

# Student Handbook

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**2020-2021 Academic Year**



TEXAS A&M UNIVERSITY

**The Bush School**  
*of Government & Public Service*

This handbook provides an overview of Bush School programs, describes the services provided to students by the school and Texas A&M University, and outlines the Bush School's policies, procedures, and expectations.

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## I. INTRODUCTION

The Bush School of Government and Public Service offers master's degrees in Public Service and Administration, International Affairs, and International Policy, as well as Certificates in Advanced International Affairs, Homeland Security, Nonprofit Management, Public Management, and National Security Affairs. This handbook provides an overview of these programs, describes the services provided to students by the school and the University, and outlines the Bush School's policies and procedures and expectations. For further information, consult the Bush School website at <http://bush.tamu.edu>.

The sections in this handbook are intended as a supplement to other sources of information about the Bush School and Texas A&M University. For answers to questions not addressed here individuals should consult a number of Texas A&M resources:

- Texas A&M University *Graduate Catalog*, which is the official document governing graduate programs (<https://catalog.tamu.edu/graduate/>);
- Office of Graduate and Professional Studies website (<http://ogaps.tamu.edu/>);
- *Texas A&M University Student Rules* (<http://student-rules.tamu.edu/>);
- Student Life, Graduate Student Resources (<http://ogaps.tamu.edu/Prospective-Students/Student-Life-Resources>);
- Student Life, Adult & Non-Traditional Student Resources (<http://studentlife.tamu.edu/agoss.adultnontradresources>);
- Bush School website (<http://bush.tamu.edu/>).

Information on the University's tuition and fees, tax information, and other University financial matters can be found on the Texas A&M Division of Finance website at <http://finance.tamu.edu/sbs/>.

## II. STAFF AND FACULTY DIRECTORY

<b>Dean's Office</b>			
<b>Name</b>	<b>Title</b>	<b>Phone</b>	<b>Office</b>
General Mark Welsh	Dean	862-8007	2132A
Ms. Mary Hein	Executive Assistant III	862-8007	2132
Ms. Christi Voelkel	Assistant Dean, Strategic Initiatives & Development	862-2638	2137B
VACANT	Senior Director, Development	458-8035	2138
Ms. Alexandra Gonzalez Rainey	Director, Development	458-8035	2138
Ms. Rebecca Eaton	Development Officer III	845-7614	2139
Ms. Jennifer Strowmatt	Program Coordinator	458-3313	2146

<b>Academic Affairs</b>			
Dr. Frank Ashley	Senior Associate Dean	845-7051	2137D
Ms. Rane Cunningham	Executive Assistant II	845-7051	2137D
Dr. Blease Graham	Assistant Dean, Graduate Education & Assessment	458-8028	2060

<b>Career Development &amp; Student Services</b>			
Dr. Matthew Upton	Assistant Dean, Diversity, Student & Career Services	862-8824	2016A
Ms. Kathryn Meyer	Director, Admissions and Recruitment	458-4767	2022
Ms. Ashlee Treadway	Assistant Director, Admissions	862-8841	2023
Mr. Justin Bailey	Marketing Coordinator, Recruitment & Admissions	845-1938	2024
Mr. Michael Cochran	Assistant Director, Career Services	862-8822	2014
Ms. Marilyn Santiesteban	Assistant Director, Career Services	862-8833	2013
Ms. Cynthia Raisor	Director, Writing Program	862-8835	1027
VACANT	Writing Consultant II	862-3170	2019
Ms. Holly Kasperbauer	Assistant Director, Leadership Development	862-8837	2021

<b>Department of Public Service and Administration</b>			
Dr. Lori L. Taylor	Department Head	458-3015	2102
Ms. Kimberly Reeves	Senior Administrative Coordinator I	862-8821	2100
Ms. Stephanie Bustos	Administrative Coordinator II	458-8027	2104

<b>Department of International Affairs</b>			
Dr. F. Gregory Gause	Department Head	458-2276	1088
Ms. Peg Hosea	Senior Administrative Coordinator I	458-2276	1088
Ms. Connie Vitulli	Administrative Coordinator I	862-8823	1093

<b>Certificate Programs</b>			
Mr. Ronald Sievert	Director, Advanced International Affairs Certificate	845-1632	1097
Dr. Danny Davis	Director, Homeland Security Certificate	862-3184	2086
Dr. William Brown	Director, Nonprofit Management Certificate	458-1372	2123
Dr. Andrew Ross	Director, National Security Affairs Certificate	458-8017	1045
Dr. Robert Greer	Director, Public Management Certificate	862-3857	2059

### **Extended Education**

Ms. Lisa Brown	Director, Extended Education	862-8826	1118
Ms. Jennifer Lampo	Assistant Director, Extended Education	845-6585	1114
Ms. Jana Stubbs	Program Assistant	458-2977	1116
Ms. Christina Storey	Program Coordinator, Faculty Services	862-4530	1117
Ms. Courtney Shuttlesworth	Program Coordinator, Student Services	862-8843	1115
Ms. Sarah Rivera	Academic Advisor II	862-7813	1113
Ms. Rebecca Burgner	Instructional Designer III	862-6482	1121A
Ms. Lynn Cagle	Instructional Design Specialist	862-8848	1120
Mr. Chris Hudak	Instructional Design Specialist	458-2856	1121
Mr. Matthew Hernandez	Learning Support Specialist	845-6497	1121
Ms. Paige Brazil	Program Aide	862-7812	1113
Enrollment Advising Center	Toll free (866.988.2874)	862-7810	1113

### **Communications and External Relations**

Ms. Susan Robertson	Director, Communications and External Relations	862-8845	2070
Grant Hawkins	Web Communications Specialist	845-6858	2063

### **Business Services**

Mr. Joe Dillard	Assistant Dean, Finance and Administration	862-4623	2130
Mr. Damon Wallace	Business Administrator I	862-8820	2131
Ms. Latoya Meriweather	Business Coordinator III	862-8847	2135
Ms. Jeanne Andreski	Business Coordinator III	845-6930	2134
Mr. Chance Spencer	Business Coordinator III	862-8849	2142
Ms. Kari DeStefano	Business Coordinator I	862-8842	2133
Brandon Morgan	Facilities Manager	458-1056	2143

### **Information Technology**

Mr. Chris Court	Director, Information Technology	862-8840	2009
Mr. Mark Kacer	Infrastructure Services Manager	458-0840	2009A
Mr. Chuck Haddick	User Services Configuration Manager	845-0524	2004B
Ms. Lora Monsees	Help Desk Manager	458-3310	2004A

### **Institute for Science, Technology, and Public Policy**

VACANT	Director	845-2929	2119
Dr. Xinsheng Liu	Research Scientist	845-4120	2121
Ms. Carol Goldsmith	Senior Research Associate	845-6860	2118
Ms. Ki Eun Kang	Postdoctoral Research Associate	862-1521	2120

### **Mosbacher Institute for Trade, Economics, and Public Policy**

Dr. Raymond Robertson	Director	458-1069	2071
Ms. Jennifer Moore	Assistant Director	845-1532	2072
Ms. Cynthia Gause	Program Coordinator	862-8832	2073

### **Scowcroft Institute of International Affairs**

Mr. Andrew Natsios	Director	862-1154	1081
Dr. Leslie Ruyle	Assistant Director	845-1540	1080
Dr. Christine Blackburn	Assistant Research Scientist	862-1324	1083
Ms. Lauren Zajicek	Administrative Coordinator	845-6510	1084
Dr. Gerald Parker	Senior Fellow Scowcroft Institute	845-6510	TBD



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**Albritton Center for Grand Strategy**

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Ms. Kimberly Field	Executive Director	862-3471	1050
Dr. Jasen Castillo	Acting Academic Director	458-8021	1049
Dr. John Schuessler	Academic Director	458-1067	1048
Dr. Fritz Bartel	CGS Professor	845-7950	1047
Dr. Aileen Teague	CGS Professor	847-9330	1052
Ms. Kelley Robbins	Administrative Coordinator	847-9330	1051

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**Center for Nonprofits and Philanthropy**

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Dr. William Brown	Director	458-1372	2123
Dr. Kenny Taylor	Director of Outreach & Professional Development	845-6332	2122
Dr. Angela Seaworth	Director of Philanthropic Initiatives & Capacity Building		2125
Dr. Mary Hilderbrand	Associate Professor of the Practice	458-8016	2055
Ms. Nicole Collier	Research Associate	862-2089	2124
Ms. Denise Parker	Administrative Associate V	862-3195	2117

## Faculty

Dr. Frank Ashley	845-7051	2137D
Dr. Michael (Fritz) Bartel	845-7950	1047
Dr. Ann Bowman	862-4779	2083
Dr. Leonard Bright	862-3028	2061
Dr. William Brown	458-1372	2123
Dr. Justin Bullock	458-8032	2033
Dr. Jasen Castillo	458-8021	1049
Dr. Mallory Compton	847-8690	2057
Dr. Kalena Cortes	458-8030	2088
Dr. Laura Dague	845-6591	2081
Dr. Danny Davis	862-3184	2086
Ms. Kimberly Field	862-3471	1050
Dr. F. Gregory Gause	862-8834	1088
Dr. Jessica Gottlieb	458-8018	1037
Dr. Blease Graham	458-8028	2060
Dr. Robert Greer	862-3857	2059
Dr. Silva Hamie	458-8034	1036
Dr. Mary Hilderbrand	458-8016	2055
Mr. Michael Howell		1091
Dr. Reyko Huang	862-2806	1100
Dr. Valerie Hudson	458-0839	1079
Dr. Deborah Kerr	845-6817	2094
Dr. Joanna Lahey	458-3463	2084
Dr. Chris Layne	845-6589	1092
Dr. Eric Lewis	845-9417	2090
Dr. Moritz Marbach		
Mr. Kevin McLaughlin		1034
Dr. Ren Mu	458-8024	1090
Dr. Brian Nakamura	862-3521	2035
Amb. (ret.) Larry Napper	845-6897	1082
Mr. Andrew Natsios	862-1154	1081
Dr. William Norris	845-3803	1046
Dr. James Olson	862-8827	1024
Dr. Mathias Poertner	862-8836	1089
Dr. Ellie Qu	845-6671	2092
Dr. Raymond Robertson	458-1069	2071
Dr. Robbie Robichau	458-8022	2053
Dr. Andrew Ross	458-8017	1045
Dr. John Schuessler	458-1067	1048
Dr. Ronald Sievert	845-1632	1097
Dr. Erin Snider	458-8020	1035
Dr. Jesse Sowell	845-1673	1102
Dr. Mohammad Tabaar	458-8025	1099
Dr. Kenny Taylor	845-6332	2122
Dr. Lori Taylor	458-3015	2102
Dr. Aileen Teague	847-9330	1052
Dr. Gabriela Thornton	458-8026	1103
Dr. Arnold Vedlitz	845-2929	2116
Ms. Kathie Weary	845-0008	1098
Dr. William West	862-8825	2082

## Who to Contact

### Appointments with...

Dean  
Senior Associate Dean  
International Affairs (INTA) Department Head  
Public Service and Administration (PSAA) Department Head

### Faculty/Staff Member to Contact

Ms. Mary Hein  
Ms. Rane Cunningham  
Ms. Peg Hosea  
Ms. Kimberly Reeves

### Academic Advising and General Questions

International Affairs

Faculty advisor, Ms. Peg Hosea, Ms. Connie Vitulli,  
Dr. F. Gregory Gause  
Faculty advisor, Ms. Kimberly Reeves, Ms. Stephanie  
Bustos, Dr. Lori Taylor

Public Service and Administration

Enrollment Advising Center, Mr. Ronald Sievert  
Enrollment Advising Center, Dr. Will Brown  
Enrollment Advising Center, Dr. Danny Davis  
Enrollment Advising Center, Dr. Robert Greer  
Ms. Lisa Brown, Ms. Jennifer Lampo  
Ms. Peg Hosea, Ms. Kimberly Reeves  
Ms. Peg Hosea, Ms. Kimberly Reeves

Certificate in Advanced International Affairs  
Certificate in Nonprofit Management  
Certificate in Homeland Security  
Certificate in Public Management  
Extended Education  
Registration  
Bush School Financial Aid

### Fiscal, Parking, Travel, Building Maintenance

Payroll for Bush School Monthly Employees  
Payroll for Biweekly Employees  
Reimbursements and Fiscal Inquiries  
Supplies, Building Keys, Maintenance, Parking  
Travel

Ms. Jeanne Andreski  
Ms. Latoya Meriweather  
Dr. Damon Wallace  
Ms. Kari DeStefano  
Ms. Latoya Meriweather

### Classroom Reservations and Student Travel

International Affairs  
Public Service and Administration

Ms. Connie Vitulli  
Ms. Stephanie Bustos

### Computer and Audiovisual

Equipment Check Out  
Service Questions and Support

Bush School Help Desk  
Bush School Help Desk

### Recruitment and Admissions

Ms. Kathryn Meyer, Ms. Ashlee Treadway, Mr. Justin Bailey

### Career Services

Mr. Michael Cochran, Ms. Marilyn Santiesteban, Dr. Matthew Upton

### Student Services

Dr. Matthew Upton

### Writing Program

Ms. Cindy Raisor

### Leadership Program

Ms. Holly Kasperbauer

### Communications and External Relations

Ms. Susan Robertson

### Research Support/IRB Questions

Mr. Chance Spencer

### III. FUNDAMENTAL ACADEMIC ISSUES

This section provides an overview of the policies and procedures of Bush School academic programs. Some of these items are covered in more detail in the program sections and in the *Graduate Catalog* produced by the Office of Graduate and Professional Studies (OGAPS).

#### A. Advising

The faculty and staff of the Bush School are available to advise students on academic and career-related matters. For general advice about the program, students should see their faculty academic advisor, the department's senior administrative coordinator, or the department head. The department's senior administrative coordinator should be the first point of contact for all questions about offices, financial aid, registration, and other administrative matters.

The University requires each student to complete and file a degree plan (see pg. 13). Before filing, each student must form a faculty committee including the student's faculty advisor, who will serve as the committee chair, and the department head.

Any changes to a filed degree plan (e.g., changing an elective course) require a petition to OGAPS. Additionally, a petition is required to change a member of a committee once a degree plan has been approved by OGAPS. The department's senior administrative coordinator can assist with any questions regarding the petition process.

A student's faculty advisor will serve as chair of the master's committee and will assist in selecting elective courses and in advising in academic areas. Students will be assigned a temporary advisor when they enter the Bush School. Students may keep this advisor or select a new advisor at a later date. For those who change advisors, the department's senior administrative coordinator can provide students with the necessary Change of Advisor form. The Change of Advisor form can also be found on the Bush School website in the Student Resources section of each department.

Faculty advisors will also confer with students on leadership and professional development. The Public Service Leadership Program provides all in students enrolled in the MPSA and INTA in residence programs, as well as the EMPISA students, with leadership development workshops and assistance. (For more details on the [Public Service Leadership Program](#), see [page 77.](#))

Students should see career services staff for advice about internships and jobs. They will help students find a summer internship that meets their career interests. As students near graduation, career staff will also help them formulate a job-search strategy. Among other things, this will include the preparation of an effective résumé and the refinement of interview skills. Students are also encouraged to seek career advice from their academic advisor, the department head, and other faculty members, as appropriate. It is important that students maintain regular contact with their advisor and the career services staff.

**B. Academic Deficiency and Probation**

Students whose cumulative grade point ratio (GPR) falls below a 3.0 after any semester during their time in the Bush School will be considered academically deficient and will be placed on probation. At the discretion of the department head, a student may be required to fulfill certain academic requirements as part of their probation and may lose continued funding. After a probationary period of at least one semester, a student's failure to raise his/her GPR to at least a 3.0 may result in termination from the program.

**C. Grade Disputes**

Policies and procedures regarding grade disputes are specified by Texas A&M University Student Rule No. 48 (<http://student-rules.tamu.edu/rule48>). According to this rule, the instructor of the class is the primary authority with respect to a student's proficiency and final grade in that course. A student who believes that his/her final grade reflects a capricious, arbitrary, or prejudiced academic evaluation should first discuss the matter with the instructor of the class. If the matter cannot be resolved satisfactorily with the instructor, Rule No. 48 specifies subsequent procedures. The grade appeal process is guided by the principle that it is up to the student to show that a capricious, arbitrary, or prejudiced academic evaluation has occurred.

**D. Academic Basics**

**i. Registration**

Students will be required to register themselves. Any questions or problems with registration should be directed to the department's senior administrative coordinator. Students are also responsible for registering for optional services for which fees are required (e.g., parking, football tickets, or Aggie Bucks). Registration instructions can be found on the Office of the Registrar's web site: <http://registrar.tamu.edu/Courses,-Registration,-Scheduling/Registration-Schedule/Graduate-Professional-Student-Registration-Schedul>

There may be circumstances in which it is necessary or advantageous for a student to register *in absentia*. In order to qualify, a student must not have access to facilities or properties belonging to or under the jurisdiction of The Texas A&M University System at any time during the semester or summer term for which they are enrolled. Students who qualify for *in absentia* registration must inform the department's senior administrative coordinator of their intent to register *in absentia* and fill out the appropriate paperwork.

