

Trachtenberg School of Public Policy & Public Administration

THE GEORGE WASHINGTON UNIVERSITY

Student Handbook Master of Public Administration, Master of Public Policy and Master of Arts in Environmental Resource Policy

- For Students Entering Fall 2019 -

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

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Public Policy & Administration

Welcome to the Trachtenberg School community! We hope you will take full advantage of opportunities during and after your program to strengthen your skills, knowledge and enthusiasm for a public service-oriented career. You are joining a community of scholars and practitioners who share a deep commitment to effective policy and management.

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

- Work closely with a faculty advisor as you plan your course of study. All of our faculty members are eager to advise students.
- Meet with our fantastic career services team and also feel free to select one or more of our faculty members to consult about courses and career choices.
- Participate in the life of the school. Read *The Tberg Skim* each Thursday morning and the Career Services email each Friday afternoon to learn about options for conferences and symposia, alumni networking sessions, and other events planned to supplement students' course work.
- Submit your research to our student media empire, the *Policy Perspectives* journal, blog and the GW Wonkcast podcast.

I am confident that you will enjoy and benefit from your choice to study with us. But the education you receive will be especially enriched by the time you spend combining your classroom experience with opportunities beyond these walls. Your time here will fly by, so please take advantage of everything from the beginning. The more involved you are with our faculty and students, the better off we all are!

Welcome!

A handwritten signature in black ink, appearing to read 'Mary Tschirhart', with a stylized, flowing script.

Mary Tschirhart
Director,
The Trachtenberg School of Public Policy & Public Administration

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

The Trachtenberg School Commitment to Teaching Quality

We value:

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

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Common Abbreviations

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

The Trachtenberg School of Public Policy and Public Administration

Mission Statement

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

Faculty

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



TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

THE MASTER OF PUBLIC ADMINISTRATION PROGRAM

MPA Program Director

Chris Carrigan

ccarrigan@gwu.edu

Master of Public Administration Program Mission Statement

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

Goals of the Master of Public Administration Curriculum

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

MPA Introduction

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

The MPA degree is a 40-credit hour program designed to provide an integrated and interdisciplinary academic experience. The program consists of a nine-course core (25 credits) required for all students, a three-course (or more) field of study (9-15 credits), and (up to) two courses (6 credits) outside the field.

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

MPA: At a Glance

Total 40 credits

Core Courses (25 credits)

PPPA 6000 Perspectives on Public Values (*1 credit*)
PPPA 6001 Introduction to Public Service and Administration (*3 credits*)
PPPA 6002 Research Methods and Applied Statistics (*3 credits*)*
PPPA 6003 Economics for Public Decision-Making (*3 credits*)*
PPPA 6004 Leadership in Public Administration and Public Policy (*3 credits*)
PPPA 6005 Public Budgeting, Revenue, and Expenditures (*3 credits*)
PPPA 6006 Policy Analysis (*3 credits*)
PPPA 6016 Public and Nonprofit Program Evaluation (*3 credits*)
PPPA 6009 Capstone Seminar (*3 credits*)**

* Students who have done significant undergraduate or graduate coursework relevant to economics or statistics may be able to waive or substitute higher-level coursework for PPPA 6002 or 6003. See the waiver policy below for further details.

**PPPA 6008 MPA/MPP Capstone Seminar is available for students who are completing their programs in the fall semester. It is strongly recommended that students complete their core coursework prior to enrolling in the capstone. Please see course sequencing description below for further details.

Fields of Study (9-12 credits minimum; depends on field)

Each student selects a field of study consisting of at least three courses. Others design their own individualized field with consultation and approval of a substantively appropriate faculty advisor.

Additional Field or Elective Courses (3-6 credits)

Students choose one or two graduate-level (6000+ level) courses from around the university beyond the three four or required for their field, in consultation with an adviser. Students may take additional classes in their field or build their skills in another area.

A student who wishes to study a special area of interest not covered by a course in the university may elect to enroll in an independent study (PPPA 6098) for course credit with prior approval from a faculty member.

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

MPA: Core Courses

Nine core courses (25 credits) are required in the MPA program. These courses cover an essential nucleus of material that everyone earning an MPA degree must master. The core advising teams of the Trachtenberg School are here to help students plan their core classes.

PPPA 6000 Perspectives on Public Values (1 credit)

This intensive and participatory course looks at the underpinnings and values necessary for a functioning democratic society. Primary emphasis is placed on empathy and the ability to have civil discourse in order to create, analyze, pass, implement and evaluate policy and programs. Primary resources for the course may include literary fiction, narrative non-fiction and 'live' resources around D.C. Students will reflect on the nature and sources of their personal values about public service and be asked to understand the perspectives of others.

PPPA 6001 Introduction to Public Service and Administration (3 credits)

Introduction to the discipline of public administration. The intellectual traditions and theoretical frames of reference that inform public administration as a field of professional practice and study. Current and continuing challenges and controversies.

PPPA 6002 Research Methods and Applied Statistics (3 credits)

Development of skills and knowledge for conducting original research and critically evaluating empirical studies. Various research designs and data collection techniques are examined. Focus on computerizing data sets for quantitative analysis, analyzing strength of relationships, selecting appropriate statistical techniques, and testing statistical hypotheses.

PPPA 6003 Economics for Public Decision Making (3 credits)

The basic tools and concepts in microeconomic analysis; how these tools can be useful in public decision making.

PPPA 6004 Leadership in Public Administration and Public Policy (3 credits)

An examination of current ideas about leadership and management from both theoretical and operational perspectives, including the values, ethics, skills, knowledge and practices needed for success. Prerequisite: PPPA 6001 or equivalent.

PPPA 6005 Public Budgeting, Revenue, and Expenditure Analysis (3 credits)

Survey course that focuses on the institutions and analytical tools associated with raising revenue and allocating/managing resources at all levels of government. Hands-on budgeting skills and communication of analysis to decision makers. Prerequisite: PPPA 6003 or equivalent.

PPPA 6006 Policy Analysis (3 credits)

Development of skills in conducting and critiquing policy analyses. Application of methodologies used in analyzing possible consequences of specified alternatives as applied in the public policy decision-making process. Appropriate applications and limitations of policy analysis and its relationship to politics and the policy process.

PPPA 6009 Capstone Seminar (3 credits)

Synthesizes, analyzes and integrates concepts and issues relating to the ethical, political, economic, managerial, and personal values in the field. Open only to MPA degree candidates in their final semester of study.

PPPA 6016: Public and Nonprofit Program Evaluation (3 credits)

Theory and practice of program evaluation and evaluative research. Exploration of scope and limitations of current practice in evaluation, considering economic, political, social and administrative factors. Examination of methodological considerations for design, data collection, analysis and dissemination. Prerequisite PPPA 6002

Additionally, students complete field courses (9-12 credits) in their Field of Study.

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MPA and MPP: Fields of Study

Each student selects a field of study consisting of at least three courses (9 credits), with the exception of Nonprofit Management, which is a four-course field (12 credits). Many students select one of the common fields of study listed below. Others design their own individualized field in consultation with a faculty advisor.

