Trachtenberg School of Public Policy & Public Administration

THE GEORGE WASHINGTON UNIVERSITY

GUIDE TO THE

PH.D. IN PUBLIC POLICY AND ADMINISTRATION

---For Students Starting in Fall 2014---
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# COMMON ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acc</td>
<td>Accounting</td>
</tr>
<tr>
<td>CCAS</td>
<td>Columbian College of Arts and Sciences</td>
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<tr>
<td>CISTP</td>
<td>Center for International Science and Technology Policy</td>
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<tr>
<td>CRN</td>
<td>Course Reference Number</td>
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<tr>
<td>DnSc</td>
<td>Decision Sciences</td>
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<tr>
<td>Econ</td>
<td>Economics</td>
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<tr>
<td>Educ</td>
<td>Education</td>
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<tr>
<td>EnRP</td>
<td>Environmental Resource Policy</td>
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<tr>
<td>ESIA</td>
<td>Elliott School of International Affairs</td>
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<tr>
<td>Fina</td>
<td>Finance</td>
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<tr>
<td>Geog</td>
<td>Geography</td>
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<tr>
<td>GW</td>
<td>The George Washington University</td>
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<tr>
<td>GWIPP</td>
<td>George Washington Institute of Public Policy</td>
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<tr>
<td>Hist</td>
<td>History</td>
</tr>
<tr>
<td>IAff</td>
<td>International Affairs</td>
</tr>
<tr>
<td>LOA</td>
<td>Leave of Absence</td>
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<tr>
<td>Mgt</td>
<td>Management</td>
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<tr>
<td>MPA</td>
<td>Master of Public Administration</td>
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<tr>
<td>MPA Building</td>
<td>Media and Public Affairs Building</td>
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<tr>
<td>MBAd</td>
<td>Master of Business Administration</td>
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<tr>
<td>MPP</td>
<td>Master of Public Policy</td>
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<td>PAd</td>
<td>Public Administration</td>
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<td>Phil</td>
<td>Philosophy</td>
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<td>PPol</td>
<td>Public Policy</td>
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<tr>
<td>PPPA</td>
<td>Public Policy and Public Administration Course Prefix</td>
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<td>PPSA</td>
<td>Public Policy Student Association</td>
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<tr>
<td>PSc</td>
<td>Political Science</td>
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<td>Psyc</td>
<td>Psychology</td>
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<td>PubH</td>
<td>Public Health</td>
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<tr>
<td>SB</td>
<td>School of Business</td>
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<td>SMPA</td>
<td>School of Media and Public Affairs</td>
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<tr>
<td>SMPP</td>
<td>Strategic Management and Public Policy</td>
</tr>
<tr>
<td>Soc</td>
<td>Sociology</td>
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<tr>
<td>TSPPPA</td>
<td>Trachtenberg School of Public Policy and Public Administration</td>
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<tr>
<td>WRLC</td>
<td>Washington Research Library Consortium</td>
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<tr>
<td>WStu</td>
<td>Women’s Studies</td>
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SECTION I: OVERVIEW OF THE DOCTORAL PROGRAM IN PUBLIC POLICY AND ADMINISTRATION

The multidisciplinary Ph.D. Program in Public Policy and Administration in the Trachtenberg School of Public Policy and Public Administration (the Trachtenberg School) at The George Washington University (GW) is designed to develop a range of competencies needed to undertake sophisticated research in public policy and public administration. Fundamental to the development of these competencies is a mastery of subjects in multiple academic disciplines, including politics, economics, and quantitative and/or qualitative methods in policy research. Built upon the diversity and strengths of academic departments and faculty distributed throughout the Trachtenberg School and the University community, our program offers an exceptional education across these disciplines.

OUR STUDENTS

Most doctoral students already have a graduate degree and significant experience in a policy-related environment. Many students are mid-career professionals. Approximately one-quarter of our Ph.D. students come from outside of the United States.

The Ph.D. Program may be completed on either a full-time or part-time basis. Throughout their educational experience, students receive guidance and support from nationally renowned scholars who offer a wide range of experience in the real world of public affairs, policy, and politics.

In addition to developing broad analytical skills in multiple subjects, our students take courses designed to prepare them to undertake research in specific areas of public policy and administration. Through course work in each specialized field, students develop expertise for a variety of careers in the public and private sectors. Graduates pursue careers in teaching and research related to public policy and administration and as policy researchers and analysts. Some hold administrative positions in these sectors and many are closely involved in the development and evaluation of public policies.
CORE CURRICULUM

The Ph.D. Program in Public Policy and Administration requires the completion of 72 credit hours beyond the baccalaureate or a minimum of 48 credits beyond the master’s degree. Students with graduate course work judged to satisfy program requirements may be granted advanced standing of up to 24 credit hours toward the 72 credits required for the Ph.D. Assuming previous completion of two prerequisites, doctoral course work requirements are divided into five general categories: public policy and administration core courses, research methods, field courses, elective and/or tool courses, and dissertation credits. Students work closely with the program director and their field advisor to prepare an individualized program of studies. Students must maintain an overall GPA of 3.3 in order to remain in the program.

CORE CURRICULUM

Prerequisite Courses

<table>
<thead>
<tr>
<th>Survey of Economics: Intermediate Microeconomic Theory (PPPA 6085 – Microeconomics or equivalent)</th>
<th>Research Methods and Applied Statistics (PPPA 6002 or equivalent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediate-level microeconomic theory for graduate students in fields other than economics.</td>
<td>Use of statistics, computers, and statistical software in research and program evaluations. Emphasis on interpretation and use of statistics. Development of basic statistical competency; frequency distribution, sampling, central tendency, variability, correlation, probability, regression.</td>
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</tbody>
</table>

General Core

<table>
<thead>
<tr>
<th>Economics in Policy Analysis (Econ 6221/PPPA 6014)</th>
<th>Literature of Public Administration (PPPA 8100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>Contemporary and historical literature in the institutional and intellectual development of public administration.</td>
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</tr>
</tbody>
</table>

Prerequisite: PPPA 6085 – Microeconomics or equivalent.

1 See Further information on economics placement for guidance about which economics course to take.
Further information on economics placement

The required core course in economics (PPPA 6014 Economics in Policy Analysis) assumes a prior knowledge of economics at the level of intermediate microeconomic theory. While PPPA 6014 will review and reinforce aspects of microeconomic theory that have been developed earlier, it is primarily concerned with the application of that theory to policy issues. Few students can learn the microeconomic theory and the applications at the level expected in PPPA 6014 in a single course. Thus the prerequisite for PPPA 6014 is Intermediate Microeconomics. This course is taught as PPPA Economics 6085 – Microeconomics. It is a course in intermediate microeconomic theory that is similar to the courses offered in undergraduate economics curricula as a second level course in microeconomic theory.

At GW, the equivalent undergraduate course is Economics 2101, which has a prerequisite of a Principles of Economics course. Most schools follow a similar pattern: a principles of economics course or sequence (often divided into one semester on microeconomics and one semester on macroeconomics) followed by an intermediate microeconomic theory course that is required for economics majors or minors and sometimes for business majors. Common textbooks for an “intermediate microeconomics type course” include R. Pindyck and D. Rubinfeld, Microeconomics, E. Browning and M. Zupan, Microeconomic Theory and Applications and Don Waldman, Microeconomics. Many other textbooks exist but they will all say something about being designed for an intermediate microeconomic theory course. If the textbook you used says it is designed for a principles of economics course, or for a first course in economics, then the course was not at a high enough level to allow you to go directly into PPPA 6014. PPPA 6085 - Microeconomics covers similar material to typical undergraduate intermediate microeconomic theory courses, but drops the prerequisite of a previous course in economics (because graduate students are expected to cover more
material on their own) and gives the course a graduate number so that graduate credit may be awarded. Students who take PPPA 6085 - Microeconomics count it as one of their electives.

Some students are reluctant to take Microeconomics because they don’t want to use an elective. Neither PPPA 6085 – Microeconomics nor PPPA 6014 uses advanced mathematical techniques, but the courses are analytical in nature and require the precise working out of problems that assume familiarity with basic mathematical techniques. Students who have had extensive practice using those techniques applied to a different subject (e.g., those with science or engineering backgrounds) usually find it relatively easy to master the concepts of microeconomic theory. Those whose analytical skills are less developed often find themselves getting stuck on how to go from understanding the concepts to working out the solutions to problems.

If you have not had a course in intermediate microeconomic theory but do not want to take PPPA 6085 – Microeconomics at GW, you have three options:

1. If there is a summer course available at a school near you that is similar to PPPA 6085 – Microeconomics (an intermediate microeconomic theory course with a graduate number, often designed for students in public policy, international affairs, business and related fields and carrying a notation such as “for graduate students in fields other than economics”), you may take that course before starting the GW program (assuming you receive a B or better). A course in “managerial economics” designed for MBA students typically covers somewhat different material but is close enough that we can accept it as a substitute for PPPA 6085 – Microeconomics.

2. If there is an undergraduate summer course in intermediate microeconomic theory available to you, you can take that course to satisfy the prerequisite to PPPA 6014, but you cannot transfer in the credits.

3. If you have good analytic skills and want to prepare for PPPA 6014 through self-study instead of a formal course, you should contact Professor Brock (gbrock@gwu.edu) or Professor Cordes (cordes@gwu.edu) for assistance in developing a self-study plan.

We do not strictly enforce the prerequisite for PPPA 6014. You have considerable freedom in choosing how to satisfy the prerequisite. However, you should not simply assume that because you are smart and have done well in your previous academic work (accurate descriptions of all Ph.D. students at GW) you will be able to manage PPPA 6014 without satisfying the prerequisite in some form. If you have taken an intermediate microeconomic theory course or have done serious self-study of the relevant material but are still unsure of whether to register for PPPA 6085 – Microeconomics or PPPA 6014, you should register for PPPA 6014 and take the online Initial Assessment test that will be available for that course before classes begin. If you do poorly on that test, you should switch your registration to PPPA 6085 – Microeconomics. You should be aware that this economics content is included on the core comprehensive examination so you should make sure you are adequately prepared.
RESEARCH METHODS COURSES: ADVANCED QUANTITATIVE OR QUALITATIVE

RESEARCH METHODS

The program requires the development of research skills alongside the core curriculum and field studies. These skills complement and support the research interests of students in their applied field of studies. All Ph.D. students must complete an intermediate graduate-level course in quantitative research methods. In addition, students must complete a more advanced course in quantitative methods and a course in qualitative or mixed research methods.

The intermediate quantitative methods requirement is normally satisfied by registering for and completing PPPA 6013. Students with a strong technical background may substitute Econ 8375 for PPPA 6013. With advisor approval, students may substitute an intermediate quantitative methods course that is equivalent in coverage to PPPA 6013, such as DnSc 6274, PSc 6102, or Econ 8379.

