

Trachtenberg School of Public Policy & Public Administration

THE GEORGE WASHINGTON UNIVERSITY

Student Handbook

Graduate Certificate

in

Nonprofit Management

- For Students Entering Fall 2014 -

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. All of our faculty members are eager to advise students. Meet with our fantastic career services director, Paul Binkley, 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, Faculty-Student Research Forums, 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 17th 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 and weekly emails! (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

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Common Abbreviations

Acc	Accounting
CCAS	Columbian College of Arts and Sciences
CISTP	Center for International Science and Technology Policy
CRN	Course Reference Number
DnSc	Decision Sciences
Econ	Economics
Educ	Education
EnRP	Environmental and Natural Resource Policy
ESIA	Elliott School of International Affairs
Fina	Finance
Geog	Geography
GW	The George Washington University
GWIPP	George Washington Institute of Public Policy
Hist	History
IAff	International Affairs
LOA	Leave of Absence
Mgt	Management Sciences
MPA	Master of Public Administration
MPA Building	Media and Public Affairs Building
MPAA	Master of Public Administration Association
MPP	Master of Public Policy
PPPA	Public Administration
Phil	Philosophy
PPol	Public Policy
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.



THE GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT

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THE GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT

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

The MPA degree is a 40-credit hour program designed to provide an integrated and interdisciplinary academic experience. The program consists of an eight-course core required for all students, a three-course field of study, and two 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 a balance between the 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 Graduate Certificate in Nonprofit Management includes regular graduate courses designed for the MPA concentration in nonprofit management. Students in the Certificate Program will attend classes with students enrolled in the MPA program as well, as other degree programs of TSPPPA and other GW schools. Under certain circumstances, credit earned in the certificate program also may be applied toward the Master of Public Administration degree. However, admission to the MPA degree program has separate requirements from those of the certificate program and students considering going on for a degree should consult with a faculty advisor early in their certificate program.



THE GRADUATE CERTIFICATE IN NONPROFIT MANAGEMENT

Certificate in Nonprofit Management Curriculum

Total 12 credits

This Certificate 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, governance, funding, 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.

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 (Any TWO of the following courses):

PPPA 6016 Public and Nonprofit Program Evaluation

PPPA 6033 Nonprofit Enterprise

PPPA 6034 Managing Nonprofit Boards

PPPA 6053 Financial Management in the Nonprofit and Public Sectors

PPPA 6058 International Development NGO Management

Other TSPPPA nonprofit courses that may be offered from time to time (see [course schedule](#))

[With prior approval of the concentration advisor, certain non-TSPPPA courses at GW may be counted toward this group. For the Certificate in Nonprofit Management, courses at consortium universities generally will not be approved.]

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 Prof. Worth will help you to avoid problems. He is likely to be your best resource in academic and personal career planning.

Relation to Master's Program

If certificate students decide to apply to the MPA or MPP degree program, they must meet the admissions requirements of each program, including GREs. Up to 9 credits of their certificate coursework taken prior to admission to a degree program will be accepted in the master's program within two years of completing the course and if a grade of B or better has been earned in the course. Certificate students who think they may wish to apply all of their certificate courses toward a degree (that is, all 12 credits) thus need to apply and gain admission to the degree program before registering for their fourth course.

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

Certificate: Course Descriptions

- PPPA 6016: **Public and Nonprofit Program Evaluation**
3 credits
Theory and practice of program evaluation and evaluative research. Exploration of scope and limitations of current practice in evaluation, considering economic, political, social, and administrative factors. Examination of methodological considerations for design, data collection, analysis, and dissemination.
- PPPA 6031: **Governing and Managing Nonprofit Organizations**
3 credits
Historical, legal, and social foundations of the nonprofit sector. Developing organization-al strategy and capacity; managing staff, boards, and volunteers; financial management; fund-raising, marketing, public advocacy, and other external relations; partnerships and entrepreneurial activities; measuring performance; and policy issues.
- PPPA 6032: **Managing Fund Raising and Philanthropy**
3 credits
Fund-raising for nonprofit organizations and the management of relationships between donors and recipient organizations. Positioning the organization for fund-raising; roles of staff and volunteers; principal techniques for identifying, cultivating, and soliciting donors; ethical principles; emerging trends; and relevant policy issues.
- PPPA 6033: **Nonprofit Enterprise**
3 credits
The use of business methods by nonprofit organizations, commercialization in the nonprofit sector, and the relationship between nonprofit and for-profit entities in pursuing social purposes. Case studies.
- PPPA 6034: **Managing Nonprofit Boards**
3 credits
Legal and functional responsibilities of governing boards, strategies for board development and improvement, relationships between boards and CEOs, governance theories and models, trends and issues in nonprofit governance.
- PPPA 6058: **International Development NGO Management**
3 credits
Provides an understanding of the primary implementation of international development assistance. Overview of NGO management, highlighting those features that are particular to NGOs active in international development. NGO management, government, and donors, and North-South relations.