To declare a field, students fill out the online [Field of Study Form](#), typically at the end of the first year. It can be filled out multiple times (if switching fields or courses) and must be completed before graduation. On that form, students select a field and note their courses. When they have completed the form, they become advisees of the relevant field advising team.

Students can create self-designed fields to fit their academic interests and career objectives. For example, a student may take an approved three-course sequence in departments such as Health Policy or International Business. Student creating a self-designed field will be assigned to the most relevant advising team or they may indicate on the Field of Study Form the adviser who they have worked with to create their field.

The following fields are available to MPAs and MPPs:

- Budget and Public Finance
- Data Science
- Education Policy
- Environmental Policy
- Health Policy
- Homeland Security and Emergency Management
- International Development
- Managing State & Local Governments
- National Security & Foreign Policy
- Nonprofit Management
- Politics, Policy and Administration
- Program Evaluation and Policy Analysis
- Public-Private Policy and Management
- Regulatory Policy
- Science and Technology Policy
- Social Policy
- Urban Policy

Please see the Advising and Field of Study section or the Trachtenberg website for complete descriptions and recommended courses for each field. Descriptions of all courses can be found in the University Bulletin <http://bulletin.gwu.edu/>.

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MPA Waiver Policy

Research Methods and Applied Statistics, PPPA 6002

PPPA 6002 is the required course covering both research methods and applied statistics. Students who have recently taken and received high marks in an undergraduate statistics course may apply for a waiver of the statistics portion of PPPA 6002, but will be required to take one of the following options (or another approved substitute):

- The research methods portion (typically, the first 6 weeks) of PPPA 6002 for 1-credit (contact instructor for details)
- PPPA 6013 Econometrics for Policy Research I
- EDUC 8122 Qualitative Research Methods (or PSC 8104 or SOC 6232)
- PPPA 6085 Mixed Methods (with instructor approval)

Students who have recently taken and received high marks in courses (typically two or more) that cover both research methods and applied statistics may apply for a waiver to take an additional elective.

To apply for a waiver, please send the syllabi and grades of your recent courses to Prof. Christopher Carrigan ccarrigan@gwu.edu.

Economics for Public Decision-Making, PPPA 6003

PPPA 6003 is the required economics course for the MPA program. Students who were undergraduate economics majors and/or have taken multiple economics courses (esp. intermediate microeconomics and public finance) may apply for approval to take Economics for Public Policy (PPPA 6014) instead.

To apply for a waiver, please send the syllabi and grades of your recent courses to MPA Director, Prof. Christopher Carrigan ccarrigan@gwu.edu.

MPA Course Sequencing

To get the most out of your courses, it is important to take courses in the appropriate sequence with introductory courses first, followed by other core courses, fields and electives, and finally the capstone. Note that course numbers are not always indicative of the sequence. We recommend the following:

- *First fall semester*
PPPA 6000 **Perspectives on Public Values** (1 credit)-may be taken anytime in the first year
PPPA 6001 **Introduction to Public Service & Administration** (3 credits)
PPPA 6003 **Economics for Public Decision-Making** (3 credits)*
- *Later semesters*
PPPA 6002 **Research Methods & Applied Statistics** (3 credits)
PPPA 6005 **Public Budgeting, Revenue, & Expenditures** (3 credits)
PPPA 6006 **Policy Analysis** (3 credits)
PPPA 6004 **Managing Public Organizations** (3 credits) [Pre-req: 6001]
PPPA 6016 **Public and Nonprofit Program Evaluation** (3 credits) [Pre-req: 6002]
- *Final semester*
PPPA 6009 (if spring) or 6008 (if fall) **Capstone Seminar** (3 credits)

The table on the following page further breaks down typical course sequencing for full- and part-time students.

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

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

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Students generally try to take a field course over the summer, although PPPA 6000, 6005, and 6006 are typically offered in summer as well.

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

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Suggested Course Sequencing for the MPA (40 credits)

FALL MATRICULATION:

| | (1) Fall (10 credits) | (2) Spring (9) | (3) Summer (3) | (4) Fall (9) | (5) Spring (9) |
|---------------------------------|-----------------------|-----------------------------|------------------------------------------------------------|----------------|----------------|
| FULL-TIME | PPPA 6000 | PPPA 6005 | Field Course | PPPA 6004 | PPPA 6009 |
| | PPPA 6001 | PPPA 6006 | | PPPA 6016 | Field Course |
| (3 courses per semester) | PPPA 6002 | Field Course | | Field Course | Field Course |
| | PPPA 6003 | | | | |
| | (1) Fall (7 credits) | (2) Spring (6) | (3) Fall (6) | (4) Spring (6) | (5) Fall (6) |
| | | | Field Course* (or PPPA 6003 if not taken in previous fall) | | |
| PART-TIME | PPPA 6000 | PPPA 6002 | PPPA 6006 | PPPA 6016 | PPPA 6004 |
| | PPPA 6001 | PPPA 6005 | | Field Course | Field Course |
| | PPPA 6003 | | | | |
| (2 courses per semester) | | | | | |
| | (6) Spring (6) | (7) Summer or Fall (3) | | | |
| | Field Course | Field Course | | | |
| | PPPA 6009 | Field Course (if necessary) | | | |

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

THE MASTER OF PUBLIC POLICY PROGRAM

MPP Program Director

Anil Nathan

anathan@gwu.edu

Master of Public Policy Program Mission Statement

The Master of Public Policy program at The Trachtenberg School prepares students for leading, managing, and conducting public policy analysis, evaluation, and research in all sectors.

Goals of the Master of Public Policy Curriculum

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

MPP Introduction

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

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

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

MPP: At a Glance

Total 40 credits

Introductory Core Courses

PPPA 6000 Perspectives on Public Values (1 credit)
PPPA 6002 Research Methods and Applied Statistics
PPPA 6007 Economics for Policy Analysis I
PPPA 6011 Politics and Policy Analysis
PPPA 6013 Econometrics for Policy Research I [Pre-req: 6002]
PPPA 6014 Economics for Policy Analysis II [Pre-req: 6007]
PPPA 6019: Capstone Seminar (taken in the last semester of the program)*

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

Tools of Analysis (students choose two)

PPPA 6005 Public Budgeting, Revenue & Expenditure Analysis
PPPA 6015 Benefit-Cost Analysis [Pre-req: 6014]
PPPA 6016 Public and Nonprofit Program Evaluation [Pre-req: 6002]
PPPA 6020 Decision Modeling for Public Policy [Pre-req: 6002]
PPPA 8022 Econometrics for Policy Research II [Pre-req: 6013]
PPPA 8023 Mixed Methods in Research Design [Pre-req: 6002]
PPPA 6085 Data Visualization [Pre-req: 6013]

Fields of Study and Elective Courses (9 to 15 credits)

Students complete a policy field of at least 9 credits (some fields require more). Students can take an additional 6 credits in their field of study or use those 6 credits as electives (for instance, taking more tools courses or other courses in other fields of study).

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

MPP: Core Courses

These courses are intended to provide the student with a broad set of substantive knowledge about the policy process and a set of analytical skills that can be applied generally to a wide range of policy issues and problems. The core advising teams of the Trachtenberg School are here to help students plan their core course.

