Trachtenberg School of Public Policy & Public Administration

THE GEORGE WASHINGTON UNIVERSITY

Student Handbook

Master of Public Administration

and

Master of Public Policy

- For Students Entering Fall 2016 -

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 19th 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) 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 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

The Trachtenberg School Commitment to Teaching Quality

We value:

1) Providing outstanding learning experiences for all students;
2) Providing useful and timely feedback to our students on their work;
3) Consistently receiving and incorporating feedback from our students and alumni about ways to enhance our teaching; and
4) Working collaboratively with our faculty colleagues, alumni, and employers to ensure the integrity and saliency of our curricula.

We use multiple processes to obtain data to help us evaluate our courses and our curricula:

1) Each individual course is evaluated by all students using forms that include both close-ended and open-ended questions;
2) Feedback on the curriculum and all school services and support is collected from all graduating MPA and MPP students during the capstone classes;
3) Capstone presentations are evaluated to assess student competencies by faculty and alumni using structured feedback forms;
4) The overall program is reviewed using survey findings from alumni about their experience in the program;
5) The School's program directors, as well as the faculty, meet at least annually to consider the student and alumni feedback about the curricula;
6) The School's program directors meet at least annually to consider student feedback about the courses and instructors;
7) The School's Advisory Board is consulted at biannual meetings about curricular matters and competencies needed in the workplace.

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For students beginning in the Fall 2016--Spring 2017 Academic Year

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 enhances the quality of democratic governance. We equip aspiring and current public service professionals coming from wide-ranging backgrounds with the tools to analyze policy and lead and manage organizations and teams. Our faculty's scholarship informs debate on current and emerging policy and administration issues. We foster effective teaching to prepare students for active and reflective engagement in pursuit of the public interest.

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.

DegreeMAP

DegreeMAP is GW's online advising and degree auditing system, which provides the requirements for your program of study, applies your academic history to those requirements, and helps you and your advisor keep track of your courses, grades, and progress towards graduation.

Once you become a student at GW, you will have access to your DegreeMAP profile through the GWEB system. Instructions for how to log on and use DegreeMAP can be found on the following link:

http://registrar.gwu.edu/students

Please log on to DegreeMAP and examine your courses and academic record each semester. Your academic advisor will also have access to your DegreeMAP page, which will make your meetings with your advisors more efficient and productive. Other benefits of using DegreeMAP include:

- Reduce confusion about degree requirements
- Keep better track of your progress towards degree
- Make better course registration choices
- See advising notes and exceptions
- Use the term GPA calculator to project your cumulative GPA

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

Master of Public Administration Program Mission Statement

The Master of Public Administration program at The Trachtenberg School prepares students for leading and managing public service organizations and programs in all sectors.

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 Stephanie Cellini

E-mail: scellini@gwu.edu

For students beginning in the Fall 2016--Spring 2017 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 2015 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.

***Research Methods and Applied Statistics: PPPA 6002 is the required course in research methods and applied statistics. Students who have recently taken and received high marks in courses in research methods and applied statistics may waive out of this course and enroll directly into PPPA 6013 (Econometrics for Policy Research I). To determine whether you are eligible to waive out of PPPA 6002, please send the syllabi and grades of your recently taken methods courses to Prof. Dylan Conger at dconger@gwu.edu.

Part-time students taking PPPA 6002 in the spring semester and are interested in possibly waiving out of the course can contact Prof. Conger now or in November closer to spring registration.

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 (PPPA 6098) for course credit with prior approval from a faculty member.

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 <u>Registration Transaction Form</u>, 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 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.

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 (<u>career.tspppa.gwu.edu</u>) ....❑

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 <u>no</u> 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).

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   **Cross-Sectoral Governance in the U.S. Federal System**
1 credit   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   **Introduction to Public Service and Administration**
3 credits   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   **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 6003   **Economics for Public Decision Making**
3 credits   The basic tools and concepts in microeconomic analysis; how these tools can be useful in public decision making.