INTERMEDIATE QUANTITATIVE COURSES

<table>
<thead>
<tr>
<th>Econometrics for Policy Research I</th>
<th>Empirical Political Analysis</th>
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</thead>
<tbody>
<tr>
<td>(PPPA 6013)</td>
<td>(PSc 8102)</td>
</tr>
<tr>
<td>Multivariate research methods in policy analysis.</td>
<td>Techniques of social science data analysis, with emphasis on statistics and computer applications. Lab fee of $20.</td>
</tr>
<tr>
<td>Prerequisite: PPPA 6002 or equivalent.</td>
<td>Prerequisite: PSc 201 or instructor permission.</td>
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</table>

<table>
<thead>
<tr>
<th>Statistical Modeling and Analysis</th>
<th>Econometrics I</th>
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</thead>
<tbody>
<tr>
<td>(DnSc 6274)</td>
<td>(Econ 8375)</td>
</tr>
<tr>
<td>The process of specifying, analyzing, and testing models of human and systemic behavior. Formalization of models; statistical test comparison and selection; computer implementation of univariate, bivariate, and multivariate tests. General linear model: linear regression, analysis of variance, and analysis of covariance.</td>
<td>Single equation models of economic behavior. Statistical methods for testing economic hypotheses and estimating parameters. Topics include heteroscedasticity, serial correlation, and lagged dependent variables. Some exposure to matrix algebra helpful but not required. Same as Stat 275.</td>
</tr>
<tr>
<td>Prerequisite: MBAd 6220 or equivalent.</td>
<td>Prerequisite: Econ 8200 or equivalent.</td>
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</tbody>
</table>

Laboratory in Applied Econometrics (Econ 8379)

Application of econometric theory and the use of econometric software; students are required to write an empirical research paper. Depending on the section, the focus will be either on micro-econometric or macro-econometric topics. May be repeated for credit provided the topic differs.
**ADVANCED QUANTITATIVE AND QUALITATIVE COURSES**

Each student is required to also take two advanced methods courses. Students should consult with their adviser concerning the most appropriate choices.

### COURSES IN QUANTITATIVE METHODS

<table>
<thead>
<tr>
<th><strong>Econometrics for Policy Research II</strong> (PPPA 8022)</th>
<th><strong>Econometrics II</strong> (Econ 8376)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced topics in econometrics for policy research. This course is designed for doctoral students who wish to use econometric tools in their research. The course prerequisite is PPPA 6013 or an equivalent course in introductory econometrics; however, students should expect a greater degree of difficulty and a greater reliance on self-directed study in PPPA 8022 than PPPA 6013. <em>Prerequisite:</em> PPPA 6013</td>
<td>Topics include asymptotic theory, statistical endogeneity, instrumental variables estimation, discrete and limited dependent variable and time-series models. Same as Stat 8376. <em>Prerequisite:</em> Econ 8375 or equivalent.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Econometrics III</strong> (Econ 8377)</th>
<th><strong>Advanced Statistical Modeling and Analysis</strong> (DnSc 6275)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course covers econometric methods for systems of equations and panel data. Additional topics, which may vary from year to year, will also be covered as time permits. <em>Prerequisites:</em> Econ 8375 and 8376.</td>
<td>Advanced topics associated with the general linear model. Testing for and remediation of assumption violations. Detection of outliers, influential observations, and multicollinearity. Alternative design strategies in the analysis of variance; latent growth analysis; hierarchical linear modeling; testing for interactions and parallelism. <em>Prerequisite:</em> DnSc 6274 or permission of instructor</td>
</tr>
</tbody>
</table>

### COURSES IN QUALITATIVE METHODS

<table>
<thead>
<tr>
<th><strong>Qualitative Research Methods</strong> (PSC 8285)</th>
<th><strong>Qualitative Research Methods &amp; Analysis</strong> (PubH 8417)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Theoretical, practical, and ethical aspects of conducting qualitative research covering the basic techniques for collecting and analyzing data in the social sciences. The course includes protections of human subjects and the ethical aspects of using qualitative methods. Students will be introduced to a wide variety of qualitative techniques for data gathering and for analyzing qualitative data.</td>
<td>Techniques for designing and conducting qualitative research and for analyzing and reporting qualitative data relevant to program development and implementation, community assessment, and policy analysis.</td>
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<tr>
<th><strong>Qualitative Methodology: Field Research</strong> (Soc 6232)</th>
<th><strong>Uses of History in International Affairs</strong> (Hist 6030)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Practical application of data collection methods in natural settings; observation, participant observation, and field experience. Emphasis on implementing research projects by using these methods for purposes of developing empirically grounded theory.</td>
<td>The multiple interconnections among history, politics, and international affairs, including how policymakers use or misuse &quot;lessons&quot; of history and how countries attempt to deal with difficult aspects of their past. Specific cases may vary.</td>
</tr>
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<tr>
<th><strong>Qualitative Research Methods</strong> (Educ 8122)</th>
<th><strong>Case Study Research</strong> (Educ 8131)</th>
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<tbody>
<tr>
<td>A general introduction to several major qualitative research traditions (e.g., biography, grounded theory, ethnography, phenomenology, and case study). Application of qualitative research design and techniques used to examine one or a few complex cases, collecting data from several types of sources and by several methods. The course covers design, data collection, and data analysis/integration. <em>Prerequisite:</em></td>
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</table>
procedures, including preliminary data collection, analysis, and writing.

FIELDS OF STUDY

In addition to the core curriculum, each student will complete six or more courses in one of the following fields to which they were admitted. Requirements for each field are detailed later in this handbook.

- Education Policy
- Gender and Social Policy
- Health Policy
- Program Evaluation
- Public Administration and Management
- Public Budgeting and Finance
- Race, Ethnicity and Public Policy
- Science and Technology Policy
- Social Policy:
  - Gender and Social Policy
  - Race, Ethnicity and Public Policy
  - Urban Policy

ELECTIVES AND TOOL COURSES

Students, typically those who do not have a previous masters degree, may take between 9 and 15 credits of electives. Generally, students use elective credits to supplement course work in their field of study. However, prerequisite courses at the graduate level can be counted as electives toward degree requirements. Students who have not completed course work in intermediate microeconomics or statistics may need to use elective credits to fulfill these requirements.

In individual cases, students may be required to take tool courses as a foundation for their dissertation research. The field advisor would normally determine any required tool courses. Students who are required to take tool courses may count these courses as elective credits. In some cases, however, tool requirements may cause the total number of credit hours to exceed the normal 72-hour requirement.

With advisor approval, students may include courses taken in any department of the University or from member institutions of the Washington Area Consortium of Universities as electives. 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.

In some cases, Advanced Reading the Research (PPPA 8198) can be used to design independent work to supplement elective and tool courses or to provide background in an area related to the dissertation research that is not available in a course at GW or the Consortium of Washington Area Universities.

PPPA 8198: Advanced Reading and Research
1-3 credits
Supervised reading in selected fields. 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.

**Dissertation Research Credits**

All students are required to complete between 12 and 18 credits of dissertation research. To fulfill this requirement, students register for:

- Philosophical Foundations of Policy and Administrative Research (PPA 8190),
- Dissertation Workshop (PPA 8191), and
- A minimum of 6 credits of Dissertation Research (PPA 8199) must be taken in 3-credit increments until the 72-credit hour requirement has been met.
- After students have met the 72-credit hour requirement, they register for Continuing Research (CCAS 940), which is available in 1-credit increments.

<table>
<thead>
<tr>
<th><strong>Philosophical Foundations of Policy and Administrative Research</strong> (PPA 8190)</th>
<th><strong>Dissertation Workshop</strong> (PPA 8191)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philosophy of science as applied to research in public policy and public administration. Topics include the nature and current problems of epistemology, development and role of theories, and relationships among theory, methodology, and empirical data.</td>
<td>Use of models and theoretical frameworks in designing dissertation research; formulation of research questions, hypotheses, operational definitions, research designs, sampling, and data analysis approaches. For doctoral candidates who have completed all courses and examinations, and are preparing for their dissertation.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Dissertation Research</strong> (PPA 8199)</th>
<th><strong>Continuing Research</strong> (CCAS 0940)</th>
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</thead>
</table>
ADVISING

PROGRAM PLANNING

The first and foremost advice for successfully planning a program is to consult with your advisor before planning your coursework and registering for classes, and to read the official University Bulletin. The University Bulletin will serve as a guide to the governing university rules and requirements. Consultation with your advisor and with the lead professor of your field of study will help you to avoid problems.

Your academic advisor is generally your best resource in academic and personal career planning. While the Ph.D. Program Director will serve as your initial advisor, you should also meet with your field advisor soon after being admitted to the program. Based on conversations with these two faculty members, each student then selects an appropriate program advisor who is typically a member of the Trachtenberg School faculty. Peer mentoring with doctoral students farther along in their program is helpful, however, it should never be substituted for faculty advising.

COURSE SEQUENCING

Students enter the Ph.D. program with very diverse backgrounds, thus there is not one set list of courses that all students will follow. However, the Suggested Course Sequencing Table, included in this Handbook, provides a template that can be used to guide course selection.

Typically students will first take the required courses that are covered on the Ph.D. qualifying exam first. Students who need to take the prerequisites in economics or statistics should take those courses during the first year.

There are no rigid sequencing requirements except that the economics prerequisite should be completed before PPPA 6014 (Econ 6221) is taken, and the statistics prerequisite should be taken before PPPA 6013.

Field advisors will provide helpful advice on sequencing of field courses and may also provide useful information regarding when field courses will be offered, thus they should be consulted prior to field course selection.

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

Reminder: Students must maintain an overall GPA of 3.3 in order to remain in the program.
**SUGGESTED COURSE SEQUENCING FOR STUDENTS WITH A PREVIOUS MASTERS DEGREE**

*Students without a previous masters degree take additional tool and elective courses in consultation with their advisor(s)*

Schedule below assumes Fall Matriculation and that the student does not need Econ 6217 (Intermediate Microeconomics) or PPPA 6002 (Research Methods and Applied Statistics)

### FULL TIME (THREE COURSES)

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<tr>
<th>Fall One</th>
<th>Spring One</th>
<th>Summer One</th>
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<tbody>
<tr>
<td>PPPA 8100 (3)</td>
<td>PPPA 8105 (3) or methods course</td>
<td>PPPA 8101 (3)</td>
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<tr>
<td>PPPA 6013 (3)</td>
<td>PPPA 6014 (3)</td>
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<tr>
<td>PSc 8229 (3)</td>
<td>Methods course (3)</td>
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<tbody>
<tr>
<td>Qualifying Exam</td>
<td>PPPA 8190 (3)</td>
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<tr>
<td>PPPA 8015 or Methods course (3)</td>
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<tr>
<td>Field Course (3)</td>
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### PART-TIME (TWO COURSES)

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<th>Spring One</th>
<th>Summer One</th>
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<tr>
<td>PPPA 8100 (3)</td>
<td>PPPA 8105 (3) or methods course</td>
<td>PPPA 8101 (3) *</td>
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<tr>
<td>PPPA 6013 (3)</td>
<td>PPPA 6014 (3)</td>
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<tr>
<th>Fall Two</th>
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<tbody>
<tr>
<td>PPPA 8105 or methods course (3)</td>
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<td>PSc 8229 (3)</td>
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<th>Fall Four</th>
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<td>Field Course (3)</td>
<td>Field Course (3)</td>
<td>Field Course (3)</td>
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<tr>
<td>Methods course (3)</td>
<td>PPPA 8190 (3)</td>
<td>Field Course (3)</td>
<td>Field Course (3)</td>
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<th>Spring Four</th>
<th>Fall Five</th>
<th>Spring Five</th>
<th>Fall Six</th>
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<tr>
<td>Field Exam</td>
<td>PPPA 8199 (3)</td>
<td>PPPA 8199 (3)</td>
<td>CCAS 0940 (1)</td>
</tr>
<tr>
<td>PPPA 8191 (3)</td>
<td>Proposal Review</td>
<td>Ph.D. Defense</td>
<td></td>
</tr>
</tbody>
</table>
Research Seminar Series

The Trachtenberg School will be holding monthly lunchtime brown-bag research seminars designed for doctoral students to present research, with priority given to conference presentations. Faculty will be invited and all doctoral students are expected to attend as often as possible and to make a presentation at least once during the course of the program.