- PPPA 6000 **Perspectives on Public Values** (1 credit)
This intensive and participatory course looks at the underpinnings and values necessary for a functioning democratic society. Primary emphasis is placed on empathy and the ability to have civil discourse in order to create, analyze, pass, implement and evaluate policy and programs. Primary resources for the course may include literary fiction, narrative non-fiction and 'live' resources around D.C. Students will reflect on the nature and sources of their personal values about public service and be asked to understand the perspectives of others
- PPPA 6002: **Research Methods and Applied Statistics** (3 credits)
Development of skills and knowledge for conducting original research and critically evaluating empirical studies. Various research designs and data collection techniques are examined. Focus on computerizing data sets for quantitative analysis, analyzing strength of relationships, selecting appropriate statistical techniques, and testing statistical hypotheses.
- PPPA 6011: **Introduction to Public Policy** (3 credits)
The organizing theme of this course is the "policy orientation" centered on two concerns: understanding the policymaking process and serving the intelligence needs of decision makers. We will study the stages of the policymaking process and discuss the intelligence needs of policymakers at each stage. We will examine the politics of the policy orientation and its effects upon the profession of policy analysis and the possibilities for democratic governance. In addition, students will perform a data analysis exercise and construct a policy analysis project that identifies a problem, provides background, and evaluates potential solutions to a public policy problem.
- PPPA 6007: **Economics of Policy Analysis** (3 credits)
Introduction to economic analysis with a focus on applications for public policy. Analysis of supply and demand, and consumer and producer behavior. Examination of competitive market and deviation from that framework. This class is a pre-requisite for PPPA 6014.
- PPPA 6013: **Econometrics for Policy Research I** (3 credits)
This course emphasizes the application of basic econometric methods to the analysis of policy. Prerequisite: PPPA 6002 or equivalent.
- PPPA 6014: **Economics in Policy Analysis** (3 credits)
The application of intermediate microeconomic theory to the study of public policy. Topics include: models of individual choice in policy analysis, policy aspects of models of the firm, theory of market failure and welfare economics, and resource allocation decisions in the public sector. Prerequisite: PPPA 6007 or equivalent.
- PPPA 6019: **Capstone Seminar** (3 credits)
Policy theory and typologies; policy formulation, implementation, and evaluation; ethics and practice in policy analysis, policy processes, content, and contexts; and policy linkages to multiple disciplines. Students conduct an analysis of a substantive policy. Open only to MPP students in their final semester of study. All other core courses must be completed prior to taking this class.

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

MPP: Tools of Analysis Courses

In addition to the analytic skills incorporated in the MPP required core, MPP students should select at least two additional “tools of analysis” courses from the following list of course options:

PPPA 6005: **Public Budgeting, Revenue & Expenditure Analysis** (3 credits)

This course provides an introduction to governmental budgeting and finance. The course will survey the broad areas of public budgeting, governmental expenditure and management, and revenue analysis in the public sector. Students will learn the principles of public budgeting, budgetary accounting, the key steps of the federal budget process, the vocabulary of the field, and basic tools of tax analysis. Students will utilize Excel to perform budgetary analysis. o When: Typically offered in Fall, Spring, and first Summer sessions o Who: Students who are looking to understand the public budgeting process should consider taking this course.

PPPA 6016: **Public and Nonprofit Program Evaluation [Pre-req: 6002]** (3 credits)

This course reviews the theory and practice of program evaluation and evaluative research. Exploration of scope, methods, limitations, and ethics of current practice in evaluation, incorporating economic, political, social, and administrative factors. Examination of methodological considerations for design, data collection, analysis, and dissemination. o When: Typically offered in Fall and Spring semesters o Who: Students who are looking to develop program evaluation skills or want to undertake policy research or monitoring and evaluation efforts at a non-profit organization, government agency, or think tank should consider taking this course.

PPPA 6015: **Benefit-Cost Analysis [Prerequisite: 6014]** (3 credits)

This course links economic theory with policy analysis, using the tool commonly referred to as “benefit-cost analysis” or BCA. As a formal assessment of a policy’s costs and benefits, BCA attempts to measure and compare the economic efficiency of policy options. The goal of the course is to provide you with the conceptual foundations and practical skills you will need to be thoughtful consumers and producers of BCA. The course is typically structured around a substantial benefit-cost analysis project undertaken on a topic of the student’s choosing. o When: Typically offered in Fall and Spring semesters o Who: Students who are looking to develop quantitative policy analysis skills, as well as those interested in regulatory policy analysis should consider taking this course Trachtenberg School of Public Policy and Public Administration

PPPA 6020: **Decision Modeling for Public Policy** (3 credits)

This course introduces students to practical modeling approaches (e.g., simulation, probabilistic sensitivity analysis, and optimization) used by policy analysts to explain and assess complex problems, to bound a solution space, or to determine what data is needed to support policy decisions. Students will utilize Excel to analyze policy. o When: Typically offered in Spring semester o Who: Students who are looking to develop practical quantitative policy analysis skills should consider taking this course.

PPPA 8022: **Econometrics for Policy Research II [Prerequisite: 6013]** (3 credits)

This course covers more advanced econometric methods in public policy research. Students will develop capabilities in more advanced empirical modeling and analysis by critically reading research, completing a series of empirical assignments and an empirical research paper. Students will strengthen their knowledge of Stata. o When: Typically offered in Fall and Spring semesters o Who: Students who are looking to deepen their understanding of econometrics and gain practical research skills should consider taking this course.

PPPA 8023: **Mixed Methods in Research Design [Prerequisite: 6013]** (3 credits)

This course bridges the gap between qualitative and quantitative research designs. It explores historical and philosophical foundations of mixed method research design, reviews “canonical” designs, and provides opportunities to develop and hone skills to implement mixed methods research designs. The overarching goal of this course is to provide students a foundation that will give them both the capacity and the courage to undertake and implement mixed method research designs, learn and use it in conjunction with other approaches such as experiments.

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PPPA 6085: **Data Visualization [Prerequisite: 6013]** (3 credits)

Both theoretically and practically, this course teaches students how to present quantitative information as intuitively as possible. We review the major contributors to the theory of the visual display of quantitative information, and we study at least one programming language as an example of how to implement these techniques. For their final paper, students re-do a policy paper, improving the visual display of the quantitative analysis.

o When: usually spring semester

o Who: students who want to learn how to communicate numbers clearly and powerfully.

MPP Course Sequencing

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

- If PPPA 6007 (Microeconomics) is needed, it should be taken in the 1st or 2nd semester
- If PPPA 6002 (Research Methods and Statistics) is needed, it should be taken in the 1st or 2nd semester
- If students plan to take PPPA 6015, they must first complete PPPA 6014
- All students take PPPA 6014 and PPPA 6013 after the courses listed above have been completed
- Other core, field, and elective courses can be taken in any order (noting any prerequisites for advanced field or elective courses)
- PPPA 6019 must be taken in the last regular semester (fall or spring) and all introductory core courses must be complete before taking this course.
- PPPA 6005 can be taken in almost any semester and need not be taken in the first semester or two.

Many students reserve field courses for later in the program. Please note that core courses and field courses are not consistently offered during the summer. If you have not yet decided on a field of study, careful planning in consultation with your advisor is especially recommended.

