

MPA PROGRAM  
STUDENT  
HANDBOOK  
2008-2009

Evans  
School  
*of Public Affairs*

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UNIVERSITY OF  
WASHINGTON

# PREFACE

This handbook is intended to serve as a convenient reference for students seeking information on Evans School's MPA program. It has important information about the School's academic policies and requirements, including those for concurrent degree students and students in the Peace Corps Masters Program International (PCMI). For information on the degree requirements for the Executive MPA program or the PhD in Public Policy and Management, please see handbooks for those programs, found on the Evans School's website, <http://evans.washington.edu>.

This handbook also provides an overview of the services available to all MPA students, including academic advising, student groups, internship and job placement, financial aid, and other resources available to you. The handbook is also available on the Evans School website at <http://evans.washington.edu/students/handbooks>. As a student, you are responsible for knowing and adhering to the policies, procedures, regulations and deadlines detailed here. For more general information on the School's mission, history, research, teaching, and public service initiatives, please see the School's website (<http://evans.washington.edu>).

No handbook or web site can answer all the questions you have, and certainly cannot replace contact with the faculty and staff who are here to serve you. In particular, the following faculty and staff may be helpful in answering your questions or providing you with assistance:

- Jason Smith, assistant dean of student services and admissions
- Melissa Best, student services program coordinator
- Heather Krasna, director of career services
- Associate Professor Rachel Kleit, graduate program coordinator

These individuals are responsible for administering the Evans School's MPA program. Go to these people when you have questions about your enrollment in the program, MPA policies, the curriculum and its requirements, or any matter related to your academic progress at the school. In addition, each new student will be assigned a faculty advisor. Your advisor is a valuable resource on questions about classes, resources on campus for academic study, or other matters of graduate level academics, and we urge you to use this resource often and wisely.

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# SECTION I: EVANS SCHOOL REQUIREMENTS

## MPA DEGREE REQUIREMENTS

You will be eligible to receive the MPA degree when you have:

1. Completed the curriculum requirements including at least 60 credits in courses numbered 400 or above. Students in the PCMI program must complete the curriculum requirements including at least 51 credits in courses numbered 400 or above; **Courses numbered 498 and 499 can only count as electives for the MPA degree.**
2. Maintained a cumulative grade point average of 3.0 or higher, with grades of 2.7 or higher in every core course (note: core courses may be waived; please contact program coordinator for waiver exam information);
3. Completed an approved internship (note: students with several years' professional experience may petition for a waiver of this requirement);
4. Completed an approved degree project with a grade of 3.0 or higher;
5. Complied with the rules and regulations of the Graduate School of the University, which has final responsibility for approval of degrees.

For full-time students, completion of the Evans School academic program normally requires two full academic years. The internship is, in most cases, completed during the summer between Year 1 and Year 2.

All students (part-time and full-time) must complete the degree program within six years of matriculating at Evans School.

To receive a Master's degree, you must complete a Master's Degree Request available on the web. **You must apply within the first seven weeks of the quarter in which you wish to graduate.** If you cannot complete the Master's Degree Request on the web, please contact Graduate School Student Services at [StudentServices@grad.washington.edu](mailto:StudentServices@grad.washington.edu). If you do not receive your degree in the requested quarter, you must complete another Master's Degree Request for the quarter in which you expect to complete requirements.

**The application for graduation (degree warrant) can be obtained online at:**  
<http://www.grad.washington.edu/stsv/mastapp.html>

## CONCURRENT DEGREES

There are two ways to obtain concurrent degrees at the University of Washington: (1) established concurrent programs, and (2) informal concurrent programs. For all concurrent degrees, students must complete at least 36 graduate course credits to apply to each degree. Beyond those credits, students can double-count credits towards both degrees. Most students finish the MPA and an additional master's degree in three years or an MPA and JD in four years.

The Evans School has established concurrent programs with the following schools/colleges: the Jackson School of International Studies, the School of Urban Development and Planning, the College of Forest Resources, the School of Public Health, and the Law School. These concurrent degree programs require formal admission to both schools. More information on each is available from Evans School Student Services and on the Evans School web site at <http://evans.washington.edu/courses-degrees/concurrent>.

According to University requirements, Evans School students may also obtain an informal concurrent degree with another school or department by being admitted and completing the requirements for that program. It is important to consult with other departments or schools early in the process to make sure that you understand their requirements for a concurrent degree. A student who enrolls in an informal concurrent program must submit an Informal Concurrent Degree Application Form to the Graduate School as soon as he or she has been admitted to the second program. The student must also submit a written course breakdown for each degree when applying to graduate from each program completed.

For students in an approved informal concurrent degree program, the Evans School may accept a master's thesis in lieu of a degree project when: (a) the other unit requires a thesis (of at least six credits); (b) the thesis has a substantial policy/management component; (c) an Evans School faculty member who normally serves as a DP reader is a formal member of the thesis committee; and (d) the student requests and receives approval from the graduate program coordinator within 4 weeks of the establishment of the thesis committee. The Evans school will not accept another program's degree project, professional project, or similar capstone project in lieu of the Evans School degree project.

## EVANS SCHOOL CORE AND RESTRICTED ELECTIVE REQUIREMENTS

Total credits required: 37

### REQUIRED CORE CURRICULUM (28 CREDITS)

511 Managing Politics & the Policy Process	516 Microeconomics Policy Analysis
512 Managing Organizational Performance	522 Public Budgeting & Financial Management
513 Public Policy Analysis	527 Quantitative Analysis I
	528 Quantitative Analysis II

### RESTRICTED ELECTIVES (9 CREDITS)

Economics (3 credits)	Economics Contd.	Multivariate Analysis (3 credits)	Values (3 credits)
<b>Choose one:</b>	<b>Choose one:</b>	<b>Choose one:</b>	<b>Choose one:</b>
517 Economy of the Public Sector	ECON 451 Public Finance: Tax Policy	526 Program Evaluation	504 Leadership Ethics
518 Benefit-Cost Analysis	ECON 454 Cost-Benefit Analysis	529 Advanced Multivariate Analysis	506 Ethics & Public Policy
519 Law & Economics	ECON 471 International Trade	536 Program Evaluation in the Developing World	539 Values in Intl Development
533 Economics of International Development	ECON 491 Issues in Economic Development	565 Topic in Urban Affairs: Intro to Urban Simulation	595C Topic in Env Policy: Ethical Issues in Restoration Ecology
534 Rural Development: Economics & Policy	ECON 495 Economics of Transitional Economies	597 Role of Scientific Information in Environmental Decisions	596 Ethics & Values in Env. Policy
561 Urban Economics	ECON 554 Adv. Cost-Benefit Analysis	599 Special Topics: (these topics only):	599 Special Topics (these topics only):
573 Topic in Ed/Soc Policy: Education Reform	EDLPS 564 Economics of Education	• Practical Evaluation: Creating Learning Organizations	• Competing Values in Public Service
573 Topic in Ed/Soc Policy: Econ of Race & Inequality	HSERV 587 Adv Seminar in Health Economics	• Survey Design	• Foundations of Public Service
594 Economic Approaches to Environmental Management	HSMGMT 573 Seminar in Health Economics & Finance	• Qualitative Analysis	• Corruption & Public Policy
		CEE 584 Analytical Methods in Transportation	

599	Special Topics: (these topics only): • Case Studies in Benefit-Cost Analysis • Regulation Law, Economics, and Policy • Microecon of Competitiveness I		EDPSY 588	Survey Research Methods	EDLPS 520	Education as a Moral Endeavor
ECON 435	Natural Resource Utilization & Public Policy		EDPSY 596	Program Evaluation	EDLPS 521	Intro to Philosophy of Education
ECON 436	Environmental Economics		EDLPS 549	Educational Ethnography	HSERV 518	Social & Ethical Issues in Health Services
ECON 437	Economics of Biological Resources		FIN 460	Investments	INFO 444	Value Sensitive Design
ECON 443	Labor Market Analysis		GEOG 471	Methods Resource Analy	URBDP 564	Planning history, theory, ethics
ECON 447	Economics of Gender		HSERV 522	Health Program Evaluation	SOCW 504	Social Work for Social Justice
ECON 450	Public Finance		HSERV 526	Qualitative Research Methods for Public Health		
			SOC 429	Research Methods Practice		
			URBDP 522	Urban & Regional Geo- spatial Analysis		
			URBDP 598	Advanced Research Design		
			URBDP 598	Art & Science of Survey Design		

## CORE COURSES

(28 credits)

The Evans School core curriculum provides all MPA students with a solid base of knowledge from which they can pursue a wide range of academic courses and professional opportunities in public policy and management. The core courses introduce students to those analytical and managerial skills and perspectives most important in the public and nonprofit environments.

**IMPORTANT:** The School requires all full-time students to fulfill their core course requirements during their first year of study.

The required core curriculum consists of the following courses that are only offered during the terms noted below. Students must take the courses in the order described.

	TERM	FULL-TIME STUDENTS	PART-TIME STUDENTS
Year 1	AU	511 (Managing Politics & the Policy Process) 516 (Microeconomics) 522 (Budgeting)	511 (Managing Politics & the Policy Process) 516 (Microeconomics)
	WI	512 (Managing Organizational Performance) 527 (Quant Analysis I)	512 (Managing Organizational Performance) 527 (Quant Analysis I)
	SP	513 (Policy Analysis) 528 (Quant Analysis II)	513 (Policy Analysis) 528 (Quant Analysis II)
Year 2	AU		522 (Budgeting)

## WAIVING CORE COURSES

With the exception of the formal waiver exams offered each academic year, waivers and substitutions in the core are not ordinarily permitted. Only the graduate program coordinator can approve waivers or substitutions. Students may attempt to waive any of the traditional program core courses via the following methods:

- 511 Managing Politics and the Policy Process: prior courses/written work
- 512 Managing Organizational Performance: prior courses/written work
- 513 Public Policy Analysis: completed policy analysis/written work
- 516 Microeconomic Policy Analysis: exam
- 522 Budgeting & Financial Analysis: exam
- 527 Quantitative Analysis I: exam
- 528 Quantitative Analysis II: written work

There is no structured waiver exam for 511 (Managing Politics and the Policy Process), 512 (Managing Organizational Performance), 513 (Public Policy Analysis) or 528 (Quantitative Analysis II). Instead, students must submit prior written work or an already completed project to the appointed faculty member for review. Students who plan to waive 511 or 512 should note that they must waive the whole management sequence (511 and 512), and cannot waive just one of the courses.

Waiver exams are intended for those students who have substantial academic or professional background in any of the above subject areas. However, any incoming student is free to attempt to pass a core waiver examination.

Students passing one or more of these exams with a grade of 3.0 or above will be exempt from the core requirement(s) in question. *A waiver of a core course does not represent 4 completed units of graduate credits.* However, it does free up an additional 4 units of graduate credit that students can apply to other areas of their curriculum plan, such as elective or plan of study courses.