PPPA 6004   **Leadership in Public Administration and Public Policy**
3 credits   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   **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. Prerequisite: PPPA 6003 or equivalent.

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 6009   **Capstone Seminar**
3 credits   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. All other core coursework must be completed before enrolling in this course.

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 professors and the relevant courses for each field. Lead professors serve as the faculty advisors for students enrolled in each field of study (fields with multiple advisors use alphabetical order to list faculty).

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.

Descriptions of all courses can be found in the University Bulletin http://bulletin.gwu.edu/.

Budget and Public Finance

Lead Professor: Professor Joseph Cordes (994-5826, cordes@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.
Through the coursework they complete in the Budget and Finance field, MPA students should develop the following competencies:

- Understand the role of budgeting in developing and implementing public (and nonprofit) policies and programs;
- Prepare and analyze a budget for a public or nonprofit organization;
- Understand and evaluate public budget and financial statements;
- Understand and evaluate options for financing public spending

Field Courses:
   ACCY 6701 Government Accounting and Auditing
   ECON 6218 Survey of Intermediate Macroeconomics
   PPPA 6014 Economics in Policy Analysis*
   PPPA 6015 Benefit-Cost Analysis*
   PPPA 6016 Public and Nonprofit Program Evaluation*

   PPPA 6005 Public Budgeting, Revenue, and Expenditures*
   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 6065 Federalism and Public Policy
PPPA 6076 Federal Regulation of Society
* Only permitted as a field course if not taken to satisfy a core requirement in the MPA or MPP degree.

Federal Policy, Politics, and Management

Lead Professor: Professor Lori Brainard (994-1091, brainard@gwu.edu)

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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
Through the coursework they complete in the Federal Policy, Politic and Management Field, the student should develop the following competencies:

- Understand the executive, legislative and regulatory systems
- Identify current public issues and their context (historic, economic, or technological, etc;
- Apply public administration concepts and tools to public issues of importance

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 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)

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 master degree, entry into an international development career typically requires overseas professional work experience.
Through the coursework they complete in the International Development Policy and Administration field of concentration, students should develop the following six competencies as they are applied in the international development field:

- Critically assess mainstream development policies, priorities and initiatives.

- Understand the respective roles and comparative advantages of the major players in international development.

- Apply organizational theory and behavior, including analytical and strategic tools used in international development program planning and analysis, 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.

- 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

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)

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 local governments face (particularly in urban areas), the policy options, and the practical management considerations for resolving these problems. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
Through the coursework they complete in the Managing State and Local Government field, the student should develop the following competencies as they are applied in the field of state and local government management.

- Recognize how legal, administrative, political, economic, social, environmental, technological, and cultural factors jointly shape decisions related to states and local governments
- Identify and explain the roles of participants in governmental processes, including officials, staff, stakeholders, and community members. Understand how those interests compete and sometimes clash.
- Distinguish and navigate the roles and actions taken by federal, state, local and other levels of government, as well as the private sector and non-profit organizations to address community 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)
	Professor Jasmine McGinnis-Johnson (994-7881, jmcginnis@gwu.edu)

This field is designed for students preparing for careers in the management of nonprofit organizations and fund-raising 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.

Through coursework completed in the Nonprofit Management field, students in the nonprofit management field should develop the following specific competencies. Course numbers are those in which they are emphasized.

- Understand and be able to describe the unique characteristics and values of the nonprofit sector and its legal and cultural foundations.
- Recognize the major challenges in governing, managing and revenue acquisition for nonprofit organizations and identify models and tools that may be applicable in various situations and across sub-sectors.
- Understand relationships between nonprofit organizations and business and between nonprofits and government and be able to apply principles and concepts to developing and managing such relationships.