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

MPP: Waiver and Substitution Policies

You have the option to waive out of PPPA 6007 and/or PPPA 6002. You also have the option to substitute PPPA 6013 with a course in the economics department called Applied Econometrics (ECON 6375).

- You can waive out of PPPA 6007 and enroll directly into PPPA 6014 (Microeconomics for Public Policy II) if you were an economics major/minor or you have already taken intermediate-level microeconomics (a level beyond the Principles of Economics) and feel very comfortable with that material. If you are uncertain as to which course to choose, please read <https://tspppa.gwu.edu/economics-course-selection>
- You can waive out of PPPA 6002 and enroll directly into PPPA 6013 (Econometrics for Policy Research I) if you have already taken coursework in both research methods (e.g., survey design, sampling techniques, research designs, focus groups) and applied statistics (up to linear regression) and feel very comfortable with that material. We encourage you to enroll in 6002 even if you have taken statistics before, especially if you are rusty or did not master the material in your previous class. Most students benefit from taking introductory statistics more than once.
- PPPA 6013 is for students who are new to econometrics or who would like a refresher. We do not offer waivers out of 6013 for students who have a background in econometrics. But you may substitute PPPA 6013 with a more advanced version of econometrics in the economics department (ECON 6375: Applied Econometrics).

You do not require permission to waive PPPA 6002 or PPPA 6007 or to substitute PPPA 6013 with ECON 6375. If you choose to apply any of these waivers or substitutes, please simply notify your core academic adviser at some point during your first year. Note that waiving a course frees you up to take another course, but the Trachtenberg School does not grant credit for prior coursework.

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ADVISING AND FIELD OF STUDY FOR MPA AND MPP STUDENTS

The faculty of the Trachtenberg School are available to help students pick classes to get the most out of their experience. Academic advising in the Trachtenberg School has three parts:

Part I: When you enroll and before you declare a field of concentration, the Trachtenberg School Core Advising Teams can help you choose and plan your core classes.

Part II: When you are ready to choose a field of study, complete the online **Field of Study Declaration Form**, preferably during your first year.

Part III: Once you fill out the Field of Study Declaration Form, you will automatically be assigned to the relevant **Field Advising Teams** for the field (or the most closely related field if designing your own) for the duration of your MPA or MPP program.

Please note: Students earning an MA-ENRP will have Dr. Peter Linquiti as their advisor for the duration of their program. Additionally, students in the MA-ENRP, do not pick a field of study.

Core Advising Teams

The core advising teams of the Trachtenberg School are here to help students plan their core classes. Please get in touch with the appropriate adviser if you have questions. See website for up to date list of core advisers.

Please read the official University Bulletin and consult with your core or field advisers before making any changes in your program. The University Bulletin will serve as a guide to the governing university rules and requirements. Consultation with your advisor and/or with the field advising team will help you to avoid problems. You will also want to use DegreeMAP to monitor your courses and progress towards degree completion.

DegreeMAP

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

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

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

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

The Master of Arts in Environmental Resource Policy Program

ENRP Curriculum Overview

ENRP Program Director

Peter Linquti

linquti@gwu.edu

The MA in Environmental Resource Policy Program requires 36 semester hour of appropriate graduate level course work. Course work usually takes four semesters to complete on a full-time basis, and six to eight semesters on a part-time basis. Course work is divided into 24 hours of core requirements (eight courses) and 12 hours of electives (typically four courses).

Students begin the program by taking two semester-long courses in Environmental Science, which provide a solid grounding in the scientific side of environmental and resource policy. Students finish the program by completing a capstone project, which provides an opportunity for the student to demonstrate the ability to conduct policy research as part of a small team.

Other core requirements (listed below) provide the broad intellectual base and tools necessary for making multidisciplinary environmental and resource decisions.. All core courses, and most electives, are three credits.

Electives are usually selected either to broaden familiarity with several environmental policy issues, or to specialize in a particular environmental or resource issue. They offer students the chance to tailor the ENRP program to their specific needs and interests. Elective courses can be taken in almost any department at The George Washington University, including, but not limited to, biology, chemistry, geography, international affairs, public policy and public administration, economics, political science, engineering management and systems engineering, business administration, and public health, as well as at Consortium Schools like American University, George Mason University, and Georgetown University. Our philosophy: we want you to be able to tailor the program to your goals and will allow you to take a wide variety of courses as long as they relate to the program. All electives must be approved by the ENRP Program Director prior to registration.

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Program of Study

ENRP: Core Courses (8 courses 24 credits)

| | | |
|-----------|----------------------------------------------------|---------------------------------|
| ENRP 6101 | Environmental Science I – Physical Sciences* | Year 1, Fall |
| ENRP 6102 | Environmental Science II – Life Sciences* | Year 1, Spring |
| PPPA6140 | Introduction to Environmental Law | Year 1, Spring |
| PPPA 6007 | Economics for Policy Analysis I *** | Year 1, Spring |
| ECON 6237 | Economics of the Environment and Natural Resources | Year 2, Fall |
| PPPA 6006 | Policy Analysis | Year 1, Fall, Spring, or Summer |
| PPPA 6002 | Research Methods & Applied Statistics** | Year 1, Fall or Spring |
| PPPA6198 | ENRP Capstone Course | Year 2, Spring |

Waivers

*Students who have done significant undergraduate coursework relevant to *environmental sciences* may be able to waive ENRP 6101 and/or ENRP 6102. If you believe this situation applies to you, contact the ENRP Program Director to discuss further. See the waiver policy, attached to this guide.

**Students who have done significant undergraduate coursework in *applied statistics* may be able to take PPPA 6013, Econometrics for Policy Research I (spring), instead of PPPA 6002. If you believe this situation applies to you, contact the ENRP Program Director to discuss further.

***Students who have done significant undergraduate coursework in *economics* may be able to take PPPA 6015, Benefit-Cost Analysis (fall or spring), instead of PPPA 6007. If you believe this situation applies to you, contact the ENRP Program Director to discuss further.

Sequencing Requirements

1. Complete all required core courses prior to enrolling in the capstone class (ENRP 6298) in the final spring of your program.
2. PPPA 6007 is a prerequisite for ECON 6237 and must be taken during the first year.

Electives

4 courses (12 credits)

The following is a sample of courses offered at GWU that may interest you, and the semesters in which they are *typically* available. We emphasize that this is only a partial list to give you an idea of the range of courses (and departments) available. Several departments offer a rotating selection of special topics courses that may be appropriate. Check the university bulletin for (or ask the instructor about) prerequisites. Even if a course does not have prerequisites, the instructor may assume that students have some technical knowledge. Contact the instructor for a syllabus or more information.