The last day to register is the last work day before classes begin. Registration can be done at the Office of Records or at [www.howdy.tamu.edu](http://www.howdy.tamu.edu) until 5:00 p.m. of that day.

**ii. Dropping/Withdrawing (Q-Drop)**

The first twelve class days of the fall and spring semesters and the first four class days of a summer term or a ten-week summer semester are the No-Record drop period. During this period, students can drop courses either online or with the help of their department's senior administrative coordinator. Students may withdraw from a course during the No-Record drop period and not have any

reference to that class appear on their transcript. (<http://student-rules.tamu.edu/rule01>)

Until the sixtieth class day of the fall or spring semester, the fifteenth class day of a summer term or the thirty-fifth class day of a 10-week summer semester, a student can receive a “Q-drop.” A grade of Q will be assigned to the course on the student’s transcript. The Q indicates that the course was dropped and is neither positive nor negative; it simply shows that the student was in the class and dropped it after the No-Record drop period. The student must complete the Q-drop form ([http://registrar.tamu.edu/Registrar/media/REGI\\_Forms/Q-Drop\\_Form.pdf](http://registrar.tamu.edu/Registrar/media/REGI_Forms/Q-Drop_Form.pdf)), the Q drop form can also be found on the Bush School website in the Student Resources section under each department and submit the form to the department’s senior administrative coordinator prior to the Q-drop deadline. Graduate students are not limited in the number of Qs on their transcript. If a student does not formally withdraw from a class on or before the Q-drop date, the student will receive an evaluative grade (e.g., A, B, C, etc.) for the course.

If a student pays fees and then decides to leave the University on or after the first day of classes, then he/she must go through the official withdrawal process. The refund received depends on the student’s official withdrawal date. Students must consult with their academic advisor and the department head prior to withdrawing.

iii. **Degree Plan**

*A student must complete and file a degree plan with the Office of Graduate and Professional Studies (OGAPS) no later than the third semester of graduate studies.* The completed degree plan must be submitted to OGAPS according to the deadlines published in the OGAPS Calendar (<http://ogaps.tamu.edu/Buttons/Calendars>). Registration will be blocked until the degree plan has been filed and approved by OGAPS. No waivers will be granted to register students who do not file a degree plan.

The degree plan formally declares a student’s degree objective, the membership of the advisory committee, and the specific courses that will be required for program completion. Some of the courses on the degree plan are already specified as degree program core requirements, and some are selected as electives in consultation with the advisor. See the applicable program section for key deadlines regarding degree plan preparation.

Before filing such a plan, each student must form a faculty committee that includes the student’s faculty advisor, who will serve as the committee chair, and the department head. All degree plans must be submitted electronically to OGAPS at <https://ogsdps.tamu.edu/>. This is the ONLY form that will be accepted by them. When the degree plan is submitted, it will be forwarded for approval first to the department’s senior administrative coordinator, second to the committee chair, and finally to the department head. Once the degree plan

has been approved at all stages, it will be routed electronically to OGAPS for final approval.

After a degree plan has been approved by OGAPS, all subsequent changes in course work or committee membership must be requested by submitting a Long Form petition electronically. Changes of major or department must be requested by electronically submitting a Long Form petition and a new degree plan. **It is the responsibility of the student to ensure that the petition form has been initiated significantly ahead of the intended graduation date.**

iv. **Graduation**

Students apply for graduation online at <http://graduation.tamu.edu/Graduating-Students/Application-for-Degree> by the deadline stated in the OGAPS Calendar for that semester (<http://ogaps.tamu.edu/Buttons/Calendars>). If the graduation fee has not been selected during pre-registration, submitting the completed graduation application will automatically add the \$47.50 diploma fee to the student's account. Applying after the deadline will add a \$50 late fee to the account for a total of \$97.50 per degree. Late applicants may not receive their diplomas on graduation day because of the length of time needed for printing the diploma. Arrangements will be made for these diplomas to be picked up or mailed. Paying the graduation fee is not an application to graduate; students must complete and submit the online application to graduate. **Furthermore, students who have not been cleared financially by the Office of Student Business Services (845-8127) will NOT receive a diploma at graduation.**

Further information concerning the advisory committee, degree plans, and graduation can be found in the *Graduate Catalog* at <https://catalog.tamu.edu/graduate/>.

#### **IV. MASTER OF PUBLIC SERVICE AND ADMINISTRATION**

The Master of Public Service and Administration degree (MPSA) is housed within the Public Service and Administration (PSAA) Department. Candidates for the MPSA degree are admitted to either the MPSA program or the (Executive) EMPSA program. The MPSA program is delivered primarily in person and designed to serve full-time students interested in developing the skills required to serve and advance in the public and nonprofit sectors. The EMPSA program is delivered online and designed to serve full-time working executives and professionals. With the exception of students from Texas A&M University who have been admitted to a 3+2 degree program, all students must have a bachelor's degree from an accredited university in order to apply to the program. EMPSA students must also have at least five years of full-time, cumulative experience in public service, including three years at the middle-to-upper level, in order to apply. Two years supervisory experience is preferred.

A. **Curriculum**

The Master of Public Service and Administration curriculum has a common core of eight required courses that provide students with general knowledge and analytical skills in public management, policy analysis, nonprofit management and research methods.

The program requires students to choose a track in either Public Policy Analysis (PPA), Public Management (PM), or Nonprofit Management (NPM) that consists of two required courses and two approved elective courses, for a total of four track courses. Students enrolled in the 3+2 program with Economics or Agricultural Economics must follow the PPA track.

For students in the MPSA program, the curriculum also allows (but does not require) students to select a concentration in one of the following areas: Analytical Methods (AM); Cybersecurity (CS); Education Policy and Management (EDPM); Energy, Environment, and Technology Policy and Management (EETPM); Health Policy and Management (HPM); Homeland Security and National Defense (HSND); International Nongovernmental Organizations (INGO); and State and Local Government Policy and Management (SLGPM). Students may also design a concentration with the consultation and approval of their faculty advisor and department head.

MPSA students who select a concentration must take at least three courses from the list of approved courses. Two elective courses may double-count toward both a track and concentration or toward two concentrations. A student may elect to add a second concentration to his/her degree plan or may elect to take more than the minimum of three courses in a chosen field. The Master of International Affairs (MIA) also has concentrations, and MPSA students may choose one of those as well, assuming classes are available and that they take the necessary three courses to fulfill the concentration requirements.



### Schematic Overview of MPSA Curriculum

Term	Core Courses	Public Policy Analysis (PPA) Track	Public Management (PM) Track	Nonprofit Management (NPM) Track
Year 1 Fall	PSAA 601: Foundations of Public Service	n/a	n/a	n/a
	PSAA 621: Economic Analysis			
	PSAA 643: Foundations of Nonprofits			
	BUSH 631: Quantitative Methods I			
Year 1 Spring	PSAA 611: Public Policy Formation	PSAA 622: Public Finance	PSAA 634: Public Mgmt.	PSAA 632: Fiscal Mgmt. of Nonprofits
		BUSH 632: Quant. Methods II OR BUSH 635: Quant. Methods II	BUSH 632: Quant. Methods II OR PSAA 630: Program Evaluation	PSAA 630: Program Evaluation
		1 Elective	1 Elective	1 Elective
Summer Internship - Between First and Second Years of Study				
Term	Core Course	Public Policy Analysis (PPA) Track	Public Management (PM) Track	Nonprofit Management (NPM) Track
Year 2 Fall	PSAA 675: Capstone I	PSAA 615: Policy Analysis	PSAA 623: Public Budgeting	PSAA 644: Management of Nonprofits
		2 Electives	2 Electives	2 Electives
Year 2 Spring	PSAA 676: Capstone II	3 Electives	3 Electives	3 Electives

## **First Year – MPSA Students**

### ***Fall Semester***

#### **All Tracks**

- PSAA 601: Foundations of Public Service
- PSAA 621: Economic Analysis
- BUSH 631: Quantitative Methods in Public Management I
- PSAA 643: Foundations of the Nonprofit Sector

### ***Spring Semester***

#### **All Tracks**

- PSAA 611: Public Policy Formation
- One elective course selected in consultation with faculty advisor

#### **PPA Track**

- Quantitative Methods II Course  
BUSH 632: Quantitative Methods II  
OR BUSH 635: Quantitative Methods II: Policy Analysis Emphasis
- PSAA 622: Public Finance

#### **PM Track**

- Quantitative Methods II Course  
BUSH 632: Quantitative Methods II  
OR PSAA 630: Program Evaluation in Public and Nonprofit Organizations
- PSAA 634: Public Management

#### **NPM Track**

- Quantitative Methods II Course
- PSAA 630: Program Evaluation in Public and Nonprofit Organizations
- PSAA 632: Fiscal Management of Nonprofits

### ***Summer***

Most MPSA students will be required to complete a *Professional Internship* whereby students gain practical experience by working in a public service organization. ([See page 62 for a complete description of the internship requirement.](#))

## Second Year – MPSA Students

### *Fall Semester*

#### **All Tracks**

- PSAA 675: PSAA Capstone Seminar I
- Two elective courses selected in consultation with faculty advisor\*

#### **PPA Track**

- PSAA 615: Policy Analysis

#### **PM Track**

- PSAA 623: Budgeting in Public Service

#### **NPM Track**

- PSAA 644: Management of Nonprofits

### *Spring Semester*

#### **All Tracks**

- PSAA 676: PSAA Capstone Seminar II (This is the second semester in a two-semester course sequence and is a continuation of PSAA 675)
- Three elective courses selected in consultation with faculty advisor\*

## **B. Tracks (Mandatory)**

### **Public Policy Analysis (PPA)**

***Associated Faculty: Lahey (coordinator), Cortes, Dague, Lewis, L. Taylor, Vedlitz***

The Public Policy Analysis track offers students an in-depth understanding of how decision makers can assess policy choices. It includes a consideration of why government should or should not take action in response to particular problems. It also familiarizes students with specific evaluative techniques such as cost-benefit analysis, cost-effectiveness analysis, and risk assessment. Students have numerous opportunities to apply what they learn to current policy issues.

#### PPA Track Core Courses (Both required):

- |           |                        |
|-----------|------------------------|
| PSAA 615: | Public Policy Analysis |
| PSAA 622: | Public Finance         |

#### PPA Track Electives (Choose two):

- |           |  |
|-----------|--|
| PSAA 605: | Homeland Security Policies and Strategies                      |
| PSAA 606: | Environmental Policy and Management                            |
| PSAA 613: | Immigration and Education Policy                               |
| PSAA 614: | Governance and Institutional Reform: A Comparative Perspective |
| PSAA 617: | U.S. State and Local Government: Institutions and Policy       |
| PSAA 618: | Education Policy   |
| PSAA 619: | U. S. Urban Policy and Management                              |

PSAA 625:	Urban Sustainability and Management
PSAA 635:	Social Welfare and Health Policy
PSAA 637:	Decision Making in Government and Administration
PSAA 638:	Health Economics and Public Policy
PSAA 640:	Energy and Security Policy
PSAA 671:	Science and Technology Policy
INTA 625:	International Trade Policy
INTA 651:	National Security Policy
PLAN 616:	Analyzing Risk/Hazard and Public Policy

### **Public Management (PM)**

***Associated Faculty: Greer (coordinator), Bowman, Bright, Bullock, Compton, Graham, Hilderbrand, Kerr, Nakamura, West***

The Public Management track focuses on the capabilities required for effective and ethical leadership in the public and nonprofit sectors. These include knowledge and skills pertaining to the internal operation of public-service organizations and to the relationship between those organizations and their operating environments.

#### PM Track Core Courses (Both required):

PSAA 623:	Budgeting in Public Service
PSAA 634:	Public Management

#### PM Track Electives (Choose two):

PSAA 602:	Tools of Leadership in Public Service Organizations
PSAA 604:	Emergency Management and Homeland Security
PSAA 606:	Environmental Policy and Management
PSAA 608:	Cybersecurity Policy, Issues and Operations - A Manager's Guide
PSAA 610:	Comparative Public Administration and Management
PSAA 614:	Governance and Institutional Reform: A Comparative Perspective
PSAA 616:	Managing Diversity in Public and Nonprofit Organizations
PSAA 617:	U.S. State and Local Government: Institutions and Policy
PSAA 619:	U. S. Urban Policy and Management
PSAA 625:	Urban Sustainability and Management
PSAA 626:	Contract Management
PSAA 630:	Program Evaluation in Public & Nonprofit Organizations (if not used as a Quant. Methods II requirement)
PSAA 636:	Grant and Project Mgmt. in Public and Nonprofit Sectors
PSAA 637:	Decision Making in Government and Public Service
PSAA 641:	Organizational Theory for the Public Sector
PSAA 642:	Ethics and Public Policy
PSAA 644:	Management and Leadership of Nonprofit Organizations
PSAA 646:	Accountability in Public Service
PSAA 648:	Performance Management in Public and Nonprofit Sectors
PSAA 661:	Human Resource Mgmt. in Government and Public Service
PSAA 670:	Public Information Management Systems
PSAA 673:	Conflict Resolution in Public Management

## **Nonprofit Management (NPM)**

***Associated faculty: Brown (coordinator), Hilderbrand, Kerr, Nakamura, Robichau, Qu, K. Taylor***

The Nonprofit Management Track provides students with an understanding of the role of the nonprofit sector as it has evolved and the distinctive character of nonprofit management and the challenges it must address. Discussions include the variation of structures and activities of assorted nonprofit organizations. It also examines development, political activities, and other dimensions of the relationship between nonprofit organizations and their environments.

### NPM Track Core Courses (Both required):

- PSAA 632: Fiscal Management of Nonprofits
- PSAA 644: Management and Leadership of Nonprofits

### NPM Track Electives: (Choose two):

- PSAA 603: Nongovernmental Management in International Settings
- PSAA 626: Contract Management
- PSAA 631: Marketing for Nonprofits
- PSAA 633: Philanthropy and Fundraising in Nonprofits
- PSAA 635: Social Welfare and Health Policy
- PSAA 636: Grant and Project Mgmt. in Public and Nonprofit Sectors
- PSAA 645: Networks and Inter-organizational Collaborations
- PSAA 648: Performance Management in Public and Nonprofit Sectors
- PSAA 649: Volunteer and Human Resource Management
- PSAA 650: Social Innovation and Entrepreneurship
- PSAA 669: Legal Environment of Nonprofit Organizations
- PSAA 689: Nonprofit Governance

## **C. Concentrations (Optional)**

The following lists the concentrations and their descriptions, along with suggested elective courses to support each concentration. Students who choose a concentration must take a minimum of three courses from their concentration's listing of courses.

Additionally, a student may design a concentration not listed below in consultation with his/her advisor and the PSAA department head. Course offerings are subject to availability in particular semesters.

## **Analytical Methods (AM)**

***Associated Faculty: Lahey (coordinator), Bright, Bullock, Cortes, L. Taylor***

This concentration provides an analytic toolbox for effective program and policy analysis. It uses quantitative and qualitative methods of analysis and implementation of such analysis in both policy and administrative settings. Students must take two core Methods courses (including the core Quant. Methods II requirement) and at least two Methods electives. If the four core courses are not chosen to satisfy the requirement, then one of the electives may be technical and at least one of the electives must be practical.

Methods Core Course (Choose at least two.):

- BUSH 632: Quantitative Methods II
- BUSH 635: Quantitative Methods II: Policy Analysis Emphasis
- PSAA 630: Program Evaluation in Public and Nonprofit Organizations
- INTA 637: Field Research Methods

Technical Methods Elective (Choose no more than one.):

- ECON 459: Games and Economic Behavior
- ECON 440: Experimental Economics
- MATH 411: Mathematical Probability

Practical Methods Electives (Choose at least one unless AM core courses are used to meet all concentration requirements.):

- INTA 616: Economic Development in China (must choose empirical option)
- INTA 625: International Trade Policy
- INTA 632: Advanced Economic Development
- GEOG 660: Applications in GIS
- ECMT 475: Economic Forecasting
- EPSY 640: Experimental Design in Education I
- HLTH 632: Health Program Evaluation
- EPSY 637 or SOCI 624: Qualitative Methods
- PHEB 603: Biostatistics II

More advanced methods theory courses from Economics, Political Science, or Statistics (or selected other programs) can be included as technical electives with permission from your academic adviser. Practical methods courses not on this list can be used with adviser permission provided that the course has a significant empirical component.