Please check with the program coordinator in the Student Services Office for more information.

## **EVANS SCHOOL POLICY FOR RETAKING CORE COURSES**

Students must retake any core course in which they receive a grade below 2.7, and will not receive credit toward graduation for any core course in which they receive a grade below 2.7.

Students must retake a failed core course, FOR CREDIT, the next time it is offered. Students who receive a grade below 2.7 twice for the same core course will be dropped from the School. If possible, students are advised to retake such a core course from a different professor the second time.

## **RESTRICTED ELECTIVES**

The restricted elective requirements are designed to deepen students' knowledge and ability in three critical areas: *Economics; Multivariate Analysis; and Values of Public Life*. Within each category, students choose from a wide range of courses that focus upon developing managerial and analytic competencies, examining the environment in which public leaders work. This background will provide students with a rich and varied set of perspectives that can be applied across all levels of the public service.

Each course taken to fulfill the restricted elective requirement may also be counted toward a student's area of focus, with advisor approval. For example, PBAF 561 (Urban Economics) can fulfill both the economics *and* one plan of study requirement for students in the urban area. Although the course may fulfill both requirements, students may not double-count the credits towards the total required for receiving the MPA degree.

### **ECONOMICS AREA (3 CREDITS)**

Courses in the economics area provide students with additional exposure to economic analysis as a tool for effective public decision making. To fulfill this requirement, students may take either a general Evans School economics course such as PBAF 518 (Applied Cost-Benefit Analysis) or an approved outside economics course in the student's area of interest, e.g., natural resource economics (Economics Department) or health economics (School of Public Health). Students are urged to take the economics restricted elective after completing PBAF 516.

### **MULTIVARIATE ANALYSIS AREA (3 CREDITS)**

These courses allow students to gain additional skill in applying multivariate research methods to policy and management issues. Each course will address analysis of quantitative or qualitative data within a multivariate framework. Courses in this area have substantial methodological **and** empirical components. Students are urged to take the multivariate analysis restricted elective after completing PBAF 527.

### **VALUES AREA (3 CREDITS)**

Values courses address the moral values that pervade public life. They discuss the basis of ethical issues in public policy making and management. Classes focus upon helping students understand a range of values and how they have significant implications for policy and management. Emphasis is placed on the need to think well and clearly about moral issues and integrate them into policy and management decision making. The values restricted elective may be taken at any time during the student's program.

Students may take an alternative course to fulfill a restricted elective by obtaining permission from the graduate program coordinator.

## **PLAN OF STUDY**

(Minimum 15 credits)

Each student in the Evans School regular program will develop a plan of study for an academic focus combining policy, management, and analysis interests. The plan will identify a coherent cluster of courses that will advance the student's knowledge and skills. The plan of study should include courses that the student needs to build the foundation for his or her career in public service. The plan of study should consist of at least 15 hours of course work that are devised in consultation with the student's faculty advisor.

The plan of study will generally be centered on an “area of focus” (defined below); however, a student can also combine areas or develop a plan of study outside them. An area-based plan usually includes the base class from one of the areas of focus. Any classes, skills workshops, or independent studies may count towards the plan of study except those in the core sequence, as long as the entire plan coheres to advance the student’s personal and intellectual development. In the spring of the first year, each student works with a faculty advisor to develop a plan of study. The relation of the classes and the student’s career goals should be explained in the plan of study form and discussed with the advisor before the advisor signs the form and then filed with the Student Services office. The graduate program coordinator then approves the plan of study form.

The five broad “areas of focus” are as follows:

- Education and Social Policy
- Nonprofit Management
- International Affairs
- Urban and Metropolitan Policy
- Environmental Policy & Natural Resources Management

These broad areas of focus represent the strengths of the Evans School faculty and of the University of Washington as a whole. The Evans School's focus areas permit students to develop a basic level of expertise in a subject area. This works in combination with the more general skills and knowledge offered in the rest of the program to prepare students for the job market and career ladders. The focus area base courses provide an introduction to the management tools and policy issues important within that area.

## **EDUCATIONAL AND SOCIAL POLICY**

**Area of Focus Faculty:** Richard Brandon, Marieka Klawitter, Crystal Hall, Mark Long, Stephen Page, Robert Plotnick, Steven Smith, William Zumeta

Students electing to pursue this area will: 1) obtain an overview of the major institutions and programs in the education and social policy area; 2) develop the ability to bring public policy analysis and management tools to bear on such issues; 3) acquire more detailed knowledge about major problems, policy approaches, and management issues in one specialized substantive area.

Completion of the this area should prepare students for careers leading to high-level managerial and policymaking positions in government and in nonprofit organizations involved in the design, implementation, management, and evaluation of education and social policies.

Students should use their plan of study to delineate a focus within the area of education and social policy. The following are all areas of UW strength:

Education and training policy	Health care policy and management
Poverty and inequality	Labor market and income maintenance policy

However, a student may work with his or her faculty advisor to choose a different unifying theme for their plan of study.

**Suggested Base Course:** PBAF 570: Social Policy Analysis & Management

## **ENVIRONMENTAL POLICY & NATURAL RESOURCE MANAGEMENT**

**Area of Focus Faculty:** Leigh Anderson, Ann Bostrom, Joe Cook, Alison Cullen, Maria Damon, David Harrison, David Layton, Edward Miles, Craig Thomas, Richard Zerbe

The Environmental Policy and Natural Resource Management area is designed to train policy analysts and program managers to be conversant in pertinent scientific issues, comfortable with the use of technical information, and able to define what they need to know in order to make decisions. Drawing upon Evans School faculty expertise, the extensive course offerings at the UW as a whole, and the School's relationships with environmental policy professionals the Evans School offers a broad and multi-disciplinary program in environmental policy. This interdisciplinary perspective permits students to design plans of study to emphasize such areas as energy policy; natural resource management and policy; air, water, or land use; science, technology and public policy; and waste management.

Students in this area are encouraged to take Public Affairs 590 (Environmental Policy Processes). Other courses may be in such UW units as Fisheries, Forest Resources, Law, Urban Planning, Public Health, Geography, or Engineering. Students thus have flexibility in their choice of courses that reflects the diversity of the environmental and natural resources field.

It is critical that environmental area of focus students be capable of making the connections between the scientific and policy dimensions of natural resources management. Students should be able to understand what drives geobiophysical problems and how these issues relate to public policy issues and decision making.

*Students entering Evans School with fewer than nine undergraduate credit hours in natural science should consult with their advisor to determine the best means of acquiring additional exposure to scientific concepts.*

**Suggested Base Course:** Public Affairs 590: Environmental Policy Processes

## **INTERNATIONAL AFFAIRS**

**Area of Focus Faculty:** Leigh Anderson, Steve Arnold, Joe Cook, Alison Cullen, Maria Damon, Brewster Denny (emeritus), Diana Fletschner, Mary Kay Gugerty, Sanjeev Khagram

The International Affairs area is designed for students interested in international policymaking, diplomacy and governance in the rapidly changing global environment. Through these courses, students are encouraged to develop a broad understanding of issues and processes in the international system with an emphasis on the interaction between domestic and international policymaking processes. Students will also develop an in-depth working knowledge of a particular country, geographical region (e.g., Europe, Africa, or Southeast Asia), or work across countries or regions on a major substantive policy area or issue such as economic development, natural resources, health care, education, conflict management, or refugees. Students will develop the capacity to find and employ relevant technical information, official documents, and policy research to analyze contemporary international policy issues and understand their formulation and implementation.

A wide range of career options in international affairs is available to Evans School students. Illustrative positions include: international affairs managers and analysts at all levels of government, private firms, and nonprofit organizations in the United States and abroad; civilian or military intelligence/defense managers and analysts; Foreign Service officers; and substantive specialists in fields such as international health, environment or education.

**Suggested Base Course:** Public Affairs 530: International Affairs or Public Affairs 537D “Globalization and Public Policy”

## **NONPROFIT MANAGEMENT**

**Area of Focus Faculty:** Jon Brock, Leslie Breitner, Andy Gordon, Mary Kay Gugerty, David Harrison, Stephen Page, Steven Rathgeb Smith

In the current American political environment, the boundaries between the public and private sectors are becoming less distinct. A key element in this evolution, the nonprofit sector, is playing an increasingly vital role in the legislative process, service delivery, advocacy, and other activities in our communities. The Nonprofit Management area is designed for students who are interested in pursuing public service careers in this sector. These courses explore the foundation of the nonprofit sector and the managerial and public policy issues that affect a wide range of nonprofit organizations.

Relevant courses are offered at Evans School and other UW graduate schools such as business and social work.

**Suggested Base Course:** Public Affairs 550: Management of Nonprofit Organizations

## **URBAN & METROPOLITAN POLICY**

**Area of Focus Faculty:** Daniel Carlson, Laura Evans, Andrew Gordon, Margaret Gordon (emeritus), Crystal Hall, David Harrison, Joaquin Herranz, Rachel Garshick Kleit, Paul Waddell

The Urban and Metropolitan Policy area is appropriate for students who are interested in urban policy, planning, and service delivery issues. This area is intended to provide students with a foundation for careers within regional and city government, as well as within nonprofit organizations concerned with urban and regional problems. Students may pursue coursework in such subjects as housing policy; human services delivery; justice administration; growth management; race and public policy; and intergovernmental relations. This area draws upon the curricula of such UW units as Urban Planning, Social Work, Law, Geography, and Civil Engineering.

**Suggested Base Course:** PBAF 560: Urban Affairs: Inequality in the Metropolitan Region

## **INDEPENDENT STUDY**

Students may develop ideas for independent study, and then work with a faculty member to complete the project. The project can develop from work or volunteer experience or from academic work, but must involve a written product. The work should be equivalent to that done for the same number of credits of other course work (about 30 hours per credit for the quarter). The student should put together a one page proposal and timeline prior to registration. The student should contact the Student Services program coordinator for an entry code for the independent study. **Students can count up to six credits of independent study towards their MPA degree.**

## **SKILLS WORKSHOPS**

Evans School Skills Workshops (PBAF 598) teach practical policy and managerial skills. They are typically taught by distinguished practitioners from the public and nonprofit sectors. Topics covered by skills workshops complement the offerings of the regular Evans School curriculum by providing students with a wide range of practice-oriented courses. The workshop topics generally do not fit easily into traditional, three-credit academic courses.

Skills workshops usually carry one credit and are graded on a credit/no-credit (C/NC) basis. They are offered in a variety of scheduling and teaching formats to encourage creativity and innovation. Each workshop involves at least 10 contact hours and requires additional work to be completed outside of class.

**Up to 6 credits of skills workshop credit can be applied to the 60-credit total for MPA students.**

## DEGREE PROJECT

(6 credits)

The degree project (DP) is designed to integrate the knowledge and skills gained at the Evans School into a capstone project. The DP can serve as an opportunity to further develop a student's specialization, to expand networks in the community, and to create a significant sample of work. All projects include a written report; however, the length, format, and content of the projects vary tremendously depending on the type and scope of the work.