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)
	Professor Donna Lind Infeld (994-3960, dlind@gwu.edu)

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

Professor Kathryn Newcomer (994-3959, 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-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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework they complete in the Program Evaluation and Analysis field, the student should develop the following competencies:

- Develop program logic models;
- Identify pertinent professional standards and ethical principles affecting specific dilemmas confronting evaluators in the field;
- Design implementation, outcome, and impact evaluations;
- Develop useful performance measures and design performance measurement systems for public and non-profit programs; and
- Assess the quality of "evidence" in the social sciences

Field Courses:

PPPA 6072:	Legislative Management and Congress
PPPA 6025:	Ethics and Public Values
PPPA 6049:	Urban and Regional Policy Analysis
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)

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 breath, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework they complete in the public-private policy and management field, students should develop the following competencies which are specifically connected to the field:

- Develop tools for analyzing whether, when, and how to appropriately foster collaboration between government and business.

- Recognize the legal, policy, and management challenges in managing ongoing arrangements between governments and private actors.

- Identify the particular role that ethical considerations and professional standards play in cooperative agreements between the public and private sectors.

- Employ methods and techniques for evaluating relationships between public and private enterprises retrospectively.

- Understand the similarities and differences in how arrangements between businesses and governments operate in different countries, including the role of international organizations.

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
    DNSC 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

Lead Professors: Professor Joe Barbera (994-6736, jbarbera@gwu.edu)
    Professor Bill Adams (994-7494, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework they complete in the Homeland Security and Emergency Management Field, the student should develop the following competencies:

- Understand the broad concept of resilience as related to social, environmental, economic, and operational decisions and policies at all levels of community and across all sectors.

- Understand the role, potential benefits, and limitations of hazard prevention, protection and mitigation as components of a comprehensive homeland security and emergency management to best serve the requirements and resources of all levels of community and all sectors.

- Understand the concept of risk management as applied to homeland security and emergency management and the challenges of effectively and efficiently managing risk from all hazards in an open democratic society.

- Understand the key components of the US domestic incident response systems, and the respective roles of the local, state, and Federal government, the private sector, the not-for-profit sector organizations, and individual and family units.

Field Courses (at least one of the following):

EMSE 6350:   Hazard Mitigation in Disaster Management
EMSE 6305 Section 10 – Crisis and Emergency Management

At least 2 of the following courses:
PPPA 6224:   Leadership in Complex Organizations
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
EMSE 6350 Section 10 – Hazard Mitigation in Disaster Management
PUBH 6399:   Homeland Security and Public Health
EMSE 6992 Section 10 – Special Topics

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)

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	(1) Fall (10 credits)	(2) Spring (9)	(3) Summer (3)	(4) Fall (9)	(5) Spring (9)
FULL-TIME **(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*

	(1) Fall (7 credits)	(2) Spring (6)	(3) Fall (6)	(4) Spring (6)	(5) Fall (6)
PART-TIME **(2 courses per semester)**	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*

	(6) Spring (6)	(7) Summer or Fall (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 Trachtenberg School prepares students for leading, managing, and conducting public policy analysis, evaluation, and research in all sectors.

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 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

- 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
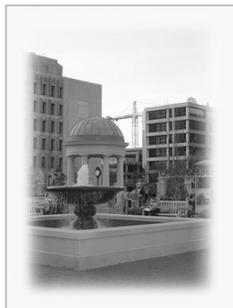
MPP Program Director

Professor Elizabeth Rigby

Phone: (202) 994-6196

E-mail: erigby@gwu.edu

For students beginning in the Fall 2016--Spring 2017 Academic Year

Introduction

The Master of Public Policy (MPP) degree is the recognized professional degree in the field of public policy analysis. The degree 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.

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 or an equivalent 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.

**The prerequisite for PPPA 6014 is PPPA 6085 (Microeconomics for Policy) OR equivalent background at the level of intermediate microeconomics. Students with questions about this prerequisite should contact Professors Brock or Cordes. PPPA 6085 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 and Public Finance   Program Evaluation and Analysis
Education Policy   Regulatory Policy
Environmental Policy   Social Policy
Health Policy   Urban Policy
National Security and Foreign 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.

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:

PPPA 6085 (Microeconomics) will count as an elective for students who are required to take it as a prerequisite to PPPA 6014.