**Cybersecurity (CS)**

***Associated Faculty: Davis (coordinator), McLaughlin, Sowell***

This concentration is designed to allow Bush School students to conduct focused study on a topic that has application across both public and private enterprises. This combination of three courses is designed to help students develop both theoretical and practical cybersecurity knowledge, skills, and abilities.

CS Core Courses (Required):

- PSAA 608: Cybersecurity Policy, Issues and Operations - A Manager's Guide

CS Electives (choose two):

- INTA 689: Cyberspace Implications for National Security
- INTA 689: Introduction to Cyber for the Non-Technical
- INTA 689: Internet Infrastructure: Platforms and Politics
- INTA 690: Cybersecurity Literacy for the Global Arena
- CSCE 676: Law and Policy in Cybersecurity
- CSCE 677: Cybersecurity Risk
- ISTM 635: Business Information Security
- ISTM 645: IT Security Controls
- ISTM 655: Security Management and Compliance
- MATH 673: Information, Secrecy, and Authentication I

### **Education Policy and Management (EDPM)**

*Associated faculty: L. Taylor (coordinator), Cortes*

This concentration examines the key institutions that make and administer education policy, the political and economic forces that shape education policy at all levels, and the implications of policy for educational equity, adequacy, accountability and administration.

#### EDPM Core Course (Choose one):

- PSAA 613: Immigration and Education Policy
- PSAA 618: Education Policy

#### EDPM Electives (choose two):

- PSAA 613 or 618 (if not used as EDPM core course)
- PSAA 616: Managing Diversity in Public and Nonprofit Organizations
- PSAA 636: Grant & Project Management in Public and Nonprofit Sectors
- PSAA 642: Ethics and Public Policy
- EDAD 609: Public School Law
- EDAD 610: Higher Education Law
- EDAD 611: Higher Education Business and Finance
- EDAD 612: Policy Issues in the Administration of Higher Education
- EDAD 639: Foundations of Educational Administration
- EDAD 652: Politics of Education
- EDAD 653: Organizational Theory & Leadership in Education
- EDAD 655: Administration of Higher Education
- EDAD 687: Principles of Professional Practice in Education
- EHRD 633: Adult Literacy Education
- EPSY 640: Experimental Design in Education I

### **Energy, Environment, and Technology Policy and Management (EETPM)**

*Associated faculty: Vedlitz (coordinator), Bowman, Lewis*

This concentration studies the key institutions for making and administering policy, as well as the political, economic, and technological forces that shape agenda setting and policy formation. Also discussed are obstacles to effective policy implementation and management, analytical tools that can be used to evaluate policy, and critical issues and how they are interrelated

#### EETPM Core Courses (Two required):

- PSAA 606: Environmental Policy and Management
- PSAA 640: Energy and Security Policy
- PSAA 671: Science and Technology Policy

#### EETPM Electives (Choose one):

- PSAA 606, 640, or 671 (If not used as an EETPM core course)
- PSAA 624: Water Policy and Management
- PSAA 625: Urban Sustainability and Management
- PSAA 636: Grant and Project Mgmt. in Public and Nonprofit Sectors
- PSAA 663: Natural Resource Economics (cross-listed with AGEC 604)
- ESSM 689: Changing Natural Resources Policy
- LDEV 661: Development and the Environment
- LDEV 671: Sustainable Development
- MGMT 632: Technology Commercialization

- OCNG 676: Marine Environmental Policy
- PLAN 616: Analyzing Risk/Hazard and Public Policy
- PLAN 641: Problems of Environmental Planning Administration
- PLAN 651: Planning for Coastal and Marine Protected Areas
- WFSC 604: Ecology and National Resources

### **Health Policy and Management (HPM)**

***Associated faculty: Dague (coordinator), Lahey***

This concentration covers the key institutions for making and administering health policy and the political/economic forces that shape agenda setting and policy formation. Also studied are obstacles to effective policy implementation and the analytical tools that can be used to evaluate policy, as well to provide an understanding of critical issues and how they are interrelated.

#### **HPM Core Course (Choose one):**

- PSAA 635: Social Welfare and Health Policy
- PSAA 638: Health Economics and Public Policy

#### **HPM Electives (Choose two):**

- BUSH 635: Quantitative Methods II: Policy Emphasis (if not used as PPA track Quant. Methods II requirement) OR
- PSAA 630: Program Evaluation (if not used as PM or NPM track Quant. Methods II requirement)
- PSAA 635 or 638 (If not taken as an HPM core course)
- PSAA 636: Grant and Project Management in Public and Nonprofit Sectors
- HLTH 611: Organization and Administration of Health
- HLTH 630: Health Program Planning
- PHEB 600: Fundamentals of Epidemiology
- PHPM 601: Rural Public Health Systems
- PHPM 605: Introduction to Health Policy and Management
- PHPM 633: Health, Law and Ethics
- PHPM 640: Health Policy and Politics
- PLAN 631: Health Systems Planning
- PLAN 634: Environmental Health Planning and Policy

Note: PHPM 601 and PHPM 605 are prerequisites for many additional PHPM classes. Students interested in more advanced PHPM management and policy classes should discuss them with their advisor and with the relevant PHPM professor.



## **Homeland Security and National Defense (HSND)**

***Associated faculty: Davis (coordinator)***

This concentration provides a thorough examination of security policy and management concepts and principles, governance structures, strategies, policies, and contemporary events and their implications. Homeland security, national defense, and emergency management areas are emphasized.

### **HSND Core Courses (Required):**

PSAA 656: Fundamentals of Homeland Security

### **HSND Electives (Choose two):**

PSAA 604: Emergency Management and Homeland Security  
PSAA 605: Homeland Security Policies, Strategies and Operations  
PSAA 608: Cybersecurity Policy, Issues and Operations - A Manager's Guide  
PSAA 620: Safeguarding the Nation's Maritime Gateways  
PSAA 636: Grant and Project Mgmt. in Public and Nonprofit Sectors  
PSAA 640: Energy and Security Policy  
PSAA 651: Homeland Security and Homeland Defense  
PSAA 652: Protection of the Nation's Critical Infrastructure  
PSAA 653: Weapons of Mass Destruction  
PSAA 654: U.S. Border Security: Policies, Strategies and Issues  
PSAA 655: Domestic Intelligence Operations  
PSAA 657/INTA 657: Terrorism in Today's World  
PSAA 658: Disaster Recovery and Business Continuity  
PSAA 660: Domestic Terrorism: The Internal Threat to America  
PSAA 668/INTA 612: U.S. Law and Homeland Security  
PLAN 616: Analyzing Risk/Hazard and Public Policy  
PLAN 649: Organizational and Community Response to Crisis and Disasters  
PLAN 650: Disaster Response Planning

## **International Nongovernmental Organizations (INGO)**

***Associated faculty: Hilderbrand (coordinator), Brown, Hamie, Mu, Qu, Robertson, K. Taylor***

This concentration provides relevant coursework and preparation for work in international nongovernmental organizations or non-profits working in non-US settings, or for work focused on improving the effectiveness of such organizations.

### **INGO Core Course (Required):**

PSAA 603: Nongovernmental Management in International Settings

**INGO Electives (Choose two. At least one must be an INTA course. Students in the NPM track should choose two INTA courses.):**

PSAA 614: Governance and Institutional Reform: A Comparative Perspective  
PSAA 626: Contract Management  
PSAA 630: Program Evaluation  
PSAA 632: Fiscal Mgmt. of Nonprofits (if not used as NPM track core course)  
PSAA 633: Philanthropy and Fundraising in Nonprofit Organizations  
PSAA 636: Grant and Project Mgmt. in Public and Nonprofit Sectors  
PSAA 644: Management of Nonprofits (if not used as NPM track core course)  
PSAA 650: Social Innovation and Entrepreneurship

PSAA 689:	Nonprofit Governance
INTA 630:	International Economic Development
INTA 632:	Advanced Economic Development
INTA 634:	Politics and Development Policies
INTA 636:	International Development in Theory and Practice
INTA 643:	International Organizations
INTA 644:	Post-war Recovery and Development Interventions
ALEC 645:	Initiating and Managing Projects of Intl. Agricultural Development
RPTS 604:	Principles of Community and Community Development
RPTS 605:	Community Organization

### **State and Local Government Policy and Management (SLGPM)**

***Associated faculty: Bowman (coordinator), Bright, Cortes, Graham, Greer, Kerr, Lahey, L. Taylor***

This concentration explores the institutional structure of state and local government and how it varies among jurisdictions. Topics discussed include politics and management at the state and local level, the prerogatives and limitations of state and local governments in different policy areas, the role of state and local governments in implementing federal programs, and critical issues facing said governments.

#### **SLGPM Core Course (Required):**

PSAA 617:	State and Local Government: Institutions and Policy
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#### **SLGPM Electives (Choose two):**

PSAA 613:	Immigration and Education Policy
PSAA 616:	Managing Diversity in Public and Nonprofit Organizations
PSAA 618:	Education Policy
PSAA 619:	U.S. Urban Policy and Management
PSAA 625:	Urban Sustainability and Management
PSAA 626:	Contract Management
PSAA 630:	Program Evaluation in Public & Nonprofit Organizations (if not used as PM or NPM track Quant. Methods II requirement)
PSAA 635:	Social Welfare and Health Policy
PSAA 636:	Grant and Project Mgmt. in Public and Nonprofit Sectors
PSAA 641:	Organization Theory for the Public Sector
PSAA 642:	Ethics and Public Policy
PSAA 646:	Accountability in Public Service
PSAA 648:	Performance Management in Public and Nonprofit Sectors
PSAA 661:	Human Resource Management
EDAD 620:	Educational Program Evaluation
EDAD 652:	Politics of Education
GEOG 660:	Applications in Geographic Information Systems
LDEV 671:	Sustainable Development
MGMT 658:	Managing Projects
PLAN 610:	Structure and Function of Urban Settlements
PLAN 612:	Transportation in City Planning
PLAN 633:	Planning for Healthy Communities
PLAN 656:	Housing and Communities
RPTS 604:	Principles of Community and Community Development

**D. Petition for Waivers or Exceptions to MPSA Requirements**

At times, a student may wish to take a course that needs special approval because enrolling in the class would be outside of the MPSA requirements. A petition form may be obtained from the department's senior administrative coordinator to request permission.

Reasons might include the following:

- Request to take more than six credit hours outside the Bush School
- Request to count a course as a track or concentration elective
- Request to substitute a MPSA core course requirement with an alternate course

**E. Waiver of Core Courses**

Students might have a reason to waive a core course. A course waiver request may be considered if the student has had similar graduate or advanced undergraduate course work at another university or in a different department at Texas A&M and earned at least a B in the course. Waivers must be approved by the PSAA department head in consultation with the professor teaching the course in question. The student may be given an exam to ensure sufficient mastery of course content. A waived course must be replaced by another three-hour course on the student's degree plan. The department's senior administrative coordinator has the waiver forms and instructions.

**F. Waiver of Internship Requirement**

The internship requirement may be waived if a student has at least two years of professional public service experience related to his/her career goals. (See page 57 for details regarding the policy for waiving the internship requirement.)

**G. Directed (Independent) Study (PSAA 685)**

Students may also enroll in directed studies courses to help fulfill their degree requirements. These are arranged with individual faculty members and usually focus on a specific topic. The department head, the student's academic advisor and the faculty member officering the course must approve the directed studies course before it is added to the student's degree plan. The department's senior administrative coordinator has the directed studies form and can help students enroll in a PSAA 685 course. With certain exceptions, students may have no more than eight credit hours of directed studies courses on their degree plans.

**H. MPSA Course Descriptions**

In addition to rigorous core courses, The PSAA department offers specialized elective courses. The schedule of electives is determined by student and faculty interest. Offerings may vary over time and not every course will be offered every year. For a list of PSAA courses see the Bush School website at <http://bush.tamu.edu/psaa/degrees/mpsa/courses>.

In consultation with their advisors, MPSA students may also use INTA courses as electives on their degree plans, subject to course and enrollment availability. Visit the INTA course descriptions on the website under Academics.

I. **Graduation Requirements**

In order to receive their Master of Public Service and Administration degree, students must have a GPR of at least 3.0 overall on the 48 hours listed on their approved degree plan. In addition, there must be no unresolved grades of D, F, or I for any course listed on the degree plan. To resolve a deficient grade, the student must repeat the course and achieve a grade of C or better. Additionally, no courses graded as S/U or Pass/Fail may be listed on the PSAA degree plan. Consult the *Graduate Catalog* for additional information on graduation requirements.

J. **Degree Plan**

A student must complete and file a degree plan with the Office of Graduate and Professional Studies (OGAPS) no later than the third semester of graduate studies. The completed degree plan must be submitted to OGAPS according to the deadlines published in the OGAPS Calendar (<http://ogaps.tamu.edu/Buttons/Calendars>). Registration will be blocked until this degree plan has been filed and approved by OGAPS. No waivers will be granted to register students who do not file a degree plan.

The degree plan formally declares a student's degree objective, the membership of the advisory committee, and the specific courses that will be required for program completion. Some of the courses on the degree plan are already specified as MPSA core requirements, and some are selected as electives in consultation with the academic advisor.

Before filing such a plan, each student must form a faculty committee that includes the student's faculty advisor, who will serve as the committee chair, and the department head.

All degree plans must be submitted electronically at <https://ogsdps.tamu.edu/>. This is the ONLY form that will be accepted by the Office of Graduate and Professional Studies. When the degree plan is submitted, it will be forwarded for approval first to the department's senior administrative coordinator, second to the committee chair, third to the committee member, and finally to the department head. Once the degree plan has been approved at all stages of the process, it will be routed electronically to OGAPS for final approval.

After a degree plan has been approved by OGAPS, all subsequent changes in course work or committee membership must be requested by submitting a petition form to OGAPS. Petitions are submitted using the online degree plan submission system. Changes of major or department must be requested by submitting a petition and a new degree plan. **It is the responsibility of the student to ensure that a degree plan or a petition to modify a degree plan has been submitted by the deadline.**

K. **Key Deadlines**

Students are responsible for being aware of and meeting the deadlines that apply to them. Failure to do so jeopardizes approval for the student to graduate. Also note that deadlines are subject to change in accordance with University procedures and policies.

Beginning of first semester:

- Meet with your assigned academic advisor to discuss general interests.
- Attend required career seminars and meet with career services staff to discuss internship and career interests.

By the middle of the first semester:

- Choose a track and concentrations and complete degree plan worksheet. (The deadline will be announced and form will be distributed by the department's senior administrative coordinator.)
- Students enrolled in a 3+2 program should also meet with their undergraduate program advisor to ensure that all undergraduate degree requirements are being met.

By the end of first semester:

- Begin search for internship opportunities in conjunction with the career services staff.

By the end of second semester:

- Choose a permanent faculty advisor and establish a graduate committee.

Beginning of third semester:

- Work as needed with career services staff for employment assistance.
- Work to finalize your degree plan with your academic advisor and the senior administrative coordinator and submit the degree plan at <https://ogsdpps.tamu.edu/> between September 5-30.

Beginning of fourth (last) semester:

- Apply for graduation and pay fee at <https://graduation.tamu.edu>. Students enrolled in a 3+2 program must apply for and pay fees for both their PSAA and undergraduate degrees.
- Submit all degree plan petitions to OGAPS; final date to file will be determined by that office.
- Continue to work with career services staff for employment assistance through graduation and beyond.

## V. EXECUTIVE MASTER OF PUBLIC SERVICE AND ADMINISTRATION

This section provides an overview of the policies and procedures governing the Executive Master of Public Service and Administration (EMPSA). Some of these items are covered in more detail in the Graduate Catalog produced by the Office of Graduate and Professional Studies (OGAPS).

### A. Curriculum

The Executive Master of Public Service and Administration program prepares principled leaders who have the critical skills, knowledge, and expertise to excel and lead in the public service field, specifically in homeland security, nonprofit management, or public management enterprises. The program is delivered online in order to serve full-time working executives and professionals.

***EMPSA students must have at least five years of full-time cumulative experience in public service***, including at least three years at the middle-to-upper level, and a bachelor's degree from an accredited university ***in order to apply to the program. Two years supervisory experience preferred.***

A minimum of 39 semester credit hours of approved courses are required for the Executive Master of Public Service and Administration Program: seven core courses, (including a two-semester capstone sequence), three track core courses, and three track elective courses. Students will select one specialty area of either Homeland Security, Nonprofit Management, or Public Management. See the next page for details.

