from Asst. Director. Obtain Signature of Approval from Degree Program Director. Return to Assitant Director for further processing.
Class Registration Form	Obtain from Office of the Registrar Website. Have instructor of the course sign and approve. Return to the office of the registrar.
Program of Study Form	Obtain from website or Asst. Director. Use in advising session. Have advisor sign and return to Asst. Director at the beginning of the last semester in the program.
Graduation Application	Obtain from the Office of the Registrar. Complete and return to Asst. Director. No faculty signatures required.
Petition	Obtain from Asst. Director. Set up meeting with Degree Program Director to discuss and seek approval/signature.

## MOST FREQUENTLY ASKED QUESTIONS

Consortium Class Registration	Obtain form from Office of the Registrar. Seek approval/signature from Degree Program Director. Return to Asst. Director.
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**Q: What is the Columbian College of Arts and Sciences (CCAS) and how does it relate to me?**

**A:** The Trachtenberg School is a school within the Columbian College of Arts and Sciences. Therefore, all Trachtenberg School students are bound to the rules and regulations established by CCAS policy as well as official University policy.

**Q: What is petitioning, and when must I petition?**

**A:** Petitioning is the means by which you may formally request that you be granted special consideration, such as taking a leave of absence, withdrawing from a course after the deadline, or requesting that a University fee be waived. CCAS Petition forms are available on the Trachtenberg School [web site](#).

People also use the term petitioning to refer to a request to transfer non-degree credits into the program. In order **to transfer non-degree credits**, you must meet with your advisor **during your first semester of study as a matriculated student** to fill out the appropriate paperwork. You will be required to present a syllabus or similar type of course description to your advisor for any transfer request to be considered. If the course work is approved for credit toward your degree, your advisor will complete and submit the necessary transfer request form to the Academic Dean of CCAS. You also must submit official documentation (transcripts) for the course work you want to transfer to the Academic Dean in CCAS. No credits will be transferred without official transcripts.

For all cases, your assistant director should be the first person you speak with regarding the process of “petitioning” the Trachtenberg School or CCAS for special consideration. They will direct you to the appropriate form(s) to complete. All petitions must be signed by the appropriate program director(s) before being forwarded to the CCAS Dean’s Office.

**Q: May I take courses outside of the Trachtenberg School?**

**A:** Yes, provided that those courses are a part of a special field of study approved by your advisor. Substitutions for courses in any standard field of study are also permitted. Your request must be approved by your advisor before registering for these courses.

**Q: May I change my advisor? How?**

**A:** Depending on your academic and professional interests or simply your personal preference, you may change advisors at any time. Students who want to change their advisor should first make sure that the faculty member agrees to act as their advisor. Students then need to inform the assistant director of the change in advisor by email.

**Q: How can I take courses at other area universities?**

**A:** You can take courses at other area universities through the Washington Area Consortium of Universities. Students in the MPA or MPP program may take Consortium courses that do not duplicate courses already offered at GW. Consult your advisor before registering for any course through the Consortium. Registration in Consortium courses must be requested on a Consortium Registration Form, available on the [Office of the Registrar](#) web site.

**Q: How can I borrow books from other area libraries?**



## MOST FREQUENTLY ASKED QUESTIONS

**A:** You may also borrow books from any other Consortium member library through the Washington Research Library Consortium (WRLC). Most of the time, GW students can simply request publications from WRLC member libraries through ALADIN (the GW on-line library reference system) and pick them up at the Gelman Library Circulation Desk. Materials that are not available in any of the Consortium member libraries need to be requested in person at the Gelman Library through Interlibrary Borrowing Services. A publication containing schedule information and the location for each participating library, including on-site access to those libraries, is available at the Gelman Library Circulation Desk as well as on-line at.

In addition to Consortium resources, students may use the DC Public Library System, the Library of Congress, and federal agency libraries. The Martin Luther King Library (9th and G Streets, NW) is the main library of the DC Public Library System. In order to borrow materials, students must apply for a public library card. The Library of Congress and most federal agency libraries allow only on-site use of materials.

**Q: When must I select a field of study?**

**A:** It is not necessary to declare a field early in the program, especially since you may take mainly the core courses during your early semesters. Students can use their program of study form to declare their field of study. Students can also change their field with the program of study form, and need to meet with the appropriate field advisor before changing fields.

**Q: Where can I find hard copies of the GW Bulletin?**

**A:** In addition to being located on-line, the University Bulletin can always be obtained in hard copy from the Columbian College of Arts and Sciences Dean's Office:

Student Services Office  
801 22<sup>nd</sup> Street, NW  
Phillips Hall 107  
Washington, DC 20052

**Publication**

GW University Bulletin  
CCAS Graduate Student Handbook

**On-line location**

<http://www.gwu.edu/~bulletin>  
<http://www.gwu.edu/~ccas/grad/handbook.html>

## **GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES**

The following policies of the Columbian College of Arts and Sciences (CCAS) and The George Washington University are presented as they apply to the Master's degrees offered through the School of Public Policy and Public Administration. Not all CCAS and University policies appear on the following pages and all students are responsible for knowing both official CCAS policies (published in the CCAS Graduate Student Handbook) and official GW policies (published in the GW Graduate Bulletin). Furthermore, in case of any disagreement, CCAS and University policies, as stated in the Bulletin, override the Trachtenberg School of Public Policy and Public Administration.