Course Attendance

Course attendance is required. Students should not expect Skype, conference calls, or other forms of virtual participation to be acceptable forms of attendance unless in extreme, rare circumstances. If a student knows before the start of the semester that he or she will be missing more than 2 meetings during the class, they should consider alternative course selections.
ADVISING

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. NOTE: Consult the Schedule of Classes online, the assistant director, or your academic advisor for the most current information on scheduling for the upcoming semester.

PROGRAM DIRECTOR
Donna Lind Infeld, Ph.D.
MPA 601B
(t) 202-994-3960
(f) 202-994-6792
dlind@gwu.edu

ASSISTANT DIRECTOR OF GRADUATE STUDIES
Bethany Pope
MPA 601X
(t) 202-994-6662
(f) 202-994-6792
bpope@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; she will know the official process or chain of command for most situations. Also, the assistant director will keep a copy of any paperwork you file with the program or University for your student record. Finally, many of the questions you may have, such as what courses are being offered during which semester, can be answered by the assistant director.
PH.D. PROGRAM OF STUDY FORM
FOR STUDENTS ADMITTED FALL 2014
For students beginning the program in Fall 2014
Submit at the beginning of the semester in which taking PPPA 8191 (Dissertation Workshop)

<table>
<thead>
<tr>
<th>Name:</th>
<th>GW ID:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field:</td>
<td>Field Advisor:</td>
</tr>
</tbody>
</table>

| Master’s degree: | Number of credits transferred: |

Required Core Courses Prior to Core Qualifying Exam (15 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Semester Taken</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPA 8100</td>
<td>Seminar on the Literature of Public Administration (Fall)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPPA 8101</td>
<td>Design of Social and Policy Research (Sum)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPPA 6014</td>
<td>Economics in Policy Analysis (Fall &amp; Spring)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PPPA 6013*</td>
<td>Econometrics for Policy Research I (Fall &amp; Spring)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSc 8229</td>
<td>Politics and Public Policy (Fall)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Core Courses Not Covered by Qualifying Exam (9 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPA 8105</td>
<td>Public Finance and Human Capital (Fall or Spring)</td>
<td></td>
</tr>
<tr>
<td>PPPA 8022 or Alternative</td>
<td>Econometrics for Policy Research II (Fall &amp; Spring)</td>
<td>Prerequisites: PPPA 6013</td>
</tr>
<tr>
<td>PPPA 8023 (proposed for 2016) or Alternative</td>
<td>Qualitative and Mixed Methods in Public Administration/Public Policy Research</td>
<td></td>
</tr>
</tbody>
</table>

Qualifying Exam

<table>
<thead>
<tr>
<th>Date taken:</th>
<th>Grade received:</th>
</tr>
</thead>
</table>

Policy Field (18 credits) – Name of Field:

<p>| |</p>
<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
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<tr>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>

Field Exam

<table>
<thead>
<tr>
<th>Date taken:</th>
<th>Grade received:</th>
</tr>
</thead>
</table>

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www.tspppa.gwu.edu  – 16 –  Revised 8.7.2014
Electives: additional courses may be taken depending upon student’s background

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPA 6085 – Microeconomics if taken</td>
<td></td>
</tr>
</tbody>
</table>

Dissertation (12-18 credits)

<table>
<thead>
<tr>
<th>Course</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPA 8190 **</td>
<td>Philosophical Foundations of Policy and Administrative Research (Fall)</td>
</tr>
<tr>
<td>PPPA 8191***</td>
<td>Dissertation Workshop</td>
</tr>
<tr>
<td>PPPA 8199</td>
<td>Dissertation Research</td>
</tr>
<tr>
<td>PPPA 8199</td>
<td>Dissertation Research</td>
</tr>
<tr>
<td>PPPA 8199</td>
<td>Dissertation Research (if needed)</td>
</tr>
<tr>
<td>CCAS 0940</td>
<td>Continuing Research – Doctoral (Taken after reaching 72 credits, if needed; used to maintain continuous registration.)</td>
</tr>
</tbody>
</table>

TOTAL CREDITS: _________

* If this or comparable course has been taken previously, must substitute with another advanced methods course.
** PPPA 8190 should be taken earlier in the program, rather than waiting until dissertation stage.
*** PPPA 8191 is to be taken after the field courses and the field exam are complete and before the dissertation proposal review.

Special Approvals: Please list any approved substitute for the standard requirements as listed in the Student Handbook, with name of the person who approved the substitute and the date of the approval. Save a copy of e-mail approvals for reference.

Reminder: Students must maintain an overall GPA of 3.3 in order to remain in the program.
**THE GENERAL EXAMINATION**

Students must pass a General Examination in Public Policy and Administration. The General Examination consists of two parts, the qualifying exam and the field exam. There are four possible grades on each of these exams: Pass with Distinction, Satisfactory Pass, Bare Pass, and Fail. In order to pass the General Examination, a student must receive a grade of at least satisfactory pass on either the qualifying or the field examination and must not fail either examination. If a student does not receive at least a satisfactory pass on one of the parts, the student may retake either part one time in order to raise his/her grade to a satisfactory pass. Neither part may be retaken more than once. Failure to pass the General Examination results in termination from the program.

**QUALIFYING EXAMINATION**

Students take the qualifying examination after they have completed the examined courses in the public policy and administration core. Full-time students typically take the qualifying exam after three semesters in the program (this is typically four to six semesters for part-time students), and before they complete a significant amount of course work in their specialized policy field. This examination provides students with the opportunity to demonstrate a mastery of core skills needed for the analysis of policy issues and serves as an instrument for assessing the student’s capacity for further doctoral studies. Note that the examination is designed to integrate knowledge about the field and is not limited to specific content covered in the individual courses.

The qualifying examination is generally administered during the week before classes start in the fall semester (late August) and spring semester (early January).

**FIELD EXAMINATION**

Students take a field examination in their selected field of concentration after passing the qualifying exam and completing the required field courses for their respective field. The field exam gives students the opportunity to demonstrate a mastery of core issues, concepts, and methods in the selected field of study. Students should consult with their field advisor regarding appropriate preparation for the field examination. It is expected that the requirements will be clear to both student and advisor in order to permit adequate time for preparation for the examination. The field advisor should notify the director of the Ph.D. program at least two weeks prior to the administration of any field exam. All field examinations must be prepared and graded by at least two members of the Trachtenberg School faculty, and others as appropriate. Upon completion of the general examination and dissertation proposal, students advance to candidacy and enter the dissertation phase of their study.
THE DISSERTATION

The dissertation should consist of a scholarly examination of an important public policy or public administration problem or issue. All dissertations should have a solid conceptual grounding in either or both of these fields and should explore, critique, and/or extend existing scholarly literature in the candidate’s chosen field. The dissertation’s findings, conclusions, and modes of analysis and argumentation should be of interest to a significant segment of the intellectual community, as well as, and perhaps just as important, to citizens and public officials concerned about the dissertation’s topic. The conclusions of the dissertation should be well supported by the research conducted and the evidence presented. They should, therefore, emphasize knowledge gained through the conduct of the dissertation, rather than knowledge that the student possessed prior to conducting the research.

The first step of the dissertation process is to select an issue of interest. Based on that topic, a variety of theoretical and methodological approaches, described below, can be the basis for conducting the research for the dissertation.

1. The dissertation may pose a primary research question, or a series of related research questions, which guide the dissertation’s empirical inquiry. Whether the methodological approach selected is chiefly “qualitative” or “quantitative” should depend on its suitability for producing findings of intellectual and practical interest. By implication, form (methodology) follows function (the substantive nature of the problem or issue being addressed by the dissertation).

2. The dissertation may chiefly “make an argument” rather than “answer a question.” Dissertations of this type consist of theoretical, philosophical, or historical analyses that critique and/or reframe taken-for-granted understandings of policy and administrative problems on the basis of which novel problem definitions and even solutions might be formulated. They often take a particular theoretical model, construct, or philosophical position itself as the focus of investigation rather than using it as a vehicle to produce empirical findings.

3. Case studies, so long as they are solidly grounded theoretically and effectively used as vehicles for critical analysis, are also encouraged. The “generality” of case studies will depend less upon their statistical generalizability than on the candidate’s ability to evoke general scholarly interest by imaginatively linking “thick” empirical description with theoretical analysis.

These three general types of dissertations should not be seen as mutually exclusive. Some overlap may occur, and combinations of the three types can be mutually reinforcing. The ultimate approach taken in the dissertation is determined based on the research topic or question of interest by the student working in close consultation with the dissertation director and members of the dissertation committee and will vary across public policy and public administration fields and from dissertation committee to dissertation committee.

Requirements pertaining to form, style, and methods of reproduction of the dissertation are set forth in the Electronic Thesis and Dissertation (ETD) web site. Citations normally follow the APA Style Manual. It is expected that the candidate have the CCAS Graduate Office check the formatting of the dissertation prior to completion.
THE DISSERTATION

TIME TO COMPLETION

The dissertation must be written, defended, and accepted (and all course-work completed) within eight years of the student entering the Ph.D. program. If the dissertation is not accepted within this period, the student may be required to repeat the entire General Examination or the student’s candidacy may be terminated due to lack of satisfactory progress. In special circumstances the Associate Dean for Graduate Studies of CCAS may approve a semester's extension, in which case the student may be required to register to audit up to six hours of Reading and Research.

DISSERTATION FORMAT OPTION

Dissertations may take the form of either one multiple chapter work or a collection of (normally three) scholarly, publishable papers on a related topic in the student’s chosen public policy or public administration field. Again, the format option taken in the dissertation is determined by the student working in close consultation with the dissertation director and members of the Dissertation Research Committee (see below) and will vary among specific public policy and public administration fields and from dissertation committee to dissertation committee. While the dissertation is permitted to focus, in whole or in part, on topics covered in the student’s own previously published work, the fact that a piece of research has been published should not be taken as an indication that it will be considered by the dissertation committee to be acceptable dissertation work.

DISSERTATION PROPOSAL

Students prepare and defend a dissertation proposal before being advanced to candidacy. The proposal typically includes a statement of a public policy and/or public administration problem and research questions, a review of the relevant literature, and a description of the research design and methodology to be used. Students are required to present their proposal formally to a group of faculty prior to receiving approval. The group of faculty consists of the student’s prospective Dissertation Research Committee (Director², plus two members; or Co-Directors (2) plus two members). Either the Director or one of the Co-Directors must be a member of the Trachtenberg School faculty. The eligible faculty are listed on the School website and does not include Affiliated Faculty. Other members of the Research Committee may be from inside or outside of CCAS, but must have the terminal degree in their discipline.

Because Ph.D. field advisors play a very important role in the program, it generally is the case that when a student is ready to embark on the dissertation, he/she will consult closely with the field advisor, and the judgment of the field advisor about matters such as committee composition will normally receive considerable weight. The Ph.D. program director may also be consulted by either the student or the advisor concerning the makeup of the dissertation committee.

The Ph.D. Program Director must approve the Research Committee. Students should send the Proposal Review Scheduling Form (see below or Assistant Director of Graduate Studies) that identifies the members of the committee at least three weeks before scheduling the proposal review. The email, sent to the Director of the Ph.D. program, should include the C.V.s of any proposed members of the Research Committee who are from outside of GWU, and/or who do not have the terminal degree. Their participation must be approved by the Director of the Ph.D. program and the Associate Dean for Graduate Studies of CCAS. An honorarium

² Note: The Dissertation Director is sometimes referred to as the Chairperson of the Dissertation Research Committee.
THE DISSERTATION

may be available for co-directors, committee members (called Readers at the final defense) and/or examiners who do not work at GW. Check with the Ph.D. Program director for the current policy.