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| | | | |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|----------------------|
| Civil Engineering (CE) | CE 6501 | Environmental Chemistry | Fall |
| | CE 6503 | Principles of Environmental Engineering | Fall |
| | CE 6505 | Environmental Impact Assessment | Fall |
| | CE 6508 | Industrial Waste Management | Fall |
| Engineering Management and Systems Engineering (EMSE) | EMSE 6200 | Policy Factors in Environmental and Energy Management | Fall |
| | EMSE 6220 | Environmental Management | Fall |
| | EMSE 6225 | Air Quality Management | Spring |
| | EMSE 6235 | Water Quality Management | Fall |
| | EMSE 6240 | Environmental Hazard Management | Spring |
| | EMSE 6245 | Analytical Tools for Environmental Management | Spring |
| | EMSE 6260 | Energy Management | Spring |
| Geography (GEOG) | EMSE 6290 | Climate Change: Policy, Impact | Fall |
| | GEOG 6208 | Land Use / Urban Transportation | Spring |
| | GEOG 6232 | Migration and Development | Spring |
| | GEOG 6221 | Geospatial Techniques | Summer |
| | GEOG 6244 | Urban Sustainability | Fall |
| | GEOG 6293 | Water Resources Policy and Management | Spring |
| | GEOG 6304 | Geographical Information Systems I | Fall, Spring |
| | GEOG 6305 | Geospatial Statistics | Fall, Spring |
| International Affairs (IAFF) | GEOG 6306 | Geographical Information Systems II | Spring |
| | NOTE: "Special topics" courses in Geography are numbered 6293; offerings vary from semester to semester | | |
| | IAFF 6118 | Managing the World's Water | Fall |
| | IAFF 6151 | International Environmental Policy | Spring |
| | IAFF 6158 | International Issues in Energy | Spring |
| | IAFF 6158 | Energy and Society | Spring |
| | IAFF 6186 | Environmental Security | Fall |
| Public Health (PUBH) | IAFF 6186 | Energy Security | Fall |
| | NOTE: "Special topics" courses in IAFF, relevant to ENRP, may be numbered 6118, 6138, 6148, 6158, or 6186; offerings vary from semester to semester | | |
| | PUBH 6004 | Env/Occ Hlth-Sustainable World (2 credits) | Fall, Spring, Summer |
| | PUBH 6122 | Environmental Policy, Politics, and Programs | Spring |
| Public Policy and Public Administration (PPPA) | PUBH 6130 | Sustainable Energy and Environment (2 credits) | Fall, Spring |
| | PPPA 6013 | Econometrics | Fall, Spring, Summer |
| | PPPA 6015 | Benefit-Cost Analysis | Fall, Spring |
| | PPPA 6016 | Program Evaluation | Fall, Spring |
| | PPPA 6031 | Governing and Managing Nonprofit Organizations | Fall, Spring |
| | PPPA 6056 | Regulatory Comment Clinic | Spring |
| | PPPA 6058 | International Development and NGO Management | Fall |
| | PPPA 6059 | International Development Management | Spring |
| Strategic Management and Public Policy (SMPP) | PPPA 6066 | U.S. Environmental Policy | Fall |
| | NOTE: "Special topics" courses in PPPA are numbered 6085; offerings vary from semester to semester | | |
| | SMPP 6210 | Strategic Environmental Management | Spring |
| | SMPP 6290 | Clean Technology and Competitive Energy | Fall |
| | NOTE: "Special topics" courses in SMPP are numbered 6290; offerings vary from semester to semester | | |

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Graduate Certificate in Geographical Information Systems

Because of the importance of geospatial reasoning to many environmental and natural resource management issues, ENRP has partnered with GW's Geography Department to offer our MA students the opportunity to earn a graduate certificate in geographical information systems. To do so, students in the ENRP/MA program use all four of their electives toward the GIS Certificate. No additional coursework is necessary; all 12 credits are counted towards both the MA and the Certificate. For more information about the Certificate, visit <https://geography.columbian.gwu.edu/graduate-certificate-geographical-information-systems>.

If you are interested in the GIS Certificate, careful course planning is essential. Please contact the ENRP Program Director before registering for classes. In addition, you will need to obtain permission from the GIS Program Director before entering the program.

ENRP Core Course Descriptions

The following course descriptions appear in the University Bulletin. Contact individual faculty members to see a syllabus for details.

ENRP 6101 Environmental Sciences I: Physical Sciences **Fall**
Basic physical sciences crucial to environmental issues, including chemistry, geology, hydrology, climate science, and cross-media interactions; land, air, and water pollution, climate change, production and consumption of energy, sea level rise, and anthropogenic changes in the cryosphere.

ENRP 6102 Environmental Sciences II: Life Sciences **Spring**
Basic life sciences crucial to environmental issues, including biology, ecology, environmental health and toxicology, epidemiology, and agriculture; biodiversity, ecosystem services, habitat preservation, deforestation, conservation biology, nutrient cycling, and the impacts of climate change on living systems.

PPPA 6140 Introduction to Environmental Law **Spring**
Federal environmental statutes, implementing regulations, state regulatory programs, international environmental agreements; environmental governance tools; strengths, weaknesses of legal, administrative, private approaches to environmental threats; the role of federal courts, administrative law in environmental protection.

PPPA 6007 Economics for Public Policy I **Fall, Spring**
Intermediate microeconomics with a focus on policy-relevant topics and examples.

ECON 6237 Economics of the Environment and Natural Resources **Fall**
Analysis of public policy problems relating to the environment and natural resources development and management. Prerequisite: PPPA 6007.

PPPA 6002 Research Methods and Applied Statistics **Fall, Spring**
Development of skills and knowledge for conducting original research and critically evaluating empirical studies. Various research designs and data collection techniques are examined. Focus on computerizing data sets for quantitative analysis, analyzing strength of relationships, selecting appropriate statistical techniques, and testing statistical hypotheses.

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PPPA 6006 Policy Analysis

Fall, Spring, Summer

Development of skills in conducting and critiquing policy analyses. Application of methodologies used in analyzing possible consequences of specified alternatives as applied in the public policy decision-making process. Appropriate applications and limitations of policy analysis and its relationship to politics and the policy process.

PPPA6198 Seminar in Environmental Resource Policy

Spring

The capstone seminar involves team development of a project sponsored by an external entity, such as a government agency or non-governmental organization. The student team functions as an external consultant tasked with analysis of the chosen issue.

Recommended Course Sequencing, MA in Environmental Resource Policy:

| | | |
|-----------|-----------------|----------------------------------------------------------------------|
| Full-time | Year 1 - Fall | ENRP 6101 Two of the following: PPPA 6002; PPPA 6006; elective |
| | Year 1 - Spring | ENRP 6102 PPPA 6140 PPPA 6007 |
| | Year 2 - Fall | ECON 6237 PPPA 6002 or PPPA 6006 or elective Elective |
| | Year 2 - Spring | PPPA 6198 Elective Elective |
| Part-time | Year 1 - Fall | PPPA 6006 or elective PPPA 6002 |
| | Year 1 - Spring | PPPA 6007 PPPA 6140 |
| | Year 2 - Fall | ECON 6237 ENRP 6101 |
| | Year 2 - Spring | ENRP 6102 PPPA 6006 or elective |
| | Year 3 - Fall | Elective Elective |
| | Year 3 - Spring | PPPA 6198 Elective |

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NOTE: If you part-time students attend school during the summer sessions, alternative schedules may be feasible. Summer course offerings are typically very limited, with few options for electives. Plan accordingly.

Policy on Waiver of ENRP 6101 and 6102

Background

The ENRP program is intentionally interdisciplinary, requiring its students to acquire or demonstrate proficiency in environmental science, environmental economics, environmental law, public policy analysis, and research methods. We recognize that some incoming students may have developed some of these proficiencies by virtue of their undergraduate education. We endeavor to ensure that students are not wasting their time (or tuition money) in classes that cover material they have already mastered.