Columbian College requires all master's candidates, both full-time and part-time, to complete all academic requirements within a maximum of four calendar years from admission to candidacy. The MPA and MPP degrees require satisfactory completion of a minimum of 40 credit hours of approved graduate course work.

All students must file an Application for Graduation early in the semester in which they intend to graduate by the date indicated in the academic calendar.

### **Transfer of Credits**

A student who is a degree candidate in Columbian College of Arts and Sciences may request transfer of post-baccalaureate, graduate-level course work taken outside the University or Columbian College. No more than one-quarter of the semester hours of graduate course work required for a degree may be approved for transfer (up to 10 hours in a 40 hour program, for instance). Please note that this policy applies to all post-baccalaureate, graduate-level course work, including credits earned on a non-degree basis at GW.

Students who wish to transfer credits into their program should consult their program director as early as possible and arrange for the appropriate Trachtenberg School program to petition CCAS via the appropriate form.

For a transfer of credit to be approved, all of the following conditions must be met:

- The course work must have been taken at an accredited college or university.
- The Trachtenberg School must approve it as appropriate to the student's program of studies.
- It must have been taken within the past two years.
- It must not have been applied to the completion of requirements for another degree.
- The student must have received a grade of "B" or better.
- An official transcript showing completion of the course work must be on file in the CCAS office before the request can be considered.

Once enrolled as CCAS degree candidates, students are not permitted to transfer course work taken outside the University, except under extraordinary circumstances (petitions must be made, in advance, through the Trachtenberg School to the CCAS Graduate Office).

### **Grading Policy**

Policies regarding grades and scholarship requirements are outlined in the GW Graduate Bulletin.

No student will be permitted to graduate with a GPA of less than 3.0. If a course is repeated for credit, all grades received for the course remain on the record and are included in the GPA. Students are advised that courses numbered less than 6000 may never be taken for graduate credit. With the permission of the student's program director and the instructor, courses numbered between 2000 and 6000 may be taken for graduate credit (it is expected that the instructor will provide additional work to make it a graduate level course).

## GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

The primary point of contact for all course-related grading issues is the course instructor. GW uses the following grading system for graduate course work:

Grade	Quality Points	Included in GPA?	Value
A	4.0	Y	Excellent
A-	3.7	Y	
B+	3.3	Y	
B	3.0	Y	Good
B-	2.7	Y	
C+	2.3	Y	
C	2.0	Y	Minimum Pass (Graduate)
C-	1.7	Y	
F	0.0	Y	Fail
AU	-	N	Audit
CR*	-	N	Credit (Graduate only)
I	-	N	Incomplete
IPG	-	N	In Progress
NP	-	N	Authorized Withdrawal
Z	-	N	Unauthorized Withdrawal

\* MPP students may not receive a grade of CR.

\* MPA students may only receive a grade of CR for PPPA 6097.

### GW Policy on Incompletes

The symbol I (Incomplete) indicates that a satisfactory explanation has been given to the instructor for the student's inability to complete the required course work during the semester of enrollment. At the option of the instructor, the symbol I may be recorded if a student, for reasons beyond the student's control, is unable to complete the work of the course, and if the instructor is informed of, and approves, such reasons before the date when grades must be reported. This symbol may be used only if the student's prior performance and class attendance in the course have been satisfactory. Any failure to complete the work of a course that is not satisfactorily explained to the instructor before the date when grades must be turned in will be graded F, Failure. If acceptable reasons are later presented to the instructor, that instructor may initiate an appropriate grade change, which in all cases will include the symbol I. The course work must be completed within the designated time period agreed upon by the instructor and student, but no more than one calendar year from the end of the semester in which the course was taken. If you take a course through the School of Business and Public Management, the symbol I must be changed by a date agreed on by the instructor and the student, but no later than the last day of the examination period for the fall or spring semester immediately following the semester or summer session in which the symbol I is assigned. When work for the course is completed, the instructor will complete a grade change form and turn it in to the Office of the Registrar. The grade earned will be indicated in the form of I, followed by the grade. The indication of I cannot be removed and remains on the student's permanent academic record even after the course has been successfully completed. If work for the course is not completed within the designated time, the grade will be automatically converted to a grade of IF, Incomplete/ Failure, 0 quality points, and the grade-point average and academic standing will be recalculated.

# GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

## CCAS Policy on Incompletes

An instructor may assign a grade of “I” (Incomplete) only if all the following conditions are satisfied:

- The student contacts the instructor to request an Incomplete grade before the date when the course grades must be reported (i.e. within 72 hours of the final exam).
- The student has completed all but a small part of the assessed work for the course.
- The student’s prior performance and attendance in the course is satisfactory.
- The student has provided the instructor with a satisfactory explanation for his/her inability to complete the required work (such as health problems or some other circumstances beyond the student’s control).
- A written contract is set up (see next page) and signed by the instructor and student that details the following:
  - The date by which this work must be completed (Note: *This date must be within one calendar year of the scheduled course final exam date.* Incompletes that have not been completed within a year will be automatically converted to grades of F by the Registrar’s Office. )
  - Exactly what work remains to be completed
  - How this work is to be graded and how it will be incorporated into the student’s previously completed work in order to determine the course grade

If the work is completed by the agreed-upon date, the instructor will submit the new grade to CCAS via a grade-change form. The grade earned will be indicated by an “I” followed by the grade --- *the indication of “I” cannot be removed and remains on the student’s permanent academic record even after the course has been completed.* The grade will be factored into the student’s Grade Point Average in the usual way. If the work is not completed by the agreed-upon date, the instructor should submit a grade determined on the basis of the work that the student has submitted.