## EMPSA Overview and Mandatory Tracks

Core Courses 21 Credit Hours (Required)		
PSAA 601	Foundations of Public Service ( <i>Mostly online and includes one week on campus residency. Typically scheduled in the summer session. This course taken the first summer as a student</i> )	
PSAA 611	Public Policy Formation	
PSAA 621	Economic Analysis	
PSAA 630	Program Evaluation in Public and Nonprofit Organizations	
BUSH 631	Quantitative Methods in Public Management I	
PSAA 675	Public Service and Administration Capstone Seminar I ( <i>Mostly online and includes one week on campus residency. Scheduled in a summer or fall session prior to the graduation term</i> )	
PSAA 676	Public Service and Administration Capstone Seminar II <i>Note: Capstone II is 100% online and only scheduled in fall or spring sessions. PSAA 675 and 676 must be taken back-to-back.</i>	
Track Core Courses 9 Credit Hours (Required) Select Approved Track		
Homeland Security	Nonprofit Management	Public Management
PSAA 623	PSAA 632	PSAA 623
PSAA 634	PSAA 643	PSAA 634
PSAA 656	PSAA 644	PSAA 643
Elective Courses 9 Credit Hours (Select 3 Courses in Approved Track Choice)		
Homeland Security	Nonprofit Management	Public Management
PSAA 604	PSAA 602	PSAA 602
PSAA 605	PSAA 603	PSAA 604
PSAA 608	PSAA 616	PSAA 608
PSAA 620	PSAA 631	PSAA 616
PSAA 651	PSAA 633	PSAA 636
PSAA 652	PSAA 635	PSAA 644
PSAA 653	PSAA 636	PSAA 648
PSAA 654	PSAA 648	INTA 659
PSAA 655	PSAA 649	
PSAA 657	PSAA 669	
PSAA 668		
PSAA 689		
INTA 659		

**B. Residence Requirement**

Students are required to complete two weeks in residence in College Station, TX (one week in residence to occur during two separate semesters) to fulfill the requirements for two core courses—PSAA 601 Foundations of Public Service and PSAA 675 Public Service and Administration Capstone Seminar I. The majority of PSAA 601 is taken online, but it includes a one week in-residence scheduled during a summer term. Similarly, the majority of PSAA 675 is online, and students will complete the second in-residence week requirement the summer or fall term prior to the graduation term.

Students need to register for and complete PSAA 601 Public Service Foundations the first semester it is offered after being officially admitted to the EMPSA program.

**C. Course Descriptions**

In addition to rigorous core courses, the PSAA department offers specialized elective courses. Offerings may vary over time and not every course will be offered every year or every semester. For a list of PSAA courses descriptions, see the Bush School website at <http://bush.tamu.edu/empsa/curriculum/courses/>.

**D. Petition for Waivers or Exceptions to EMPSA Requirements**

At times, a student may wish to take a course that needs special approval because enrolling in the class would be outside of the PSAA requirements. A petition form may be obtained from the department's EMPSA Assistant to request permission. Reasons might include the following:

- Request to count a course as a track elective
- Request to substitute a PSAA core course requirement with an alternate course

**E. Waiver of Core Courses**

Students might have a reason to waive a core course. A course waiver request may be considered if the student has had similar graduate course work at another university or in a different department at Texas A&M and earned at least a B in the course. Waivers must be approved by the PSAA department head in consultation with the professor teaching the course in question. The student may be given an exam to ensure sufficient mastery of course content. A waived course must be replaced by another three-hour course on the student's degree plan. The department's EMPSA Assistant has the waiver forms and instructions.

**F. Graduation Requirements**

In order to receive their Master of Public Service and Administration degree, students must have a GPR of at least 3.0 both overall and on the courses listed on their approved degree plan. In addition, there must be no unresolved grades of D, F, or I for any course listed on the degree plan. To resolve a deficient grade, the student must repeat the course and achieve a grade of C or better. Additionally, no courses graded as S/U or Pass/Fail may be listed on the EMPSA degree plan. Consult the *Graduate Catalog* for additional information on graduation requirements.



#### **G. Degree Plan**

A student must complete and file a degree plan with the Office of Graduate and Professional Studies (OGAPS) no later than the third semester of graduate studies. The completed degree plan must be submitted to OGAPS according to the deadlines published in the OGAPS Calendar (<http://ogs.tamu.edu/current-students/dates-and-deadlines/>). Registration will be blocked until this degree plan has been filed and approved by OGAPS. No waivers will be granted to register students who do not file a degree plan.

The degree plan formally declares a student's degree objective, the membership of the advisory committee, and the specific courses that will be required for program completion. Some of the courses on the degree plan are already specified as PSAA core requirements, and some are selected as electives in consultation with the academic advisor.

Before filing such a plan, each student must complete an online EMPSA Degree Plan Worksheet. The degree plan worksheet helps your advisors make sure you are taking the courses that you need to make satisfactory progress and graduate. Texas A&M University requires that you complete your degree within a timespan of seven consecutive years. Students will complete degree plan worksheets before the end of the first semester in attendance at Texas A&M University.

After the department approves the degree plan worksheet, the student must complete and file a degree plan with the Office of Graduate and Professional Studies (OGAPS) no later than the third semester of graduate studies. The completed degree plan must be submitted to OGAPS according to the deadlines published in the OGAPS Calendar (<http://ogaps.tamu.edu/Buttons/Calendars>). Registration will be blocked until this degree plan has been filed and approved by OGAPS. No waivers will be granted to register students who do not file a degree plan.

Each student will have a faculty committee that includes the track coordinator faculty member of the student's specified track area, and the head of the Bush School's PSAA department. This committee has the responsibility of approving the proposed degree plan for the EMPSA student.

All degree plans must be submitted electronically at <https://ogsdps.tamu.edu/>. This is the ONLY form that will be accepted by the Office of Graduate and Professional Studies. When the degree plan is submitted, it will be forwarded for approval first to the department's senior administrative coordinator, second to the committee chair, third to the committee member, and finally to the department head. Once the degree plan has been approved at all stages of the process, it will be routed electronically to OGAPS for final approval.

After a degree plan has been approved by OGAPS, all subsequent changes in course work or committee membership must be requested by submitting a petition form to OGAPS. Petitions are submitted using the online degree plan submission system. Changes of major or department must be requested by submitting a petition and a new

degree plan. It is the responsibility of the student to ensure that a degree plan or a petition to modify a degree plan has been submitted by the deadline.

#### H. **Key Deadlines**

Students are responsible for being aware of and meeting the deadlines that apply to them. Failure to do so jeopardizes approval for the student to graduate. Also note that deadlines are subject to change in accordance with university procedures and policies.

##### Beginning of first semester:

- Choose a track and complete the degree plan worksheet (date will be announced and form will be distributed by email).
- Work to finalize your degree plan worksheet with your academic advisor and submit for department approval. Allow time for approval process.

##### Beginning of second semester:

- Submit approved degree plan worksheet into official degree plan in Document Processing Submission System (DPSS) for department and Office of Graduate and Professional Studies (OGAPS) approval. Allow time for approval process.
- **Be sure to submit any course change petitions immediately if your degree plan changes! See your EMPSA Assistant for the process!**

##### Beginning of (last) semester:

- File for graduation and pay fee. Graduation details can be found at <https://graduation.tamu.edu>.
- Submit all degree plan petitions to OGAPS; final date to file will be determined by them. To access the OGAPS Calendar to verify degree plan and graduation deadlines, click [here](#).

#### I. **Residency for Tuition Purposes**

Texas law classifies each person who applies for admission to a Texas public college or university as a resident of Texas, nonresident, or foreign (international) student. This classification determines if a student will pay the in-state or out-of-state tuition rate.

##### **Determining Residency**

When students apply for admission, the university uses information provided on their Apply Texas application to make an initial determination of residency status. This determination will remain on a student's record and continue for each semester in which a student is enrolled if no changes are made. For more information about residency, please visit <http://registrar.tamu.edu/Catalogs,-Policies-Procedures/State-Policies/Residency>. Please verify your residency status with the Office of the Registrar at Texas A&M University if you believe your status is incorrect. For additional information regarding residency for tuition purposes, please contact the Office of the Registrar at (979) 845-8606 or [residency@tamu.edu](mailto:residency@tamu.edu).

### **Changes in Residency Status/Correcting Errors in Classification**

All questions, concerns, changes or updates to residency must be made through the Registrar's Office (979)845-8606, or email [residency@tamu.edu](mailto:residency@tamu.edu). Be prepared to complete and submit (if necessary) the residency form [http://registrar.tamu.edu/Registrar/media/REGI\\_Forms/residency.pdf](http://registrar.tamu.edu/Registrar/media/REGI_Forms/residency.pdf).

*Please note: It is the responsibility of each student to verify his/her residency status prior to the start of a semester and request any change or update any errors to their residency status prior to the census date of that semester.*

### **J. Distance Education Location**

In order to register for online courses, you are required to update your distance education location in Howdy. You cannot be registered in online courses until your location is updated. To update your location for the upcoming semester:

- Navigate to the **'My Record'** tab in Howdy
- In the box titled **Registration**, select **"Distance Education Location Update"**
- Select the term for which you are registering (in College Station), and click **Submit**.
- Select the state and country in which you will reside during the semester for which you are registering.
- Click **Submit Location Change**.

### **K. Technology Requirements for Online Courses**

Bush School online courses currently utilize Blackboard Learn, which Texas A&M University calls eCampus <http://ecampus.tamu.edu>. A mobile app is available for Apple and Android devices. To learn more about the mobile features and download the app, check out the [eCampus Mobile](#) page. We also recommend a high-speed internet connection whenever possible.

You will need a basic understanding of how to operate a computer along with using an Internet browser, Word and PowerPoint. For optimal use, we recommend using [Google Chrome](#) or [Mozilla Firefox](#). Internet Explorer configuration options can make it difficult to use some of the features in our online courses. To verify your browser support, go to [Blackboard Browser Support](#).

Check to make sure that Pop-up blockers are turned off (including those that come with your firewall and with tool bars such as Yahoo and Google). Be sure your cookies are enabled and your system date and time are correct. Be aware that, if you are using a work computer, some software updates and changes to firewall settings require administrative privileges. Therefore, you may need to contact your IT personnel for direction and approval before you can participate in optional chat sessions or download documents. Set your browser to allow as a trusted site.

Beginning with some online courses in Spring 2021 and for all courses in the Summer 2021 semester, Canvas will be your learning management system where you access your online courses. After registering for online courses, you will receive log in instructions about how to access your online courses in Canvas. If you cannot locate these

instructions, contact the Extended Education Advising Center at 1-866-988-2874 or [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu)

## **L. Student Accounts and ID Management**

### **UIN - University Identification Number or Student ID**

Texas A&M University has taken precautions to ensure the security of your personal information by assigning each student a University Identification Number (UIN). Your nine-digit UIN is a unique number that will be used to identify your application credentials and other permanent university records. The Office of Admissions at Texas A&M University issues each student a UIN via email or regular postal mail upon receipt of your Apply Texas Common Application submission. If you have not received your assigned UIN, please contact the Bush School Office of Extended Education at (979)862-7810 or toll free at (866)988-BUSH (2874) or email [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu) for assistance.

### **NetID Activation**

Your NetID is the username you will use to login to and access various resources and systems within Texas A&M. You must remember your NetID and password to allow login access to all of your online services and classes at Texas A&M University.

If you are a new student to Texas A&M University, then you need to activate your Net ID. Go to <http://howdy.tamu.edu> and click on “Activate Your Account” link under the Log in button and the Statement of Responsibility. You will use your UIN to activate your NetID.

### **Texas A&M Gmail**

Each Texas A&M University student is issued an official university email account accessible through <http://email.tamu.edu>. Log in to Gmail using your NetID and Password. You may need to claim your Texas A&M Google Account via the button on the bottom of the page. It is your responsibility to check this email account regularly! Texas A&M University communications are delivered through this email account. Although you may have the ability to set the forward function on your University email, please be advised that this function is not always reliable.

You can also set up Texas A&M Gmail on your smartphone so you won't miss any important emails! To learn how, visit <http://email.tamu.edu> and select the “Student Gmail Checklist” link. If you have questions about your Texas A&M Gmail account or NetID, call the Texas A&M Information Technology Help Desk Central at (979) 845-8300 or visit [IT.tamu.edu](http://IT.tamu.edu).

### **The Howdy System**

Howdy provides convenient access to Texas A&M web services for applicants, students, faculty and staff. Visit Howdy, login with your NetID to get started. In Howdy, you can access eCampus, check your grades, pay your tuition and fees, access your student email account, read Texas A&M University announcements, connect to the library, and more! Maintain up-to-date local, permanent addresses/phone information and emergency contacts.

**M. Textbooks**

The textbook list will be sent to students approximately one month prior to the beginning of the semester. You are responsible for purchasing and acquiring all of your course books prior to the start of class. Order your books as soon as you receive your textbook information. You may purchase your books from any bookstore. Make certain you order the correct edition indicated in the list you receive from the Office of Extended Education. If you have difficulties securing textbooks prior to the beginning of classes contact the Extended Education Advising Center immediately at (979) 862-7810 or toll free at (866) 988-BUSH (2874) or email: [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu). To save money, some students order used books thru [www.amazon.com](http://www.amazon.com) or <https://www.hpb.com/home>. When you order your books inquire about arrival dates. You may need to consider the digital or kindle version of the book so you may receive it in time. Verify return guidelines and be sure to retain your receipt(s) in case you need to return your books (cancelled course, dropped course, wrong edition, etc.). NOTE: In some courses a text may not be assigned. Listed documents and or articles by week, may constitute the required readings in such a course.

**N. Attendance in the Online Requirement**

In the online environment, your online participation is considered your class attendance. You must “visibly participate” in the online classroom 4 out of 7 days each week of the term, actively and positively contributing to the learning process. To meet participation requirements, students are expected to contribute substantively to the class discussion post in addition to posting any written assignments for grading. In addition to the student’s initial response to a discussion question, students are expected to respond to a minimum of two of their classmates’ posts each week of the course. Students who do not participate risk receiving a failing grade and may not be allowed to register for future courses.

Specific participation criteria will be included in the online faculty member’s syllabus as part of the grading criteria.

We understand that occasionally a student may be without access to the Internet or online course. If at any time a student must be away from the classroom or email for more than two consecutive days, the student is required to notify the instructor prior to their absence. In the event of an emergency, the student should contact the instructor through the course as soon as possible. If for some reason the instructor cannot be reached, the student should contact the Extended Education Advising Center at [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu) or by phone at (979) 862-7810 or toll free at (866) 988-BUSH (2874).

In order for the absence to be excused, you must provide satisfactory evidence to substantiate the reason for your absence. Your instructor is under no obligation to provide an opportunity to make up work because of an unexcused absence. For more information on attendance go to <http://student-rules.tamu.edu/rule07>.

**O. Communication**

Official communication regarding registration deadlines, course information, and important announcements will be sent to your official Texas A&M University email

account (<http://email.tamu.edu>). Login to your TAMU email account at least twice a week. It is pertinent that you notify us of any changes in email addresses to ensure prompt notification of any important announcements and information. When emailing university faculty, staff and administration, always use your TAMU email account.

One business day before the first day of classes, you will receive an email detailing login procedures for your online course(s). If for some reason you have not received this email, then it is your responsibility to contact the Office of Extended Education's Enrollment Advising Center for assistance with logging into your course!

Due to FERPA (Family Educational Rights and Privacy Act of 1974) laws, the Office of Extended Education cannot release confidential student information to anyone other than the student. Please contact the Bush School advising center at (979) 862-7810 or toll free at (866) 988-BUSH (2874) or email: [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu) for assistance with procedures related to FERPA.

**P. Online Course Access**

Online classes are available for access beginning the official first day of class noted on your class schedule. Be sure to log in to your course on the first official day of classes to access the course syllabus and to learn about your course assignment deadlines.

You will have access to the online course in which you registered **only** for the duration of the semester in which you are registered. If you drop, q-drop, or withdraw, you will no longer have access to your online course. In addition, you will no longer have access to your online course after the semester closes. It is your responsibility to ensure you keep your own content, papers, and course submissions.

## VI. MASTER OF INTERNATIONAL AFFAIRS

This section provides an overview of the policies and procedures governing the Master of International Affairs (INTA). Some of these items are covered in more detail in the *Graduate Catalog* produced by the Office of Graduate and Professional Studies (OGAPS).

### A. Introduction

Students declare their track preference in National Security and Diplomacy (NSD) or in International Development and Economic Policy (IDEP) at orientation. Regardless of track, all INTA degree candidates must design a program of study in consultation with their advisor. **In the components listed below, the first five are required for graduation:**

#### i. First Year Core Courses

Five courses are required. Most students will take three of these required courses in the fall semester of their first year; the remaining first-year requirements are completed in the spring semester. (These core courses represent 15 credit hours of the total 48 credit hours needed for the degree.) All students should take INTA 606 in the fall semester; it is not offered in the spring semester. All Core Courses (Required) must be taken in residence unless a student comes into the program having taken a required course as a certificate student or an undergraduate.

#### ii. Professional Internship or Foreign Language/Culture Study

Students devote a minimum of ten weeks in the summer following their first year in either an internship with some career-related organization or an immersive program for intensive language and cultural study ([more details provided on page 62](#)).