Students must complete six credit hours of DP credit, the equivalent of two standard three-credit courses. Evans students are eligible to take DP credits after completing 27 hours of credit toward their MPA. To fulfill the DP requirement, the student's degree project must receive a grade of 3.0 or higher.

Evans School students can meet the degree project requirement (1) through an independent DP, (2) by taking a DP clinic, or (3) by enrolling in a DP seminar.

1. Students may choose to complete a substantial **independent degree project** (PBAF 605). Independent degree projects typically involve the identification and exposition of a policy or administrative problem, consideration of alternative courses of action, and recommendations for a solution to the problem. Students may choose to expand a topic that they have addressed in other courses or use a project developed from their paid or volunteer work. Students may work in small groups, but must work with their faculty advisor to set clear expectations for the division of work. Students should develop a topic for an independent degree project by the first quarter of the second year or after they have completed 30 hours of course work. Summer internships can provide a good source of potential topics.

A faculty adviser provides guidance through all stages of the research and evaluates the final report. Students must choose one professor from the Evans School faculty as their degree project reader and have the option of choosing a second reader from the Evans School, or UW faculty or from off campus. If there is a second reader then both readers share in reading the project drafts and consult on the final grade, although the first reader has final responsibility for the grade. Students should consult with their readers early in the process to establish expectations for content and timeline for completion.

Prior to taking degree project credits, students must have a one or two page description approved by their degree project reader. This description must include a rough outline and a timeline for completion. Students are expected to have a complete outline of the project during winter quarter (for a spring completion or one quarter before other completion dates) and a full draft of the written report at least a month before the last week of classes for spring quarter (or the quarter student will graduate). Many degree projects are 30 to 50 written pages—though the length, content, and format differs widely depending on the topic. The Evans School maintains a library of previously completed DPs which can be researched on the DP database.

2. Students may also complete their degree projects through an Evans School **Public Service Clinic** (PBAF 607). The clinic is a two-quarter, six-credit course that connects student research interests with applied research, organizational change, and capacity building activities identified by nonprofit and public agencies. The clinic aims to link the degree project requirement with needs of community agencies to provide substantial benefits to the broader community and to the student. A member of the Evans School faculty leads each clinic and serves as first degree project reader. The clinic meets regularly to provide peer and faculty guidance in the design and conduct of the degree project. Students in the clinic can choose to work independently or with a group. Projects may share a

common theme within a clinic. Whether undertaken independently or as a group, each student is responsible for the completion of a written product that demonstrates thoughtful, analytic work.

Public Service Clinics normally run winter and spring quarters of each year for three credits each quarter. During autumn quarter of each year the clinic director will consult with students and public and nonprofit agencies to match student interests with agency needs. As with independent degree projects, students have the option of having a second reader.

3. A third option for completing a degree project is to enroll in a two-quarter **DP Seminar**. As with an independent degree project, students typically choose a topic that involves the identification and exposition of a policy or administrative problem, consideration of alternative courses of action, and recommendations for a solution to the problem. Students may choose to expand a topic that they have addressed in other courses or use a project developed from their paid or volunteer work. Students may work in small groups, but must work with their faculty advisor to set clear expectations for the division of work. Unlike an independent DP, students enroll in a seminar class to work with a particular instructor, with whom they delineate a topic salient to the subject of the seminar.

DP seminars generally meet for two quarters, either in the fall and winter of the second year or in the winter and spring of the second year. The seminar instructor provides guidance through all stages of the research and evaluates the final report. Students have the option of choosing a second reader from the Evans School, UW faculty, or from off campus. If there is a second reader then both readers share in reading the project drafts and consult on the final grade, although the first reader has final responsibility for the grade. Students should consult with their readers early in the process to establish expectations for content and timeline for completion.

\*Students in the PCMI program should also refer to the PCMI Handbook addendum for more information about the degree project.

<b>SUGGESTED DEGREE PROJECT TIMELINE</b>			
Summer Quarter	Autumn Quarter	Winter Quarter	Spring Quarter
Explore DP topics at internship or on own	-Discuss topics with faculty and outside advisors or apply for Public Service Clinic projects -Choose topic and faculty reader(s) -Possibly enroll in DP seminar	-Intensive DP work <b>-Complete outline to reader</b>	-Intensive DP work <b>-Complete draft to reader at least one month prior to quarter end</b> <b>-Completed project to Student Services by last day of finals week</b>

*One copy of the degree project will be turned in to the Evans school Student Services Office (109A) by the last day of finals week of the quarter in which the student graduates. Degree projects will be submitted electronically, with an email signature from your reader submitted to the Student Services program coordinator.*

## INTERNSHIP REQUIREMENT

The Evans School believes that it is crucial for students to relate the study of public policy and management to the actual problems encountered in managing and operating organizations. Internships provide this opportunity, giving students dynamic professional settings in which to apply the analytical and managerial knowledge they acquire in the Evans School academic program. In addition to providing a venue for professional learning, internships are intended to provide useful experience that will benefit students as they seek entry to full-time permanent employment. Close to 20% of Evans School internships result in employment. *For many students, a quality internship experience is critical to their success in the competitive job market after graduation.* Many students come to the Evans School with several years of solid work experience, but still lack the relevant experience and professional contacts necessary to successfully launch a career in their interest area.

To fulfill the Evans School internship requirement, *an internship must meet or exceed the standard of at least three months of full-time paid, professional employment in a government, nonprofit, or private organization.* Students may intern full-time during the summer months, part-time during the school year, or a combination of both (to total roughly 400 hours). It is expected that the internship requires the student to utilize substantive analytical or managerial knowledge to solve problems at the level of policy development, implementation, or evaluation.

### HOW DO I FIND A RELEVANT INTERNSHIP?

Evans School's Career Services plays an active role in maintaining and expanding a strong internship network to assist students in their internship search process. The director of Career Services serves as the primary liaison between Evans School and numerous public and nonprofit agencies, many of which hire MPA interns on a regular basis, while the assistant director of Career Services is the primary career advisor to students seeking internships. Evans School alumni are an important part of this network, and frequently hire graduate interns from the Evans School. While such relationships yield a substantial pool of internships for which students can apply, *internships are open on a competitive basis, and it is ultimately the responsibility of each Evans School student to locate and secure an internship that is relevant and challenging.* Many students create their own internship opportunities by tapping their professional contacts and interests. Internships are advertised throughout the year on the Evans School website at <http://evans.washington.edu/students/career-services>.

### WHEN AND HOW CAN THE INTERNSHIP REQUIREMENT BE WAIVED?

The requirement may be waived if a student has *two or more years* of recent and substantial public or nonprofit administration work experience that is relevant to the student's current educational and professional goals. The waiver is **not** automatic and **must** be requested in writing by completing an internship waiver form and submitting it to the director of Career Services for approval. *The internship waiver form can be found at the following link:* <http://evans.washington.edu/files/internship-waiver.pdf>.

### DOES THE INTERNSHIP HAVE TO BE PAID?

No, not if the agency in which the student intends to work is unable to compensate the student because of budgetary restrictions, the internship contributes to the student's educational and professional goals, and the internship meets all other terms of the internship requirement. (A majority of our students have paid internships.) It is recommended that students request a stipend, bus pass, parking, or some other form of compensation; this shows commitment on the part of the employer.

### HOW DO I GET "CREDIT" FOR MY INTERNSHIP?

Although no academic credit is given, each student must clear their internship requirement with the assistant director of Career Services by going online and 1) submitting a completed agency/contract form within *two*

*weeks* of starting the internship; 2) submitting an internship evaluation form within *two weeks* of completing the internship; and 3) submitting an internship supervisor evaluation form following completion (supervisor is contacted to fill this out). Any questions about whether or not an internship will fulfill the requirement should be brought to the assistant director of Career Services *prior* to starting the internship. These forms can be found at: <http://evans.washington.edu/students/career-services/internships>.

## **HOW ARE INTERNSHIPS SUPERVISED AND EVALUATED?**

Once hired, you are considered a temporary employee of your internship agency, subject to its rules and regulations. Supervision is the responsibility of the internship supervisor. We ask each organization sponsoring an Evans School intern to provide the student with quality, graduate level work and the appropriate supervision and mentoring to make the internship a worthwhile learning experience. We expect the student intern to efficiently produce high quality work for the organization and to be a contributing member of the professional staff for the duration of the internship. At the end of each internship, the student evaluates his/her experience by filling out an on-line *internship evaluation form* and the supervisor evaluates the student's knowledge, performance and preparedness. This information helps the Evans School determine the desirability of a similar future assignment. *Please see the website listed above to access the forms.*

## **CAN A STUDENT USE A RESEARCH ASSISTANTSHIP TO FULFILL THE REQUIREMENT?**

If a research assistantship allows for significant public exposure and interaction in an institutional context, and meets the above-stated internship requirement guidelines, it may be used to fulfill the internship requirement. Students pursuing research assistantships **do not** automatically fulfill their internship requirement with these positions. Requests to use an assistantship to fulfill the requirement must be cleared through the assistant director of Career Services *before* the assistantship begins.

## **CAN A STUDENT USE TWO SHORT-TERM INTERNSHIP PROJECTS TO FULFILL THE REQUIREMENT?**

In most cases, the three month full-time (or equivalent) internship is fulfilled at one agency. Rarely do students have concrete professional and academic reasons for completing two short-term internships to fulfill the three month requirement. In such cases, both internships must be quality graduate-level positions providing experience related to the student's academic program and career interests, and together they must allow the student to work a total of 400 or more hours. Students using two internships to fulfill their requirement must get prior approval from the assistant director of Career Services and complete contracts and evaluations at each of the two agencies.