MOST FREQUENTLY ASKED QUESTIONS

Q: What is the Columbian College of Arts and Sciences (CCAS) and how does it relate to me?

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

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

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

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

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

Q: Who is my assistant director? When and why should I (not) contact my assistant director before my faculty advisor?

A: The Trachtenberg School Assistant director is:

Bethany Pope
202-994-6662
caj@gwu.edu

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

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

MOST FREQUENTLY ASKED QUESTIONS

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

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

Q: May I change my advisor? How?

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

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

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

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

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

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

Q: When must I select a field of study?

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

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

A: In addition to being located on-line, the University Bulletin can always be obtained in hard copy from the Columbian College of Arts and Sciences Dean's Office:
Student Services Office
801 22nd Street, NW
Phillips Hall 107
Washington, DC 20052

Publication

GW University Bulletin
CCAS Graduate Student Handbook

On-line location

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

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

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

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

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

Transfer of Credits

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

Students who wish to transfer credits into their program should consult their program director as early as possible and arrange for the appropriate TSPPPA 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.
- TSPPPA 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 100 may never be taken for graduate credit. With the permission of the student's program director and the instructor, courses numbered between 1000 and 2000 may be taken for graduate credit (it is expected that the instructor will provide additional work to make it a graduate level course).

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

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

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

* MPP students may not receive a grade of CR.

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

GW Policy on Incompletes

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

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

CCAS Policy on Incompletes

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

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

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

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

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

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

Contract for Completing an Incomplete

COURSE: _____ SECTION: _____ SEMESTER: _____ CRN #: _____

STUDENT: _____ ID #: _____

INSTRUCTOR: _____

Date by which all work must be completed and submitted: _____

(At most one calendar year after the scheduled final exam date for the course)

What work remains for this student to complete the course?

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

Student's Signature

Date

Instructor's Signature

Date

(COPIES TO STUDENT, INSTRUCTOR, AND PROGRAM)

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

Registration and Work Load

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

Leave of Absence

Students who are temporarily unable to continue their program may request a Leave of Absence (LOA). The student makes the request of their department via the [CCAS Student Petition](#) and, if the department agrees to the request, the petition will be forwarded to the CCAS Dean's Office for review. Pending approval, CCAS will register the student for the leave of absence. Students on LOA will lose many of their privileges including access to the library. Note that no more than two 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 2014-15 academic year. Fees can be expected to increase incrementally in subsequent years.

Tuition: \$1515.00 per credit hour

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

Academic Standing Requirement

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

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.***

Students planning to complete a certificate at the end of the semester for which they are now enrolled must complete a [Certificate Completion Form](#) to declare their candidacy. Students must be registered for the semester or summer session immediately prior to the certificate completion date, and must complete all requirements by the last day of final examinations for that semester or summer session. A completed certificate completion form must be submitted to the Trachtenberg School's assistant director no later than the date listed on the Registrar's web site (and on the form itself), or on the first working day after that date. Students completing a certificate are not recognized at the university commencement and are not issued tickets to the ceremony.

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). 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 petition the Director of the MPA or MPP program 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 their program advisor 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.

For MPP students, petitions to waive courses will not be accepted after students have started their 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.

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

- 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.

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.