#### iii. Two Concentrations

Concentrations are clusters of related courses dealing with a particular topic. A student must take a minimum of two concentrations each consisting of at least three courses. At least one concentration must be linked to the student's track. For a complete list of INTA concentrations and their related courses and descriptions, see the Bush School website at <https://bush.tamu.edu/inta/degrees/mia/curriculum/>

#### iv. Capstone Seminar

All students will complete a three-credit-hour capstone seminar during their second year, typically in their last semester. Capstone seminars involve approximately five to eight students working as a team under the supervision of a faculty member to address a policy problem or issue of a client. Normally clients are government agencies or NGOs. Capstone teams make an oral and written presentation to the client at the conclusion of the seminar.

Capstone seminars are intended to provide students with an integrative experience that pulls together learning acquired throughout their program of study. Capstone students are expected to (a) engage in systematic research and analysis that addresses the client's problem, (b) pool their acquired knowledge and insights to form an integrated response, and (c) make a written and oral presentation to the client that reports their findings and recommendations. It is imperative that every student in a capstone do his/her fair share of the total project on an agreed upon schedule and work effectively as a member of the team to contribute to a quality finished product. Failure to do so will lead to a significant reduction in grade (not all capstone team members necessarily receive the same grade).

Capstone topics and their faculty supervisors typically are announced early in the semester prior to the seminar itself. Students are given an opportunity to express their preferences but are not assured of their first choice. Capstone teams are strongly encouraged to meet before their final semester begins to organize and draft preliminary design activity.

**v. Foreign Language Requirement**

All students for whom English is their first language are required to pass a spoken foreign language exam prior to graduation.

International students whose native language is not English and who have received a satisfactory TOEFL or IELTS score in English are exempt from a further language requirement. Likewise, students who are totally bilingual can be exempted from the foreign language requirement on a case-by-case basis.

Students must pass an exam administered by an American Council on the Teaching of Foreign Languages (ACTFL) representative. The exam takes the form of a telephone conversation between the student and a trained evaluator who grades the student's speaking and comprehension using the ACTFL system. The Bush School requires that a student receive a minimum proficiency score of "intermediate low." This is a relatively low threshold and students are urged to seek a higher standard.

The test may be taken in virtually all the major languages spoken in the world today. A student who is ready to take the language exam should contact the INTA foreign language coordinator who will schedule the test phone interview. The Bush School will cover the cost (approximately \$139) for the initial language test, if the test is scheduled by January 31 of the semester that they are scheduled to graduate. (For students graduating in December, the exam must be scheduled by September 30 of that semester). Should an individual need to repeat the test, the student must pay the costs. Should a student not achieve the required proficiency on the first try, he/she must wait at least ninety days before applying to retake the test. Therefore, it is essential not to delay to allow ample time so that if a repeat is needed, graduation would not have to be deferred.

During the spring and fall semesters, the Bush School offers students the opportunity to participate in foreign language discussion groups led by native speakers. These discussion groups are arranged for every language for which



there is student interest. If necessary, the students who participate will be organized into different proficiency levels—beginner, intermediate, or advanced.

The Bush School provides online access to Rosetta Stone language software for all languages and all levels to MIA students at no cost to the students. Students can access Rosetta Stone programs from home, during internships, or overseas--wherever they have an internet connection. There are usually sufficient licenses available to offer MIA students Rosetta Stone access to more than one language

Students who desire a more structured language program may wish to consider an intensive language program during the summer following their first year of study at the Bush School. Such immersion programs can be pursued instead of a summer internship.

Further questions concerning the language requirement and test should be addressed to the INTA's foreign language coordinator, currently Professor James Olson.

vi. **Writing ePortfolio**

The ePortfolio and Medal of Excellence are discussed later in the handbook. While it is not required for completing the degree, it is strongly urged because it can showcase a student's professional written and communication skills and can help in the employment process. Writing skills are highly valued in most types of employment pursued by Bush graduates, and employers often request samples of an applicant's writing.

vii. **International Field Seminars and Study Abroad**

Study abroad seminars are short-term international experiences in which a Bush School faculty member leads a group of students to an international site to study a specific issue. These 3 credit courses involve a series of preparatory classes and reading followed by a term paper completed upon return. Typically, field seminars have been conducted between semesters or the last half of May. Locations have included China, India, Germany, Canada, Italy and Egypt, and more will be considered.

The Bush School has exchange agreements with several foreign universities designed specifically for graduate students in the INTA department (with others to be added in the future). In addition, Texas A&M University has a much larger set of exchange agreements with other institutions, many of which can be tailored to the interests of Bush School students seeking courses that can be accepted for graduate credit. A list of schools that the Bush School has agreements with can be obtained from the senior administrative coordinator. The fall semester of a Bush School student's second year is the optimal term for study abroad.

## B. Curriculum

### First Year – INTA Students

Unless an entering student successfully petitions to waive one or more of these first-year courses (based on previous academic work), students will take four of their required courses in the first year. The course order will vary depending on a student's track in NSD or IDEP and upon course availability. Procedures to petition to waive courses are described below.

***Fall and Spring Semesters*** (course options/timing vary by track and course availability)

BUSH 631: Quantitative Methods in Public Management I (required for both)

BUSH 635: Quantitative Methods in Public Management II (IDEP required course)

INTA 605: American Foreign Policy since World War II (NSD required course)

INTA 606: International Politics in Theory and Practice (required for both)

INTA 608: Fundamentals of the Global Economy (required for both)

**One elective course** selected from the student's chosen concentrations.

**One elective course** selected from the student's chosen concentrations.

**\*\*\*Please NOTE:** the above required courses must be taken as in residence courses (unless a student has taken them before admission to the degree program).

### ***Summer***

Most students will be required to complete a *Professional Internship* or *Foreign Language/Cultural Study*. (See below for a lengthier description, and [page 62](#) for a complete description, of the internship requirement.)

## Second Year – INTA Students

### *Fall Semester*

**Four elective courses** selected from the student's chosen concentrations **or**  
**Study Abroad option**

### *Spring Semester*

**INTA 670: Capstone Seminar**

**Three elective courses** selected in consultation with faculty advisor

#### C. **Professional Internship or Foreign Language/Culture Study**

Internships are described in more detail in the Internship/Employment section in the handbook.

Students who need or desire to do intensive foreign language and cultural study may substitute a ten-week language study program for the internship. With rare exceptions, this study should be undertaken in a country in which the language prevails in everyday use by most people. Students can opt for a study abroad configuration that continues through the fall semester of their second year. (Although the summer internship/language study is required for the degree, no course credit is involved. If, however, the student elects to extend the language/culture study in a foreign university through the fall semester, courses taken must be recognized by Texas A&M University as contributing twelve credit hours toward the master's degree.)

The International Affairs language advisor, as well as the student's own faculty advisor, should be consulted on possible locations for language study. **However, the student must take full responsibility for selecting and making all arrangements for summer language study.**

The INTA department has structured its curriculum to enable interested students to study abroad in the fall semester of the second year. This can be combined with instruction beginning in the previous summer to create a nine-month study-abroad experience. The Bush School can help with the transfer of course credit from other universities, but students must take primary responsibility to consult with the student's academic advisor and the International Affairs department to assure that the program of study pursued in a foreign university will be accepted by Texas A&M and the Bush School for master's degree credit. Further assistance can be found on the Texas A&M Education Abroad Office at <https://abroad.tamu.edu/>. **NOTE: Study abroad during any semester other than Summer and/or fall of the second year will likely prevent a student from graduating on schedule.**

#### **D. Tracks and Concentrations**

During the application phase, students chose either National Security and Diplomacy (NSD) track or International Development and Economic Policy (IDEP) track, and they were admitted to a particular track. Each track has specific required courses. Concentrations are chosen once students enroll and provide them an opportunity to fashion a specific program of study tailored to their interests.

##### ***Definition***

Concentrations are clusters of courses dealing with a common theme or topic. Most INTA concentrations are composed of Bush School courses, but some include seminars offered by other departments (we continually evaluate the fit of “new” non-Bush School courses). Usually the concentrations consist of five or more elective courses offered by several faculty members. Most courses are offered once every year. To receive credit for completing a concentration, students must take at least three of the courses listed. Most concentrations will list several courses from which to choose and some may have a required course.

##### ***Basic Concentration Requirements***

Every INTA student must take two concentrations. A student must take three of the listed courses in that concentration. One of the concentrations must be associated with his/her track (NSD or IDEP), but the second concentration need not be. The Conflict and Development and the Women, Peace and Security concentrations are linked to both tracks and thus may count for either NSD or IDEP. The regional concentrations are not connected to either track.

##### ***Double-Counting the Same Course***

Many courses are listed in more than one concentration. In addition, required courses also are included in selected concentrations. Only one cross-listed course can be used to count as fulfilling the requirement in both of the student’s two concentrations. Furthermore, if a student elects to use a required course (e.g., foreign policy or quantitative methods) as one of the three courses in a concentration, then no cross-listed course may be double-counted. The principle is that in the three courses used to construct a concentration only one may be used for two purposes (i.e., count as both a required course and a concentration course or count in two concentrations in the case of a cross-listed course).

##### ***Student-Created Concentrations***

Students may petition with the INTA department head for permission to create their own set of three courses for their second concentration. Only one of the three courses in a student-designed concentration may be INTA courses or cross-listed INTA courses. The other two courses must be from the PSAA or other academic departments. A student petition must include (1) the syllabi of outside courses to be included in the proposed concentration, (2) confirmation that the course will be offered within the next academic year, (3) confirmation that the course is open to Bush School students, and (4) a statement on how the proposed set of courses will contribute to the student’s intended career.

### ***Credit for Undergraduate Courses***

Some courses from other departments listed in the concentrations are at the undergraduate level (#300-500). A Bush School student may include one undergraduate level course in a concentration. It is also possible to meet with the instructor of the proposed undergraduate course and work an agreement to gain graduate credit for a course by agreeing to complete additional graded assignments beyond those required of undergraduates. Such an arrangement needs to be established before the first meeting of the course.

### ***Directed Studies (685)***

No Directed Study (685) offered by an INTA faculty member may be used as one of the three courses in any concentration. No 685 may be taken in the first year of study. A student seeking a 685 from any instructor must first make a request to the department head.

### ***Use of Unrestricted Credit Hours***

Given the total number of credit hours (48) in the INTA department, it is possible for a student to create a third concentration or to take more than three courses in the two selected concentrations. However, that is not necessary.

### ***Selecting Concentrations***

All INTA students must take at least two concentrations and may take a third. Selection of concentrations should be done in consultation with the student's faculty advisor and should reflect the student's career plans and professional interests. Students should determine their two concentrations before registering for their second-semester classes, taking note of those labeled as NSD and IDEP. One concentration must be tied to a student's entering track. The second concentration, and a third if chosen, can be selected from any. Occasionally, the same course may be listed as part of several different concentrations. Students may count only one course on their degree plan toward completing two separate concentrations. For an updated listing of concentrations, see <https://bush.tamu.edu/inta/degrees/mia/concentrations/>

### ***Choosing Two or Three Concentrations***

Students may elect to add a third concentration to their degree plan or they may choose to take more than the three minimum courses in their required concentrations. Students may also choose to take single courses as general electives from either the Bush School (INTA or PSAA) or elsewhere in the University after completing their two required concentrations. In other words, the program is designed to permit substantial choice and flexibility. International Affairs students may choose one of the PSAA concentrations as well, assuming they take the required three courses to make an integrated program. New courses and additional concentrations will be introduced as they become available.

### ***Questions***

Each concentration has a faculty coordinator. Questions should be discussed with the INTA department head, the concentration coordinator, or the student's own faculty advisor.

**E. Waiver of Core Requirements**

There may be occasions when a student can petition to be excused from one or more of the INTA core requirements. A core course may be waived if the student has received an A or better in a substantially similar graduate-level or equivalent course from Texas A&M or another university before entering the INTA program. Such a waiver must be approved by the INTA department head, and by the professor teaching the core course in question. A waived course must be replaced by another three-hour elective course on the student's degree plan.

At his discretion, the INTA department head may also waive the internship requirement for a student who has substantial professional experience in an appropriate career-related organization.

**F. Directed Study/Independent Study (INTA 685 or BUSH 685)**

Directed Studies should be pursued only when a student is interested in doing research on a subject that is of ongoing interest to the faculty member; thus the course is an opportunity for both the faculty member and the student. A student should not ask a faculty member to provide a Directed Study to address material that the faculty member presents in a course offered while the student is in residence.

The INTA department head and the faculty member offering the course must approve an independent study course before it is added to the student's degree plan. Before approving an independent study, the student must prepare a 685 Application for Directed Study Course and a complete syllabus including course description, learning objectives, readings, course assignments and means for determining the course grade. The application must be approved and signed by the student, the instructor offering the 685, and the department head. The department head's assistant can provide the 685 application and help students enroll in an INTA 685 or BUSH 685 course. With certain exceptions, students may have no more than two independent study courses on their degree plans.

**G. Graduation Requirements**

*In order to receive an INTA degree, a student must have a GPR of at least 3.0, both overall and for the courses listed on the student's degree plan, and pass the foreign language exam.* In addition, there must be no unresolved grades of D, F, or U for any course listed on the degree plan. To resolve a deficient grade, a student must repeat the course and achieve a grade of C or better. Consult the *Graduate Catalog* for additional information on graduation requirements.

**H. Degree Plan**

*A student must complete and file a degree plan with the Office of Graduate and Professional Studies (OGAPS) in the third semester of graduate studies.* The completed degree plan must be submitted to OGAPS according to the deadlines published in the OGAPS Calendar (<http://ogaps.tamu.edu/Buttons/Calendars>). Registration will be blocked until this degree plan has been filed and approved by OGAPS. No waivers will be granted to register students who do not file a degree plan. OGAPS will not approve a

degree plan unless an official copy of the student's transcript demonstrating completion of the bachelor's degree is on file. Normally, transcripts are provided on admission to graduate study at Texas A&M. On some occasions, however, only an "unofficial" copy was provided. It is the student's responsibility to make certain an official transcript is secured.

The degree plan formally declares a student's degree objective, the membership of the advisory committee, and the specific courses that will be required for program completion. Some of the courses on the degree plan are already specified as Bush School core requirements, and some are selected as electives in consultation with the academic advisor.

Before filing such a plan, each student must form a faculty committee that includes the student's faculty advisor, who serves as the committee chair, and the department head. All degree plans are submitted electronically at <https://ogsdps.tamu.edu/>. This is the ONLY form that will be accepted by the Office of Graduate and Professional Studies. When the degree plan is submitted, it will be forwarded for approval first to the program director's assistant, second to the committee chair, and finally to the program director both as a committee member and as final approval as program director. Once the degree plan has been approved at all stages of the process, it will be routed electronically to OGAPS for final approval.

After a degree plan has been approved by OGAPS, all subsequent changes in course work or committee membership must be requested by submitting a Long Form petition electronically. Changes of major or department must be requested by electronically submitting a Long Form petition and a new degree plan. **It is the responsibility of the student to ensure that the petition form has been initiated significantly ahead of the intended graduation date.**

## I. **Key Deadlines**

Students are advised of the importance of meeting all the deadlines that apply to them. Failure to do so jeopardizes University approval for the student to graduate at the end of the desired semester. Also note that deadlines are subject to change in accordance with University procedures and policies.

### Beginning of first semester:

- Meet with your temporary academic advisor to discuss general interests
- Attend required career seminars and meet with career services staff to discuss internship and career interests

### By the end of first semester:

- Begin search for internship opportunities in conjunction with the career services staff
- Choose concentrations
- Choose a permanent faculty advisor and establish a graduate committee

Middle of second semester:

- Meet with the department heads assistant to begin the degree plan process
- Work to finalize your degree plan with your academic advisor
- Work as needed with career services staff for internship and employment assistance  
File final degree plan with the OGAPS; final date to file will be determined by them

Before the end of third semester:

- Take the foreign language test (if not already done)

Beginning of fourth (last) semester:

- File for graduation and pay fee
- Submit all degree plan petitions to OGAPS; OGAPS determines final dates to file Continue to work with career services staff for employment assistance through graduation and beyond



## **VII. MASTER OF INTERNATIONAL POLICY**

### **A. Introduction**

The Master of International Policy is a 30 graduate credit hour, non-thesis degree program offered fully in residence (with an option of taking up to 6 credits online) on the Texas A&M University College Station campus, and the Washington, D.C teaching site. Students may select either the National Security and Diplomacy track or the International Development and Economic Policy track. Students admitted to the program will have a minimum of six years of professional experience in the field of international affairs, broadly understood.

### **B. Program of Study**

The curriculum consists of two required courses (6 credit hours) in 1) the theory and practice of international politics (INTA 606) and 2) fundamentals of the global economy (INTA 608). Students take five courses (15 credit hours) in one of the two program tracks—National Security and Diplomacy or International Development and Economic Policy. The remaining three courses (9 credit hours) are electives.