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 <u>Registration Transaction Form</u>, 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 the 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 PPPA 6085 (Microeconomics), 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.

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) ....❏

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 <u>no</u> 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).

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.

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:   **Introduction to Public Policy**
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: PPPA 6085 (Microeconomics for Policy) or equivalent.

PPPA 6085:   **Microeconomics for Policy**
3 credits   Introduction to economic analysis with a focus on applications for public policy. Analysis of supply and demand, and consumer and producer behavior. Examination of competitive market, and deviations from that framework. This class is a pre-requisite for PPPA 6014 and if required, is used as an elective.

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.

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.

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. All other core courses must be completed prior to taking this class.

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 (fields with multiple advisors use alphabetical order to list faculty).

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.

Descriptions of all courses can be found in the University Bulletin http://bulletin.gwu.edu/.

Budget and Public Finance

Field Advisor: Professor Joseph Cordes (994-5826, cordes@gwu.edu)
                              Professor David Brunori (brunori@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.
Through the coursework they complete in the Budget and Finance field, MPP students should develop the following competencies:

- Understand the role of budgeting in developing and implementing public (and nonprofit) policies and programs;
- Prepare and analyze a budget for a public or nonprofit organization;
- Understand and evaluate public budget and financial statements;
- Understand and evaluate options for financing public spending

Recommended Courses:
       ACCY 6701   Government Accounting and Auditing
       ECON 6218   Survey of Intermediate Macroeconomics
       PPPA 6014   Economics in Policy Analysis*
       PPPA 6015   Benefit-Cost Analysis*
       PPPA 6016   Public and Nonprofit Program Evaluation*

       PPPA 6005   Public Budgeting, Revenue, and Expenditures*
       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 6065   Federalism and Public Policy
       PPPA 6076   Federal Regulation of Society
* Only permitted as a field course if not taken to satisfy a core requirement in the MPA or MPP degree.

Education Policy

Field Advisors: Professor Stephanie Cellini (994-0019, scellini@gwu.edu)
                                     Professor Dylan Conger (994-1456, dconger@gwu.edu)
                                     Professor Yas Nakib (994-8816;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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
The field also builds upon the following specific competencies for MPP students:

- Apply economic tools to analyze public policy
- Use political analysis to evaluate the feasibility of policy options
- Understand and analyze the role of politics in the policy process

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

Educ 6371	Education Policy
Educ 6314	History of American Education Reform
Educ 6368	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 Melissa Keeley (994-7156, keeley@gwu.edu)
                                     Professor Peter Linquiti (linquiti@gwu.edu)
                                     Professor Joe Cordes (cordes@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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
In addition, by virtue of their coursework in the Environmental Policy field, the student will develop the following additional competencies, including the ability to:

- Characterize market failures, including externalities and public goods, that create environmental problems; understand environmental sustainability in the context of the stocks and flows of natural, manufactured, and human/social capital; distinguish weak and strong sustainability
- Appropriately apply a range of environmental policy tools, including command-and-control regulations, market-based instruments, process requirements, and public-private partnerships; characterize the pros and cons of specific policy tools for particular environmental problems
- Understand the political and economic actors relevant to environmental policymaking, and evaluate their motives, resources, and tactics; understand the intergovernmental institutional relationships that exist in a federal system of environmental policymaking and implementation
- Design and implement effective environmental policies in dynamic, complex, coupled human-natural systems; understand the connection between technological change and environmental policy; craft innovative environmental policies to match evolving conditions
- Characterize relevant issues associated with international efforts to address global environmental issues; understand the capabilities and motives of countries at different stages of economic and political development that face different environmental challenges

Courses Satisfying the Environmental Policy Field of Concentration

- PPPA6066: Environmental Policy (Required)