We will – on a case-by-case basis – waive core course requirements after confirmation that the student has indeed mastered a particular subject, as that subject is taught in the core ENRP curriculum. At present, such evaluations are made on the basis of the student's undergraduate transcript and a review of relevant syllabi.

Because of variations in undergraduate curricula, course titling, and course content, there is no one set of undergraduate courses that can be specified in advance as equivalent to an ENRP core course. The under-graduate course(s) must be upper-division (junior/senior level) and the grade(s) must be at least a B (3.0).

Learning objectives of ENRP 6101 & 6102

The environmental science requirement includes two semester-long courses. By the end of the two-semester sequence, students will be able to read, comprehend, and report (in writing or orally) on the peer-reviewed scientific literature, and apply course concepts to practical science-based policy problems. The first semester focuses on physical sciences (e.g., chemistry, geology, oceanography) while the second focuses on life sciences (e.g., biology, ecology, toxicology). Well-prepared incoming students may waive either or both semesters.

While ENRP 6101 and ENRP 6102 are broad survey class that assumes no significant undergraduate work in the natural sciences and uses a textbook typically used in undergraduate classes, our approach is decidedly oriented toward graduate students. The pace is fast, and students are expected to master textbook material on their own. The text is supplemented with readings from the peer-reviewed scientific literature. The courses cover many topics including:

- | | |
|-------------------------------------------|----------------------------------------------|
| ● chemistry | ● biology |
| ● geology | ● ecology |
| ● hydrology | ● environmental health and toxicology |
| ● climate science | ● epidemiology |
| ● cross-media interactions | ● agriculture |
| ● land, air, and water pollution | ● biodiversity |
| ● climate change | ● ecosystem services |
| ● production and consumption of energy | ● habitat preservation |
| ● sea level rise | ● deforestation |
| ● anthropogenic changes in the cryosphere | ● conservation biology |
| | ● nutrient cycling |
| | ● impact of climate change on living systems |

Waiver of ENRP 6101 or 6102

Our rule of thumb is that a student must have covered at least 75% of the content relevant to a particular semester of 6101 or 6102 (in upper division courses, with a grade of B or higher) before a waiver can be granted. We expect to see at least two relevant undergraduate courses on the student's transcript before granting a waiver for one semester.

Given ENRP's inter-disciplinary focus, if 6101 and/or 6102 is waived, then students are strongly encouraged to substitute another graduate course (or two, if both 6101 and 6102 are waived) in the natural sciences or engineering.

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The student may also take an undergraduate upper division course in these fields if the instructor has agreed to assign additional work to the ENRP student to make the course more challenging. Discuss the latter option with the ENRP Program Director before making.

FAQs on ENRP

Curriculum and course requirements (MA)

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|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Can I waive out of core classes? | Possibly. To waive a core class, a student must have already completed adequate class work related to the core course. To request waiving out of ENRP 6101, you must contact the ENRP Program Director about your request before the start of your first fall semester . Other waivers can be handled during your first semester. Plan to submit syllabi for any previous classes that you hope will cover some of your core requirements. |
| How is the capstone project structured? | The ENRP capstone project is done in the student's final semester, after all core courses have been completed. Students first select themselves into groups of three or four, based on common interests. They then identify potential capstone clients, select one, and negotiate the particulars of the research project with that client. Student groups typically reach out to 8 or 10 potential clients, and end up with 2 or 3 viable projects, before making a final choice of a project. Here in DC, there is a large pool of potential clients interested in environmental policy. Even though capstone is a spring course, students should plan to form groups and begin outreach to potential clients late in the fall semester. Dr. Linquiti will provide more information to second-year students in September. |
| Is a thesis required? | No, the work produced as part of our capstone course (PPPA6198) substitutes for a traditional thesis |
| Can I complete the MA in ENRP in less than two years? | For students starting in the fall semester, probably not, because of the sequencing of core courses. Students must complete all required core courses prior to enrolling in the capstone class (PPPA6198), which is only offered in the spring semester. However, students who start in the spring semester may be able to finish by the end of the following summer. |
| How many classes should I take each semester? | Students enrolled full time and working no more than part-time should take three classes each semester. Students working full-time should take two classes each semester for the MA program. Students in the certificate program should take one or two classes each semester |

Electives and options for credit

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I have found an upper-level undergraduate class (3000- or 4000-level course) that I would like to take as an elective. Can I get credit towards my degree for it? | <p>In most cases, the elective courses you take should be 6000-level graduate courses. You may take an elective undergraduate course as long as: (1) it is an upper level undergraduate course (3000- or 4000-level courses), (2) you do extra course work to receive graduate-level credit (in cooperation with the professor).</p> <p>In order to receive graduate credit for an undergraduate course, you must receive approval of an Exception Request, prior to taking the course.</p> <ol style="list-style-type: none">1. Contact the instructor of the course to arrange taking the class for graduate credit. Be specific about the additional requirements.2. Contact the ENRP Program Director – prior to registration – to explain your plan and discuss how to state your petition.3. Download and complete an exception request form from http://columbian.gwu.edu/files/downloads/dgs/Exception%20Request%202013.pdf4. Sign the form and present a hard copy of the form to the ENRP Program Director, who will submit to the Dean's office for approval. |
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Can graduate credits I took at another university transfer into the ENRP program and count towards my degree?

You may request to transfer in a maximum of nine credits from other accredited institutions. Transfer credits are only available for graduate-level courses taken within two years prior to entering the ENRP program, for which you received a grade of B or better. Contact the ENRP Program Director about your request **during your first semester**. Plan to submit syllabi for the classes that you hope to qualify for transfer credit.

Can I take a class offered at another university in the area?

Yes. GWU is part of a Consortium of Washington-area universities that includes Univ. of Maryland, Howard Univ., Univ. of D.C., George Mason Univ., American Univ., Catholic Univ., Gallaudet Univ., and others. A complete list of Consortium schools can be found at: <http://www.consortium.org/consortium/index.cfm>.

If there is a course taught at one of the Consortium schools, but not offered at GWU, you may take it at that institution and receive credit for it towards your degree. You may take a maximum of nine credits at Consortium schools.

1. Contact the instructor of the course to make sure he or she is okay with admitting you to the class.
2. Contact ENRP Program Director to discuss your plan to take a consortium class. All electives must be approved by ENRP Program Director prior to registration.
3. Download and complete a consortium registration form from <https://registrar.gwu.edu/sites/registrar.gwu.edu/files/downloads/consortium-form.pdf>.
4. Arrange to get ENRP Program Director's signature. From there, the form requires the Dean's signature and submission to the Office of the Registrar at Colonial Central.

You pay the GWU tuition rate for courses taken under the Consortium arrangement through the regular procedure. The deadline for Consortium registration is generally the end of the first week of classes. For more information about registering for consortium classes, go to <http://registrar.gwu.edu/consortium#gw>

As an international student, how do I register for an internship?