The full degree can be completed in an eleven-month period. The student will take a regular four-course load in the fall semester, beginning in late August; a regular four-course load in the spring semester, ending in mid-May; and two courses in an intensive format in June, ending obligations in early July with an August graduation. Alternatively, students unable to be on campus in June will be able to complete their degree requirements by taking two courses online.

## **VIII. CERTIFICATE IN ADVANCED INTERNATIONAL AFFAIRS**

### **A. Introduction**

The Certificate in Advanced International Affairs (CAIA) at the Bush School packages critical graduate educational experiences in a novel way. The certificate involves a multidisciplinary series of graduate courses for people whose careers or personal interests cause them to seek a more complete understanding of world affairs, but who may not have the time or disposition for a longer, residential graduate degree. A student admitted to the certificate program completes twelve credit hours of study typically involving four graduate-level courses available in residence and/or online. Students can select from courses that focus on intelligence, national security, diplomacy, counterterrorism, and international law. Individuals who successfully complete the program will be awarded a certificate and a notation will appear on their University transcript.

Students who are currently registered in the Bush School's Master of International Affairs program or the Master of International Policy are not eligible to apply for the graduate Certificate in Advanced International Affairs (CAIA) program. Other Bush School and Texas A&M University majors may apply for this graduate certificate with an internal application.

For more information, contact the Bush School Enrollment Advising Center at 1-866-988-2874, e-mail [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu), or visit room 1113 in the Allen Building on the Texas A&M campus in College Station.

**B. Online Education Option**

Online courses are offered in fifteen-week academic semesters during the fall and spring, and ten-week summer terms. Courses are built around three main components: readings, writing, and interaction with classmates and instructors through online discussion. Assignments include research papers, essays, exams, case studies, and briefings. New material is released each week. Broadband and high speed Internet recommended. Students are not required to purchase any software or hardware. A standard, reasonably up-to-date computer and a consistent Internet connection are the basic technological requirements to complete a course.

**C. Online Course Access**

Online classes are available for access beginning the official first day of class noted on your class schedule. Be sure to log in to your course on the first official day of classes to access the course syllabus and to learn about your course assignment deadlines.

You will have access to the online course in which you registered only for the duration of the semester in which you are registered. If you drop, q-drop, or withdraw, you will no longer have access to your online course. In addition, you will no longer have access to your online course after the semester closes. It is your responsibility to ensure you keep your own content, papers, and course submissions.

**D. Program of Study**

Admitted students complete four, three-hour graduate-credit courses. Students select their courses from a variety of options. All certificate courses must be taken from the Bush School. Texas A&M encourages all graduate students to enroll in at least one course per calendar year in order to maintain their active-student status with the Office of Graduate Admissions. Students who elect to sit out more than one year are required to re-apply to Texas A&M via the Apply Texas Application.

Students may focus their studies with an emphasis in Diplomacy, Defense Policy and Military Affairs, Intelligence, or Counterterrorism. While it is not required to select an emphasis area, doing so may prove beneficial, as the emphasis area will add value to résumés and job applications. All students are required to complete twelve credit hours whether choosing to pursue an emphasis area or not. To earn an emphasis, students must complete two core, required courses: INTA 605 American Foreign Policy and INTA 651 National Security Policy, and also complete an additional two elective courses (total of six credit hours) within their chosen emphasis area.

The list of courses for the Graduate Certificate in Advanced International Affairs program is below. The course listing is subject to change.

INTA 603:	American Diplomacy *
INTA 604:	Politics of the Contemporary Middle East *
INTA 605:	American Foreign Policy Since World War II *
INTA 606:	International Politics in Theory and Practice
INTA 608:	Fundamentals of the Global Economy
INTA 609:	International Law and its Application to Human Rights, Use of Force and U.S. Law*
INTA 611:	Authoritarianism and Political Elites in the Arab World
INTA 617:	Deterrence and Coercion
INTA 625:	International Trade Policy Analysis
INTA 626:	Balance of Payments in Theory and Policy
INTA 627:	Foundations of Strategy and Statecraft
INTA 629:	Multinational Enterprises
INTA 640:	The Politics and Practice of Democracy Promotion
INTA 650:	National Security Law
INTA 651:	National Security Policy*
INTA 652:	The Role of Intelligence in Security Affairs*
INTA 653:	Technical Collection Systems for International Security*
INTA 654:	Military Strategy in the Conduct of Nations*
INTA 655:	Nationalism, Immigration and Terrorism in the European Union
INTA 658:	Congress and International Security
INTA 659:	Transnational Security Issues*
INTA 667:	International Crisis Management: The Policy Process
INTA 668:	The Politics and History of the Arab Spring
INTA 671:	The Political Economy of the Middle East
INTA 674:	U.S. Foreign Policy in the Persian Gulf
INTA 678:	Interstate War: Theory and History Implications for the 21 <sup>st</sup> Century
INTA 680:	Political Violence and Terrorism within the International System*
INTA 682:	Law of War*
INTA 689:	Special Topics in International Post Conflict Recovery and Development*

*\* May be taken in a convenient, online format*

E. **Program Application**

All prospective students who intend to earn a graduate certificate must apply to the program. Degree-seeking students already enrolled at Texas A&M must apply to the certificate program and be admitted *before* enrolling in any course they intend to apply toward the certificate. Current application instructions may be found at <http://bush.tamu.edu/certificate/admissions>.

F. **Program Completion**

A Certificate Completion online form must be completed and filed with the Bush School's Office of Extended Education Enrollment Advising Center during the student's final semester. A certificate of completion will not be awarded without the form. In addition, students must complete and submit an "Application for Graduation" in their certificate program through <http://howdy.tamu.edu>. Students must have met all program criteria to successfully complete the program:

- Maintaining a 3.0 GPR in the certificate course of study;
- Meeting all admissions requirements, including any conditional provisions;
- Clearing any holds on record (Hold status can be viewed at MyRecord in the Howdy portal at <http://howdy.tamu.edu>)

For assistance in locating the "Application for Graduation" and the online Certificate Completion form, email [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu).

## IX. CERTIFICATE IN HOMELAND SECURITY

A. **Introduction**

The Certificate in Homeland Security (CHLS), consists of 15 credit hours surveying the dimensions of homeland security and defense, from the traditional concepts of public safety to the emerging concepts of public security. The program is designed for individuals seeking careers with management or policy responsibilities at various levels of government, business or the military. A student admitted to the certificate program completes one required course PSAA 656: Fundamentals of Homeland Security and completes four elective courses dealing with such topics as protection of critical infrastructure, recovering from weapons of mass destruction (WMD), terrorism, intergovernmental coordination, and business strategies for protection and recovery.

Individuals who successfully complete the program will be awarded a certificate and a notation will appear on their University transcript.

For more information, contact the Bush School Enrollment Advising Center at 1-866-988-2874, e-mail [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu), or room 1113 in the Allen Building on the Texas A&M campus in College Station on the Texas A&M campus in College Station.

B. **Online Education Option**

Online courses are offered in fifteen-week academic semesters during the fall and spring, and ten-week summer terms. Students may begin their studies in the fall, spring, or summer semester. Courses are built around three main components: readings, writing,

and interaction with classmates and instructors through online discussion. Research papers, essays, exams, case studies, and briefings are common assignments. New material is released each week. Broadband and high speed Internet recommended. Students are not required to purchase any software or hardware. A standard, reasonably up-to-date computer and a consistent Internet connection are the basic technological requirements.

**C. Online Course Access**

Online classes are available for access beginning the official first day of class noted on your class schedule. Be sure to log in to your course on the first official day of classes to access the course syllabus and to learn about your course assignment deadlines.

You will have access to the online course in which you registered only for the duration of the semester in which you are registered. If you drop, q-drop, or withdraw, you will no longer have access to your online course. In addition, you will no longer have access to your online course after the semester closes. It is your responsibility to ensure you keep your own content, papers, and course submissions.

**D. Program of Study**

The certificate consists of fifteen graduate credit hours (five courses). Admitted students must complete the required course PSAA 656 Fundamentals of Homeland Security and four elective courses. The courses combine a broad understanding of homeland security issues and strategies at the national level with an in-depth analysis of key security issues affecting federal, state, and local government, as well as private business. Texas A&M requires students to enroll in at least one course per calendar year in order to maintain their active-student status with the Office of Graduate Admissions. Students who elect to sit out more than one year will be required to reapply to Texas A&M via the Apply Texas application.

Students may choose to focus their Homeland Security studies with an emphasis in Border Security, National Security Policy and Management, Emergency Management and Crisis Preparedness, or Critical Infrastructure Protection. While selecting an emphasis area is not required, doing so may prove beneficial as the emphasis area adds value to resumes and job applications. All students are required to complete fifteen credit hours whether choosing to complete an emphasis area or not. All students are required to take PSAA 656: Fundamentals of Homeland Security as well as four electives, with the option of tailoring studies to include an emphasis area. To earn an emphasis area, students must complete the core course, PSAA 656 Fundamentals of Homeland Security, and four electives (total of twelve credit hours) within the chosen emphasis area.

The list of courses for the Graduate Certificate in Homeland Security is below. The course listing is subject to change.

Required Courses

PSAA 656: Fundamentals of Homeland Security +

Electives

PSAA 604:	Emergency Management and Homeland Security*
PSAA 605:	Homeland Security Policies, Strategies, and Operations*
PSAA 608:	Cybersecurity Policy, Issues and Operations – A Manager’s Guide*
PSAA 620:	Safeguarding the Nation’s Maritime Gateway*

PSAA 651:	Homeland Security and Homeland Defense*
PSAA 652:	Protection of the Nation's Critical Infrastructure*
PSAA 653:	Weapons of Mass Destruction*
PSAA 654:	U.S. Border Security: Policies, Strategies and Issues*
PSAA 655:	Domestic Intelligence Operations: Legalities, Policies, and Procedures*
PSAA 657:	Terrorism in Today's World*
PSAA 658:	Disaster Recovery and Business Continuity*
PSAA 660:	Domestic Terrorism: The Internal Threat to America
PSAA 668:	U.S. Law and Homeland Security*
INTA 659:	Transnational Security Issues (Approved Advanced International Affairs course)*

+ *Required of all students*

\* *May be taken in a convenient, online format*

#### E. **Program Application**

All prospective students who intend to earn a graduate certificate must apply to the program. Degree-seeking students already enrolled at Texas A&M must apply to the certificate program and be admitted *prior* to enrolling in any course they intend to apply toward the certificate. Current application instructions may be found at <http://bush.tamu.edu/certificate/admissions>.

#### F. **Program Completion**

A Certificate Completion online form must be completed and filed with the Bush School's Office of Extended Education Enrollment Advising Center during the student's final semester. A certificate of completion will not be awarded without the form. In addition, students must complete and submit an "Application for Graduation" in their certificate program through <http://howdy.tamu.edu>. Students must have met all program criteria to successfully complete the program:

- Maintaining a 3.0 GPR in the certificate course of study;
- Meeting all admissions requirements, including any conditional provisions;
- Clearing any holds on record (Hold status can be viewed at MyRecord in the Howdy portal at <http://howdy.tamu.edu>)

For assistance in locating the "Application for Graduation" and the online Certificate Completion form, email [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu).

## **X. CERTIFICATE IN NONPROFIT MANAGEMENT**

### **A. Introduction**

Students who complete the Certificate in Nonprofit Management (CNPM) will gain an understanding of the nonprofit sector, nonprofit organizational structures (i.e., legal frameworks and governance issues), and management practices appropriate to the sector (i.e., strategy, volunteer behavior, and fundraising). With this preparation students will be able to offer effective leadership in the management of nonprofit organizations. The certificate requires students to complete twelve credit hours of graduate-level coursework either in-resident and/or online. This includes two required courses: PSAA 643: Foundations of the Nonprofit Sector and PSAA 644: Management and Leadership of Nonprofit Organizations. Students can select from a variety of electives such as fundraising and program evaluation. An applicant must have an accredited bachelor's degree to apply. Individuals who successfully complete the program are awarded a certificate and a notation will appear on their University transcript.

In-residence and online courses are offered during the fifteen-week fall and spring academic semesters. Online courses are also offered in ten-week summer session semesters.

For more information, contact the Bush School Enrollment Advising Center at 1-866-988-2874, e-mail [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu), or room 1113 in the Allen Building on the Texas A&M campus in College Station.

### **B. Online Education Option**

Online courses are offered in a fifteen-week academic semester during the fall and spring, and ten week summer terms. Online courses are built around three main components: readings, writing, and interaction with classmates and instructors through online discussion. Research papers, essays, exams, case studies, and briefings are common assignments. New material is released each week, but within weekly time frames. Broadband and high speed Internet recommended. Students are not required to purchase any software or hardware. A standard, reasonably up-to-date computer and a consistent Internet connection are the basic technological requirements to complete a course.

### **C. Online Course Access**

Online classes are available for access beginning the official first day of class noted on your class schedule. Be sure to login to your course on the first official day of classes to access the courses syllabus and to learn about your course assignment deadlines.

You will have access to the online course in which you registered **only** for the duration of the semester in which you are registered. If you drop, q-drop, or withdraw, you will no longer have access to your online course. In addition, you will no longer have access to your online course after the semester closes. It is your responsibility to ensure you keep your own content, papers, and course submissions.

### **D. Program of Study**

Admitted students complete four, three-credit-hour graduate courses in the Certificate in Nonprofit Management. Admitted students must complete the required courses PSAA 643: Foundations of the Nonprofit Sector and PSAA 644: Management and Leadership of Nonprofit Organizations as well as two elective courses. There are two required courses and two electives. Texas A&M requires all graduate students to enroll in at least one course per calendar year in

order to maintain their active-student status with the Office of Graduate Admissions. Students who elect to sit out more than one year are required to re-apply to Texas A&M via the Apply Texas Application.

Students may focus their Nonprofit Management studies with an emphasis in Fundraising and Philanthropy, Fiscal and Performance Management, Leadership and Management, Health and Human Service Policy, or International Nongovernmental Organizations. While selecting an emphasis area is not required, doing so may prove beneficial since it can add value to résumés and job applications. All students are required to complete twelve credit hours whether choosing to pursue an emphasis area or not. To earn an emphasis area, students must complete the core courses, PSAA 643 and PSAA 644, and also complete an additional two electives (total of 6 credit hours) within the chosen emphasis area.

The list of courses for the Graduate Certificate in Nonprofit Management is below. The course listing is subject to change:

#### Required Courses

PSAA 643:	Foundations of the Nonprofit Sector + *
PSAA 644:	Management and Leadership of Nonprofit Organizations + *

#### Electives

PSAA 602:	Tools of Leadership in Public Service Organizations *
PSAA 603:	Nongovernmental Organization Management in International Settings*
PSAA 616:	Managing Workplace Diversity in Public and Nonprofit Organizations*
PSAA 630:	Program Evaluation in Public and Nonprofit Organizations*
PSAA 631:	Marketing for Nonprofit Organizations*
PSAA 632:	Fiscal Management for Nonprofits*
PSAA 633:	Philanthropy: Fundraising in Nonprofit Organizations*
PSAA 635:	Social Welfare and Health Policy
PSAA 636:	Grant and Project Management in the Public and Nonprofit Sectors*
PSAA 642:	Ethics and Public Policy
PSAA 648:	Performance Management in the Public and Nonprofit Sectors*
PSAA 649:	Volunteer and Human Resources in Nonprofit Organizations*
PSAA 669:	Legal Environment of Nonprofit Management*

*\*May be taken in a convenient, online format  
+Required of all students*

#### E. **Program Application**

All prospective students who intend to earn a graduate certificate must apply to the program. Degree-seeking students already enrolled at Texas A&M must apply to the certificate program and be admitted **before** enrolling in any course they intend to apply toward the certificate. Current application instructions may be found at <http://bush.tamu.edu/certificate/admissions>.

#### F. **Program Completion**

*A Certificate Completion online form must be completed and filed with the Bush School's Office of Extended Education Enrollment Advising Center during the student's final semester.* A certificate of completion will not be awarded without the form. In addition, students must complete and submit an "Application for Graduation" in their certificate



program through <http://howdy.tamu.edu>. Students must have met all program criteria to successfully complete the program:

- Maintaining a 3.0 GPR in the certificate course of study;
- Meeting all admissions requirements, including any conditional provisions;
- Clearing any holds on record (Hold status can be viewed at MyRecord in the Howdy portal at <http://howdy.tamu.edu>)

For assistance in locating the “Application for Graduation” and the online Certificate Completion form, email [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu).

## **XI. CERTIFICATE IN PUBLIC MANAGEMENT**

### **A. Introduction**

The Certificate in Public Management program focuses on the capabilities required for effective and ethical leadership in the public and nonprofit sectors. This includes the knowledge and skills pertaining to the internal operation of public-service organizations and to the relationship between those organizations and their environments.