Students on probation (which includes conditionally admitted students in their first semester) cannot be awarded a grade of Incomplete.

Note: The grade of IPG (In Progress) should not be used for these purposes. It is intended only for courses in which the assessment routinely goes beyond the semester such as Dissertation/Thesis Research (which grades are converted to CR by CCAS when the dissertation or thesis is submitted), and Practicum and Internship courses (which grades should be converted via a grade-change form, usually to CR, by the department when the required work has been completed).

Please see next page for an example of the Contract for Completing an Incomplete. This form is available as a Word document form on the Trachtenberg School’s web site (<http://www.tsppa.gwu.edu/academics/Resources/forms.cfm>).

**Contract for Completing an Incomplete**

COURSE: \_\_\_\_\_ SECTION: \_\_\_\_\_ SEMESTER: \_\_\_\_\_ CRN #: \_\_\_\_\_

STUDENT: \_\_\_\_\_ ID #: \_\_\_\_\_

INSTRUCTOR: \_\_\_\_\_

**Date by which all work must be completed and submitted:** \_\_\_\_\_  
(At most one calendar year after the scheduled final exam date for the course)

**What work remains for this student to complete the course?**

**How will the final course grade be computed?** (Be specific enough to allow the Department to compute the grade in your absence, if necessary.)

\_\_\_\_\_  
**Student's Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Instructor's Signature**

\_\_\_\_\_  
**Date**

(COPIES TO STUDENT, INSTRUCTOR, AND PROGRAM)

# GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

## **Registration and Work Load**

Students are required to register each fall and spring semester. Registration during the summer is optional except for students who plan to graduate in August. Failure to register requires that a student apply for readmission.

## **Leave of Absence**

Students who are temporarily unable to continue their program may request a Leave of Absence (LOA). The student makes the request of their department via the [CCAS Student Petition](#) and, if the department agrees to the request, the petition will be forwarded to the CCAS Dean's Office for review. Pending approval, CCAS will register the student for the leave of absence. Students on LOA will lose many of their privileges including access to the library. Note that no more than three semesters LOA is allowed over the total period of the program. Students may register for classes normally upon return.

## **Continuous Enrollment**

Students who have not yet completed all their required course work (and are not on LOA) must register for at least three credit hours per semester. Students must register for at least six hours per semester to be considered a half-time student, and at least nine hours to be considered full-time. Students who register for too few courses to be considered half- or full-time may have problems with their student loans and, if from outside the U.S., their student visas. Special permission is required for a student to register for more than fifteen hours in the fall or spring semesters or more than six hours in a single summer session. Students who wish to register during the summer semester should consult their academic advisor for a list of available courses. Students who are employed for more than 20 hours per week should register for no more than six credit hours per semester.

Students who have completed all required course work and all special Trachtenberg School requirements, and are within their CCAS program deadline of 4 years, must register for one credit of **Continuing Research (CR)** each semester during the registration period. [This policy applies to students who, for example, have taken all of the required classes for their degree but have a grade of In Progress (IPG) or Incomplete (I) for an independent project, practicum, or other course and need an additional semester to complete the final paper or project. These students must still register for and pay for one full credit of tuition (Continuing Research).] Continuing Research is listed in the Schedule of Classes as CCAS 920 for Master's students. Students who have exceeded their CCAS program deadline must petition to continue a further semester and, if approved by the Associate Dean, may be required to register for up to six credit hours of Reading and Research for audit. A student who has not registered for a Fall or Spring semester must apply to CCAS for readmission to their program.

## **Dropping, Adding, and Withdrawing from Courses**

Any changes in course enrollment made after the end of the registration period must have the approval of the instructor involved, the program graduate advisor, and the CCAS Graduate Office, and must be made by the stated deadline (see below). Registration transaction forms are available on the School's [web site](#). Tuition will be adjusted according to the schedule of refunds in the GW Graduate Bulletin. Refund request forms are available through the Student Accounts Office at Colonial Central.

During the Fall and Spring semesters, the deadline for dropping a course without academic penalty is the end of the eighth week of classes. A course dropped during the first four weeks of classes will not appear on a student's transcript. A course dropped after the fourth week but before the end of the eighth week will appear on the transcript with a grade of "W". Students who wish to drop a course after that deadline must work with their program graduate advisor to petition the CCAS Graduate Office.

Students who find it necessary to withdraw completely from the University must notify the CCAS Graduate Office in writing. If notification is not given, and the student fails to register for the next Fall or Spring semester, action will be taken to terminate the student's degree candidacy. If it is necessary to withdraw from the University during the semester, the student must withdraw from all courses according to the procedures and policies stated in the previous paragraphs. The student's GW photo ID must be turned in to the CCAS Graduate Office at the time of withdrawal.

# GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

## Tuition

Public Administration and Public Policy courses are typically three credits. To be considered full-time, graduate students must be registered for at least three courses, totaling nine credit hours. The following fees have been adopted for the 2013-14 academic year. Fees can be expected to increase incrementally in subsequent years.

Tuition: \$1440.00 per credit hour

Student Association Fee: \$1.50 per credit hour to a maximum of 15 credits (\$22.50) per semester

## Academic Standing Requirement

Students are expected to maintain a minimum cumulative grade point average of 3.0 (B) in all course work. A student who receives a C in a class is still in good academic standing as long as his/her cumulative grade point average is above 3.0. Students earning a cumulative grade point average below 3.0 in all course work taken following admission to a graduate program will be placed on probation. Students have one probationary semester in which to rectify this situation. Failure to do so will result in termination from the program.

## Graduation

Degrees are conferred in January, May, and August, although the May commencement ceremony is the only one for the academic year. *It is necessary to be registered during the semester in which the student intends to graduate.*

An Application for Graduation must be filed early in the student's final semester by the date noted in the academic calendar and all applicable fees must be paid. Master's students may obtain an application for graduation by downloading them from the [Registrar's](#) or [Trachtenberg School's](#) web sites. Along with the Application for Graduation, students are to submit the Program of Study form if they have not already. Students should turn in all graduation applications to the assistant director.

Students who do not graduate at the end of the semester for which they submitted an application must reapply for graduation at the beginning of the next semester (no additional graduation fee is charged). Students are still required to maintain registration during the semester in which they intend to graduate.

## English Language Requirements for International Students

The purpose of the English placement test is to determine whether incoming non-native students require coursework in academic writing and research to facilitate their successful completion of their degree program. According to university regulations, if your TOEFL score was under 100 (Internet-based test), 250 (computer-based test), or 600 (paper-based test), then you must take the English placement test.

You should register for the exam in *advance* in The Language Center, Phillips Hall Room 216, open Monday through Friday from 8:30 a.m. to 5:00 p.m. There is a \$20 fee, payable by cash only.

The placement exam is a 90-minute test of your basic academic skills, primarily focused on listening, reading, and writing. In the first section of the test, you will listen to an academic lecture and write a concise summary of its content (30 minutes). In the second section, you will write an analytical essay (60 minutes). Your response should be clear, coherent, organized, and academic in form and content. Paper, pens, and pencils will be provided. You will not be allowed to use dictionaries or outside reference materials.

The results of the placement exam are reported as a course level in the EAP program, EAP 110 or EAP 111. You will not receive a numerical or percentage score. If you do not need EAP courses, your result will be "No Special English." You will receive the results of your placement by email on the same day of the exam. The results will also be emailed to your school for your official records. NOTE: You need your results in order for your academic advisor to remove the hold on your account so that you can register for classes.

EAP 110 and 111 are not English conversation courses but rather focus on academic and research skills essential to your success in graduate school at GW. The course content specifically addresses the knowledge and skills required

## GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

for graduate coursework, e.g., developing research questions, writing academic papers, using academic vocabulary in an appropriate manner, referencing sources, and giving oral presentations.

Address: The Language Center

Academic Center, Room 216

801 22nd Street

Phone: (202) 994-6333

Email: [language@gwu.edu](mailto:language@gwu.edu)

Students who have any questions regarding this requirement should contact their program advisor.



# GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

## ACADEMIC INTEGRITY

### Student Integrity Policies

Students are required to adhere to University policies regarding academic integrity.

All members of the community are expected to exhibit honesty and competence in their academic work. Incoming students have a special responsibility to acquaint themselves with, and make use of, all proper procedures of doing research, writing papers, and taking examinations.

Members of the community will be presumed to be familiar with the proper academic procedures and held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels.

The University Code of Academic Integrity is located online on the [Academic Integrity Office's](#) web site.

### Academic Misconduct/Dishonesty and the Honor System

The Dean of Students Office (Rice Hall 401) publishes a Guide to Student Rights and Responsibilities. That official statement includes the Code of Student Conduct and the Code of Academic Integrity. Common examples of academically dishonest behavior include, but are not limited to, the following:

- 1) *Cheating* - intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise; copying from another student's examination; submitting work for an in-class examination that has been prepared in advance; representing material prepared by another as one's own work; submitting the same work in more than one course without prior permission of both instructors; violating rules governing administration of examinations; violating any rules relating to academic conduct of a course or program.
- 2) *Fabrication* - intentional and unauthorized falsification or invention of any data, information, or citation in an academic exercise.
- 3) *Plagiarism* - intentionally representing the words, ideas, or sequence of ideas of another as one's own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information.
- 4) *Falsification and forgery of University academic documents* - knowingly making a false statement, concealing material information, or forging a University official's signature on any University academic document or record. Such academic documents or records may include transcripts, add-drop forms, requests for advanced standing, requests to register for graduate-level courses, etc. (Falsification or forgery of non-academic University documents, such as financial aid forms, shall be considered a violation of the non-academic student disciplinary code.)
- 5) *Facilitating academic dishonesty* - intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

All members of the community are responsible for preventing academic dishonesty from occurring and are expected to be familiar with the Guide to Student Rights and Responsibilities.