- ECON6237: Economics of the Environment and Natural Resources
- EMSE6200: Policy Factors in Environmental and Energy Management
- EMSE6220: Environmental Management
- EMSE6225: Air Quality Management
- EMSE6230: Hazardous Waste Management and Cleanup
- EMSE6235: Water Quality Management
- EMSE6240: Environmental Hazard Management
- EMSE6245: Analytical Tools for Environmental Management
- ENRP6101: Environmental Sciences I
- ENRP6102: Environmental Sciences II
- ENRP6140: Environmental Impact Statement Procedures and Environmental Law
- GEOG6219: Urban Climate
- GEOG6220: Climatic Change
- GEOG6222: Resources and the Environment
- GEOG6230: Seminar in Environmental Issues in Development
- GEOG6243: Urban Geography
- GEOG6244: Seminar in Urban Sustainability
- IAFF6151: Environmental Policy
- PHIL6281: Environmental Philosophy and Policy
- PPPA6015: Benefit-Cost Analysis (if not taken as MPP core course)
- PPPA6067: Environment, Energy, Technology and Society
- SMPP6210: Strategic Environmental Management
- SMPP6213: Management of Strategic Issues
- SMPP6297: International Management Experience: Sustainable Communities & Organizations

Health Policy
Field Advisor: Professor Elizabeth Rigby (994-6196, erigby@gwu.edu)
                        Professor Sara Wilensky (994-4126, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework they complete in the Health Policy field of concentration, students should develop the following three additional competencies:

- Understand health policy in the broader context of public policy, including: federalism and inter-governmental governance, public-private governance, and policymaking across the judicial, legislative and executive branches;
- Recognize and compare the various governmental programs and policies that shape the public health, health delivery, and health financing systems;
- Employ evidence to evaluate the likely effects and inherent trade-offs of various health policy proposals.

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 6384: Health Care Quality and Policy *(2 credits)*
PUBH 6399: Public Health and Health Reform *(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.

International Development Policy Field

Field Adviser: Professor Rob Weiner (994-5981, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

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.

Through the coursework they complete in the International Development Policy field of concentration, MPP students should develop the following competencies:

- Understand the role of government policies and institutions in international economic development
- Engage in policy discussions with development economists and political scientists using an evaluation framework and shared vocabulary of development
- Understand the varied impacts of development policies on the different sectors of a country's population
- Develop an understanding of the impacts of the political environment on a country's economic development
- Compare and contrast different economic growth experiences and identify the root causes of development challenges and opportunities across countries
- Analyze conditions necessary for proposed development and poverty alleviation strategies, policies, and programs, including the impacts of international donors on country development

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

National Security and Foreign Policy

Field Advisor: Professor Scott Pace (994-5278, space1@gwu.edu)

Professor Joe Cordes (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 21st 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
Through coursework completed in the national security and foreign policy field, the student should develop the following competencies:

- An understanding of the multifaceted nature of national security and foreign policy issues and demonstrate how to analyze them in an interdisciplinary manner.
- An understanding of how various national security and foreign policy communities are organized and how their institutions interact both nationally and internationally across public and private sectors.
- Background knowledge and analytical tools that will allow them to address problems, evaluation policies and programs, and recommend alternatives.
- An understanding of how to communicate and negotiate with allies and rivals, and build effective coalitions including interagency and multinational partners.

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) (sabbatical 2015-2016)
Professor Kathryn Newcomer (994-6295, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework they complete in the Program Evaluation and Analysis field, the student should develop the following competencies:

- Develop program logic models;
- Identify pertinent professional standards and ethical principles affecting specific dilemmas confronting evaluators in the field;
- Design implementation, outcome, and impact evaluations;
- Develop useful performance measures and design performance measurement systems for public and non-profit programs; and
- Assess the quality of "evidence" in the social sciences

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)
                   Professor Joseph Cordes (994-5826, cordes@gwu.edu)
                   Professor Susan Dudley (944-7543, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through coursework completed in the Regulatory Policy field, the student should develop the following competencies:

- Understand how regulations are developed.

- Explore how regulation can serve the public interest, and how to determine when a regulatory proposal might not.

- Understand the conceptual foundations, strengths, and limitations of applied welfare economics and cost-benefit analysis as tools of policy analysis.