The certificate is designed to provide graduate education in public management for the full time public service professional who wants to earn a standalone credential in public management; for the individual who desires the education to transition to the public management field; and, for the graduate student who wants to earn a credential in a specialized area to enhance employability.

The culmination of the program will result in prepared state and federal leaders with the requisite skills and expertise in public service to excel in professional and executive management roles. Individuals who successfully complete the program will be awarded a certificate and a notation will appear on their University transcript.

Individuals who successfully complete the program will be awarded a certificate and a notation will appear on their University transcript. In-residence and online courses are offered during the regular fifteen-week academic semesters. Online courses are also offered in ten-week summer session semester.

For more information, contact the Bush School Enrollment Advising Center at 1-866-988-2874, e-mail [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu), or room 1113 in the Allen Building on the Texas A&M campus in College Station.

### **B. Online Education Option**

Online courses are offered in a regular fifteen-week academic semester during the fall and spring, and ten week summer terms. Online courses are built around three main components: readings, writing, and interaction with classmates and instructors through online discussion. Research papers, essays, exams, case studies, and briefings are common assignments. New material is released each week, but within weekly time frames. Broadband and high speed Internet recommended. Students are not required to purchase any software or hardware. A standard, reasonably up-to-date computer and a consistent Internet connection are the basic technological requirements to complete a course.

**C. Online Course Access**

Online classes are available for access beginning the official first day of class noted on your class schedule. Be sure to log in to your course on the first official day of classes to access the course syllabus and to learn about your course assignment deadlines.

You will have access to the online course in which you registered **only** for the duration of the semester in which you are registered. If you drop, q-drop, or withdraw, you will no longer have access to your online course. In addition, you will no longer have access to your online course after the semester closes. It is your responsibility to ensure you keep your own content, papers, and course submissions.

**D. Program of Study**

The certificate consists of twelve graduate credit hours (four, three-credit hour graduate courses). Admitted students must complete two required courses of PSAA 623 Budgeting in Public Service and PSAA 634 Public Management, and two elective courses in public management. Texas A&M requires all graduate students to enroll in at least one course per calendar year in order to maintain their active-student status with the Office of Graduate Admissions. Students who elect to sit out more than one year will be required to reapply to Texas A&M via the Apply Texas Application.

The list of courses for the Graduate Certificate in Public Management is below. The course listing is subject to change.

Required Courses

PSAA 623:	Budgeting in Public Service+ *
PSAA 634:	Public Management + *

Electives

PSAA 602:	Tools of Leadership in Public Service Organizations *
PSAA 604:	Emergency Management and Homeland Security *
PSAA 606:	Environmental Policy and Management
PSAA 608:	Cybersecurity Policy, Issues and Operations - A Manager's Guide*
PSAA 610:	Comparative Public Administration and Management
PSAA 614:	Governance and Institutional Reform: A Comparative Perspective
PSAA 616:	Managing Workplace Diversity in Public and Nonprofit Organizations *
PSAA 619:	Urban Policy and Management
PSAA 625:	Urban Sustainability Policies and Management
PSAA 626:	Contract Management
PSAA 630:	Program Evaluation in Public and Nonprofit Organizations *
PSAA 636:	Grant and Project Management in the Public and Nonprofit Sectors*
PSAA 637:	Decision Making in Government and Public Service
PSAA 641:	Organization Theory for the Public Sector
PSAA 642:	Ethics and Public Policy
PSAA 644:	Management and Leadership of Nonprofit Organizations *
PSAA 646:	Accountability in Public Service
PSAA 648:	Performance Management in Public and Nonprofit Sectors *

PSAA 661:	Human Resources Management in Government and Public Service
PSAA 670:	Public Information Systems Management

*\*May be taken in a convenient, online format  
+Required of all students*

**E. Program Application**

All prospective students who intend to earn a graduate certificate must apply to the program. Degree-seeking students already enrolled at Texas A&M must apply to the certificate program and be admitted ***before*** enrolling in any course they intend to apply toward the certificate. Current application instructions may be found at <http://bush.tamu.edu/certificate/admissions>.

**F. Program Completion**

*A Certificate Completion online form must be completed and filed with the Bush School's Office of Extended Education Enrollment Advising Center during the student's final semester.* A certificate of completion will not be awarded without the form. In addition, students must complete and submit an "Application for Graduation" in their certificate program through <http://howdy.tamu.edu>. Students must have met all program criteria to successfully complete the program:

- Maintaining a 3.0 GPR in the certificate course of study;
- Meeting all admissions requirements, including any conditional provisions;
- Clearing any holds on record (Hold status can be viewed at MyRecord in the Howdy portal at <http://howdy.tamu.edu>)

For assistance in locating the "Application for Graduation" and the online Certificate Completion form, email [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu).

## **XII. CERTIFICATE IN NATIONAL SECURITY AFFAIRS**

**A. Program Description and Application Instructions**

The National Security Affairs Program (NSAP), which offers the [Certificate in National Security Affairs](#), is an executive-level graduate education program that is tailored to the needs of the Department of Energy (DOE) National Security Laboratories. A professional development and leadership program, the NSAP provides Fellows with tools—the concepts, approaches, and frameworks—that will enhance their ability to think critically, analytically, and systematically about national security policy and strategy and the role of science and technology in U.S. national security. The NSAP focuses on national security policy and strategy issues that are critical to the missions of the DOE National Security Laboratories. This broadening experience enables Fellows to engage more effectively with sponsors, and even come to anticipate sponsor needs, as they assume positions of increasing responsibilities at the laboratories. Notably, the program has prepared Fellows for IPA assignments with Laboratory sponsors in Washington, DC.

Laboratory staff members selected for the program are designated NSAP Fellows at the George H.W. Bush School of Government and Public Service. **Fellows complete a series of two or four graduate courses** (two in-residence at Texas A&M University in College Station and two via VTC for the full four-course certificate program) and participate in seminars and other professional development activities over a 12-month period. NSAP Fellows who complete the full four-course program are awarded a Certificate in National Security Affairs. Ninety-two laboratory Fellows have participated in the program since its inception in 2008.

**B. Program of Study**

The current program of study consists of four courses:

- INTA 617 Deterrence & Coercion
- INTA 689 Cyberspace and National Security
- INTA 665 National Security & Defense Planning
- INTA 670 National Security & Defense Planning Research Capstone

**C. Eligibility Requirements**

Individuals may apply who hold an undergraduate or graduate degree from an accredited university. The program has been open primarily to candidates designated as an applicant by an agency or organization that has entered into a contract with the program. It is potentially open as well to individuals with a graduate degree and a minimum of three years employment experience in a firm, laboratory, agency, or nongovernmental organization engaged in the development or provision of systems, services, or products related to national or international security. Five years employment experience is required for those who hold a bachelor's degree.

Applicants must meet the requirements for admission to graduate study at Texas A&M University as non-degree seeking students (G-6). Proficiency in reading, writing, and spoken English at a level necessary for graduate instruction is required.

To apply, applicants must be submit the following items by **April 1, 2021**:

- **Application**
- **Official Degree Transcripts**
  - Must be sent directly to Texas A&M University - Office of Graduate Admissions
  - Transcripts from an international university must include an English Translation.
- **1 Letter of Recommendation** from your immediate supervisor.

POC: Andrew L. Ross, Brent Scowcroft Chair in International Policy Studies; Professor of International Affairs; Director, National Security Affairs Program; and Senior Fellow, Institute for Science, Technology & Public Policy; George H.W. Bush School of Government and Public Service, Texas A&M University. Email address: [alross@tamu.edu](mailto:alross@tamu.edu); telephone: 979.458.8017.

### **XIII. INTERNSHIP/CAREER SERVICES**

#### **A. Overview of Career Services**

The Bush School's Career Services office works with students to explore career options, help identify internship and employment opportunities, and develop the skills needed to complete a successful career search. Career Services disseminates information on internship and employment opportunities, organizes informational sessions and interviews with potential employers, and provides general career services.

Students are encouraged to utilize the Career Services office to increase their level of professionalism and prepare for careers in public service and international affairs. Career Services utilizes an online career management system, The Bush School Career Network (Symplicity), to share job/internship postings, provide career resources and collect resumes and other application materials. The Texas A&M Career Center on main campus also provides a number of free career resources on their website, [careercenter.tamu.edu](http://careercenter.tamu.edu), and Bush School students are encouraged to take advantage of these resources too.

Some ways in which Career Services staff will support a student's internship and employment search efforts include the following:

- Providing guidance and advice while students explore career opportunities in public service and international affairs;
- Assisting with the development of a professional résumé tailored to specific position descriptions;
- Offering workshops (including mandatory attendance at six specific career workshops) and other learning forums on career planning, interviewing skills, and networking;
- Bringing internship and employment opportunities to the student's attention via the Bush School Career Network online system and via email;
- Organizing networking opportunities through the Bush School Former Student Network, the Association of Former Students, the Bush Presidential Library Advisory Council, and other professional contacts;
- Providing mock interviews for students interested in improving their interviewing skills;
- Serving as the point of contact for employers to develop potential internship/employment opportunities directly related to the student's interests; and
- Coordinating career conferences, employer information sessions, and other events designed to enhance the student's professional skills and assist with career exploration, while exposing the student to potential employers.

**Students will benefit from Career Services in direct proportion to how well they utilize these services.** Actively participating in the career-related seminars and workshops and staying in close contact with staff to find out about upcoming employer information sessions as well as internship and job opportunities will increase students' opportunities to develop clearly-defined professional goals for both internship and post-graduate employment.

*Ultimately, it is each student's responsibility to secure an internship and post-graduate employment, but Career Services staff provide valuable assistance with the process.*

Therefore, students are strongly encouraged to include Career Services as an ***integral part*** of their educational program at the Bush School.

#### **B. The Internship**

An internship is a carefully monitored work experience **lasting a minimum of ten weeks** during which an individual regularly reflects on what he/she is learning and how this relates to the knowledge and experience gained in the classroom. Interning is an effective way for students to gain firsthand knowledge of the professional field in which they are interested. In addition, an internship offers a practical and efficient means of developing skills in a field and applying classroom methods and insights to ongoing public service challenges. To make the most of this high-impact experience, students will be expected to create a **learning agreement** in which they specify what they expect to learn; how, where, and from whom they expect to learn it; what evidence best supports their learning; and how they expect to be evaluated. At the end of the internship students will prepare a **debriefing report** that explains what they learned from the internship and how they progressed toward meeting the goals they set in the learning agreement. Both the learning agreement and debriefing report prompt students to take responsibility for their learning “on the job” while also prompting them to document information they can later use to prepare clear and effective career materials. Students will enroll in a zero-credit hour course, BUSH 600: The Internship—Above and Beyond, where they will receive support from Bush School advisors throughout their summer internship.

Bush School students in both degree programs who pursue the internship are required to participate during their first year of school or the summer between their first and second years of course work. Students must meet all internship requirements as outlined below, and the internship must be approved by the student's faculty advisor and the Career Services staff.

NOTE: Students in the INTA department also have the option to complete an intensive foreign language/cultural studies program to meet the language proficiency requirement of the degree program, instead of the internship.

i. **Requirements**

- a. All first-year students must attend the six required career seminars (schedule to be provided), one StrengthsQuest workshop offered through the Public Service Leadership Program, and one session on how to prepare the learning agreement and debriefing report in the spring semester. Career seminar topics will include creating your personal career roadmap, communicating effectively with employers and for networking purposes (to include résumé and cover letter writing, electronic communication/correspondence, LinkedIn, etc.), utilizing the Bush School career management system (Symplicity), career resources available to students through the Bush School and the Texas A&M Career Center, how to effectively interview, and other related topics. **Attendance at all of these seminars and submission of the learning agreement and debriefing report are required for a student to meet the internship requirement and to be eligible to apply for internship/immersion funding** (see below for more details).
- b. All first-year students who plan to complete an internship or language immersion must meet with Career Services staff in their first fall semester enrolled at the Bush School to discuss internship/career goals and associated plans.
- c. Students must secure a full-time (40 hours/week) internship for a minimum of ten weeks, or the equivalent hours (a min. of 400 hrs) spread over a longer period of time unless you qualify for an internship waiver (see below for requirements).

ii. **The Internship Approval Process**

***Criteria for Approval of Internship Proposal***

After a student has received an internship offer, he/she must submit the Internship Proposal Form via the electronic form provided in the spring semester. The following criteria will be considered to approve the internship opportunity:

- The proposed internship opportunity will provide a substantive, professional public service experience and will be consistent with the mission and goals of the Bush School;
- The proposed internship will provide a meaningful professional experience in the student's chosen specialization or area of expertise;
- The agency or organization will provide supervision and feedback on the performance of the student.

### ***Required Forms and Paperwork***

The following paperwork must be completed and submitted to the Career Services office **before a student leaves** for an internship:

- Internship Proposal and Contact Information Form (online form) – to be completed by the student.
- Learning Agreement Worksheet (online form) – to be completed by the student and approved by Bush School Student and Career Services advisors.

The following form must be completed and submitted by the internship supervisor to the Career Services office **at the end of the internship**:

- Employer Evaluation (form sent to the student during the internship) – to be completed by the student's internship supervisor at the end of the internship.
- Debriefing Report—to be completed by the student and sent to the Bush School Student and Career Services advisors.

### ***Internship Supervision by the Bush School***

The Career Services office may contact both the student and the sponsoring organization during the course of the internship period to determine whether the intern and the on-site supervisor are in agreement with the terms set forth for the internship. Such contact may be in person or via telephone, e-mail, or postal mail. The internship supervisor will also be asked to evaluate the student's performance via the organization's evaluation process or an evaluation provided by the Career Services office.

## **iii. Summary of Roles and Responsibilities of All Parties**

### ***Role of the Student***

Although Career Services staff are available to provide internship guidance, *it is ultimately the responsibility of the student* to locate, apply to, interview for, secure, attend and complete an approved internship. The student is also responsible for submitting all forms and paperwork needed to evaluate the student's performance **on time**. Students are expected to uphold the reputation of the Bush School by performing to the best of their abilities during the internship.

### ***Role of the Sponsoring Organization***

The sponsoring organization will be asked to provide an on-site supervisor for the internship period. The on-site supervisor should confer on a regular basis with the intern to offer direction and aid, and to review the status of assignment(s). The on-site supervisor will also provide the intern with an overview of the general operations of the organization. The on-site supervisor will be asked to complete an evaluation of the intern's performance.



### ***Role of the Bush School Faculty Advisor***

The Bush School faculty advisor may help the student identify potential contacts for an internship that will enhance the student's knowledge and experience in his or her chosen concentration.

### ***Role of the Bush School Career & Student Services Office***

Once the student has secured the internship and the faculty advisor has given approval, the Career & Student Services office will work with the student to ensure that the necessary forms are submitted. Career & Student Services will maintain contact with the student and sponsoring organization during the summer internship. Career & Student Services staff will also facilitate the student evaluation process for the sponsoring organization and collection of the Debriefing Report to certify the internship requirement has been met.

#### **iv. The Bush School Internship Funding**

Although the Bush School strongly encourages students to secure paid internships, the school acknowledges that some internships that provide a substantive professional experience offer little or no financial compensation to students. The school also recognizes that language immersions are not paid experiences. The school therefore offers *limited* funding to help students meet their financial obligations during their internship or immersion. The funds available for this purpose are extremely limited and vary from year to year (i.e., do not compare the funds available this year to those available for students last year). **No one should expect that a majority of their internship/immersion costs for travel and living expenses will be covered by the Bush School and all students should budget throughout the year for their summer experience.**

### ***Principles Guiding the Allocation Process***

Funding will be allocated by the Assistant Dean of Career & Student Services. The following principles guide the funding allocation process and will be made explicit to students early in their internship search process:

- Funding is not intended to offset all, or even a majority of, costs related to a student's experience. Students must anticipate putting forth their own resources to complete the internship/immersion experience.
- Funding is not intended to support dual residences (i.e., a student's rent in College Station and in the internship location). The internship/immersion requirement is advertised as part of the academic program well in advance; students are expected to plan personal details such as lease agreements accordingly.
- In awarding internship/immersion funding, Career Services will **not** take into account any expenses that are not directly related to the internship experience.
- Because individual funding is contingent on a number of variables, it is not possible to determine exactly how much funding each student will receive until the funding allocation process takes place. This does not

mean the allocation process is arbitrary. See below for a description of the formula used to allocate funding to students.

- The maximum amount awarded to any student is determined by the category of the internship/immersion. Categories are determined by the location of the internship/immersion, as described below.
- INTA students: funding is only available for the summer internship/immersion and will only be awarded for one option or the other (i.e., if an individual takes a paid internship but also completes an immersion, they do not qualify for funding).