These rights and responsibilities are available online at <http://gwired.gwu.edu/dos/GuidetoStudentRights/>.

## REGISTRATION ISSUES AND OPTIONS

Registration for classes is conducted primarily via the GWeb system (<http://gweb.gwu.edu>), except for Consortium courses or classes requiring departmental or instructor approval. After registering, a student may continue to adjust his/her schedule on-line through the end of the priority registration period. Detailed registration information can be found in the current semester's [Schedule of Classes](#) and on the Office of the [Registrar's web site](#).

### Schedule Adjustments

(Late Charges, Refunds, Dropping, and Adding Courses)

Detailed information on late registration fees, tuition refunds, and withdrawals is published on the [Registrar's](#) web site. In general, in order to avoid late fees or having less than 100% of tuition charges refunded, courses must be dropped or added prior to the first day of classes. However, because the dates and penalties incurred for late registration change each semester, students should always refer to the information posted on the Registrar's web site for the semester in question.

Courses to be added or dropped after the respective final deadlines require a CCAS Student Petition and Registration Transaction Form. Both forms are on the [school web site](#); the petition is to be signed by the program director; and the forms are to be submitted to the CCAS Dean's Office together.

### Closed Courses

If a course is full, the only way to register for the course (pending sufficient space and instructor approval), is by [Registration Transaction Form](#). Completed forms, including the course and section number should be turned into the assistant director for signature (where applicable). Forms are then forwarded to the CCAS Dean's Office for approval, then forwarded to the Office of the Registrar for official processing. Registration Transaction Forms turned in to the CCAS Dean's Office or Registrar without faculty or departmental approval cannot be processed.

### Course Waivers

Students may first petition the lead instructor of a course for waivers of courses (without credit) based on prior course work. Waivers may be granted for either undergraduate or graduate course work that is equivalent in coverage and rigor to courses required for the MPA or the MPP. Course waivers based on previous work experience will only be considered in exceptional circumstances. Courses waived do not reduce the number of credits necessary to complete the degree; rather, other courses taken can be applied toward the field or elective requirements.

Students must submit requests for core course waivers to the lead instructor of the course and their program director prior to starting their program. Courses waived do not require the substitution of upper-level courses. Contact your academic advisor for courses eligible for waiver. All requests for course waivers must be accompanied by the syllabus from the course completed as well as official corresponding transcripts.

It is best if petitions to waive courses are submitted before the start of a student's first semester.

### Requirements for Course Waivers

Program core course requirements may be satisfied by evidence of successful completion of comparable work at a regionally accredited or recognized foreign college or university under the following circumstances:

- 1) A minimum grade of "B" is required in all courses presented for waiver consideration. Grades of "B-", "Passing", or "Credit" will not qualify.

## GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

- 2) The course work must clearly have covered the same material.
- 3) Courses must have been taken within five years prior to enrollment in the program.
- 4) Supporting documentation for core course waivers must be submitted prior to the start of the program as requests will not be considered after the start of classes.

Note: Up to four credits (or two courses) only may be waived from the program.

### Independent Study

A student who wishes to study a special area of interest not covered by a course in the curriculum may elect to enroll in an independent study for course credit—with prior approval of the faculty member with whom the student would like to study. The course number for independent study is 6098 in the respective program:

**PPPA/PPPA 6098: Directed Readings and Research**

1-3 credits Supervised reading in selected fields within public administration and public policy. Student is responsible for identifying a project (e.g., expansion of a previous research paper), and securing agreement from a faculty member, who is both interested and able to support your topic as well as available for the commitment related to overseeing such a project. This must occur prior to seeking permission of department.

Once agreement has been reached, students complete a Registration Transaction Form, which requires departmental approval (i.e., instructor of record) prior to processing by the CCAS Dean's Office and Registrar. The supervising faculty member works with the instructor of record to enter a grade after the work has been completed.

May be repeated once for credit.

### Consortium Program

The George Washington University is a member of the Consortium of Universities of the Metropolitan Washington Area. The Consortium consists of ten universities that coordinate the use of their respective facilities. Other member universities are American University, Catholic University of America, Corcoran College of Art + Design, Gallaudet University, George Mason University, George Washington University, Georgetown University, Howard University, Marymount University, National Defense Intelligence College, National Defense University, Southeastern University, the University of the District of Columbia, Trinity University, and the University of Maryland.

Students may take courses at any one of these institutions with the approval of their faculty advisor and program advisor. Students must be in good academic standing and may enroll in up to nine hours of approved courses through the Consortium. Approval will not be granted to take courses that are offered at the GW campus during the same semester. Students register and pay tuition at GW for all Consortium courses. Course fees are paid to the visiting institutions. Consortium registration procedures are online.

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## ORGANIZATIONS AND STUDENT ACTIVITIES

### ORGANIZATIONS AND STUDENT ACTIVITIES

Networking can offer valuable personal and professional contacts. Although developing a variety of social and professional contacts is not a substitute for skill, talent, and experience, it is an essential part of any effective strategy for pursuing a professional career.

#### **The Mentor Program**

The Mentor Program assists students in developing career strategies, becoming informed about various career avenues, and acquiring professional contacts. Interested students should contact the student organizations for more information.