*All questions and borderline cases concerning the internship requirement will be given to the Director of Career Services for a final decision.*

## **EXAMPLES OF RECENT EVANS SCHOOL INTERNSHIPS:**

### **Local Government**

- City of Bellevue
- City of Portland, Parks & Recreation
- City of Seattle, Department of Neighborhoods
- Housing Authority of Snohomish County
- King County, Department of Development and Environmental Services
- King County, Department of Natural Resources
- King County, Department of Transportation

- Port of Seattle
- Puget Sound Regional Council
- Seattle Housing Authority
- Washington State Auditor's Office
- Washington State House of Representatives, Office of Program Research

#### **Federal Agencies**

- U.S. Agency for International Development (DC)
- U.S. Department of Agriculture, Forest Service (DC)
- U.S. Department of State (Istanbul, Geneva)
- U.S. Department of Veterans Affairs
- U.S. Government Accountability Office (Seattle, DC, Atlanta)
- U.S. National Oceanic & Atmospheric Administration Fisheries
- U.S. Small Business Administration (DC)

#### **Nonprofit Organizations**

- Action Aid International (India)
- ASANA (Costa Rica)
- CARE International (Ecuador)
- Conservation NW
- Economic Opportunity Institute
- Facing the Future: People and the Planet
- Port Jobs
- Refugee Women's Alliance
- Rural Development Institute
- UNICEF (India)
- United Nations Environment Program (Thailand)
- VillageReach
- Washington Council on International Trade

#### **Private Sector**

- APCO Worldwide
- Berk & Associates
- Coldstream Capital Management
- Elway Research
- Getty Images
- Pyramid Communications

# SECTION II: ACADEMIC CALENDAR & DEADLINES

## ACADEMIC CALENDAR 2008-2009

### AUTUMN QUARTER 2008

September 24 .....	Wednesday .....	Instruction begins
November 11 .....	Friday .....	Veterans Day Holiday
November 27-28.....	.....	Thanksgiving Day Holiday
December 5.....	.....	Last day of instruction
December 8-12 .....	.....	Final examinations

### WINTER QUARTER 2009

January 5 .....	Wednesday .....	Instruction begins
January 19.....	Monday.....	Martin Luther King, Jr. Day
February 16.....	Monday.....	President's Day Holiday
March 13.....	Friday.....	Last day of instruction
March 16-20 .....	.....	Final examinations

### SPRING QUARTER 2009

March 30 .....	Monday.....	Instruction begins
May 25.....	Monday.....	Memorial Day Holiday
June 5.....	Friday.....	Last day of instruction
June 8-12.....	.....	Final examinations
June 13 .....	Saturday.....	U.W. Commencement

### SUMMER QUARTER 2009

June 22 .....	Monday.....	Full-term & Term A begins
July 4.....	Tuesday .....	Independence Day Holiday
July 23.....	Wednesday.....	Term A ends
July 22.....	Thursday .....	Term B begins
August 21.....	Friday.....	Full-term & Term B ends

## GRADUATE STUDENT DEADLINES

### DEADLINE FOR PAYROLL DEDUCTION - GRADUATE RESEARCH ASSISTANTS

First Day of Quarter

### DEADLINE TO GO ON-LEAVE

5th Calendar Day of Quarter

### DEADLINE TO WITHDRAW FROM UNIVERSITY

(Please check exact dates for each quarter in the U.W. Bulletin.)

- 7th Calendar Day of Quarter – No Tuition/Fees
- 8th through 30th Calendar Day of Quarter – 50% Tuition/Fees
- After 30th Calendar Day of Quarter – 100% Tuition/Fees

### DEADLINE TO DROP A COURSE

Through the 2nd Week

### DEADLINE FOR APPLICATION FOR MASTER'S DEGREE

Submit your Application for Graduation (Degree Warrant) to the UW Graduate School. Master's Degree Request schedule: Autumn/Winter/Spring Quarters:

- Weeks 1-7 are considered as filing the *Request* on time.
- **Weeks 8-9 are considered as filing the *Request* late, and the graduate degree late fee is imposed, (\$250.00). For more information, please see the UW Graduate School's website <http://www.grad.washington.edu/area/degreelatefee.html> for guidelines and information about the "Graduate Degree Late Fee."**
- Weeks 10-11 the *Request* system is closed and no *Requests* are accepted. The next option is to graduate during the following quarter. The Graduate School accepts no excuses for missing the deadline! <http://www.grad.washington.edu/stsv/mastapp.htm>

**You must be registered for a minimum of 2 credits during the quarter in which you plan to graduate.**

## SECTION III: REGISTRATION INFORMATION

### REGISTRATION INSTRUCTIONS

Consult the Evans School Course Planning Guide and UW Time Schedule for class listings and registration dates. The Evans School Course Planning Guide, course schedule, and the UW Time Schedule can be accessed at <http://evans.washington.edu/courses-degrees/course-listings>. You can register for your classes on MyUW (the UW's computer registration system). MyUW can be accessed at <http://myuw.washington.edu/>.

- For planning out your schedule beyond the current quarter, you will need to consult the Evans School Course Planning Guide.
- For current quarter Evans School classes, you will need to consult the UW Time Schedule to see when you can register and whether a course needs an entry code. Please see below for specific instructions.
- For non-Evans School classes, consult that specific department's UW Time Schedule or call the department for specific registration instructions.

MPA students must register for a minimum of 10 credits to be considered full time. Please note that Evans School core classes are four credits, electives typically three credits, and skills workshops one credit.

### ACCESSING THE REGISTRATION SYSTEM

Students register for classes through the MyUW Registration system. MyUW can be accessed via the UW homepage, or by going directly to <http://myuw.washington.edu/>. Instructions are printed in the UW Time Schedule and are easy to follow. For most Evans School classes, you will need only the schedule line number (SLN) listed in the time schedule to register. In some cases, you will also need a personal entry code (EC) issued from the Evans School or other UW departments. Be sure to have the number(s) ready before registering.

After choosing your classes, you need to pay close attention to the comment column of the Evans School quarterly schedule to see when you can register and whether you need an entry code. Please note that registration is divided into three different time periods and there are restrictions for each period. Below is an explanation of the abbreviations used on the Evans School Time Schedule.

Pd	Period
PBAF only	Only students admitted to the MPA program can register
PBAFE only	Only students admitted to the midcareer MPA program can register*
all	All students can register, including those from outside the department
EC	Entry code
Prereq	Prerequisite
J	Joint with

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\* No new applicants to the midcareer MPA program were accepted after 2007-2008.

## HOW TO READ THE TIME SCHEDULE

*examples:*

PB AF 522 Public Budgeting and Financial Management Pd 1 & 2 (PBAF only); Pd 3 (all need EC)

- MPA students can register without an entry code in Period I or II.
- MPA students request to be placed on waitlist (if no spots are available).
- Any UW student can register with an entry code in Period III.

PB AF 533 Economics of International Development Pd 1 & 2 (IDCP only); Pd 3 (all need EC)  
ADD CODE REQUIRED

- IDCP can register with an entry code in Period I and II.
- MPA students request an entry code in Period III
- Any UW student can register with an entry code in Period III.

## ADDITIONAL TIPS FOR REGISTRATION

To avoid late fees, students must register before the first day of any quarter. Even if you have not decided on classes, you should at least pay the student insurance and optional charges portions to avoid the late registration fee of \$25.00. Full-time students may add or drop courses (as long as they are already registered) during the first week of classes free of charge, as long as their total number of credits is 7 or more. Part-time students adding or dropping after the first day of classes may owe partial tuition if their total number of credits drops below their original number.

Students may add or drop courses during the second week of classes but will be charged a \$20.00 change fee each time they call or log on to make changes. After the third week of classes, students may add a class only in unusual circumstances and only by petition—a late fee will also be assessed. Students may drop courses only through the 2nd week of the quarter. However, each student will be permitted to drop one course per academic year (September-August) between the beginning of Week 3 and the end of Week 7 of any one quarter.

## REGISTERING FOR NON-EVANS COURSES

When taking classes outside of the Evans School, students should consult the pertinent department and the UW Time Schedule for course listings and registration instructions. All procedural questions should be addressed directly to the individual departments. Some useful phone numbers are listed in the table below. Students should be aware that some courses in other departments may not require entry codes. If this is the case, students can simply register for the class as soon as registration begins. In the UW Time Schedule, classes requiring entry codes will be marked with an arrow (>) symbol.

## IMPORTANT REGISTRATION DATES AND DEPARTMENTAL CONTACTS

IMPORTANT DATES	<i>AUTUMN 2008</i>	<i>WINTER 2009</i>	<i>SPRING 2009</i>	<i>SUMMER 2009</i>
Registration Period 1	May 9-June 22	Nov 7-30	Feb 20-March 8	Full Term/Term A/Term B: April 20-May 27
Registration Period 2	June 23-Sept 23	Dec 1-Jan 4	Mar 9-29	Full Term/Term A/Term B: May 28-June 21
Registration Period 3	Sept 24-Sept 30	Jan 5-11	Mar 30-Apr 5	Full Term/Term A: June 22-28 Term B: June 22-July 29

REGISTRATION INFORMATION		
Registration/Registrar's Office	543-5378	MyUW: <a href="http://myuw.washington.edu">http://myuw.washington.edu</a>

GRADUATE ADVISORS IN RELATED DEPARTMENTS				
Economics	685-1384		Business Admin.	543-4661
Political Science	543-1898		Education	543-7833
Social Work	543-8617		Forest Resources	543-2730
Marine Affairs	543-4326		Urban Planning	543-4190
Health Services Admin	543-8778		Ocean & Fishery Science	543-6605
International Studies	543-6001		Law School	543-0453



## **SECTION IV: ADVISING, ADMINISTRATIVE & GRADUATION INFORMATION**

### **ADVISING SERVICES AT EVANS SCHOOL**

#### **GENERAL ACADEMIC PROGRAM ADVISING**

Students can address questions about the Evans School curriculum and program requirements to the director of Student Services or to the graduate program coordinator. The graduate program coordinator also serves as a "special case" arbiter for students who are seeking exemptions from program requirements or who wish to transfer graduate credits from another institution. The graduate program coordinator is also responsible for administering the academic grievance process and serves as the principal advisor to students on academic probation.

#### **FACULTY ADVISOR**

At the beginning of every academic year, entering students are assigned a faculty advisor. The faculty advisor's primary responsibility is to assist students in planning their educational experiences. Students work with their advisors to select courses in key areas of interest that fulfill their plans of study. Faculty serve as important links to other UW schools and departments, and can assist students in identifying campus-wide courses and research opportunities that are relevant to students' specific interests. Before submitting their curriculum planning forms to Evans School Student Services, students must have their plan of study and their planning form reviewed and signed by their faculty advisors.

Questions concerning registration procedures, on-leave status, and student records in general should be addressed to the Student Services program coordinator in Parrington 109. The reference guide below outlines the Evans School advising network in greater detail.

PRIMARY CONTACT	ADVISING ISSUE	OTHER RESOURCES
<b>Assistant Dean of Student Services/Assistant Director of Student Services</b>	Financial Awards/Aid	UW Office of Financial Aid/UW Graduate School
	Prospective Students	UW Graduate School
<b>Career Services</b>	Internships and Career Services	UW Career Services
<b>Faculty Advisor</b>	Planning Form Review	Student Services
	Plan of Study/Academic Advising	GPC
<b>Graduate Program Coordinator (GPC)</b>	Transfer Credit	Student Services
	Academic Probation	Student Services
	Academic Grievance Process	Student Services
	On-Leave Process	Student Services
<b>Student Services</b>	Curriculum Requirements	GPC, Faculty Advisor
	Admissions	UW Graduate School
	General Inquiries	
<b>Student Services Program Coordinator</b>	Registration (Waitlist, MyUW)	Student Services
	Student Record Inquiries	Student Services
<b>UW Graduate School</b>	Graduation (Filing, additional requirements)	Student Services

## ACADEMIC PLANNING FORMS/FILING FOR GRADUATION

### FORMS

The Evans School planning and plan of study forms are designed to help students, faculty advisors, and the School's Student Services Office plan and track students' progress toward the MPA degree. The planning form reflects the courses a student will take or has taken to fulfill all the requirements of the degree. In addition, each MPA student must also complete a plan of study form that outlines the student's plans for his or her area of focus within the MPA degree. Through periodic meetings with his or her advisor to discuss the planning and plan of study forms, each Evans School student can reflect upon the timing and coherence of his or her course of study. All forms are available in Parrington 109 or on the Evans School website at <http://www.evans.washington.edu/students/forms-advising>. Please be sure to keep a copy for yourself and make a copy for your advisor before submitting it to Student Services.