Since at the time of the final oral defense each dissertation is required to be read by two Examiners it may be useful for the student and dissertation director (with the concurrence of the Ph.D. program director) to identify at least one of these individuals at the proposal stage. Membership at the final oral examination requires that one of the two examiners be from outside of the Trachtenberg School. This faculty committee evaluates the student based on both the written proposal and on the oral presentation of the proposal. If approved, the proposal becomes the basis for the dissertation.

Dissertation Proposal Review

At the dissertation proposal review, the student and the Dissertation Research Committee come together to consider the importance of the proposed dissertation project and the appropriateness and feasibility of the research design. Students typically describe this as a proposal “defense”, but it is really best thought of as a final review prior to giving a student "the green light" to forge ahead full speed on the dissertation. The review also provides an opportunity for the faculty and others in attendance to provide a broad range of constructive input at this critical early stage. Although the meeting is typically conducted more in the spirit of a working session than of an exam, it culminates in a formal recommendation by the Dissertation Research Committee about whether the research should proceed.

The review can be scheduled only after every member of the Dissertation Research Committee agrees that the proposal is ready to be presented and informs the Ph.D. Director as indicated on the Dissertation Proposal Scheduling form. The review will not be scheduled if the student has any outstanding grades of “incomplete” or “in progress.” A completed Program of Study form, signed by the Ph.D. Director must be on file before the review is scheduled. As soon as the Ph.D. Director gives the student permission to proceed, the student should:

1. Consult with the members of the committee to find a date and time for the review. The proposal is normally distributed to members of the committee a month (and no less than three weeks) before the defense date. All committee members should be prepared to devote at least two hours to the review.
2. Work with the School staff to find a suitable room for the review. The room should be available for at least two hours (and preferably longer) and should be able to accommodate several guests.
3. After finding a suitable room is available at the designated time, check back with the Ph.D. program director to ensure that there are no scheduling conflicts, and, assuming that there are none, finalize the room arrangements.
4. Prepare a one-page announcement of the review containing the following information:
   o Title
   o Candidate
   o Date
   o Time
   o Location
   o Committee
   o Abstract (one paragraph)
5. At least ten days before the proposal review, this announcement must be posted electronically to all Trachtenberg School faculty and students.
6. The student should also obtain a "Dissertation Topic Approval Form" from the Trachtenberg School assistant director, and bring it to be signed at the review.
7. The student should provide all members of the review committee with a hard copy of the proposal that is to be considered as the basis of the review.
The review is open to all Trachtenberg School faculty and students who wish to attend. The procedures to be followed in a particular review should be agreed on by the working committee members in a brief pre-review session, but several considerations should generally be applicable.

1. The dissertation research director should chair the review and should indicate at the outset the procedures that will be followed.

2. The chair should then ask the student to provide a very brief project overview. Because the committee members can safely be assumed to be familiar with the proposal and because the review is primarily (though not exclusively) a proceeding involving the student and the committee, a lengthy recitation is not appropriate. Fifteen minutes should normally be more than enough time for the student’s introductory remarks.

3. The dissertation research director should ensure that there is ample time for questions and comments by members of the committee, other faculty members in attendance and graduate students, in that order of priority. The committee should, if at all possible, encourage questions and comments from graduate students.

4. At an appropriate time, the research director should excuse the student and all guests from the room so the committee can formulate its recommendations. When this discussion is complete, the research director should call the student back in, convey in short form the nature of the recommendations, and adjourn the meeting.

5. If the committee members determine that the student should, on the basis of the proposal as presented, be given permission to proceed with the dissertation, they sign the form that the student has brought to the review. Also available to the committee are several alternatives to outright approval. These alternatives include the following:
   a. If committee members conclude that the proposal needs fundamental revision, it will have to be reviewed again. (Because the committee members approved the original proposal review, this option should be exercised only if the actual review turns up serious problems that were not evident earlier.)
   b. If the meeting has brought to the surface certain concerns that need to be taken into account in the proposal but are relatively narrow, then the committee members may:
      i. Delay signing the approval form until the necessary changes have been made to the proposal, but without requiring that a new review be scheduled; or
      ii. Agree that the readers will sign the form but that the dissertation research director will not do so until the proposal has been satisfactorily revised according to the committee's specifications.

After the proposal has received committee approval, the student should establish a working relationship with the committee members. The nature of this relationship will vary from student to student and from committee to committee (and even within a committee, from member to member). Some committees or some members may expect to play a very active role in guiding the project as it develops. Others may prefer that the director monitor the project closely, with the readers playing a lesser role. There is no single “best” way to proceed, but it is vital at the very least that the Dissertation Research Committee (a) be kept informed of the progress the student is making, (b) be consulted when unanticipated problems arise, and (c) review drafts of completed sections on an ongoing basis.
Ph.D. in Public Policy and Administration

Proposal Review Scheduling Form
Must have an approved Program of Study Form on file before submitting this form

Instructions to Students:
Submit a paper or electronic copy of the final, complete proposal (based on each member’s preference) and the requested proposal review date, to each committee member at least 3 weeks before the requested date.

Candidate’s Name ______________________   Date________________

Email__________________________________   Home Phone____________

Work/Cell Phone_________________________

Requested date _______________________   Requested time___________

Instructions to Dissertation Director:
After communicating with all members of the committee, the dissertation director should check each space below to indicate each member’s approval that this version of the proposal is ready for review. The form should then be given to Bethany.

Dissertation Director _____________________   Date________________

☐ Dissertation Co-Director _____________________   Date________________
   (if Director is not in the Trachtenberg School)

☐ Dissertation Committee Member _________________   Date________________

☐ Dissertation Committee Member _________________   Date________________

Ph.D. Program Director _________________________   Date________________

Signature
THE DISSERTATION

HUMAN RESEARCH REQUIREMENTS

Research at GW using human subjects, which will yield generalizable knowledge in the form of a journal article, poster presentation, masters thesis, or doctoral dissertation, must obtain Institutional Review Board (IRB) approval before researchers collect data. While often dissertation projects in the social sciences are granted exceptions to Human Research requirements, it is crucial that students make contact with the IRB if there is ANY question as to the applicability of human subjects requirements to the research in question. Frequently students incorrectly assume that their research is not covered by these requirements, only to find out later that IRB review is needed. This can slow data collection, and ultimately completion of the dissertation.

Once a proposal has been approved, the IRB process should be initiated by:

- Downloading and completing the Non-Medical Submission checklist and Non-Medical Submission form. These items can be obtained from the Office of Human Research website.
- Preparing a submission packet. The submission checklist helps to decipher what is required.

Failure to obtain IRB approval will result in the following:

- You will not be allowed to collect data until you obtain IRB approval.
- You will not be allowed to use the data collected for the intended research purposes. You may be asked to re-register for the thesis/dissertation research credits and start the data collection phase over again.
- You will not be allowed to use the data collected for future research, i.e., you will not be able to use the information to publish or as the base for a future study.
- If the study is funded, you will not have access to the funds.

If you have any questions about this process, you may contact the Office of Human Research at any time by calling (202) 994-2715 or emailing ohrirb@gwumc.edu.

Office of Human Research
The George Washington University
Ross Hall, Suite 613
2300 Eye Street, NW
Washington, DC 20037
THE DISSERTATION

THE FINAL ORAL PH.D. EXAMINATION

The Final Examination is designed, scheduled, and administered by the School. It is an oral examination, open to the public (meaning other current student and faculty may attend, as well as various Deans from Columbian College), and is conducted by the Final Examination Committee.

Membership of the Final Oral Ph.D. Examining Committee

The dissertation research director, in consultation with the Ph.D. Program Director, proposes the membership of the Final Oral Examination Committee, although CCAS has ultimate responsibility for its approval. Care should be taken to ensure that the committee proposed represents the necessary fields of expertise. The committee must consist of at least five members (not including the co-director, if applicable), one of whom is outside the School. This would typically mean that the oral examination would be conducted by the Dissertation Research Director (called the Advocate), Committee Members (who, at this stage, are referred to as Readers) and two examiners. An expert from outside the University may be suggested as one of the examiners. The expert should be located in the metropolitan DC area. A student's current or prospective immediate supervisor of employment is not permitted to be an examiner.

Dissertation Research Committee Directors take on the role of advocate during the final dissertation defense. Advocates normally do not ask questions but they can participate by providing clarification, etc., as needed. Advocates often take notes during the session. Their main role is to advocate on behalf of the student during the executive sessions.

Finally, the proceedings must have a Chair who runs the process. The Chair of the Proceeding is not the dissertation director. The chair is a neutral party, not a member of the examination committee, and serves only in a procedural capacity to ensure the proceeding are conducted properly. The Oral Examination Committee, including the examiners, must be approved by the Director of the Ph.D. program and the Dean of CCAS prior to the dissertation defense being scheduled.

The Dissertation Defense Scheduling Form (see below or Assistant Director) must be turned into the Ph.D. directly 3 weeks prior to the desired defense date.

Responsibilities of the Director of the Ph.D. Program

After the oral examination committee has been approved, and the dissertation research director has informed the Ph.D. program director that the dissertation is ready to be defended, the Ph.D. program director shall:

A. Identify an individual from the GWU faculty to chair the dissertation defense. This individual is not a voting member of the Oral Examination Committee, and is responsible for seeing that all relevant procedures are followed, and otherwise managing the defense.

Responsibilities of the Student

After the oral examination committee has been approved, and the dissertation research director has informed the Ph.D. program director that the dissertation is ready to be defended, the student shall:

B. Provide a hard copy of the final version of the dissertation to each member of the examining committee at least three weeks before the intended date.
THE DISSERTATION

C. Schedule a time and location for the defense that is acceptable to all required attendees with the Assistant director. The room will not be reserved until the committee has received the dissertation copy (step B above).

D. Supply the Assistant director with all relevant information so that she may notify the Trachtenberg School and GWU community of the scheduling of the dissertation defense.

Each student must be registered during the semester or summer session in which the degree will be awarded. An application for graduation (available online) must be filed prior to the deadline for that semester.

Ph.D. Dissertation Deadlines

The dates below, other than in the first column, are final deadlines. They assume that the student has been sending drafts to committee members regularly and only minor changes are needed at each stage. Students must allow 2 weeks for faculty comments. The dates below allow approximately one additional week for students to respond to those changes.

<table>
<thead>
<tr>
<th>GRADUATE</th>
<th>Expected date full working draft given to 3-4 committee members for comment:</th>
<th>Complete draft to 3-4 member committee by:</th>
<th>Final full copy to committee plus examiners by:</th>
<th>Defend by:</th>
<th>Final forms to library by:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring</td>
<td>January 7</td>
<td>February 1</td>
<td>February 21</td>
<td>March 15</td>
<td>April 1</td>
</tr>
<tr>
<td>Summer</td>
<td>May 21</td>
<td>June 15</td>
<td>July 7</td>
<td>August 1</td>
<td>August 15</td>
</tr>
<tr>
<td>Fall</td>
<td>September 21</td>
<td>October 15</td>
<td>November 7</td>
<td>December 1</td>
<td>January 15</td>
</tr>
</tbody>
</table>

NOTE: If you have a different deadline for completion based on a petition to the Dean’s office, you need to back up from that date in the same amounts of time as indicated on the table above.
Ph.D. in Public Policy and Administration

Dissertation Defense Scheduling Form

Instructions to Students:
Submit this form, a paper or electronic copy of the final, complete dissertation (based on each member’s preference), and the requested dissertation defense date, to each committee member at least 3 weeks before the requested date.