#### **Pi Alpha Alpha**

Pi Alpha Alpha is the national honorary society for academic programs in public administration and public policy. Each April, the GW chapter inducts outstanding students who are near the end of their degree program. Students who have attained at least a 3.70 grade point average and who finish in the top 10 percent of their class are invited to nominate themselves. Selection is made by the Nominations Committee and is based on students' academic achievements and their contributions to public and community service.

The annual induction dinners are noted for outstanding guest speakers representing a variety of public service careers. Previous speakers have included: Arthur Fleming, former Chair of the Civil Rights Commission; Abner Mikva, U.S. Congressman and Legal Counsel to the President; Parris Glendonning, Governor of Maryland; Carmen Turner, General Manager of Metro; Constance Newman, former Director of the U.S. Office of Personnel Management; Paul Light, PEW Charitable Trust; Douglas Duncan, County Executive, Montgomery County, Maryland; and David Walker, Comptroller of the United States.

The faculty advisor for Pi Alpha Alpha is Professor [Kathryn E. Newcomer](#).

#### **Trachtenberg School and GW Activities**

The Trachtenberg School honors its graduates with a reception held in May. An end-of-semester holiday party is often held in December.

#### **Trachtenberg Student Organization (TSO)**

The Trachtenberg Student Organization (TSO) is a cornerstone student organization that has served the TSPPPA community in various forms since 1977. Throughout the year, the organization hosts a variety of programs that enhance the TSPPPA student community. From professional development events to volunteer and social events, TSO offers a wide range of programmatic activities. We are excited about welcoming you into the TSPPPA community and encourage you to join this dynamic organization.

#### **Professional Development**

The TSO Professional Development Committee organizes professional development events to improve networking and job opportunities for our members. In coordination with TSPPPA's career services director, events like lunch with the Office of Management and Budget give students an inside track to all the career opportunities D.C. has to offer, whether in the private, public, or non-profit sector. Members can also purchase business cards, essential for networking in D.C., and be paired with second-year student mentors to help guide course selection and career decisions.

#### **Social Events**



## ORGANIZATIONS AND STUDENT ACTIVITIES

Happy hours, outdoor sports, and other events help promote the social character of the school and its students. TSO Social Coordinators plan diverse events including the annual student-faculty retreat, trips to D.C. United, Nationals, and Capitals games, Kennedy Center group venues, and the annual Fall Ball and Spring Fling.

### **Volunteer Activities and Community Involvement**

The TSO Committee for Community Engagement provides students with volunteer opportunities to get more involved in the D.C. community. We organize one group service opportunity per month for students, faculty and staff. Our Volunteer Coordinators also contact members about both one-time and on-going service events for those who wish to get more involved on their own. Group volunteer activities in the past have included everything from helping serve food at a soup kitchen to spending a day working on a house for Habitat for Humanity.

### **Net Impact**

[Net Impact](#)'s mission is to improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact. With over 120 chapters across the world, a central office in San Francisco, and partnerships with leading for and nonprofit organizations, New Impact enables members to use business for social good in their graduate education, careers, and communities. They believe business can both earn a profit and create positive social change. Net Impact enables members to transform this ideal into measurable results. Graduate students from all on-campus departments are welcomed and encouraged to join their mission.

### **International City/County Management Association (ICMA)**

The [International City/County Management Association](#) (ICMA)'s student chapter was founded in order to connect MPA and MPP students to professionals and resources in city/county management. ICMA's mission is to increase the proficiency of city managers, county managers, and other local government administrators, and to strengthen the quality of local government through professional management. Students have the opportunity to connect with ICMA's headquarters, located in Washington, DC, as well as many other local area governments.

### **Policy Perspectives**

[Policy Perspectives](#), The George Washington University Journal of Public Administration & Policy, is one of the few policy journals in the nation published by graduate students of public administration and public policy. The journal provides an opportunity for MPA, MPP, and Ph.D. students to publish research based on their studies at George Washington University and to offer their perspectives on public policy and its management. Policy Perspectives is distributed nationwide to libraries, policy institutions, researchers, and alumni.

There are numerous other student organizations on campus available for those with specialized interests. For a listing of all university student organizations, visit the GWired Student Network at <http://gwired.gwu.edu>.

## PROFESSIONAL ASSOCIATIONS

### American Society for Public Administration (ASPA)

All public administration and public policy students interested in careers in public service are strongly encouraged to join ASPA, the leading professional association in the field of public service. ASPA works to advance excellence in public service and assert the dignity and worth of public service. ASPA operates through a network of local chapters. DC area residents can participate in the National Capital Area Chapter (NCAC), the Northern Virginia Chapter, and the Maryland Chapter. Application forms are available [online](#). Student fees are \$40. Information on [ASPA](#) and/or NCAC may be obtained by calling their offices (202-393-7878) or online ([www.aspanet.org](http://www.aspanet.org)).

#### Full members receive:

- 1) *Public Administration Review*: The leading journal for scholarly research in public administration, published six times a year.
- 2) *Public Administration Times*: The newspaper, published every three weeks, with current developments relevant to the field and ASPA chapters. Included is a section called "The Recruiter," which lists available career opportunities.
- 3) Announcements regarding attendance and participation in the annual national conference.
- 4) Member discounts on publications and group insurance eligibility.
- 5) The right to hold office and vote on ASPA affairs.