International students may register for ENRP 6097: Practicum in Environmental Resource Policy. This zero-credit class allows international students to take on an unpaid internship through a registered course that is part of their degree program. Please note that the ENRP MA is designated (as of August 2019) by the Department of Homeland Security as a STEM degree (i.e., focused on science, technology, engineering, or math). Accordingly, international student may be able to extend the duration of their post-graduation visa. Contact GW's International Services Office for more information.

Can I do an independent study?

You may earn up to six credits, by doing independent research. Independent study credits must be approved in advance by the ENRP Program Director. Independent research is done in collaboration with a GWU professor, and may consist of either a directed readings course, or direct involvement in ongoing research. Your instructor for independent study must provide a report of your activities and performance at the end of the semester.

Can I do study abroad for credit?

No, we have not screened any study abroad programs for credit.

Additional Resources

How can I keep up with environmental news?

Both U.S. and global environmental policies are in an almost constant state of flux. One of the best ways to master the intricacies of environmental policy is to continuously follow new developments in the areas you care about. While think tanks and advocacy groups generate a steady stream of "news," it is also advisable to monitor information sources that adhere more closely to the principles of neutral journalism.

As a GW student, you can subscribe to daily news updates from Greenwire free of charge (you must use your @gwu.edu address).

- To subscribe to Greenwire, visit http://www.eenews.net/email_alerts. Check the box that you are a current subscriber. Select "Greenwire" (and any other news service you want).

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Then, for the section on “Account Type”, you should check the box “I am not sure what type of account I have.” For “Organization,” enter GWU. Click Sign Up Now. Within 24 hours, you will receive login credentials.

What about more information available to me as a graduate student at GW?

Download a copy of the Graduate Student Guide, posted at <https://graduate.admissions.gwu.edu/sites/graduate.admissions.gwu.edu/files/downloads/GradResourceGuide.pdf>.

MPA/MPP/MA-ENRP PROFESSIONAL DEVELOPMENT PLAN

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

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

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

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GENERAL FAQs

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

The Trachtenberg School Assistant Director of Graduate Studies is:

Denee Bottoms, MPA, MPP, and MA/ENRP Programs

202-994-6662

dbottoms@gwu.edu

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

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

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

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

How do I register for classes?

Registration for classes is conducted primarily via the GWeb system (<http://gweb.gwu.edu>), except for Consortium courses or classes requiring departmental or instructor approval. After registering, you may continue to adjust your schedule on-line through the end of the priority registration period. You can find detailed registration information in the current semester's Schedule of Classes (<http://my.gwu.edu/mod/pws/>) and on the Office of the Registrar's web site (<http://registrar.gwu.edu/how-register>).

The class I want to take is "restricted to majors" or "closed." Can I get into the course anyway?

In either of these cases, you will not be able to register for that course through GWeb. The only way to register for the course (pending sufficient space and instructor approval), is by the Easy Registration Transaction Form (RTF-EZ).

1. Contact the instructor to request approval to register for the class.
2. Download the form from <https://registrar.gwu.edu/sites/registrar.gwu.edu/files/downloads/RTF-EZ.pdf>.
3. Fill in the fields for term, date, GWID, your name, course and section number. Sign the form at the bottom. Contact the instructor of the course to arrange a time to get his or her signature. (In some departments, the Director of Graduate Studies may be able to sign the form.) Submit directly to the registrar (Marvin Center, Ground Floor, walk-ins only).

What is petitioning, and when must I petition?

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

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

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

How do I get more information about a course?

First, check the course description in the University Bulletin. Go to the Schedule of Classes <http://my.gwu.edu/mod/pws/>, select the semester and Main Campus, select the department, find the class, and click on the course number. You should also feel free to contact the instructor for a copy of the syllabus so that you can make sure a class is right for you. Find the class in the Schedule of Classes, and find the name of the instructor. You may be able to find his or her email address on the department listing. You can also use the online university directory at <http://my.gwu.edu/mod/directory/>. Be sure to sign in to my.gwu.edu so that you can get full contact info

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

May I take courses outside of the Trachtenberg School?

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

How can I take courses at other area universities?

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

How can I borrow books from other area libraries?

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

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

When must I select a field of study?

It is not necessary to declare a field early in the program, especially since you may take mainly the core courses during your early semesters. Students can use their program of study form to declare their field of study. Students can also change their field with the program of study form, and need to meet with the appropriate field advisor before changing fields. (Because the ENRP program does not include fields of study, this requirement is not applicable to ENRP/MA students.)

Can I easily switch from the MPA to the MPP or vice versa?

In the first year of your program, if you realize that you desire enrollment in the other master's degree, you must submit your request to the Assistant Director of Graduate Studies. The Director of the program in which you seek enrollment (MPA or MPP) will review your application materials and make an admissions decision. If you are admitted to the program, you must meet with an advisor immediately to determine your coursework. Transfers in and out of the ENRP/MA program are handled on a case-by-case basis. If you're interested, start by consulting the ENRP Program Director.

Where can I find hard copies of the GW Bulletin?

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

Student Services Office
801 22nd Street, NW
Phillips Hall 107
Washington, DC 20052

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Publication

GW University Bulletin
CCAS Graduate Student Handbook

On-line location

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

Taking Courses in the Washington Area Consortium of Universities

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

General Advice

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

PLANNING YOUR MASTERS PROGRAM

APPLYING TO THE PhD IN PUBLIC POLICY AND ADMINISTRATION

Students with a completed masters degree normally transfer 24 credits into the 72 credit-hour PhD program. However, MPA and MPP students within the Trachtenberg School are able to transfer in up to 30 credits.

MPP students, who will have completed 2 core courses that are required in the PhD (PPPA 6013 and PPPA 6014), are generally able to transfer the maximum number of credits, which is 30. MPA students can consider taking those two courses as electives. In other cases, if the MPA field of concentration aligns with the field selected in the PhD, it may also be possible for them to transfer the full 30-credit maximum. ENRP/MA students interested in the PhD program should consult the Doctoral Program Director for applicable requirements.

Students considering applying to the PhD program should review the Doctoral Handbook, available on our website, when selecting field and elective courses. While typically only doctoral students are allowed to enroll in PhD core courses, some other doctoral seminars may be open to masters students based on petition to the Doctoral Program Director.

It is also possible to apply for the PhD before completing either Masters degree. For further information, contact the Doctoral Program Director, Burt Barnow barnow@gwu.edu.

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

GW AND COLUMBIAN COLLEGE OF ARTS AND SCIENCES POLICIES

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

Columbian College requires all master's candidates, both full-time and part-time, to complete all academic requirements within a maximum of four calendar years from admission to candidacy. The MPA and MPP degrees require satisfactory completion of a minimum of 40 credit hours of approved graduate course work. The ENRP/MA degree requires satisfactory completion of a minimum of 36 credit hours of approved graduate work.

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

Transfer of Credits

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

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

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

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

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

Grading Policy

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

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

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

| Grade | Quality Points | Included in GPA? | Value |
|-------|----------------|------------------|-------|
|-------|----------------|------------------|-------|

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

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

* MPP students may not receive a grade of CR.