Candidate’s Name __________________________ Date __________________________

Email ____________________________ Home Phone __________________________

Work/Cell Phone __________________________

Requested date __________________________ Requested time __________________________

Instructions to Dissertation Director:
After communicating with all members of the committee, the dissertation director should check each space below to indicate each member’s approval that this version of the dissertation is ready for defense. The form should then be given to Bethany.

Dissertation Director __________________________ Date __________________________

☐ Dissertation Co-Director __________________________ Date __________________________
  (if Director is not in the Trachtenberg School)

☐ Dissertation Committee Member __________________________ Date __________________________

☐ Dissertation Committee Member __________________________ Date __________________________

Ph.D. Program Director __________________________ Date __________________________
Signature

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Revised 8.7.2014
THE DISSERTATION

Dissertation and Proposal Listserv Announcements

Please send the following information, in the following format to Bethany at bpope@gwu.edu two (2) weeks prior to the date of your proposal/dissertation.

*Note, these events are public and all GW community members are welcome.

*****************************************************************************

Name:
Title of Dissertation:
Abstract:
Dissertation Director (Advocate): Name, Title, Affiliation
Committee Member (Reader): Name, Title, Affiliation
Committee Member (Reader): Name, Title, Affiliation
Examiner\(^3\): Name, Title, Affiliation
Examiner: Name, Title, Affiliation
Chair of the Formal Proceedings: Name, Title, Affiliation
Date:
Time:
Location:
*****************************************************************************

**Note** For a dissertation proposal, a Chair of the Formal Proceedings is not used. Additionally, External Examiners are not required.

\(^3\) Note that one of the two examiners must not be from Trachtenberg School.
THE DISSERTATION

After Defense

Once the student has successfully completed the Final Examination and the Committee has verified any required revisions to the dissertation have been made, the student submits the dissertation through the Electronic Thesis and Dissertation (ETD) web site and submits to CCAS the completed ETD Approval Form. For deadlines concerning final submission of doctoral dissertations, please consult the Electronic Theses & Dissertations (ETD) web site. Formatting guidelines are provided on the ETD site. The guidelines are designed to produce documents that are uniform in style, but they also allow for the particular requirements of various disciplines.

Students access and print the Survey of Earned Doctorates from their website. The certification page in the dissertation should only include the core research committee (director/co-director and two readers). Please use academic titles only (this information is in the University Bulletin). Do not use titles such as Dr., Ph.D., or MD.

Dissertations will first be sent to the Gelman Library for approval. Once approved by Gelman, the dissertation will be forwarded to CCAS for a final check. Students may receive instructions from Gelman or CCAS to make changes and upload a revised edition of their work. The student will be notified by email once the dissertation has been forwarded to ProQuest/UMI.

Students will pay ProQuest/UMI directly on line. The amount charged will depend on the publishing option chosen by the student. GW recommends students choose the Open Access option in the interest of making their scholarship as accessible as possible.

Accepted dissertations and any accompanying illustrations become the property of the University. The University is to be given credit for material used in the publication of any portion of a dissertation, whether as a direct quotation or as an adaptation.

Copyrights and Patents
Students submitting theses/dissertations should be aware of copyright and fair use considerations. Understanding Copyright and Fair Use will help reduce your concerns. You are encouraged to review the information about copyright issues on the ETD web site.
Ph.D. Post-Dissertation Defense Checklist*

1. Complete all edits and submit dissertation for final approval to the designated member(s) of your committee.

2. Once final approval has been given, upload the dissertation and follow all steps located on the ETD website under “Steps in Submitting Your Dissertation”: http://www.gwu.edu/~etds/
   a. Submission of Dissertation to ETD
   b. ETD Approval Form – signed by you and your dissertation director.Submitted directly to Rebecca Dunner (Phillips Hall, Suite 107 rdunner@gwu.edu)
   c. Survey of Earned Doctorates – Submitted online or to Rebecca Dunner (Phillips Hall, Suite 107 or rdunner@gwu.edu)

3. Email Bethany (bpope@gwu.edu) to inform her that your dissertation has been submitted. This will prompt her to prepare final graduation paperwork.
   a. If your title has been altered during the dissertation defense and editing process, please let Bethany know ASAP.

4. Follow all other steps clearly outlined at: http://www.gwu.edu/~etds/steps.html

5. Once the final dissertation has been accepted by ETD and the GW library, you can begin referring to yourself as “doctor”.

6. Congratulations – you have completed your dissertation!

*This checklist will be distributed to you the day of your dissertation.
SECTION II: FIELDS OF STUDY

Education Policy
Health Policy
Program Evaluation
Public Administration and Management
Public Budgeting and Finance
Science and Technology Policy
Social Policy with areas of specialization in:
  Gender and Social Policy
  Race, Ethnicity and Public Policy
  Urban Policy
EDUCATION POLICY

FIELD DESCRIPTION

Education and training policies play an important role in the economic and social well-being of local communities, states, and nations. Improving the productivity and quality of education and training ranks high on the policy agendas of government officials worldwide. The education policy track draws on multidisciplinary tools from economics, education, philosophy, political science, psychology, and sociology to: identify education policy problems and opportunities, develop policy alternatives, analyze their likely advantages and disadvantages, influence policy decisions, plan and guide the implementation of new policies, and evaluate the impacts of new and long established education and training policies. Students in the Education policy field must complete the general examination core of courses, plus three additional courses selected from the list of suggested electives, or other courses chosen with advisor approval.

GENERAL EXAMINATION CORE

**Educ 8321: Economics of Education**

Economic analysis as it pertains to educational systems and their impact on economic growth. Economic methods and tools are used to analyze and evaluate contemporary education policy issues. The course builds on Economic principles and theories to assess education problems such as education productivity and cost, teacher quality, school choice and accountability.

**Educ 8322: Education Policy Implementation**

Analysis of the evolution and implementation of education policies. Analysis of policy implementation in various levels and types of educational systems. Policy is analyzed as a process and as it interacts with organizational, social, economic, and political factors. Focus on the impediments of effective policy implementation.

**Educ 8340: Methods of Policy Analysis in Education**

Methods of analysis used in the study of educational policy issues. Case studies on a range of policy issues and trends, including testing and accountability, school finance, school choice, and the federal role, international test-score comparisons, higher education and the broader social and international context.

FIELD ELECTIVES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educ 6371:</td>
<td>Education Policy*</td>
</tr>
<tr>
<td>Educ 6381:</td>
<td>Program Evaluation</td>
</tr>
<tr>
<td>Educ 8320:</td>
<td>The Politics of Education</td>
</tr>
<tr>
<td>Educ 8323:</td>
<td>Policies of Education Equity</td>
</tr>
<tr>
<td>Educ 8325:</td>
<td>Policy Design: Education Accountability</td>
</tr>
<tr>
<td>PPPA 6048:</td>
<td>Financing State and Local Govt.</td>
</tr>
<tr>
<td>PPPA 6049:</td>
<td>Urban Public Policy</td>
</tr>
<tr>
<td>PPPA 6085:</td>
<td>Political Inequality</td>
</tr>
<tr>
<td>PSc 8212:</td>
<td>Urban Policy Problems</td>
</tr>
<tr>
<td>PSc 8211:</td>
<td>Urban Politics</td>
</tr>
<tr>
<td>ECON 8341:</td>
<td>Labor Economics</td>
</tr>
</tbody>
</table>

* indicates this course is a prerequisite to Edu 8320, 8321, 8322, 8323, 8325, 8340, 8345

FIELD ADVISORS

**Dr. Yas Nakib**

Associate Professor of Education Policy and Public Policy and Public Administration

Phone: (202) 994-8816
Email: nakib@gwu.edu

**Dr. Dylan Conger**

Associate Professor of Public Policy and Public Administration

Phone: (202) 994-1456
E-mail: dconger@gwu.edu
HEALTH POLICY

FIELD DESCRIPTION

Students who choose this field will be prepared to analyze a broad array of health policy issues. These problems include, for example, assessing health and health needs, financing health services, health care reform, global health, care for underserved populations, and long-term care. A multidisciplinary approach to these issues will combine the curricula of economics, philosophy, sociology, law, public health, and health management.

GENERAL EXAMINATION CORE

PubH 8404: Advanced Topics: Health Systems and Health Policy Research
Examines issues at the intersection of health systems and policy, with a focus on research methods.

PubH 8408: Health Services and Systems Financing
Examines the range of critical financing issues for the U.S. public health and health services systems. (Prerequisite: PubH 6315 or equivalent)

FIELD ELECTIVES

HEALTH POLICY/PUBLIC HEALTH
PubH 6004: Environmental and Occupational Health
PubH 6006: Health Behavior and Health Education
PubH 6315: Introduction to Health Policy Analysis
PubH 6320: Advanced Health Policy Analysis
PubH 6330: Health Services and Law OR PubH 6335: Public Health and Law
PubH 6340: Health Economics and Financing
PubH 6364: Federal Budget Process for Health Policy
PubH 6374: Pharmaceutical Policy
PubH 6413: Global Health Policy and Analysis
PubH 6442: Comparative Health Systems
PubH 6501: Evaluation of Health Promotion & Disease Prevention Programs
PubH 8419: Measurement in Public Health and Health Services Research
HSML 6202: Introduction to the U.S. Health System
HSML 6207: Health Services Information Applications
HSML 6326: Aging and Disability

MICROECONOMICS
Econ 8361: Public Finance 1
Econ 8342: Labor Economics
Econ 8345: Industrial Organization

METHODS
Econ 8375: Econometrics I: Introduction
Econ 8376: Econometrics II: Simultaneous Equation Models
Econ 8379: Laboratory in Applied Econometrics
PubH 6249: Use of Statistical Packages: Data Management and Data Analysis
PubH 6260: Advanced Data Analysis for Public Health

FIELD ADVISOR

Dr. Avi Dor
Professor and Director, Economics and Health Policy Program
School of Public Health and Health Services
Phone: (202) 530-2368
E-mail: avidor@gwu.edu

Dr. Paula Lantz
Professor and Chair of the Department of Health Policy
Phone: (202) 994-6568
Email: plantz@gwu.edu
PROGRAM EVALUATION

FIELD DESCRIPTION

The Program Evaluation field is designed for Ph.D. students who wish to develop both 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.