For nominal additional fees, ASPA members may:

- 6) Join any of the seventeen professional sections, including the National Young Professionals Forum, Women in Public Administration, Budgeting and Financial Management, and Natural Resources and Environmental Administration.
- 7) Join any additional active ASPA chapters. Those who join the National Capital Area Chapter of ASPA will receive the monthly newsletter, "Capitol Currents." In addition, individuals belonging to NCAC may participate in:
  - a) The annual NCAC conference;
  - b) Monthly seminar/luncheons with distinguished guest speakers;
  - c) Specialized seminars, forums and training programs;
  - d) Activities for university students, including the Annual Student Consortium Conference.

## PROFESSIONAL ASSOCIATIONS

### **Association for Public Policy Analysis and Management (APPAM)**

All public policy and public administration students interested in careers in policy research and analysis are encouraged to become active in APPAM, the premier professional association for public policy researchers and analysts. APPAM is committed to building a community of scholars and policy professionals, as is reflected in its mission statement and goals:

APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education.

APPAM promotes its mission through activities that include:

- A multidisciplinary annual research conference that attracts the highest quality, research on a wide variety of important current and emerging policy and management issues, and is structured to encourage substantive interaction among participants.
- A peer-reviewed multidisciplinary journal that publishes the highest quality, research on public policy and management.
- A dedication in all activities to respecting and enhancing racial, ethnic, gender, disciplinary, and other forms of diversity among participants in all of the Association's activities.
- The involvement of policymakers, practitioners and scholars in the Association's governance and the Fall Conference.
- Initiatives that include and foster participation in the Association among students interested in public policy and management.

Membership fees are reduced for students who do not work. Membership benefits should be confirmed with APPAM directly. They may include a one-year subscription to the *Journal of Policy Analysis and Management*, access to GrantLink (an on-line information service for funding opportunities in social science and public policy) and reduced registration fee at the fall research conference. Members also have the option of subscribing to the *Journal of Human Resources* at a substantial discount.

All students of public policy analysis and research are strongly encouraged to attend the APPAM fall research conference held in Washington, DC every other year. APPAM's annual fall research conference has become a preeminent venue for the presentation and discussion of applied public policy research, attracting 1000 participants for 150 panel sessions across three days of meetings in late October-early November each year.

For more information about [APPAM](http://www.appam.org), please visit their web site, [www.appam.org](http://www.appam.org).

## UNIVERSITY LIBRARIES

The George Washington University is a member of the Association of Research Libraries. The library collections of the University, housed in the Melvin Gelman Library (the general library of the University), in the Jacob Burns Law Library, and in the Paul Himmelfarb Health Sciences Library, contain some two million volumes. University appropriations supplemented by endowments and gifts provide research materials in the social sciences, the humanities, the sciences, and business. Gifts from many sources have enriched the collections, including a large National Endowment for the Humanities grant to strengthen the University's humanities holdings. The libraries hold over 18,000 serials.

Students, faculty, and staff of The George Washington University (except medical and law students) may borrow directly from the main campus libraries of six other academic institutions in the Washington Research Library Consortium (WRLC). Students may also obtain books and journal articles on interlibrary loan from other libraries in the area and throughout the United States.

ALADIN is the electronic library resource of WRLC and contains the combined on-line catalog of the seven member universities with more than 4.3 million records, as well as a rich array of electronic databases, indexes, and full texts. ALADIN can be accessed from numerous computers in the libraries as well as remotely from on and off campus.

Information concerning the use of the libraries may be obtained from the GW Information System, Gelman home page, and at library service desks. Individual and class instruction in the use of the library and orientation to library facilities are given by librarians upon request as well as through print, media, and computer-assisted instruction. The libraries strive to fulfill the curricular and research needs and interests of the students. Through computerized searches of bibliographic databases, students identify and locate desired research materials not easily found through more traditional methods. The staff assists all members of the University in using the rich resources of the DC area and the unusual opportunities they offer for extensive research.

Gelman Library  
2130 H Street, NW  
Washington, DC 20052  
(202) 994-6845  
<http://www.gelman.gwu.edu/>

## ADDITIONAL STUDENT RESOURCES

### **Columbian College of Arts and Sciences: Office of Student Services**

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<http://www.gwu.edu/~ccas/grad/>

801 22nd Street, NW  
Phillips 107

Phone: (202) 994-6210  
Fax: (202) 994-6213

### **Colonial Central:**

#### **Student Financial Assistance, Student Accounts, Cashier, Registrar**

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<http://colonialcentral.gwu.edu/>

800 21<sup>st</sup> Street NW  
Marvin Center, Ground Floor

Fin. Assist. [finaid@gwu.edu](mailto:finaid@gwu.edu)  
Registrar: [regweb@gwu.edu](mailto:regweb@gwu.edu)  
Student Accts [sao@gwu.edu](mailto:sao@gwu.edu)  
Phone: (202) 994-9000

### **Office of Graduate Student Assistantships and Fellowships**

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[www.gwu.edu/~fellows](http://www.gwu.edu/~fellows)

2121 Eye Street, NW  
Rice Hall 603

Email: [gradfell@gwu.edu](mailto:gradfell@gwu.edu)  
Phone: (202) 994-6822  
Fax: (202) 994-8845

### **Disability Support Services**

This office provides services for disabled students, including aid with academic advising, academic support services, registration, housing, parking, and other campus services.