## FORMS AND PROGRESS THROUGH THE MPA DEGREE

Students must submit two planning forms and one plan of study form during their tenure at the Evans School. **Full-time students must submit to Student Services their first planning form along with a plan of study form prior to the end of their first year** at Evans School. Part-time students must submit their first plan of study and planning forms once they are nearing their first **30 credit hours**. Both must be signed by the faculty advisor and handed in to Student Services.

During the first two weeks of the term in which a student plans to graduate, each student must submit a final planning form, complete with his or her advisor's signature, to Evans School Student Services, and Student Services must approve the form before the student can graduate:

- MPA Students must submit a final **60-credit** planning form
- Students in the PCMI program will submit a final **51-credit** planning form.
- Students in formal concurrent degree programs have planning forms tailored to those degrees, and should submit a completed form reflecting the appropriate number of credits for the degree.

## FILING FOR GRADUATION

**During the first seven weeks of the quarter in which they plan to graduate, students must also apply directly to the University of Washington Graduate School (G-1 Communications Building) for an Application for Graduation (also known as a degree warrant).** The degree warrant is valid for one quarter. Students who neglect to file a degree warrant by the end of the seventh week of the term will have to pay a late fee to graduate that quarter, if they apply in week 8 or 9. Later applicants will not be permitted to graduate that quarter.

In summary, for the quarter in which a student plans to graduate, he or she must do the following:

1. Complete the Application for Graduation with the UW Graduate School at <http://www.grad.washington.edu/student/mastapp.aspx> (this is also known as the degree warrant). Students can apply for graduation any time during the first seven weeks of the quarter they plan to graduate. Approved degree warrants are good for one quarter only. NOTE: Evans School is a non-thesis program. Be sure to check the non-thesis option on the application. Concurrent students who are in a thesis program have more options; please see the Graduate School guidelines in Appendix D.
2. Submit to the program coordinator (Parrington 109) the final plan of study form and updated planning form (filled out by student and signed by faculty advisor.) These are due at the beginning of the quarter in which you wish to graduate.
3. Clear up all of your incompletes. (Make sure that the instructor turns in the change of grade or the incomplete removal cards to Student Services in Parrington 109.)
4. The Graduate School requires that a student be registered for at least two credits during the quarter in which they plan to graduate. Please see Student Services program coordinator for details.
5. Return a mandatory on-line Career Services employment survey (survey will be sent directly to student at least 2 weeks before graduation).
6. Submit all online internship forms to the assistant director of Career Services. Internship waivers are not automatic and must be approved. The deadline is October 31 of any given year.

**The filing of the application for the master's degree with the Graduate School and fulfilling all graduate requirements is the responsibility of the graduate student. Please confirm with the Student Services Office that all materials have been received and are on file.**

Timely filing for graduation is essential to avoid late fees. Please see the UW Graduate School's web site (<http://www.grad.washington.edu/area/degreelatefee.html>) for guidelines and information about the "Graduate Degree Late Fee."

# EVANS SCHOOL POLICY STATEMENT ON TRANSFER OF CREDITS

The maximum total number of transfer credits accepted is 30, and can be any combination from the types of credits listed below:

## 1. OTHER INSTITUTIONS

Evans School allows up to 12 credit hours in total to be transferred from other institutions with permission of the graduate program coordinator. Normally, not more than 3 credits will be allowed for each completed course. Students may transfer credits from other institutions into the Evans School under the following conditions:

- A. The student held graduate status at the other institution(s).
- B. The course(s) taken were listed as graduate courses.
- C. The student received a grade equivalent to 3.0 or above.
- D. The student is able to demonstrate that the course is equivalent to a regular Evans School course in scope and content or the course(s) was related to the field of public policy and management.
- E. The course(s) was not used toward another degree.
- F. The course(s) was taken no longer than six years before matriculation at Evans School.

## 2. CASCADE EXECUTIVE PROGRAMS (THE CASCADE CENTER)

**Students may transfer into Evans School a maximum of 12 quarter hours of credits from courses taken under the auspices of Cascade Executive Programs (The Cascade Center) under the following conditions:**

- A. Each course module from the Management Series (one week in length) will be considered the equivalent of a three-credit course. The Executive Management Program (two weeks in length) will be considered the equivalent of a six-credit course. Three-day Cascade Executive Programs courses will count as 2 credits.
- B. Credit will be accepted and transferred on the basis of notification from the Cascade Executive Programs that a student completed the designated courses in good standing and with due diligence, and at the discretion of the graduate program coordinator.
- C. In general, Cascade courses will not be permitted to stand in for or waive core or restricted elective courses. Students who have taken suitable Cascade Executive Programs courses (e.g. budgeting) may take the normal waiver examinations for that core course.
- D. Students should note that extra fees are required to register for Cascade Executive Programs courses.
- E. Cascade Center courses are not graded. Please note that students may have a maximum of 15 ungraded credits applied towards their MPA.

### **3. UW GRADUATE NON-MATRICULATED STATUS**

Up to 12 University of Washington graduate credits may be transferred to Evans School under the following conditions:

- A. The student had **graduate** non-matriculated status.
- B. The course(s) were graduate-level courses.
- C. The student received a grade of 3.0 or above.
- D. The student is able to demonstrate that the course is equivalent to a regular Evans School course in scope and content related to the field of public policy and management.
- E. The course(es) was not used toward another degree.

### **4. EXCHANGE PROGRAMS**

Evans School students who wish to take courses at another graduate institution need to consult the graduate program coordinator prior to leaving the University for guidance on courses and transfer credits. Failure to consult prior to taking courses may mean credit will not be given for course work. Generally, criteria will be similar to transfer credits from other institutions (see Number 1 above).

## **ON-LEAVE STATUS**

Students must be accounted for (i.e., either registered or officially on-leave) during every term but Summer Quarter, from the time they are accepted to Evans School until they complete their MPA degree. Any student who does not apply for on-leave status before going on-leave for one or more quarters during the academic year will be dropped from the Graduate School and will be required to re-apply to the UW before returning. **Students in the PCMI program should refer to the PCMI Handbook Addendum for information about on-leave status during their Peace Corps service.**

### **FILING FOR ON-LEAVE STATUS**

If it is necessary to take a leave of absence from the University for professional or personal reasons, a student should file an on-leave petition during the quarter prior to the term that will be missed. Students may apply for on-leave status for up to three consecutive quarters. Students must have completed at least one quarter of graduate study at the UW prior to filing an on-leave petition. In order to get a card, students must first contact their faculty advisor to let them know of their intention to go on-leave. Second they must contact the graduate program coordinator to have their on-leave approved. Once their on-leave is approved, students can pick up the on-leave card from Student Services. On-leave cards must be delivered to 264 Schmitz Hall with a \$35.00 fee by the 5th calendar day of the quarter to be missed.

### **RETURNING FROM ON-LEAVE STATUS**

Graduate students who are returning from official on-leave are not required to fill out a returning student application, and they register during Registration Period II.

## WITHDRAWING FROM THE UNIVERSITY; ADDING, DROPPING, AND AUDITING COURSES

Withdrawal	Students withdrawing from the University (i.e., dropping <i>all</i> of their courses) once a quarter's work is in progress MUST obtain a withdrawal form from the Withdrawal Office, Schmitz Hall. Students who do not submit the on-leave form will be dropped by the Graduate School and must re-apply to the UW Graduate School before returning. Please keep the Evans School office informed of your current address and phone number.
Dropping a Course:	Graduate students withdrawing officially from a course during the first two weeks of a quarter shall have no entry on their academic record. No drops will be permitted after the 2nd week of the quarter. (Exception: Each student will be permitted to drop one course between the beginning of Week 3 and the end of Week 7 of any one quarter each year September-August, i.e. one such drop per year. If a student uses this drop option, the grade "W" shall be recorded by the Registrar's Office for the dropped course.) <b>The Registrar's Office will charge a late fee for courses dropped after the first week of the quarter.</b>  The grade "W" shall count neither as completed credit nor be computed into the grade point averages.
Hardship Withdrawal:	Students may submit a written petition to the Office of the Registrar for a hardship withdrawal after the 14 <sup>th</sup> day of the quarter. Approved hardship withdrawals will be entered on the transcript with a grade of HW. The \$20 change-of-registration fee will be assessed, plus any tuition forfeiture.
Auditors:	Students must first register for the class they wish to audit, and then go to Schmitz Hall in person to select the audit grade option. No entry is made on the permanent record for courses audited.
Adding a Course:	Graduate students may add courses through the third week of the quarter. A late fee will be charged by the Registrar's Office for all courses added after the first week of the quarter. A special petition process exists for adding courses through the end of the quarter. See Student Services program coordinator for details.

# UNIVERSITY OF WASHINGTON GRADUATE SCHOOL MEMORANDUM No. 19

## GRADING SYSTEM FOR GRADUATE STUDENTS

*(Revised February 2002)*

This document is also available online through the Graduate School at <http://www.grad.washington.edu/acad/gsmemos/gsmemo19.htm>.

In reporting grades for graduate students, graduate degree-offering units shall use the system described herein. Grades shall be entered as numbers, the possible values being 4.0, 3.9, . . . and decreasing by one-tenth until 1.7 is reached. Grades below 1.7 will be recorded as 0.0 by the Registrar and no credit is earned. A minimum of 2.7 is required in **each course** that is counted toward a graduate degree. A minimum cumulative grade-point average of 3.0 is required for graduation.

Correspondence between number grades and letter grades is as follows:

Numeric Grade-Point Equivalent	Letter Grade
4.0	A
3.9	
3.8	A-
3.7	
3.6	
3.5	
3.4	B+
3.3	
3.2	
3.1	
3.0	B
2.9	
2.8	B-
2.7	
2.6	
2.5	
2.4	C+
2.3	
2.2	
2.1	

2.0	C
1.9	
1.8	
1.7	
1.6-0.0	E

The following letter grades also may be used:

**I Incomplete.** An Incomplete may be given only when the student has been in attendance and has done satisfactory work to within two weeks of the end of the quarter and has furnished proof satisfactory to the instructor that the work cannot be completed because of illness or other circumstances beyond the student's control.

To obtain credit for the course, a student must successfully complete the work and the instructor must submit a grade. In no case may an Incomplete be converted into a passing grade after a lapse of two years or more. An incomplete received by the graduate student does not automatically convert to a grade of 0.0 but the "I" will remain as a permanent part of the student's record.