FACULTY

Core Faculty

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Full-time and Regular Part-time Affiliated Faculty

* Teaches core course in MPA or MPP

** Field advisor for MPA or MPP

[Campus Map](#)

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FACULTY

Professorial Lecturers and Research Professors

[Campus Map](#)

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[Nancy Augustine](#)

Professorial Lecturer in Public Policy and Public Administration

[Michael Bell](#)

Research Professor of Public Policy and Public Administration
The George Washington Institute of Public Policy

[Derick Brinkerhoff](#)

Professorial Lecturer in Public Policy and Public Administration
Associate Faculty, Trachtenberg School of Public Policy and Public Administration

[David Brunori](#)

Research Professor of Public Policy and Public Administration

Dale Didion

Professorial Lecturer of Public Policy and Public Administration

John J. Forrer

Associate Research Professor of International Business

[Gretta Goodwin](#)

Professorial Lecturer in Public Policy and Public Administration

[Elise Gould](#)

Professorial Lecturer in Public Policy and Public Administration

Gerald Kauvar

Professorial Lecturer in Public Policy and Public Administration

[Sheila N. Kirby](#)

Adjunct Professor of Economics, and Public Policy and Public Administration

[Marvin Phaup](#)

Professorial Lecturer in Public Policy and Public Administration

Steve Redburn

Professorial Lecturer in Public Policy and Public Administration

Bryan Roberts

Professorial Lecturer of Public Policy and Public Administration

[Diane Lim Rogers](#)

Professorial Lecturer in Public Policy and Public Administration

Andrea Sarzynski

Professorial Lecturer of Public Policy and Public Administration
Assistant Research Professor, The George Washington Institute of Public Policy

[Elizabeth Sherman](#)

Professorial Lecturer in Public Policy and Public Administration

[Clarence N. Stone](#)

Research Professor of Public Policy and Political Science
The George Washington Institute of Public Policy

[Michael Wiseman](#)

Research Professor of Public Policy and Public Administration, and Economics
The George Washington Institute of Public Policy

[Garry Young](#)

Professorial Lecturer of Public Policy and Public Administration
Associate Director, The George Washington Institute of Public Policy

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.

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.

Net Impact

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

International City/County Management Association (ICMA)

The [International City/County Management Association](#) (ICMA)'s student chapter was founded in order to connect MPA and MPP students to professionals and resources in city/county management. ICMA's mission is to increase the proficiency of city managers, county managers, and other local government administrators, and to strengthen the

quality of local government through professional management. Students have the opportunity to connect with ICMA's headquarters, located in Washington, DC, as well as many other local area governments.

Policy Perspectives

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

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

PROFESSIONAL ASSOCIATIONS

American Society for Public Administration (ASPA)

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

Full members receive:

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

For nominal additional fees, ASPA members may:

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

PROFESSIONAL ASSOCIATIONS

Association for Public Policy Analysis and Management (APPAM)

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

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

APPAM promotes its mission through activities that include:

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

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

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

For more information about [APPAM](#), please visit their web site.

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
Phillips 107

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

Colonial Central:

Student Financial Assistance, Student Accounts, Cashier, Registrar

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

800 21st Street NW
Marvin Center, Ground Floor

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

Office of Graduate Student Assistantships and Fellowships

www.gwu.edu/~fellows

2121 Eye Street, NW
Rice Hall 603

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

Disability Support Services

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

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

800 21st Street, NW
Marvin Center 242

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

Graduate Life / Student Activities Center

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

Marvin Center 427

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

GWorld

University ID card, dining services

http://gwired.gwu.edu/gwdining/gworld_home.html

Marvin Center 501

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

Human Resource Services

www.gwu.edu/~hrs/

2033 K Street, NW
Suite 200

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

International Services Office (ISO)

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

2029 K Street, NW
Suite 310

Email: iso@gwu.edu
Phone: (202) 994-4777
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/>

2301 23rd Street NW

Phone: (202) 994-1522

Multicultural Student Services Center

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

2127 G Street NW

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

Parking Services

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

Phone: (202) 994-PARK (7275)

Schedule of Classes

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

Student Health Service

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

Phone: (202) 994-6827
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
<http://gwired.gwu.edu/counsel/>

Phone: 202-994-5300 (staffed 24-7)
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.

Rome Hall, Room 550

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

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

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

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

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