- Evaluate and compare policy alternatives using cost-benefit analysis and economics generally.

- File a comment from the perspective of the public interest on an active regulatory proposal.

Required Courses:

1. PPPA 6015: Cost-Benefit Analysis or equivalent*
   PPPA 6056: 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

For students beginning in the Fall 2016--Spring 2017 Academic Year

PPPA 6018: Public Policy, Governance, and Global Markets
PPPA 6054: Issues in Federal Budgeting
PPPA 6076: Federal Government Regulation of Society
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 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)
       Professor Elizabeth Rigby(994-6196, 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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.

Through the coursework in the Social Policy field, the students should develop the following three field-specific competencies:

- Understand social policy in the broader context of public policy and the inter-governmental system as well as the judicial, legislative and executive branches;
- Recognize the broad range of governmental programs and policy approaches that shape the distribution of income, wealth, and opportunity present in society;
- Employ evidence to evaluate the likely effects and inherent trade-offs of various social policy proposals.

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)
                        Professor Leah Brooks (lfbrooks@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. With the permission of the field advisor, students may supplement these courses with courses in economics, accounting or other relevant disciplines.
Through the coursework in the Urban Policy field, the student should develop the following competencies:

- Apply definitions of urban areas and explain urban areas' relationship with local and national governments
- Explain political, social, and economic dynamics of metropolitan areas
- Critically assess literature analyzing and evaluating urban policy

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).

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:

- If PPPA 6085 (Microeconomics) is needed, it should be taken in the 1st or 2nd semester
- PPPA 6002 should also be taken in the 1st or 2nd semester
- If students plan to take PPPA 6015, they must first complete PPPA 6014
- All students take PPPA 6014and 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) and all core courses must be complete before taking this course.
- 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.

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. Remember to use DegreeMAP to monitor your courses and progress towards degree completion.

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.

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.

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:
  Denee Bottoms, MPA and MPP Programs
  202-994-6662
  dbottoms@gwu.edu

You should first contact the Assistant Director of Graduate Studies any time 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 Assistant 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.

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 AcaFdemic 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: You may change your adviser at any time to reflect your academic and professional interests or simply your personal preference,. 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 <u>ALADIN</u> (the GW on-line library reference system) and pick them up at the <u>Gelman Library</u> 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: **Can I easily switch from the MPA to the MPP or vice versa?**

A: In the first year of your program, if you realize that you desire enrollment in the other master's degree, you must submit your request to the Assistant Director of Graduate Studies. The Director of the program in which you seek enrollment (MPA or MPP) will review your application materials and make an admissions decision. If you are admitted to the program, you must meet with an advisory immediately to determine your coursework.

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 22nd Street, NW
Phillips Hall 107
Washington, DC 20052

Publication	**On-line location**
GW University Bulletin	http://www.gwu.edu/~bulletin
CCAS Graduate Student Handbook	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).

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.

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://tspppa.gwu.edu/documents-and-forms).

For CCAS Graduate Students Only

GW | Arts & Sciences

INCOMPLETE COURSE GRADE (I)

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. The symbol I cannot be changed by reregistering for the course at GWU or by taking its equivalent elsewhere.
Note: A copy of this contract must be kept on file at the student's Department.

Name:_____GWid: | G | | | | | | | | |

Last Name   First Name   M.I.

Daytime Phone:_____GW E-mail:_____@gwmail.gwu.edu

CRN	SUBJECT	COURSE NUMBER	SECTION	CREDITS	TITLE	INSTRUCTOR NAME & EMAIL	SEMESTER

Is the student receiving passing grades in the course?   ☐ Yes   ☐ No

Has the student presented adequate reasons/documentation for the inability to complete all assignments on time?   ☐ Yes   ☐ No

What work must the student do to complete the course? Identify, specifically, the type of work product (e.g. paper, exam) and the number of assignments.

All work to be completed by*:   _____
May not exceed one calendar year
If coursework is not completed within the specified time, the Incomplete will be converted to a grade of F.