**N No grade.** Used only for hyphenated courses and courses numbered 600 (Independent Study and Research), 601 (Internship), 700 (Thesis), 750 (Internship), and 800 (Dissertation). An N grade indicates that satisfactory progress is being made, but evaluation depends on completion of the research, thesis, internship, or dissertation, at which time the instructor or Supervisory Committee Chairperson should change the N grade(s) to one reflecting the final evaluation.

**S/NS Satisfactory/Not-Satisfactory.** A graduate student, with the approval of the Graduate Program Coordinator or Supervisory Committee Chairperson, may elect to be graded S/NS in any numerically-graded course for which he or she is eligible. If a student does not so elect, then he/she will be graded on a numerical basis. If approval is granted the student must elect the S/NS option either when registering or no later than the end of the seventh week of the quarter. The instructor shall submit a numeric grade to the Registrar, who shall convert grades of 2.7 and above to S and grades lower than 2.7 to NS.

**CR/NC Credit/No Credit.** With the approval of the faculty in the academic unit, any course may be designated for grading on the CR/NC basis by notice in the appropriate Time Schedule. For such courses, the instructor will submit a grade of CR or NC to be recorded by the Registrar's Office for each student in the course at the end of the quarter. All courses numbered 600, 601, 700, 750 and 800 may be graded with a decimal grade, a CR/NC or N at the instructors' option.

**W Withdrawal.** Refer to the University of Washington time schedule or homepage at <http://www.washington.edu/students/reg/wdoffleave.html>.

**HW Hardship withdrawal.** Grade assigned when a graduate student is allowed a hardship withdrawal from a course after the seventh week of the quarter.

Unofficial withdrawal from a course shall result in a grade of 0.0

The grade W and HW count neither as completed credits nor in computation of grade-point average.

Graduate students who withdraw from the University (dropping all courses for the quarter) during the first week of two consecutive quarters (Summer Quarter excepted) will not be eligible to register as a continuing graduate student for the third quarter. Such graduate students must reapply as former graduate students returning to the University. For example, if a graduate student withdraws during the first week of Spring Quarter and Autumn Quarter, he or she must reapply as a returning former graduate student for Winter Quarter.

Of the minimum credits required for a graduate degree, a graduate student must show numerical grades in at least 18 quarter credits of course work taken at the University of Washington. These numerical grades may be earned in approved 400-level courses and 500-level courses.

A graduate student's grade-point average will be calculated entirely on the basis of number grades in 400- and 500-level courses. The grades of S, NS, CR, NC, and N will be excluded, as will all grades in courses numbered 600, 601, 700, 750, and 800, and in 100- and 200- level courses.

The graduate student may petition the Dean of the Graduate School to modify the procedures described above. The petition should be accompanied by comments and recommendations from the Graduate Program Coordinator or Supervisory Committee Chairperson.

## EVANS SCHOOL GUIDELINES FOR COURSE GRADES

This statement describes the guidelines for numerical grades for courses taken in the Evans School

4.0	Excellent and exceptional work for a graduate student. Work at this level is unusually thorough, methodologically sophisticated, and well written. Work is of good professional quality, shows an incisive understanding of the major policy and management issues and demonstrates a clear recognition and mastery of the appropriate analytical approaches to address the problems and questions.
3.7	Strong work for a graduate student. Work at this level shows signs of creativity and is thorough and well reasoned. It indicates a strong understanding of appropriate methodological or analytical approaches and demonstrates a clear recognition and good understanding of the salient policy and management issues and problems.
3.4	Competent and sound graduate student work. Work is well reasoned and thorough and methodologically and analytically sound, but is not especially creative or insightful, nor technologically or analytically sophisticated. It shows adequate understanding of the policy and management issues and problems, although that understanding may be somewhat incomplete. This grade indicates neither unusual strengths nor exceptional weaknesses.
3.2	Adequate graduate student work. Basically competent performance, although the work shows some weaknesses. Work is moderately thorough and well reasoned, but there is some indication that the understanding of important policy or management issues is less than complete. It may also be inadequate in other ways, such as quality of reasoning, writing, or incomplete analysis. Methodological or analytical approaches are generally adequate but have one or more weaknesses or limitations.
3.0	Borderline graduate student work. This work barely meets the minimal expectations for a graduate student in the course. The understanding of basic policy or management issues is incomplete and the methodological or analytical work performed is minimally adequate. The writing and reasoning barely qualify for professional quality work. Overall performance, if consistent in graduate courses, would barely suffice to sustain graduate status in good standing and does not reflect long-term professional quality work.
2.6	Deficient graduate work. This work does not meet the minimal expectations for a graduate student in the course. Work is inadequately developed and flawed by numerous errors and misunderstandings of important issues. Methodological work or analysis is weak and fails to demonstrate knowledge or basic skills competence expected of graduate student work. May also reflect unprofessional level of writing, organization, or reasoning skills. This grade means that the course will not count towards graduation.

## EVANS SCHOOL GUIDELINES FOR SATISFACTORY AND UNSATISFACTORY ACADEMIC PERFORMANCE

These Evans School Guidelines stipulate the conditions for satisfactory and unsatisfactory academic performance in the Evans School of Public Affairs. The purpose of the guidelines is to specify the rules clearly in order to avoid confusion and misunderstanding. Student Services staff, the graduate program coordinator, and the faculty are available to assist all students in maintaining satisfactory academic performance in the School. Tutoring help may also be available for specific courses; please consult with the director of Student Services more information on tutoring availability.

Students who fail to meet the requirements for satisfactory academic performance will be notified in writing of their unsatisfactory performance by the graduate program coordinator.

### SATISFACTORY PERFORMANCE:

1. A cumulative grade point average (GPA) of 3.0 or higher
2. A grade of 2.7 or higher in each core course (pbaf 511, pbaf 512, pbaf 513, pbaf 516, pbaf 522, pbaf 527, and pbaf 528)

### UNSATISFACTORY PERFORMANCE:

1. A cumulative grade point average (GPA) below 3.0: low scholarship

WARN:	Recommended for beginning students whose <i>quarterly</i> GPA and <i>cumulative</i> GPA are below 3.0 but whose grades in all core courses are at least 2.7; full-time students must be in their first quarter in the School, and part-time students must have accumulated fewer than 12 total credits. Recommended for students whose quarterly GPA is 3.0 or higher but whose <i>cumulative</i> GPA is below 3.0.
PROBATION:	Recommended for students whose <i>quarterly</i> GPA and cumulative GPA are below 3.0 (except as noted above for full-time students who are in their first quarter in the School or part-time students who have accumulated fewer than 12 total credits). This means that once students receive notice of PROBATION for a cumulative GPA below 3.0, they must maintain a <i>quarterly</i> GPA of 3.0 or higher until their cumulative GPA rises to 3.0 or higher.
FINAL PROBATION:	Recommended for students whose <i>quarterly</i> GPA is below 3.0 and whose cumulative GPA has been below 3.0 for two successive quarters (excluding the first quarter in the School for full-time students in the School, or the first two or three quarters for part-time students whose total credits are fewer than 12). FINAL PROBATION is used to warn students that they will be DROPPED at the end of the next quarter unless they improve their performance.
DROP:	Recommended for students whose quarterly GPA is below 3.0 and whose cumulative GPA has been below 3.0 for three successive quarters (excluding the first quarter in the School for full-time students, or the first two or three quarters for part-time students whose total credits are fewer than 12).

2. A grade below 2.7 in any core course (pbaf 511, pbaf 512, pbaf 513, pbaf 516, pbaf 522, pbaf 527, pbaf 528 and/or pbaf 540, 541, 542, 543, 544, 545, pa ex 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511: unsatisfactory progress

PROBATION:	Recommended for students with a grade below 2.7 in any core course.
DROP:	Recommended for students with a grade below 2.7 in a core course that has been retaken ONCE. This means that students who receive a grade below 2.7 in a core course must retake the SAME core course and must receive a grade of 2.7 or higher on the first retake, or they will be DROPPED from the Evans School. (See Evans School policy for retaking core courses on page 26.) Recommended for students who have received grades below 2.7 in four core courses. This means that students can retake only three core courses.
NOTIFICATION:	According to University of Washington procedures, students must receive written notification from the graduate program coordinator of unsatisfactory performance (PROBATION, FINAL PROBATION) prior to being DROPPED from the Evans School. The notification must include the steps required in order for the students to return to satisfactory performance.
APPEAL:	DROP actions can be appealed to the Evans School. After hearing the appeal, the Appeals Committee will make a recommendation to the dean of the Evans School of Public Affairs and the dean of the Graduate School. Appeals beyond this point should follow the process outlined in Graduate School Memorandum No. 33, Academic Grievance Procedure (see page 33).

**The Evans School follows the UW Graduate School's rules about continuation, review, and termination of students based on their academic performance relative to the Evans Schools' guidelines outlined here. For information on the Graduate School's rules, please see <http://www.grad.washington.edu/Acad/gsmemos/gsmemo16.htm>**

## ACADEMIC GRIEVANCE PROCEDURE

### UW GRADUATE SCHOOL MEMORANDUM NO. 33

*(Revised May 2007)*

This document is also available online through the Graduate School at <http://www.grad.washington.edu/acad/gsmemos/gsmemo33.htm>

## ACADEMIC GRIEVANCE PROCEDURE

### APPLICATION

Graduate students who believe they have been subjected to unfair treatment in the administration of academic policies may, except as noted below, seek resolution of their complaints under this Academic Grievance Procedure. Graduate School Memorandum No. 33 applies to, but is not limited to, the application of departmental, college or Graduate School policies, deviations from stated grading practices (but not individual grade challenges), unfair treatment, and related issues.

### Exceptions:

- Students contesting individual grades or academic evaluations should refer to the Change of Grade Procedure contained in the University Handbook, *Vol. Four, Part III, Chapter 2, Section 2*.
- Students who believe they have been discriminated against on the basis of race, religion, color, creed, national origin, sex, sexual orientation, age, marital status, disability, or status as a disabled veteran or Vietnam-era veteran should refer to the Resolution of Complaints Against University Employees Procedure contained in University of Washington Administrative Policy Statement 46.3.
- Student disciplinary proceedings for misconduct, including plagiarism and cheating, fall under the provisions of the Student Conduct Code contained in the University Handbook, *Vol. Three, Part III, Chapter 1* and *Chapter 478-120 WAC*.

**Timing:** Students seeking resolution of their complaints under this policy must initiate either an informal conciliation or file a formal complaint within three months of the complained of incident. Former students may also utilize this procedure, subject to this same time limit.

### INFORMAL CONCILIATION

The student is encouraged, but not required, to attempt to resolve a grievance initially with the faculty or staff member(s) most directly concerned. If the student attempts informal conciliation, the student must initiate this process within three months of the complained of incident by requesting one of the following persons to conciliate the grievance: director/ chair of the unit or the appropriate college dean.