GENERAL EXAMINATION CORE

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPA 6016</td>
<td>Profit and Nonprofit Program Evaluation</td>
<td>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.</td>
</tr>
<tr>
<td>PPA 8164</td>
<td>Seminar in Program Evaluation</td>
<td>Doctoral seminar on theory and practice in public and nonprofit program evaluation. The broad range of approaches undertaken, current controversies in the field, and the political and ethical context for evaluators are addressed.</td>
</tr>
</tbody>
</table>

FIELD ELECTIVES

Students are required to take four of the following courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anh 6331</td>
<td>Research Methods in Development Anthropology</td>
</tr>
<tr>
<td>PPA 6015</td>
<td>Benefit-Cost Analysis</td>
</tr>
<tr>
<td>Econ 8375</td>
<td>Econometrics I: Introduction</td>
</tr>
<tr>
<td>Econ 8376</td>
<td>Econometrics II: Simultaneous Equation Models</td>
</tr>
<tr>
<td>Educ 8122</td>
<td>Qualitative Research Methods</td>
</tr>
<tr>
<td>DnSc 6275</td>
<td>Advanced Statistical Modeling and Analysis</td>
</tr>
<tr>
<td>DnSc 6276</td>
<td>Exploratory and Multivariate Data Analysis</td>
</tr>
<tr>
<td>Soc 6232</td>
<td>Qualitative Methodology: Doing Field Research</td>
</tr>
<tr>
<td>Stat 8265</td>
<td>Multivariate Analysis</td>
</tr>
<tr>
<td>Stat 8266</td>
<td>Topics in Multivariate Analysis</td>
</tr>
<tr>
<td>Stat 8281</td>
<td>Advanced Time Series Analysis</td>
</tr>
<tr>
<td>Stat 6287</td>
<td>Modern Theory of Sample</td>
</tr>
<tr>
<td>Stat 6288</td>
<td>Surveys</td>
</tr>
<tr>
<td>Stat 6291</td>
<td>Methods of Demographic Analysis</td>
</tr>
</tbody>
</table>

FIELD ADVISOR

Dr. Kathryn E. Newcomer
Professor of Public Policy and Public Administration
Director, The Trachtenberg School of Public Policy and Public Administration
Phone: (202) 994-6295
E-mail: newcomer@gwu.edu

Dr. Burt Barnow
Amsterdam Professor of Public Service
Phone: (202) 994-6379
Email: barnow@gwu.edu
Public Administration and Management

FIELD DESCRIPTION

This field of concentration is for Ph.D. students seeking a focused background in a core public administration sub-field or topic such as public and nonprofit management, government regulation and reform, administrative processes, technology, and state-society relations. It is important that students pursue a focus that is related to strengths in the Trachtenberg School. For example several members of the faculty are currently conducting research related to collaborative governance and civil society.

Students who have not already completed the Master of Public Administration (MPA) degree either at The George Washington University or at another university’s accredited MPA program will be expected to include as part of their coursework selected MPA core courses before taking more advanced coursework. The field faculty advisors will work with students on an individual basis in identifying coursework appropriate for them. Although most of the students’ coursework will consist of Public Administration courses, students may also include courses from other GWU departments and well as courses at other universities participating in the Consortium of Washington Area Universities upon consultation with their advisor.

GENERAL EXAMINATION CORE

PPPA 8100: Public Policy and Public Administration Doctoral seminar examining the historical and contemporary literature in the development of public administration. (Required core course.)

PPPA 8164: Seminar in Program Evaluation Doctoral seminar on theory and practice in public and nonprofit program evaluation

PPPA 8174: Study of Public Organizations Doctoral seminar utilizing organizational behavior and theory research applied to the concepts and tools of organizational research

Field Electives

Students are required to take four additional courses. Two courses should be specifically related to the students’ field of specialization and are to be chosen in concert with field advisors. Courses can be Masters courses, but doctoral level assignments are necessary in order for them to be counted as field electives. Before registering for a Masters level course, students should first contact the Professor to ensure that assignments can be amended.

The remaining two electives students must choose are methodology courses. One of these methodology courses must be a qualitative methodology course, and is to be chosen in concert with field advisors.

FIELD ADVISORS

Dr. Lori A. Brainard
Associate Professor of Public Policy and Public Administration
Phone: (202) 994-1091
Email: brainard@gwu.edu

Dr. Jasmine McGinnis-Johnson
Assistant Professor of Public Policy and Public Administration
Phone: (202) 994-7881
Email: jmcginnis@gwu.edu
PUBLIC BUDGETING AND FINANCE

FIELD DESCRIPTION

This field is designed for students who desire a greater depth and breadth of knowledge about those issues surrounding taxation, public expenditure, and the management of financial resources. The field generally draws on several intellectual traditions, including economics, political science, accounting, and public administration. Students who successfully complete this field of study should be prepared to teach a wide variety of general courses in budgeting and public finance, and should have a solid understanding of the research questions and methodologies that have defined this field.

GENERAL EXAMINATION CORE

Doctoral Seminar in Public Finance and Human Capital PPPA 8105

All students will be expected to take PPPA 8105, and will be examined on material from this course on the field examination in public budgeting and finance.

Students must also take PPPA 6048 or PPPA 6051:

PPPA 6048: Financing State and Local Governments
Analysis of the theory and practice of public finance in state and local governments. Includes the financing of services through municipal taxation, intergovernmental funds, debt instruments, and other revenue sources. Review of expenditures as well as financial management practices.

PPPA 6051: Governmental Budgeting
Survey of actors, institutions, and processes in U.S. national budgeting system. Executive budget preparation/execution, legislative review and approval of budget requirements, budget execution, and independent audit of government spending. Interrelationships of strategic planning, program development and evaluation, and budgeting at federal level. Statutory bases of budgeting.

Plus PPPA 6015, plus one doctoral-level course in accounting, economics, finance, or political science selected in consultation with the field advisor:

PPPA 6015: Benefit-Cost Analysis
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. PPPA 6014 or equivalent.
### Field Electives

Students are required to take three of the following courses:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPPA 6048</td>
<td>Financial Management in State and Local Government and Nonprofit Agencies</td>
<td>Econ 2105</td>
<td>Economic Conditions Analysis and Forecasting (taken for graduate credit)</td>
</tr>
<tr>
<td>PPPA 6054</td>
<td>Budget and Tax Policy</td>
<td>Phil 6231</td>
<td>Economic Justice</td>
</tr>
<tr>
<td>PPPA 6055</td>
<td>Contracting Out and Privatization</td>
<td>Accy 6701</td>
<td>Governmental Accounting and Auditing</td>
</tr>
<tr>
<td>PPPA 6016</td>
<td>Public and Nonprofit Program Evaluation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Econ 6218</td>
<td>Survey of Intermediate Macroeconomics</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Field Advisors

**Dr. Joseph J. Cordes**  
Associate Director, Trachtenberg School  
Professor of Economics, Public Policy and Public Administration, and International Affairs  
Phone: (202) 994-5826  
E-mail: cordes@gwu.edu

**Dr. Stuart Kasdin**  
Assistant Professor of Public Policy and Public Administration  
Phone: (202) 994-6792  
E-mail: skasdin@gwu.edu
SCIENCE AND TECHNOLOGY POLICY

FIELD DESCRIPTION

The Science and Technology Policy field focuses on the interactions among scientific development, technological change, and governmental and private-sector activities at the domestic and international levels. The program trains students to understand and manage issues at the intersection of science, technology, industrial strategy and structure, and government policy. A comparative approach to science and technology policy is emphasized, founded on the twin poles of in-depth understanding of domestic policies and continuous coverage of policy developments around the world. Students in the Science and Technology Policy program have frequent opportunities for involvement in the activities of the Elliott School's Center for International Science and Technology Policy and Space Policy Institute.

GENERAL EXAMINATION CORE

IAff 6141: **International Science and Technology Policy Cornerstone**

Introduction to the study of international science and technology policy; focus on policy issues that arise from interactions between scientific and technological developments and government activity.

PPPA/IAFF 8197: **Seminar in Science and Technology Policy** (to be offered 2015-2016)

Doctoral seminar on theory and practice in science and technology policy. Critical evaluations of interdisciplinary policy analyses. Practical application to policy questions and the implementation of policy choices in selected fields related to science and technology policy.

IAff 6159: **Science and Technology Policy Capstone**

A seminar designed to synthesize the skills and knowledge that students have acquired in their graduate study. Open only to M.A. and Ph.D. candidates in science and technology policy.

FIELD ELECTIVES

Econ 6255: **The Economics of Technological Change**

IAff 6153: **Science/Tech & National Security**

IAff 6142: **Technology Creation/Diffusion**

IAff 6158: **Space Law**

IAff 6145: **U.S. Space Policy**

IAff 6158: **International Issues in Energy**

IAff 6151: **Environmental Policy**

IAff 6158: **Comparative S&T Policy**

IAff 6158: **Science and Technology Development**

Students may also propose other courses of relevance to their designated specialization. Such courses may be offered by the Columbian College of Arts and Sciences (Economics, Political Science), the School of Business (Strategic Management and Public Policy, International Business), the School of Engineering (Engineering Management), the School of Public Health and Health Services (International Health Policy), and others. Proposed courses will be evaluated by the Program Director.

FIELD ADVISORS

**Dr. Nicholas Vonortas**

Professor of Economics and International Affairs

Phone: (202)378-6230

E-mail: vonortas@gwu.edu

www.tsppa.gwu.edu

**Dr. Scott Pace**

Professor of the Practice of International Affairs

Director, Space Policy Institute & Center for International Science and Technology Policy

Phone: (202) 994-7292

E-mail: space1@gwu.edu

Revised 8.7.2014
SOCIAL POLICY

FIELD DESCRIPTION

The Social Policy field of study offers students the opportunity to study how the actions and decisions of government within the contexts of gender, ethnicity or urban settings influence the well-being of individuals and of society, with a particular focus on poverty and income inequality. Most public policy discussions-local, national, or international-include explicit or implicit assumptions about gender, race and location. Scholarship across various disciplines has demonstrated the importance of studying the interconnections among gender, race, class, and other forms of social inequality. Conflicts associated with these topics affect all institutions and social interactions of every type, and frequently dominate a range of policy debates.

Drawing on inter-disciplinary theories and methodologies, students in this field gain a broad understanding of: historical trends in poverty and inequality, scholarship illuminating the causes of consequences of poverty and inequality, the current landscape of social welfare programs (defined broadly) and the politics of poverty and inequality in America. In addition, student choose an area of specialization from the following: (a) gender and social policy, (b) race, ethnicity and public policy, or (c) urban policy. This specialization provides a theoretical lens for examining social policy.

Students in the Social Policy field must complete one common field core course, two courses required in their area of specialization (listed in bold in the lists below) and two additional courses selected from the list of suggested electives for their selected area of specialization, or other courses chosen with adviser approval.

Advisor: Prof. Donna Lind Infeld
Professor of Public Policy and Public Administration
Phone: (202) 994-3960
E-mail: dlind@gwu.edu

GENERAL EXAMINATION CORE

Students are expected to take six courses in the Social Policy field. All students must take PPPA 8187 Research in Social Policy. Students must then take the 2 required courses in their designated specialization and 3 other courses in consultation with their advisor, tailored to the student’s research interests.