<http://gwired.gwu.edu/dss>

800 21st Street, NW  
Marvin Center 242

Email: [dss@gwu.edu](mailto:dss@gwu.edu)  
Phone: (202) 994-8250  
Fax: (202) 994-7610

### **Graduate Life / Student Activities Center**

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<http://gradlife.gwu.edu/>

Marvin Center 427

Email: [gradlife@gwu.edu](mailto:gradlife@gwu.edu)  
Phone: (202) 994-GRDS

### **GWorld**

University ID card, dining services

<http://gwired.gwu.edu/gwdining/index.html>

Marvin Center 501

Email: [gworld@gwu.edu](mailto:gworld@gwu.edu)  
Phone: (202) 994-1795

### **Human Resource Services**

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[www.gwu.edu/~hrs/](http://www.gwu.edu/~hrs/)

2033 K Street, NW  
Suite 200

Email: [hrweb@gwu.edu](mailto:hrweb@gwu.edu)  
Phone: (202) 994-9600  
Fax: (202) 994-9619

### **International Services Office (ISO)**

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<http://gwired.gwu.edu/iso>

2029 K Street, NW  
Suite 310

Email: [iso@gwu.edu](mailto:iso@gwu.edu)  
Phone: (202) 994-4777  
Fax: (202) 994-4488

### **Information Systems and Services (ISS)**

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<http://helpdesk.gwu.edu>

Phone: (202) 994-5530

### **Lerner Health & Wellness Center**

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<http://gwired.gwu.edu/gwellness/>

2301 23rd Street NW

Phone: (202) 994-1522

### **Multicultural Student Services Center**

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<http://gwired.gwu.edu/mssc>

2127 G Street NW

Email: [mssc@gwu.edu](mailto:mssc@gwu.edu)  
Phone: (202) 994-6772

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**Parking Services**

<http://www.gwu.edu/~parking/>  
2211 H St. NW

Phone: (202) 994-PARK (7275)

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**Schedule of Classes**

<http://www.gwu.edu/~schedule>

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**Student Health Service**

<http://gwired.gwu.edu/shs/>  
2141 K Street NW, Suite 501

Phone: (202) 994-6827  
Fax: (202) 973-1572

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**University Counseling Center**

The University Counseling Center is designed to help students resolve personal, social, career, and study problems that can interfere with academic success. Services include workshops on topics that include time management, study skills, procrastination prevention, family and interpersonal issues, stress management, conflict management, and self-esteem. The University Counseling Center also offers tutoring services for all GW students.

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2033 K Street, NW, Suite 330  
<http://gwired.gwu.edu/counsel/>

Phone: 202-994-5300 (staffed 24-7)  
Email: [counsel@gwu.edu](mailto:counsel@gwu.edu)

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**The Writing Center**

The Writing Center provides writing instruction to GW students at all levels of experience and expertise. Students are assisted in identifying writing problems and learning how best to express ideas. Trained tutors work with students individually on the areas of specific need or interest, and provide assistance in using concise language, maintaining a clear focus, communicating effectively, and understanding the conventions of business writing.

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Gelman Library, Suite 103  
<http://www.gwu.edu/~gwriter/>

Phone: (202) 994-3765

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**Other Online Resources**

GWeb: Course Registration  
Blackboard  
GW Identification Number Retrieval  
GWorld Student ID Card  
GWired: Student Services  
University Directory  
Public Transportation (Metro)

<http://banweb.gwu.edu>  
<http://blackboard.gwu.edu/>  
<http://gwid.gwu.edu/>  
<http://gworld.gwu.edu/>  
<http://gwired.gwu.edu>  
<http://my.gwu.edu/mod/directory>  
[www.wmata.com](http://www.wmata.com)

## University Policy on Equal Opportunity

The George Washington University does not unlawfully discriminate against any person on the basis of race, color, religion, sex, national origin, age, handicap, veteran status, or sexual orientation. This policy covers all programs, services, policies, and procedures of the University, including admission to education programs and employment. The University is subject to the District of Columbia Human Rights Law.

Inquiries concerning the application of this policy and federal laws and regulations regarding discrimination in education or employment programs and activities may be addressed to Maria Alam, Associate Vice President for Human Resources, The George Washington University, Washington, D.C. 20052, (202) 994-9610, or to the Assistant Secretary for Civil Rights of the U.S. Department of Education.

This handbook is offered as an aid to advising and planning by students and faculty advisors. The MPA and MPP programs are governed by the rules of the Columbian College of Arts and Sciences and The George Washington University. Students are responsible for consulting their program director, the Columbian College Graduate Student Handbook, and the University Bulletin. For official statement of applicable policies, the University Bulletin may be found at <http://www.gwu.edu/~bulletin> and the Columbian College's Handbook at <http://www.gwu.edu/~ccas/grad/handbook.html>.

The Trachtenberg School of Public Policy and Public Administration  
The George Washington University  
Washington, D.C. 20052

(202) 994-6295 (T)  
(202) 994-6792 (F)  
<http://www.tsppa.gwu.edu>

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