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

GW Policy on Incompletes

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

CCAS Policy on Incompletes

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

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

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

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

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

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

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

**For CCAS
Graduate
Students Only**



Arts &
Sciences

INCOMPLETE COURSE GRADE (I)

The symbol I (Incomplete) indicates that a satisfactory explanation has been given to the instructor for the student's inability to complete the required course work during the semester of enrollment. At the option of the instructor, the symbol I may be recorded if a student, for reasons beyond the student's control, is unable to complete the work of the course, and if the instructor is informed of, and approves, such reasons before the date when grades must be reported. This symbol may be used only if the student's prior performance and class attendance in the course have been satisfactory. The symbol I cannot be changed by reregistering for the course at GWU or by taking its equivalent elsewhere.

Note: A copy of this contract must be kept on file at the student's Department.

Name: _____ GWid:

| | | | | | | | |
|---|--|--|--|--|--|--|--|
| G | | | | | | | |
|---|--|--|--|--|--|--|--|

Last Name First Name M.I.

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

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

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

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

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

All work to be completed by*: _____

**May not exceed one calendar year*

If coursework is not completed within the specified time, the Incomplete will be converted to a grade of F.

Departmental Approval(s)

Instructor Approval: _____ Date: _____

DGS Approval: _____ Date: _____

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

Student Signature: _____ Date: _____

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Registration and Work Load

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

Leave of Absence

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

Continuous Enrollment

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

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

Dropping, Adding, and Withdrawing from Courses

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

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Tuition

Public Administration and Public Policy courses are typically three credits. To be considered full-time, graduate students must be registered for at least three courses, totaling nine credit hours. The following fees have been adopted for the 2019-20 academic year. Fees can be expected to increase incrementally in subsequent years.

Tuition: \$1890.00 per credit hour

Student Association Fee: \$3.00 per credit hour to a maximum \$41.25 per semester

Academic Standing Requirement

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

Graduation

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

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

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

English Language Requirements for International Students

The purpose of the English placement test is to determine whether incoming non-native students require coursework in academic writing and research to facilitate their successful completion of their degree program. According to university regulations, if your TOEFL score was under 110 (Internet-based test), 270 (computer-based test), or 637 (paper-based test), then you must take the English placement test.

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

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

The results of the placement exam are reported as a course level in the EAP program, EAP 110 or EAP 111. You will not receive a numerical or percentage score. If you do not need EAP courses, your result will be "No Special English." You will receive the results of your placement by email on the same day of the exam. The results will also be emailed to your school for your official records.

NOTE: You need your results in order for your academic advisor to remove the hold on your account so that you can register for classes.

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

EAP 110 and 111 are not English conversation courses but rather focus on academic and research skills essential to your success in graduate school at GW. The course content specifically addresses the knowledge and skills required for graduate coursework, e.g., developing research questions, writing academic papers, using academic vocabulary in an appropriate manner, referencing sources, and giving oral presentations.

Address: The Language Center

Academic Center, Room 216

801 22nd Street

Phone: (202) 994-6333

Email: language@gwu.edu

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

ACADEMIC INTEGRITY

Student Integrity Policies

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

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

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

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

Academic Misconduct/Dishonesty and the Honor System

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

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

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

REGISTRATION ISSUES AND OPTIONS

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

Schedule Adjustments

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

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

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

Closed Courses

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

Course Waivers

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

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

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

Requirements for Course Waivers

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

- 1) A minimum grade of "B" is required in all courses presented for waiver consideration. Grades of "B-", "Passing", or "Credit" will not qualify.
- 2) The course work must clearly have covered the same material.
- 3) Courses must have been taken within five years prior to enrollment in the program.
- 4) Supporting documentation for core course waivers must be submitted prior to the start of the program as requests will not be considered after the start of classes.

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

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Independent Study

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

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

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

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

May be repeated once for credit.

Consortium Program

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

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

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ORGANIZATIONS AND STUDENT ACTIVITIES

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

The Mentor Program

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

Pi Alpha Alpha

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

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

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

Trachtenberg School and GW Activities

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

Trachtenberg Student Organization (TSO)

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

Professional Development

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

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Social Events

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

Volunteer Activities and Community Involvement

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

Policy Perspectives

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

PROFESSIONAL ASSOCIATIONS

American Society for Public Administration (ASPA)

All public administration and public policy students interested in careers in public service are strongly encouraged to join ASPA, the leading professional association in the field of public service. ASPA works to advance excellence in public service and assert the dignity and worth of public service. ASPA operates through a network of local chapters. DC area residents can participate in the National Capital Area Chapter (NCAC), the Northern Virginia Chapter, and the Maryland Chapter. Application forms are available here online. Student fees are \$50. Information on ASPA and/or NCAC may be obtained by calling their offices (202-393-7878) or online <https://www.aspanet.org/>.

Full members receive:

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

For nominal additional fees, ASPA members may:

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

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Association for Public Policy Analysis and Management (APPAM)

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

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

APPAM promotes its mission through activities that include:

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

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

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

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

UNIVERSITY LIBRARIES

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

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

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

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

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

Additional Contact Information

Columbian College of Arts and Sciences: Office of Student Services

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

Colonial Central:

Student Financial Assistance, Student Accounts, Cashier, Registrar
800 21st Street, NW
Marvin Center, Ground Floor
Phone: (202) 994-9000
<http://colonialcentral.gwu.edu/>

Financial Assistance: finaid@gwu.edu

Registrar: regweb@gwu.edu

Student Accounts: sao@gwu.edu

Office of Graduate Student Assistantships and Fellowships

2121 Eye Street, NW
Rice Hall 603
Phone: (202) 994-6822
Fax: (202) 994-8845
Email: gradfell@gwu.edu
www.gwu.edu/~fellows

Disability Support Services

Graduate Life / Student Activities Center

800 21st Street, NW
Suite 505
Phone: (202) 994-6555
Email: engage@gwu.edu
<https://studentengagement.gwu.edu/>

GWorld

University ID card, dining services
800 21st Street, NW
Lowerlevel, G05
Phone: (202) 994- 1795
Email: gworld@gwu.edu

International Services Office (ISO)

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

800 21st Street, NW
Suite 505
Phone: (202) 994-4777
Fax: (202) 994-4488
Email: iso@gwu.edu

Information Systems and Services (ISS)

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

Lerner Health & Wellness Center

2301 23rd Street NW
Phone: (202) 994-1626
<https://campusrecreation.gwu.edu/>

Multicultural Student Services Center

2127 G Street, NW
Phone: (202) 994- 6772
Email: mssc@gwu.edu
<https://mssc.gwu.edu>

Parking Services

801 22nd St. NW
Phone: (202) 994- PARK (7275)
<https://transportation.gwu.edu/>

Schedule of Classes

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

Student Health Service

800 21st Street, NW
Phone: (202) 994-5300
Fax: (202) 994- 5300
<https://healthcenter.gwu.edu/>

Gelman Library

2130 H Street, NW
Learning Commons Suite 221
Phone: (202) 994-3765

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

TRACHTENBERG SCHOOL OF PUBLIC POLICY & PUBLIC ADMINISTRATION

Other Online Resources

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

University Policy on Equal Opportunity

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

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

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

The Trachtenberg School of Public Policy and Public Administration
The George Washington University
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(202) 994-6295 (T)
(202) 994-6792 (F)
<http://www.tsppa.gwu.edu>

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