Required course(s)

Research in Social Policy (to be offered in 2015-16)
Social Policy - Gender and Social Policy
Advisor Cynthia Deitch
Associate Professor of Women's Studies of Sociology & of Public Policy & Public Administration
Phone: (202) 994-7438
E-mail: deitch@gwu.edu

Required:
WSTU 6221  Research Issues in Women's Studies
WSTU 6240  Women and Public Policy

Choose 3

WSTU/SOC 6271  Gender and Society
WSTU 6220  Fundamentals of Feminist Theory
WSTU 6225  Contemporary Feminist Theory
WSTU 6230  Global Feminisms
PHIL/WSTU 6238  Feminist Ethics and Policy Implications
WSTU 6241  Women and the Law
WSTU 6257/ANTH 6501  Gender and Sexuality
WSTU 6268/SOC 6268  Race, Gender and Class
WSTU 6270  Seminar: Selected Topics*
WSTU 6283  Practicum in Women’s Studies
WSTU 8275/PSYC 5275  Women and Health
AMST/HIST/WSTU 6430-6421  Gender, Sexuality, and American Culture
HIST/WSTU 6435 Readings on Women in American History

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Social Policy - Race, Ethnicity and Public Policy
Advisor: Greg Squires
Professor of Sociology & of Public Policy & Public Administration
Phone: (202) 994-6894
E-mail: squires@gwu.edu

Advisor: Steven A. Tuch
Professor of Sociology & of Public Policy & Public Administration
Phone: (202) 994-7466
E-mail: steven.tuch@gwu.edu

Required:
SOC 6245  Race Relations
SOC 6248  Race and Urban Redevelopment

Choose 3

AMST/HIST 3350  U.S. Social History  LAW 6595  Race, Racism, and American Law
HIST 3360  African American History  LAW 6596  Law of Race and Slavery
PSC 8211  State and Urban Politics
PSC 8212  State and Urban Policy Problems
PSYC 8236  Minorities and Mental Health
PSYC 8298  Current Topics, Cross-Cultural Psychology
SOC 6250  Urban Sociology
SOC 6252  Economic History
SOC 6263  Race and Crime
SOC 6265/WSTU 6265  Women, Welfare, and Poverty
SOC 6268  Race, Gender, and Class
WSTU 6240  Women and Public Policy

Social Policy - Urban Policy
Advisor: Leah Brooks
Assistant Professor of Public Policy & Public Administration
Phone:  (202) 994-4703
E-mail:  lfbrooks@gwu.edu

Advisor: Greg Squires
Phone:  (202) 994-6894
E-mail:  squires@gwu.edu

Required:

PPPA 6040  Poverty and Social Policy
PSC 8212  Urban Problems and Policy Analysis

Choose 3

AMST 6495  Historic Preservation: Principles & Methods I
AMST 6520  Economics of Preservation
AMST 6525  Politics of Historic Preservation
ECON 6291  Methods of Demographic Analysis
ECON 8341/8342  Labor Economics
ECON 8342  Labor Economics
ECON 8357  Regional Economics
ECON 8358  Urban Economics
ECON 8363/8364  Public Finance
EDUC 8323  Policies of Education Equity
GEOG 6244  Seminar: Urban Sustainability
GEOG 6243  Urban Geography Seminar
GEOG 6290  Principles of Demography
PPPA 6042  Managing State and Local Governments
PPPA 6043  Land Use, Planning, and Community Development
PPPA 6048  Financing State and Local Government
PPPA 6051  Governmental Budgeting
PPPA 6054  Public Budget and Tax Policy
PSC 8211  Urban Politics
PSC 8388  Selected Topics in Comparative Politics
PSYC 8246  Personnel Evaluation Technology
PSOC 8246  Personnel Evaluation Technology
SOC 6245  Race Relations
SOC 6248  Race and Urban Redevelopment
SOC 6250  Urban Sociology
SOC 6258  Deviance and Control
SOC 6259  Criminology
SOC 6262  Corrections
SOC 6263  Race and Crime
WSTU 6240  Women and Public Policy
PROGRAM COMMITTEE

Donna Lind Infeld
Professor of Public Policy and Public Administration
Director, Ph.D. Program in Public Policy and Administration

Steve Balla
Associate Professor of Political Science, Public Policy and Public Administration, and International Affairs

Lori Brainard
Associate Professor of Public Policy and Public Administration

Joseph J. Cordes
Professor of Economics, Public Policy and Public Administration, and International Affairs
Associate Director, Trachtenberg School of Public Policy and Public Administration

Avi Dor
Professor of Health Policy and Economics

Yas Nakib
Associate Professor of Education Policy, and Public Policy and Public Administration

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

Robert Stoker
Associate Professor of Political Science, and Public Policy and Public Administration

Nick Vonortas
Professor of Economics and International Affairs
SECTION III: ADMINISTRATIVE ISSUES AND POLICIES

Over the course of a Ph.D. student’s time at GWU, there are a number of administrative issues and policies that it will be necessary for the student to understand in order to successfully navigate through the process of getting a Ph.D. In this section, we have identified the most common of these issues:

- Transferring credits;
- Requesting leaves and extensions;
- Full-time student certifications; and
- Travel and research support;
- Teaching and other funding opportunities

In addition, this section lists other useful university policies and resources, such as academic integrity policies and library resources, and lists useful web sites and links for common issues confronted by Ph.D. students.
TRANSFERRING CREDITS

Students who enter the program with graduate credits from another institution are eligible to request a transfer of credits, to be applied to the 72 credits required for the Ph.D. in Public Policy and Administration. The transfer of credits may only be requested after the student has been enrolled in the program, and must be approved by the Dean of CCAS.

Normally, students with a Master’s degree from GW or another accredited institution may be permitted to transfer 24 credits into the Ph.D. program. Students requesting transfer of 24 credits need to submit a petition to the Director of the Ph.D. program indicating the desire to transfer 24 credits as a result of the award of a Master’s degree, stating the degree and the university at which it was earned.

In exceptional cases, the CCAS Dean may permit more than 24 credits to be transferred. In such cases, it is necessary, to work with the Director of the Ph.D. program to prepare a petition.

The transfer of credits does not alter in any way the requirements of the Ph.D. program. Some students may find that the transfer of 24 or more credits will necessitate ultimately earning more than the 72 credits technically required for the Ph.D. Students should have a conversation with their field advisor and the Director of the Ph.D. program prior to requesting a transfer of credits if there are any questions concerning the impact of the transfer of credits on Ph.D. program requirements.
REQUESTING LEAVES AND EXTENSIONS

Students have eight (8) years from their first semester in the program to complete all degree requirements, including successful defense of the dissertation. In exceptional circumstances, however, students may request either a leave from the Ph.D. program or an extension of time to finish the dissertation.

Coursework

Part-time students are expected to take two courses in each fall and spring semester. Full-time students are expected to take three courses in each fall and spring semester. Summer registration is optional except if it is the semester in which a student is graduating. However, PPPA 8101 is typically offered only in summer semesters.

Leaves of Absence

Students who are temporarily unable to continue their program may request a Leave of Absence (LOA). Such leaves are typically only granted in cases related to some significant life even, such as death, illness, or the birth of a child. The student should submit a petition form to the Director of the Ph.D. program through the academic assistant director. If the request is approved, CCAS will inform the student and submit the required registration paper work to the Office of the Registrar. Students on LOA do not have access to University facilities including the library and the faculty. No more than two semesters LOA is allowed over the total period of enrollment in the program. Time spent in a leave of absence does not count toward the eight year completion requirement.

Extensions

If a student is unable to complete all course requirements within the eight-year time frame, that student may request an extension of time to complete the degree. In the Trachtenberg School, such a request must first be approved by the student’s academic advisor (normally the dissertation research director) and then forwarded to the Director of the Ph.D. program. The Ph.D. program director will then forward the request to the CCAS Dean, who has final say in such matters. All requests for extensions need to be accompanied by a detailed timetable for completion of all requirements.
FULL-TIME STUDENT CERTIFICATION

Students are permitted to petition for certification as full-time students in the event that they are unable to take the required credits of coursework otherwise required for such status due to unusual personal circumstances or have finished all coursework. If approved, this form will allow certification of full- or half-time study with a registration of fewer credits than officially required: 9 credits per semester for full-time study; 4.5 credits per semester for half-time study. In the summer, full-time status requires 6 credits and half-time status requires 3 credits. This frequently applies to students at the dissertation stage once they have completed the required 72 credits.

If approved, the full- or half-time status will be entered into the student record system. This information is available to offices across campus, such as housing and financial aid, and is reported electronically at least twice a semester to the National Student Loan Data System (NSLDS). Once reported, almost all lenders and guarantee agencies have access to this data. Students do not have access to this online information.

Trachtenberg School Ph.D. students should submit the full-time certification form, found on the GWU registrar’s web site, for processing by the Assistant director and approval by the Ph.D. program director and the Dean of CCAS.

Notes to Students (from Registrar’s web site)

- Requests for exception to the official registration requirements will only be considered for reasons listed on the full-time certification form. Students at the end of their program of study who only require a three-credit course in a semester to complete their degree cannot be certified either full- or half-time. Similarly, students at the end of their program taking 6-8 credits of coursework cannot be certified full-time.

- Students working more than 20 hours per week cannot be certified as full-time.

- Students must complete a form for each semester requested.

- Only current and past semesters may be verified.

- Students must be registered for the semester requested before the form can be processed.

- Incomplete forms will not be processed and will be returned. All signatures are required.

- Forms cannot be approved and enrollment status updated until the first day of classes for the semester requested. Students must be registered for the category indicated on their request form.

- Students must submit special requests to notify offices outside of the University of their status by completing a Request for Certification form through the Office of the Registrar.

- The Request for Certification form may also be required if the Half-time/Full-time Certification form was approved after the data was submitted to the NSLDS.
TRAVEL AND RESEARCH SUPPORT FOR PH.D. STUDENTS

The Trachtenberg School will, in principle, assist Ph.D. students in defraying costs for expenses related to their development as researchers. This includes, but is not limited to, support for travel to present research at professional conferences. The purpose of this policy is to establish a process for the award of these funds, and to inform students of the availability of other sources of funds in the university.

Background

Ph.D. students often find it useful, for their professional development, to engage in activities involving the outlay of funds to support their own development as researchers. This would include participation in professional conferences, attendance at research methods training seminars, and purchase of necessary software to conduct dissertation research.

For travel to professional conferences, there are three sources of funding available within the university, each of which has certain limitations attached:

- The Columbian College of Arts and Sciences (CCAS) will provide $500 per student to present a paper at a professional conference. This is limited to one award per student per academic year, and must be matched by at least $100 in money from the student’s home department (the Trachtenberg School);
- The Office of Graduate Assistantships and Fellowships permits an award, once per a student’s academic career, to present a paper at a professional conference. This may in addition to the CCAS award referenced above;
- The student’s home department (the Trachtenberg School) may provide additional funding over the $100 required as matching the CCAS funds. There is no dollar limit to the amount that may be provided.

Procedure for Receipt of Funds from CCAS

Three times per academic year (by June 30th, August 31, and January 5th) any Ph.D. student may propose funding from the Trachtenberg School, for any purpose indicated below under “priorities for funding.” A subcommittee of the Ph.D. Program Committee will review applications and make a recommendation to the Trachtenberg School director concerning which ones should be funded. The number that can be funded, and the amount of funding provided for a given proposal, will in part depend on resources available in a given year. The Ph.D. Committee will normally make decisions within two weeks of the deadline on which proposals to fund. The following other specific provisions will govern the application process.

1. Students are permitted to apply even though their request to present at a professional conference may not have been accepted. In this case the requesting student is required to notify the director of the Ph.D. program when the proposal is finally accepted or rejected.

2. Students may not apply for funding for a conference that will commence within one month of the application deadline.

3. Requests for funding should be forwarded, electronically, using the Scholarly Travel Approval E-Form, to the Ph.D. director. The form will then be forwarded, in turn, to the Trachtenberg School Director, for final approval. The electronic form may be obtained from the Assistant Director of Graduate Studies.
4. The application must include the following information:

- Specific purpose of the request;
- Justification for the request, including how the requested funds will contribute to the development of the student as a researcher;
- Dates of travel, if applicable; and
- Cost, detailed by type of cost (for example, conference registration fee, transportation, etc.)

5. If the Trachtenberg School has not approved the travel before it takes place, NO reimbursement for expenses can be provided.

6. The student is required to turn in all required receipts and requests for reimbursement to the Trachtenberg School, within two weeks of the conclusion of the travel. Failure to do so may result in the student not being reimbursed.