If discussion with the faculty or staff member(s) concerned, facilitated by the director/chair of the unit or the appropriate college dean, does not resolve the grievance, the student may request The Graduate School to assist in an informal resolution. In such a case, the dean of The Graduate School shall designate an associate dean as the informal conciliator for The Graduate School. The associate dean may either facilitate conciliation directly or involve the Office of the Ombudsman. If the associate dean attempts informal conciliation directly, he or she may not be involved in a subsequent formal complaint.

If the student is dissatisfied with the informal conciliation, he or she may file a formal complaint with the dean of The Graduate School within 10 days<sup>1</sup> of the conclusion of the attempted informal process.

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<sup>1</sup> Specified time limitations within Memorandum 33 refer to the academic year, September through June. If a student presents a grievance in June or the complained of incident allegedly occurred during the summer months, the time calculation may be suspended between the end of the academic year and the opening of the following academic year in September. Such suspension may be required if it is impossible to constitute a Committee. In addition, time limitations do not include official University holidays or other closures during the regular academic year. The term "days" refers to days when the University is open for business.

## FORMAL COMPLAINT

### **Filing**

Within three months of the complained of incident or, if informal conciliation was attempted, within 10 days of the conclusion of the attempted informal process, a student may file a formal complaint with the dean of The Graduate School.

### **Chair of the Academic Grievance Committee**

The dean of The Graduate School shall designate an associate dean of The Graduate School as Chair of the Graduate School Academic Grievance Committee (“Committee”). If the associate dean attempted to facilitate informal conciliation directly in a particular case, then the dean of The Graduate School shall appoint another associate dean or a graduate faculty member as Chair of the Committee in that case.

### **Graduate School Academic Grievance Committee Pool**

Prior to the first day of the autumn quarter, the dean of The Graduate School shall create a pool of at least 20 members of the graduate faculty. At the time the formal complaint is filed, all registered graduate students shall constitute a pool from which at least 20 full-time graduate students who are in good academic standing shall be randomly selected by computer. From these pools, the Committee chair shall appoint a Committee to provide a fair and impartial hearing on the formal complaint filed with the dean of The Graduate School.

### **The Graduate School Academic Grievance**

A formal grievance is referred to the chair of the Committee who shall, in a timely manner, designate two faculty and two student members from the pool to serve as Committee members for a hearing. The Committee chair or his or her designee shall act as chair. The student and the faculty or staff concerned shall each have the right to exercise one preemptory challenge against the Committee members, other than the Committee chair, within five days after notification of the names of the members. If a challenge is made, the Committee chair shall designate another faculty or student member to replace the member challenged. All members of the Committee shall be present for the hearing and shall have the right to vote upon any matter that may come before the Committee. No member of the Committee shall be from the department of any of the parties to the grievance. There shall be no *ex parte* communications between any of the parties and any member of the Committee.

### **Hearing Preparation**

The Committee chair shall distribute a copy of the formal complaint to the faculty and staff concerned, the dean of the college or school, the chair/director of the department/program and the graduate program coordinator of the department/program, and members of the Committee. The Committee chair shall establish a time and place for a hearing to be held no later than 20 days from the date of final determination of the Committee membership, unless for good reason stated in writing to the complainant and other concerned parties the Committee chair schedules the hearing for a later specified date. The Committee chair shall announce the time and place of the hearing to the student, the faculty and staff concerned the dean of the college or school, the chair/director of the department/program, the graduate program coordinator of the department/program and include a list of persons so notified, who shall comprise the “mailing list.”

**At least seven days before the Hearing, the parties must submit to the Committee chair any documentary or any other physical evidence to be presented at the Hearing and a list of witnesses to be called. Additional evidence from witnesses will not be accepted after this time or at the hearing.**

### **Hearing**

Hearings are conducted, with the Committee chair presiding, in closed session except when and to the extent mutually agreed upon by the student and faculty or staff concerned. All parties may present evidence and testimony. Only evidence timely submitted to the Committee chair is considered in determining the validity of the complaint. Hearings are conducted with reasonable dispatch and terminated as soon as fairness to all parties involved permits.

While the student may be accompanied by an associate or companion, the presence of an attorney is neither necessary nor recommended. The Graduate School Academic Grievance Committee described herein operates as part of an academic hearing, not a judicial proceeding. However, if the student elects to have counsel present, the University's attorney must also be afforded an opportunity to attend. Accordingly, the student must notify The Graduate School, in writing, at least seven days prior to the Hearing if he/she intends to have an attorney present. The attorney (ies) presence at the Hearing does not change the proceeding. Examination of witnesses, questioning of parties or direct participation in the proceeding by the attorney(ies) is not permitted. An attorney may speak in an unobtrusive manner with his/her client in an advisory capacity.

Within 15 days after the Hearing adjourns, the Committee shall present to the dean of The Graduate School its report, including findings, conclusions, and recommendations for action. The report is simultaneously transmitted to the student and to the faculty and staff member(s) concerned. A written summary of the proceedings and an audio recording of testimony are retained for at least one year.

The dean of The Graduate School, within 10 days after receipt of the Committee report, shall issue his/her decision as to the action to be taken on the grievance. The decision shall include an evaluation of the validity of the grievance and a statement of the action to be taken. Copies of the decision shall be transmitted to the student, the faculty and staff member(s) involved, the dean of the college or school, the chair/director of the department/program, and the graduate program coordinator of the department/program.

The decision of the dean of The Graduate School shall become final at the close of the seventh day after issuance, unless the student or any other party directly involved files a written request for consideration of the findings by the Provost, whose review will be limited to the hearing record.

### **Disability Accommodations**

The University of Washington is committed to providing access and reasonable accommodation in its services, programs, activities, education and employment for individuals with disabilities. To request disability accommodation in the grievance process students should contact Disability Resources for Students, 448 Schmitz Hall, 206.543.8924/V, 206.543.8925/TTY, 206.616.8379/FAX, [uwdss@u.washington.edu](mailto:uwdss@u.washington.edu)/e-mail at the same time as the formal grievance is filed. Faculty and staff participating in the hearing may request disability accommodation by contacting the Disability Services Office at 206.543.6450/V, 206.543.6452/TTY, 206.685.7264/FAX, or e-mail at [dso@u.washington.edu](mailto:dso@u.washington.edu) upon receipt of the grievance.

## SECTION V: FINANCIAL AWARD INFORMATION

### FINANCIAL AWARDS AT THE EVANS SCHOOL OF PUBLIC AFFAIRS

Departmental financial awards at the Evans School are made by the admissions committee when offers of admission are made. The availability of awards varies from year to year. The awards include research assistantships and Shipman, Denny, Jackson, Lavoie, Shelton, PCMI Scottish Rite, Nonprofit and Evans School Public Affairs Fellowships. Additional information on all of these awards is available from the director of Student Services.

University of Washington financial aid is available as loans and work-study (aid based on need administered by UW) and as scholarships (aid based primarily on merit). All the appropriate forms for need-based assistance are handled by the UW Office of Student Financial Aid. Applicants wishing to apply for need-based assistance should obtain a Free Application for Federal Student Aid (FAFSA) from UW Financial Aid. To receive priority consideration for financial aid, students must ensure that their FAFSAs are **received** by the College Scholarship Service by the February 28th deadline. **Failure to submit the FAFSA before February 28 will seriously diminish a student's chances for financial aid of any kind for the entire academic year.**

In order to be awarded work-study status, students should have filed the FAFSA before February 28 of the previous year. Work-study assignments are also available outside the School to eligible students who qualify for financial aid. In these positions students work between 10-19 hours per week, depending on the size of their work-study award.

The Financial Aid Office is located in 105 Schmitz Hall, University of Washington, Box 355880, Seattle, WA 98195. (206) 543-6101. FAFSA's are also available at other university financial aid offices. All students who wish to receive financial aid for the coming year must ensure that their completed Financial Aid Form is received by the College Scholarship Service by the posted due date.

### RESEARCH AND GRADUATE ASSISTANTSHIPS

Many Evans School students are hired directly as research assistants by Evans School faculty and research institutes. A limited number of administrative graduate assistantships are also available each year. Assistantship positions are posted on the job and internship listing service (EvansJobs). Students are also encouraged to look for teaching, research and graduate assistantships in other academic and administrative units around the University.

### INTERNSHIP FUNDING FOR LOW PAID/UNPAID SUMMER INTERNSHIPS

Each year the Evans School provides the opportunity for students with low paying or unpaid summer internships to apply for funding stipends. Administered through the Career Services Office, applications will be announced in winter quarter with the deadlines typically occurring at the end of April. Preference is given to applicants who still need to fulfill their Evans School internship requirement and have secured an internship for the summer.

The following is a list of past fellowships (funding changes from year to year):

Locke Fellowship in Social Justice, Excellence in Public Service Fellowship, Washington DC Fellowship, Elaine Chang Endowed Fellowship for International Peace and Development, the Nancy Bell Evans Center on Nonprofits and Philanthropy Nonprofit Fellowship, and the Class Gift Fellowship

## **PRIVATE FOUNDATIONS, PROFESSIONAL GRANTS AND AWARDS, AND OTHER SOURCES OF NON-UNIVERSITY ADMINISTERED FINANCIAL AID**

Numerous sources exist for financial aid that is not administered by Evans School or the University of Washington. Students who are interested in learning more about specific organizations that may support their studies should contact the Graduate School Fellowship Office. Free workshops are offered quarterly. Their resource library (ground floor, Suzzallo Library) has many helpful sources of information on specific award opportunities. Students should also consult Internet-based databases, such as FASTweb (Financial Aid Search Through the Web) at <http://www.fastweb.com/> or FinAid (Financial Aid Information Page) at <http://www.finaid.org/>.