Departmental Approval(s)

Instructor Approval:_____   Date: _____

DGS Approval:_____   Date: _____

I have reviewed the conditions above and as stated in the current *University Bulletin* by which I will be assigned an Incomplete and understand what I must do to meet them.

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 2016-17 academic year. Fees can be expected to increase incrementally in subsequent years.

Tuition: $1690.00 per credit hour

Student Association Fee: $2.50 per credit hour to a maximum of 15 credits ($37.50.) 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 110 (Internet-based test), 270 (computer-based test), or 637 (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

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

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

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.

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

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 Glendenning, 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

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.

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 and newly added blog 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).

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.

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, please visit their web site, 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

http://www.gwu.edu/~ccas/grad/		
801 22nd Street, NW	Phone:	(202) 994-6210
Phillips 107	Fax:	(202) 994-6213

Colonial Central:
Student Financial Assistance, Student Accounts, Cashier, Registrar

http://colonialcentral.gwu.edu/	Fin. Assist.	finaid@gwu.edu
800 21st Street NW	Registrar:	regweb@gwu.edu
Marvin Center, Ground Floor	Student Accts	sao@gwu.edu
	Phone:	(202) 994-9000

Office of Graduate Student Assistantships and Fellowships

www.gwu.edu/~fellows	Email:	gradfell@gwu.edu
2121 Eye Street, NW	Phone:	(202) 994-6822
Rice Hall 603	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	Email:	dss@gwu.edu
800 21st Street, NW	Phone:	(202) 994-8250
Marvin Center 242	Fax:	(202) 994-7610

Graduate Life / Student Activities Center

http://gradlife.gwu.edu/	Email:	gradlife@gwu.edu
Marvin Center 427	Phone:	(202) 994-GRDS

GWorld

University ID card, dining services

http://gwired.gwu.edu/gwdining/index.html	Email:	gworld@gwu.edu
Marvin Center lower level	Phone:	(202) 994-1795

Human Resource Services

www.gwu.edu/~hrs/	Email:	hrweb@gwu.edu
2033 K Street, NW	Phone:	(202) 994-9600
Suite 200	Fax:	(202) 994-9619

International Services Office (ISO)

http://gwired.gwu.edu/iso	Email:	iso@gwu.edu
2029 K Street, NW	Phone:	(202) 994-4777
Suite 310	Fax:	(202) 994-4488

Information Systems and Services (ISS)

http://helpdesk.gwu.edu	Phone:	(202) 994-5530

Lerner Health & Wellness Center

http://gwired.gwu.edu/gwellness/	Phone:	(202) 994-1522
2301 23rd Street NW		

Multicultural Student Services Center

http://gwired.gwu.edu/mssc	Email:	mssc@gwu.edu
2127 G Street NW	Phone:	(202) 994-6772

For students beginning in the Fall 2016--Spring 2017 Academic Year

Parking Services

http://www.gwu.edu/~parking/	Phone:	(202) 994-PARK (7275)
2211 H St. NW		

Schedule of Classes

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

Student Health Service

http://gwired.gwu.edu/shs/	Phone:	(202) 994-6827
2141 K Street NW, Suite 501	Fax:	(202) 973-1572

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.

2033 K Street, NW, Suite 330	Phone:	202-994-5300 (staffed 24-7)
http://gwired.gwu.edu/counsel/	Email:	counsel@gwu.edu

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.

Gelman Library, Suite 103	Phone:	(202) 994-3765
http://www.gwu.edu/~gwriter/		

Other Online Resources

GWeb: Course Registration	http://banweb.gwu.edu
Blackboard	http://blackboard.gwu.edu/
GW Identification Number Retrieval	http://gwid.gwu.edu/
GWorld Student ID Card	http://gworld.gwu.edu/
GWired: Student Services	http://gwired.gwu.edu
University Directory	http://my.gwu.edu/mod/directory
Public Transportation (Metro)	www.wmata.com

University Policy on Equal Opportunity

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.

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(202) 994-6792 (F)
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