Applying for Assistance from the Office of Graduate Student Assistantships and Fellowships

There is no particular time constraint or dollar limit on requests from this office. To the extent that students want funds from this source supplemented by Trachtenberg School funds, however, they must adhere to the deadlines referred to above. The application form can be found at http://www.gwu.edu/~fellows/fellowships/applications/Conference_TravelGrant.pdf

Priorities for Funding

While any activity related to the development of the student as a researcher is potentially eligible for funding, the Ph.D. Committee intends to adhere to the following general priorities in awarding funds:

1. Giving papers at professional conferences, in particularly those organized by associations and groups most directly related to the student’s area of academic interest;
2. Attendance at conferences directly related to the student’s approved dissertation (that is, following a successful proposal review) research;
3. Assisting the student in developing skills or data necessary for conduct of his or her dissertation research (this could include attendance at methodological workshops or the purchase of necessary software for approved dissertation research); or
4. Any other purpose that clearly supports the student’s development as a researcher.

While each of these is potentially eligible for funding, only the first of these would meet the CCAS criteria for award of travel funds. In practice, therefore, the funds available for the last three purposes listed above are likely to be quite limited.

ICPSR (Interuniversity Consortium for Political and Social Research) Summer Institute

ICPSR offers two highly-regarded 4-week Summers Programs for Quantitative Methods of Social Research (http://www.icpsr.umich.edu/icpsrweb/sumprog/). TSPPPA may offer funding some years for students to attend this summer program. Interested applicants must submit a 1-2 page summary of your progress in the program and, to the extent possible, the type of research methods you are likely to be using in your dissertation. Please submit your application by January 5 to Bethany Pope (bpopew@gwu.edu).
TEACHING OPPORTUNITIES

Ph.D. students, particularly those who desire a career in academia or are interested in teaching courses upon completion of their Ph.D.s, are encouraged to take advantage of opportunities to gain teaching experience. These opportunities tend to fall into three categories:

- Serving as a teaching assistant under the supervision of a faculty member;
- Team-teaching a course with a faculty member; and
- Teaching a course independently.

In order to be eligible to serve as a TA or to team-teach a course the student must have passed his or her qualifying examination. Students who meet this requirement and are interested in teaching should email the Ph.D. program director to indicate their interest. Any student serving as a TA or team teaching must take the TA course offered by CCAS and the Graduate Office of Assistantships and Fellowships. This course is typically only offered once a year in late August.

Students must have passed both their qualifying examination and their field examination in order to be eligible to teach a course independently. The Trachtenberg School will periodically notify Ph.D. students of teaching needs and offer those interested an opportunity to express that interest. In addition, particularly during the summer sessions, Ph.D. students may be given an opportunity to propose courses that they are interested in teaching.

Any questions concerning teaching or assisting in classes should be directed to the Ph.D. program director.

Future Faculty Program

GW offers the Future Faculty Program for all Ph.D. students across the university. FFP is a great opportunity for Ph.D. students to learn a variety of teaching skills in preparation for an academic career. Participants will receive a certificate upon program completion. More information about the program and how to apply can be found: http://tlc.provost.gwu.edu/future-faculty-program
ACADEMIC 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 on the Academic Integrity Office website.

Academic Integrity Office
801 22nd Street NW
Phillips Hall, Suite 411
202)-994-1977
ntegrity@gwu.edu
http://www.gwu.edu/~ntegrity
CONSORTIUM OF UNIVERSITIES AND LIBRARIES

CONSORTIUM OF UNIVERSITIES OF THE WASHINGTON METROPOLITAN AREA

The George Washington University is a member of the Consortium of Universities of the Washington Metropolitan Area. Eleven universities in the Washington area--American University, Catholic University of America, Gallaudet University, George Mason University, George Washington University, Georgetown University, Howard University, Marymount University, South-eastern University, the University of the District of Columbia, and the University of Maryland--are associated in a Consortium through which they coordinate the use of their respective facilities. Trinity College is an associate member of the Consortium. Students in approved programs leading to degrees in any one of these institutions have the opportunity to select from the combined offerings the particular courses that best meet their needs. This privilege is subject to regulations of the school in which the student is enrolled. Participation is limited to degree candidates. For specific regulations and further information, please see the University Bulletin.

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.
### ADDITIONAL CONTACT INFORMATION

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

<table>
<thead>
<tr>
<th></th>
<th>Contact Information</th>
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<tbody>
<tr>
<td></td>
<td><a href="http://www.gwu.edu/~ccas/grad/">http://www.gwu.edu/~ccas/grad/</a></td>
</tr>
<tr>
<td>Address</td>
<td>Phone: (202) 994-6210</td>
</tr>
<tr>
<td>801 22nd Street, NW</td>
<td>Fax: (202) 994-6213</td>
</tr>
<tr>
<td>Phillips 107</td>
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#### Colonial Central:

<table>
<thead>
<tr>
<th>Student Financial Assistance, Student Accounts, Cashier, Registrar</th>
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<tbody>
<tr>
<td><a href="http://colonialcentral.gwu.edu/">http://colonialcentral.gwu.edu/</a></td>
</tr>
<tr>
<td>800 21st Street NW</td>
</tr>
<tr>
<td>Marvin Center, Ground Floor</td>
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<tr>
<td></td>
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<tr>
<td>Fin. Assist. <a href="mailto:finaid@gwu.edu">finaid@gwu.edu</a></td>
</tr>
<tr>
<td>Registrar: <a href="mailto:regweb@gwu.edu">regweb@gwu.edu</a></td>
</tr>
<tr>
<td>Student Accts <a href="mailto:sao@gwu.edu">sao@gwu.edu</a></td>
</tr>
<tr>
<td>Phone: (202) 994-9000</td>
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#### Office of Graduate Student Assistantships and Fellowships

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<thead>
<tr>
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<tr>
<td></td>
<td><a href="http://www.gwu.edu/~fellows">www.gwu.edu/~fellows</a></td>
</tr>
<tr>
<td></td>
<td>Phone: (202) 994-6822</td>
</tr>
<tr>
<td>2121 Eye Street, NW</td>
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<tr>
<td>Rice Hall 603</td>
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<td></td>
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<tr>
<td>Email: <a href="mailto:gradfell@gwu.edu">gradfell@gwu.edu</a></td>
<td></td>
</tr>
<tr>
<td>Phone: (202) 994-8250</td>
<td></td>
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<tr>
<td>Fax: (202) 994-8845</td>
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#### 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.

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<td><a href="http://gwired.gwu.edu/dss">http://gwired.gwu.edu/dss</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-8250</td>
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<tr>
<td>800 21st Street NW</td>
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<td>Marvin Center 242</td>
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<tr>
<td>Email: <a href="mailto:dss@gwu.edu">dss@gwu.edu</a></td>
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<tr>
<td>Phone: (202) 994-8250</td>
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<td>Fax: (202) 994-7610</td>
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#### Graduate Life / Student Activities Center

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<td></td>
<td><a href="http://gradlife.gwu.edu">http://gradlife.gwu.edu</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-GRDS</td>
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<tr>
<td>Marvin Center 427</td>
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#### GWorld

University ID card, dining services

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<td></td>
<td><a href="http://gwired.gwu.edu/gwdining/gworld_home.html">http://gwired.gwu.edu/gwdining/gworld_home.html</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-1795</td>
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<tr>
<td>Marvin Center 501</td>
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<tr>
<td>Email: <a href="mailto:gworld@gwu.edu">gworld@gwu.edu</a></td>
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<tr>
<td>Phone: (202) 994-1795</td>
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#### Human Resource Services

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<td></td>
<td><a href="http://www.gwu.edu/~hrs/">www.gwu.edu/~hrs/</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-9600</td>
</tr>
<tr>
<td>2033 K Street, NW</td>
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<tr>
<td>Suite 200</td>
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<tr>
<td>Email: <a href="mailto:hrweb@gwu.edu">hrweb@gwu.edu</a></td>
<td></td>
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<tr>
<td>Phone: (202) 994-9619</td>
<td></td>
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<td>Fax: (202) 994-9619</td>
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#### International Services Office (ISO)

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<td></td>
<td><a href="http://gwired.gwu.edu/iso">http://gwired.gwu.edu/iso</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-4777</td>
</tr>
<tr>
<td>2029 K Street, NW</td>
<td></td>
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<tr>
<td>Suite 310</td>
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<tr>
<td>Email: <a href="mailto:iso@gwu.edu">iso@gwu.edu</a></td>
<td></td>
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<tr>
<td>Phone: (202) 994-4777</td>
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<td>Fax: (202) 994-4488</td>
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#### Information Systems and Services (ISS)

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<td></td>
<td><a href="http://helpdesk.gwu.edu">http://helpdesk.gwu.edu</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-5530</td>
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#### Lerner Health & Wellness Center

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<td><a href="http://gwired.gwu.edu/gwellness/">http://gwired.gwu.edu/gwellness/</a></td>
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<tr>
<td></td>
<td>Phone: (202) 994-1522</td>
</tr>
<tr>
<td>2301 23rd Street NW</td>
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www.ispppa.gwu.edu

Revised 8.7.2014
### Multicultural Student Services Center

<table>
<thead>
<tr>
<th>Website</th>
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<tr>
<td><a href="http://gwired.gwu.edu/mssc">http://gwired.gwu.edu/mssc</a></td>
<td><a href="mailto:mssc@gwu.edu">mssc@gwu.edu</a></td>
<td>(202) 994-6772</td>
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2127 G Street NW

### Parking Services

<table>
<thead>
<tr>
<th>Website</th>
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<tbody>
<tr>
<td><a href="http://www.gwu.edu/~parking/">http://www.gwu.edu/~parking/</a></td>
<td>(202) 994-PARK (7275)</td>
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2211 H St. NW

### Schedule of Classes

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<tr>
<td><a href="http://www.gwu.edu/~schedule">http://www.gwu.edu/~schedule</a></td>
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### Student Health Service

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<th>Website</th>
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<th>Fax</th>
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2141 K Street NW, Suite 501

### 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.

<table>
<thead>
<tr>
<th>Website</th>
<th>Phone</th>
<th>Email</th>
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<tbody>
<tr>
<td><a href="http://gwired.gwu.edu/counsel/">http://gwired.gwu.edu/counsel/</a></td>
<td>202-994-5300 (staffed 24-7)</td>
<td><a href="mailto:counsel@gwu.edu">counsel@gwu.edu</a></td>
</tr>
</tbody>
</table>

2033 K Street, NW, Suite 330

### The Writing Center

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

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<tr>
<th>Website</th>
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<tbody>
<tr>
<td><a href="http://www.gwu.edu/~gwriter/">http://www.gwu.edu/~gwriter/</a></td>
<td>(202) 994-3765</td>
</tr>
</tbody>
</table>

Gelman Library, Suite 103

### Other Online Resources

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

The George Washington University does not unlawfully discriminate against any person on the basis of race, religion, sex, national origin, age, disability, veteran status, or sexual orientation. This policy covers all programs, services, policies, and procedures of the University, including admission to educational programs and employment. The University is subject to the District of Columbia Human Rights Act. Inquiries concerning the application of this policy and related federal laws and regulations may be addressed to Susan B. Kaplan, Associate Vice President for Human Resources, George Washington University, Washington, D.C. 20052 (202-994-4433), to the Assistant Secretary for Civil Rights of the U.S. Department of Education, or the Director of the U.S. Equal Employment Opportunity Commission/Washington Field Office. To request disability accommodations, students should contact the Office of Disability Support Services, (202) 994-9250 (TDD/voice) and employees should contact the Office of Equal Employment Activities (202) 994-9656.

This handbook is offered as an aid to advising and planning by students and faculty advisors. The Ph.D. program is 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, refer to the University Bulletin and the Columbian College’s Graduate Student Handbook.

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

www.tspppa.gwu.edu

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