## SECTION VI: THE EVANS SCHOOL COMMUNITY AND RESOURCES

### WHO'S WHO AT THE EVANS SCHOOL

Dean	<i>Sandra O. Archibald</i>	
Associate Dean for Academics	<i>Richard Zerbe</i>	Manage faculty, academic, and curriculum issues
Associate Dean for Research	<i>Ann Bostrom</i>	Coordinates, informs, and advises on faculty research
Assistant Dean of Finance and Operations	<i>Linda Lake</i>	Financial manager (including payroll for student research assistants and scholarship recipients) Building manager Manage the non-academic functions of the School Administrative support to dean
Assistant Dean for Academics	<i>Ann Marie Borys</i>	Academic planning, academic appointments, provides administrative support to the dean
Assistant to the Dean	<i>Rosa Ramon</i>	Dean's calendar, special projects, administrative support to the dean
Graduate Program Coordinator	<i>Rachel Garshick Kleit</i>	Monitor academic progress; transfer credits, waivers.
Director of Computing Services	<i>Kole Kantner</i>	Manage computing and informational databases
<b>Student Services</b>		
Assistant Dean of Student Services	<i>Jason P. Smith</i>	Oversee the admissions and recruitment process for all degree programs Manage Student Services staff Program advisor for degree programs
Director of Career Services	<i>Heather Krasna</i>	Advise job seeking students, alumni advising, oversee employer development
Assistant Director of Student Services	<i>Jesse Knappenberger</i>	Recruitment manager for all degree programs Program advisor for degree programs
Assistant Director of Career Services		Advise students seeking internships, manage internship requirement, internship funding opportunities, workshops, and EvansJobs
Manager of International Programs	<i>Alix Furness</i>	Administer Hubert H. Humphrey Fellowship Program Manage PCMI program Advise and assist international students, fellows, and PCMI students

Student Services Program Coordinator	<i>Melissa Best</i>	Coordinate all systems and procedures related to degree requirements, grading, registration, on-leave status, graduation, special petitions, etc. Review of student records prior to graduation Maintain files for all prospective and current Evans School students
Program Assistant	<i>Jared Eyer</i>	Reception, mail, and general information

## EVANS SCHOOL OFFICE DIRECTORY

Office Hours:	8:00 a.m. - 5:00 p.m., Monday through Friday Closed weekends and holidays
Address:	Parrington Hall, Room 109 University of Washington, Box 353055 Seattle, Washington 98195-3055
Phone/FAX:	(206) 543-4900 ( <i>Students may leave this number with others for emergency purposes only.</i> ) FAX: (206) 543-1096
Teaching Assistant Offices:	Parrington 124C - Phone: 616-7316, 221-4543
Student Collaborative Work Space	Parrington 124
Student Lounge:	The Evans School student lounge is in Parrington 008. Lockers are available near the restrooms; managed by ESO
Computer Lab:	The Evans School Computer Lab is located in Parrington 008. Hours vary. Check lab door for up-to-date hours information. The lab is open approximately 60 hours per week, except for vacation and holiday periods.
Computer Lab (Center for Social Science Computation and Research)	Condon 611; phone: 543-8110 Hours: 8:00 a.m.-9:00 p.m., M-Th; 8:00 a.m.-5:00 p.m., Fri closed Saturdays and Sundays
Mail:	Each student will be assigned a mailbox in Parrington 124 at the beginning of Autumn Quarter. Messages, general notices and other information will be placed there. It is important to check the boxes at least once a week.

A detailed list of faculty, along with their biographies and their interests can be accessed at <http://evans.washington.edu/faculty-staff/bios>

## EVANS SCHOOL STUDENT ORGANIZATION (ESO)

Your 2008-2009 student government officers welcome you to the Evans Student Organization. Evans Student Organization is here to help you. Adjusting to new people, situations and expectations will be a challenge. We hope your graduate school experience will allow you to develop strong ties with your fellow students and the Evans School faculty and administration. We encourage your participation in Evans Student Organization and its affiliated organizations.

### 2008-2009 STUDENT OFFICERS

President:	Lisa Devine	ldevine@u.washington.edu
Vice President:	Michael Xenakis	xenakis@u.washington.edu
Treasurer	Zachary Howard	znhoward@u.washington.edu
Class Officer	Christopher Godwin	crgodwin@u.washington.edu
Graduate & Professional Student Senator	Hande Ayan	ayanh@u.washington.edu

## AFFILIATED GROUPS

### STUDENT INTEREST GROUPS

Each of the five area of focus at Evans School has an organization that allows students to informally explore topics related to the interest areas. These groups include:

- Graduate Environmental Policy Forum (GEPF) –
- Education and Social Policy Gateway Group
- Urban and Metropolitan Policy (Metropol)
- International Affairs Gateway Group
- Nonprofit Network (NPN)

More information on Student Interest Groups can be found at:

<http://evans.washington.edu/students/organizations>

### PARTNERSHIP FOR CULTURAL DIVERSITY (PCD)

PCD is a coalition devoted to promoting the recruitment and support of students of color at Evans School. PCD provides policy input to Evans School administration on issues affecting students of color, and assists in the development of academic and outreach programs to enhance the School's supportive learning environment. PCD also plans a number of social activities open to the entire student body.

### LATINO POLICY ASSOCIATION

Latino Policy Association (LPA) is a student interest group whose mission is to educate students on policy issues and policy implications on Latino communities. LPA serves as a network for students and Latino organizations. All Evans students are welcome to join and build partnerships with the Latino community in Washington state.

## **STUDENT REPRESENTATION ON FACULTY COMMITTEES/FACULTY MEETINGS**

In addition to the general faculty meeting, there are a number of faculty committees that address specific issues throughout the year (such as the curriculum and faculty searches). With the help of the Evans Student Organization, student representatives are appointed to these committees. If you are interested in serving on a committee, you should contact your Evans Student Organization representatives

## **APPLIED RESEARCH AT THE EVANS SCHOOL**

The research centers at the Evans School of Public Affairs initiate and conduct major applied research projects focusing on the issues of transportation, community development, international development, nonprofit organizations, social welfare, education reform, and other issues. A complete list of centers is available on the Evans School website (<http://evans.washington.edu>). The centers provide several opportunities for students, including special events, career networking, degree project advising, teaching and guest lecturing. In addition, the centers hire Evans School students as research assistants each year. The availability of research assistantships is based on current research projects. Students who are interested in research assistantships are encouraged to contact the Centers related to their area of interest to explore opportunities.

## **CAREER SERVICES**

The Evans School of Public Affairs actively assists its students in securing challenging permanent employment upon completion of the degree program. The director and assistant director of Career Services are centrally involved in this effort by maintaining a comprehensive career information service on current internship and employment opportunities and by maintaining regular contact with human resource administrators and Evans School alumni in federal, state, and local agencies and nonprofit and private organizations.

The Evans School Career Services office provides a number of resources to assist current students and alumni in the job/internship search process:

## **INTERNET JOB/INTERNSHIP LISTINGS**

Evans School maintains a comprehensive, internet-based job listing service (*EvansJobs*) that lists many public service employment opportunities at: <http://evans.washington.edu/students/career-services>. This site is updated daily. Please contact [evansjob@u.washington.edu](mailto:evansjob@u.washington.edu) if you have any questions.

## **CAREER DEVELOPMENT EVENTS/CAMPUS RECRUITING**

Career development information sessions and workshops are scheduled each quarter to give students more information about potential employers and to assist them in preparing for the internship/job search. Speakers include Evans School alumni, human resources professionals, and career development professionals from throughout the Seattle area. The Annual UW Public Service and Nonprofit Opportunities Fair is held every winter, and the Evans School Career Night is held each spring. Workshops such as resume and cover letter writing, interviewing, and salary negotiation are conducted in the winter (internship seekers) and spring (job seekers).

Campus recruitment at Evans School is another valuable employment resource. Recent recruiters include the U.S. Government Accountability Office, the Washington State Senate Committee Services Internship Program, the California State Auditor's Office, MTG Management Consulting, the Wales Foundation Civic Leaders Fellowship Program, and Navigant Consulting.

### **EVANS SCHOOL ALUMNI NETWORKING RESOURCE**

The UW Alumni Association offers current students complementary access to Husky Career Network, a searchable nationwide database of alumni volunteers offering networking referrals and information about their field. Husky Career Network lists more than 5,000 graduates who are willing to provide information on their industries, organizations, and job functions, to discuss their own career paths, and to offer suggestions to students and fellow alums considering similar careers or career transitions. This service can be found at <http://www.washington.edu/alumni/>.

### **EVANS SCHOOL ONLINE RESUME BOOK**

The job and internship listing service (EvansJobs) has a resume directory profiling current students seeking summer internships and upcoming graduates seeking permanent employment. The online resume book can be found at <http://evans.washington.edu/students/career-services>. The book results in a number of job/internship opportunities for students each year. The online resume directory allows employers around the state and beyond to access a pool of applicants. Resumes can be updated at any time by students and downloaded and printed from any location.

### **UW CENTER FOR CAREER SERVICES CENTER**

The University of Washington provides career development assistance for all students at the UW Center for Career Services Center (Mary Gates Hall). UWCCS provides a variety of free job-search services, including workshops on résumé and cover letter writing and interviewing, individual counseling sessions, employer information, and career fairs. The UW Center for Career Services Center website is <http://careers.washington.edu/>.

### **CAREER SERVICES RECIPROCITY**

Evans School enjoys reciprocal career service relationships with several other graduate public administration and policy schools and college/university career offices throughout the U.S. This resource allows students seeking jobs outside of the Seattle area the opportunity to have access to job and internship listings and other career development materials at reciprocal schools. Many of the schools that share access to career service resources are part of NASPAA (the National Association of Schools of Public Affairs and Administration).



## APPENDIX A: UNIVERSITY OF WASHINGTON WEBSITES

- University of Washington  
<http://www.washington.edu/>
- Academic Calendar  
<http://www.washington.edu/students/reg/calendar.html>
- Campus Event Calendar  
<http://www.washington.edu/newsroom/events/>
- Campus map  
<http://www.washington.edu/home/maps/>
- Commuting Options & U-Pass  
<http://www.washington.edu/upass/>
- Computing and Networking  
<http://www.washington.edu/computing/>
- Financial Aid  
<http://www.washington.edu/students/#FINANCES>
- Hall Health Primary Care Center  
<http://www.washington.edu/students/handbook/hallhealth.html>
- Housing and Food Services  
<http://www.washington.edu/students/#STDLIFE>
- Immunization Requirement  
<http://www.washington.edu/students/reg/immunization.html>
- International Students  
<http://www.washington.edu/students/genocat/front/International.html>
- Parking Guide  
<http://www.washington.edu/admin/parking/index.html#STUDENTS>
- Recreational Sports (IMA)  
<http://depts.washington.edu/ima/>
- Residency (How to Establish for Tuition Purposes)  
<http://www.washington.edu/students/reg/residency.html>
- Services for Students with Children  
<http://depts.washington.edu/ovpsa/childcare/>
- Student Accident & Sickness Insurance Plan  
<http://depts.washington.edu/ovpsa/insurance.html>

- Student Telephone Services  
<http://www.washington.edu/admin/comtech/sts.index.html>
- Tuition & Related Fees  
<http://www.washington.edu/students/sfs/sao/tuition/>
- University Bookstore  
<http://www.bookstore.washington.edu/>
- UW Course Catalog  
<http://www.washington.edu/students/crscat/>
- The UW Daily (UW Newspaper - see classifieds for off-campus housing)  
<http://www.thedaily.washington.edu/>
- UW Fellowship & Assistantship Division  
<http://www.grad.washington.edu/fellow/FellAsst.htm>
- UW Libraries  
<http://www.lib.washington.edu/>
- UW Quarterly Time Schedule  
<http://www.washington.edu/students/timeschd/>

## **APPENDIX B: OTHER HELPFUL WEBSITES**

- FinAid (Financial Aid Information Page)  
<http://www.finaid.org/>
- Metro Timetables, Routes and Fares (bus system)  
<http://transit.metrokc.gov/>