### ***Student Eligibility***

A student will be eligible to apply for internship funding if he/she meets **all of the following conditions:**

1. The individual must be enrolled as a full-time student in either the PSAA or INTA degree program at the time of application.
2. The student must have attended all six required career seminars, one StrengthsQuest workshop, one spring session on how to prepare the learning agreement and debriefing report, and must have met with a Career Services staff member in the fall semester of their first year.
3. The student must submit the Internship/Immersion Proposal Form before, or at the same time as, submission of the internship/immersion funding application.
4. The student must submit the Learning Agreement Form by the deadline to the Bush School Career & Student Services advisors.
5. The student must be in good academic standing (i.e., not on academic probation) at the time of application.

### ***Application Procedure***

Students must attend an informational meeting and submit an application consisting of a summary of the proposed internship and spreadsheet of financial information necessary to determine a student's estimated need (form will be provided).

Applications must be submitted by the deadline set by the Career Services office staff (typically in April). Applications from students who have not submitted the Internship/Immersion Proposal Form (signed by the student's academic advisor) will not be considered.

### ***Allocation of Funding***

Internship funding is allocated on the basis of expenses associated with a given category of internship. Therefore, academic performance (beyond ensuring that a student is in good academic standing) and extra-curricular service to the Bush School or community will **not** be factored into the decision-making process.

Based on the location of the internship, a student will be considered for funding **up to** the maximum amount for the appropriate funding category:

Funding Category	Funding Level
Award Category I Unpaid public service internship or immersion completed abroad.	Up to \$2,500
Award Category II Unpaid public service internship or immersion completed in Washington, DC or other US metropolitan area outside Texas.	Up to \$2,000
Award Category III Unpaid public service internship completed in metropolitan area of Texas.	Up to \$1,500
Internship Award Category IV Unpaid public service internship completed in non-metropolitan area nationwide.	Up to \$1,000

Based on the amount of funding available, students may receive only a *percentage* of their adjusted expenses. All students will receive the same percentage, but the percentage itself will vary depending on the amount of funding available and the number of students applying for funding. (e.g., in a given year, the Bush School may be able to provide only 75% of the total adjusted expense requirements for any student. Thus, a student who “qualifies” for \$2500 would receive only \$1875 and another who qualifies that year for \$750 would receive \$563.)

v. **Waiver of Internship Requirement**

The internship requirement may be waived if students have at least two years of recent professional-level public service experience related to their degree and career goals. For information on the waiver process, see the assistant to the department head.

C. **Job Search Assistance**

The Bush School is also committed to supporting student efforts to find a job upon graduation. Participating in the Career Services workshops, networking opportunities, and information sessions will help students increase their marketability to employers. The Career Services office will also help students learn effective job search techniques, create a better impression in interviews, and develop a network of professional contacts. Of course, **the ultimate responsibility for getting a job belongs to the student.**

## **XIV. FINANCIAL AID**

The Bush School currently offers several types of financial assistance to students. All funding is subject to change depending on fiscal constraints, levels of enrollment, and other conditions.

A. **Scholarships**

i. **INTA and MPSA Departments**

Presently, many first-year students in the Bush School receive scholarships consisting of a monetary award and a reduction in tuition. Scholarship funds are established in a University account designated for each student. Half of the funds are entered into the account before the beginning of the fall semester and the other half before the spring semester. Each semester, the University draws

against the account for the tuition and fees incurred by the student for course registration. If the amount in a student's scholarship account in a given semester is less than the total of tuition and fees, the student will be billed by the University for the difference. If, in a given semester, the scholarship amount deposited in a student's account is more than the tuition and fees, then the University issues a check to the student for any remaining balance in the account. Students should sign up for direct deposit of their scholarships to ensure timely and worry-free receipt of funds. (From the Howdy portal at <http://howdy.tamu.edu>, select "AggiE-Refund – College Station (ACH refund)").

Second-year students also are eligible for scholarship assistance from the Bush School provided they have met the academic performance criteria that were outlined in their offer letters. Failure to meet these criteria does not mean that funding will automatically be reduced in the second year; rather, it means that students will not be assured the same level of scholarship support.

ii. **EMPSA, Certificate, and Online Courses**

***Bush School Online Student Scholarship for Texas Residents***

The Bush School Online Student Scholarship for Texas Residents is targeted toward new, continuing, and returning students registered in 700 level section online courses within the Bush School of Government and Public Service at Texas A&M University. Additional criteria require that a student be a Texas resident in good academic standing with a 3.0 and above at Texas A&M, or be a newly enrolled student at Texas A&M University. In addition, a student must have unmet financial need as determined by the FAFSA. The student must **remain enrolled in a Bush School (defined as INTA, PSAA, or BUSH) 700 level online course** in order to retain the scholarship funds. The amount of the scholarship varies based on need and available funding.

***Applying***

To apply for either, contact the Office of Extended Education Enrollment Advising Center at 1-866-988-2874, e-mail [bushschoolonline@tamu.edu](mailto:bushschoolonline@tamu.edu), or visit Rm. 1113 in the Allen Building on the Texas A&M campus in College Station.

B. **Graduate Assistants (GAR)**

A substantial amount of second-year financial support from the Bush School is paid to students employed as graduate assistants for research (GAR) or graduate assistants non-teaching (GANT). Applications for second-year GAR and GANT positions are made available toward the end of each spring semester. A student will **not** be awarded both a Bush School GAR/GANT position and a scholarship.

GARs and GANTs are required to work twenty hours per week during each school semester. Most GARs and GANTs are accountable to and supervised by a faculty or staff member of the Bush School. In some cases, GAR and GANT work assignments may be divided between two supervisors. GARs and GANTs are selected primarily on the basis of first year academic performance, but service to the Bush School and faculty preferences may be taken into account as well.

GARs and GANTs are part-time employees of Texas A&M University and therefore of the State of Texas. As such, they are eligible for health benefits. Eligibility for health benefits begins upon employment. Students may choose to immediately enroll in a Texas A&M University System sponsored insurance plan effective from their date of hire, provided they pay the full cost of premiums. Students may also defer enrollment in a health plan until the first day of the month following their sixtieth day of employment. At this time the State of Texas will pay for a portion of the total health insurance premium amount. Federal income tax is withheld from GAR and GANT checks. GARs are paid monthly and GANTs are paid bi-weekly. GARs and GANTs beginning employment at the beginning of September will receive their first check in early October.

Second-year GAR and GANT funding is highly competitive. All students are strongly encouraged to seek and apply for national and international scholarships to cover their second-year costs (see below).

**C. Travel Support**

The Bush School may have a small pool of funds to support student travel that is related to professional development. These funds are primarily for conference participation. Subject to the availability of resources, the Bush School will fund up to \$500 for travel, room and board to attend a meeting if the student is a participant in the program or has a formal role representing the Bush School. The school will fund up to a maximum of \$300 if the student is not a formal participant. Travel support will be given on a first-come, first-served basis. Typically, no more than one travel support award per year will be issued to a student. Travel support is also contingent on academic good standing, and students may be denied funding if they have incomplete grades in any of their courses.

All students seeking travel reimbursements must submit the student travel grant support form to their department head on which they clearly describe the meeting/program they plan to attend and their involvement in it. The form is available from the department's senior administrative coordinator. The form must explain how participation in the conference will professionally benefit the student. The form should be submitted as far in advance of the travel as possible, preferably at least one month before travelling. If more than one person applies to attend the same meeting, the proposals should include cost-sharing arrangements. The department head will review the forms and render final funding decisions. Once the form has been approved, the student must contact business services to obtain state travel instructions before any funds are committed. Travel funds may not be used to interview for an internship or employment. Upon completion of an approved trip, students present receipts for expenditures of which half will be paid by the Bush School (up to \$500 if the student was a formal presenter, and up to \$300 otherwise).

**D. Other Types of Support**

There are a number of other sources of support for graduate study. The University's Department of Student Financial Aid (Pavilion 2<sup>nd</sup> floor) oversees all student aid programs, including the Federal Perkins Loans, Federal Stafford Loans, College Access Loans, the Texas Public Education Grants, State Student Incentive Grants and College Work-Study. Short-term loans also are available to assist students with unexpected expenses.

Graduate students needing financial assistance should begin the application process by submitting the Free Application for Federal Student Aid (FAFSA) to the Central Processor in Iowa City, Iowa, and then have the results sent to Texas A&M (*FAFSA School Code: 003632*). FAFSA is available from financial aid offices at most universities, including Texas A&M or may be completed online at *FAFSA on the Web* (<http://www.fafsa.ed.gov/>).

The Texas A&M Scholarship Office within Student Financial Aid offers the Academic Excellence Award to continuing students who demonstrate substantial academic progress towards a degree. Various need based awards require the submission of the FAFSA. Graduate students may apply for this award after completing their first fall semester at the Bush School.

Inquiries and requests for FAFSA applications, the Texas A&M Student Financial Aid brochure, and other information should be directed to DSFA:

Department of Student Financial Aid  
Texas A&M University  
The Pavilion 206, Spence Street  
College Station, TX 77843-1252  
Phone: 845-3236  
Fax: 847-9061  
<https://financialaid.tamu.edu/>

## **XV. STUDENT RESOURCES AND POLICIES GOVERNING THEIR USE**

### **A. Study Space and Facility Policies**

#### **i. Building Access**

After-hours building access will be available via the student Aggie-ID card through the following four doors; door by the President Bush bust, the double doors closest to the gate between the Allen Building and the PCC, the Northeast entrance, and the Northwest entrance. Access will be available 24/7. Please contact Bush School Information Technology (BSIT) Help Desk ([bushschoolhelpdesk@tamu.edu](mailto:bushschoolhelpdesk@tamu.edu)) with any problems with the card access system. Please do not prop open any doors before 8 a.m. or after 5 p.m., Monday through Friday or at any time on the weekends.

#### **ii. Housekeeping**

Please keep the student kitchen and student refrigerator clean and in order for other students and visitors to use. The ice machine in the student kitchen should NEVER be totally emptied; some ice must be in the bin to form additional ice.

iii. **Use of Classrooms**

Classrooms will be unlocked between normal hours of operation, defined as: 8:00 a.m.-5:00 p.m., Monday-Friday, on scheduled academic days, but classrooms now have key-card access available for those reserving the rooms. Some classrooms may be used for student-directed after-hour use per the Classroom Security Policy (03.01-ClassroomSecurity.pdf). The times that classrooms are available for student use will vary. You need to properly reserve any space that you want to use after hours. Use of any of these rooms must be coordinated with either the INTA or PSAA administrative coordinator who will log the use and formerly reserve the room for you. Do not move furniture in the rooms. Inappropriate use may result in loss of privilege. The complete Classroom Security Policy (03.01-ClassroomSecurity.pdf) may be found at

[\\gbs.tamu.edu\Public\Documentation and Forms\Information Systems Services\Documentation\Policies\](http://gbs.tamu.edu/Public/Documentation%20and%20Forms/Information%20Systems%20Services/Documentation/Policies/).

iv. **Copying**

Copy machines are available in the Policy Sciences and Economics Library (PSEL). Copy machines in the Bush School administrative and research offices are for Texas A&M University business only. A Bush School staff or faculty member must approve student use of these machines.

v. **Use of Bush School Trademarks or Logos**

The Bush School logos, stationery patterns, and other trademarks are registered and may be used only with prior written permission. Please contact the director of communications and external relations about using the Bush School logo or other trademarks associated with the Bush School.

Bush School apparel is available for purchase through the Student Government Association and the gift shop in the George Bush Presidential Library.

vi. **Audio/Visual Equipment**

The Bush School has a digital camera and several digital voice recorders. Students wishing to use any of these for official Bush School business may check them out from The Bush School Information Technology (BSIT) Help Desk.

Each of the Allen Building classrooms are managed by Instructional Media Services (IMS) and feature one-touch power automation, an HD projector, a document camera, a computer and bring-your-own-device connections. Please contact the IMS prior to your event for assistance with any of these items. The Bush School has conference and capstone rooms available with a computer, large displays, wireless display, and video conferencing capabilities. The Bush School HelpDesk also offers mobile remote video conferencing capabilities which must be checked out prior to use.

## B. **Information Technology Policies**

The Bush School recognizes the importance and the need to carefully manage information technology (IT) resources. The Bush School always attempts to provide the best possible IT resources that complement, augment, and support the interests of the Bush School.

Texas A&M University provides a variety of IT resources that are classified as either University wide, or college specific. Any problems or questions concerning Texas A&M

University's computing resources (e.g., NetID, Texas A&M email) or their use may be forwarded to Texas A&M Information Technology (TAMU IT) Help Desk Central at (979) 845-8300, 24 hours a day, 7 days a week, and 365 days a year. TAMU IT Help Desk Central may also be contacted by e-mail at [helpdesk@tamu.edu](mailto:helpdesk@tamu.edu). The Bush School also maintains its own Help Desk to assist with problems pertaining to software or systems (e.g., conference & capstone rooms, printers, laptop support) that the school maintains. The Bush School Help Desk may be reached by e-mail at [bushschoolhelpdesk@tamu.edu](mailto:bushschoolhelpdesk@tamu.edu) or by calling (979) 458-3310, Mon-Fri, from 8:00 a.m.-5:00 p.m.

Information concerning the use of information resources, specific policies, and sources of help for computer programs will be distributed separately. Students should treat the material as an addition to this handbook and treat it accordingly. In the meantime, it is important to be aware of the obligation of all users of IT resources provided by the Bush School to follow established school, University and state rules.

Because the University is an agency of the State of Texas, users must conform to all applicable state laws. Non-compliance may lead to disciplinary action by the University, including, in extreme cases, revocation of computer-use privileges and/or expulsion/dismissal from the University, or even lawful intervention. Under certain circumstances, unauthorized access to or modification, disclosure, or destruction of the Bush School or Texas A&M IT resources, or violation of licensing agreements and/or copyright laws, may give rise to civil and/or criminal liability.

University rules and policies may be found at: <http://rules-saps.tamu.edu>

Bush School IT policies may be found at

*[\\gbs.tamu.edu\Public\Documentation and Forms\Information Systems Services\Documentation\Policies\](http://gbs.tamu.edu/Public/Documentation%20and%20Forms/Information%20Systems%20Services/Documentation/Policies/)*.

## C. **Library**

The Texas A&M University Library system includes the Sterling C. Evans Library, the Cushing Memorial Library and Archives, the Business Library and Collaboration Commons, the Policy Sciences and Economics Library (PSEL), and the Medical Sciences Library.

The general academic library is the Sterling C. Evans Library on the main campus. The majority of the University Libraries five million volumes and forty-six thousand print serial titles are housed in the stacks in Evans Library. The library departments residing in Evans are AskUs (circulation and reference), Interlibrary Services, Learning & Outreach, Research Data



Management Services, and the library administrative offices. Evans Library also accommodates services that are not overseen by the library administration, including the University Writing Center and the Thesis Office. Adjacent to Evans Library is the Evans Annex, a six-floor library addition that houses Annex Circulation, the Office of Scholarly Communication, the Government Documents Collections, in print and microform, Collection Management, and the Student Computing Center (accessible at the back of the Annex).

The PSEL is located in the Annenberg Presidential Conference Center. The PSEL contains books and journals for political science, economics, and other policy sciences. The current serial collection includes almost 5000 titles; moreover, several hundred journals are available electronically in full-text format. The library also houses an Open Access Computer Lab with eighteen computers.

Students may also utilize interlibrary loans and document delivery resources to request materials not contained in the PSEL. [Get It For Me](http://getitforme.library.tamu.edu/illiadlocal/) (<http://getitforme.library.tamu.edu/illiadlocal/>) allows students to order books, articles, reports or materials from other libraries on campus or not owned by Texas A&M at all. This service will either deliver the print item or, if less than 50 pages, a scanned article or chapter electronically in PDF. The system will allow students to check the status of requests, renew materials, or cancel requests through a web browser.

The majority of the electronic databases, journals, and abstracts are available via personal computers. All materials from Texas A&M University Libraries may be returned or renewed during normal business hours at any University library location. They may also be renewed electronically on the Texas A&M University Libraries website: <http://library.tamu.edu/>. Circulation and reserve policies for the PSEL are the same as those that govern the Texas A&M General Library system. These are available at the PSELs website <http://psel.library.tamu.edu/index.html>.

PSEL also supports Bush students with access to course readings, through electronic reserves (which are done at the request of the instructor). There is also a librarian to assist students with finding, evaluating and using information effectively for their courses, projects and decision making.

Bush School students are encouraged to visit and use the library resources available throughout the University campus. The regular hours of operation are as follows:

#### PSEL Evans Library

Monday - Friday                      9 am-6 pm

*\* Please visit the Texas A&M University Libraries website for special hours of operation (summer and interim hours) and hours of operation for other Texas A&M library locations.*

## **XVI. STUDENT ORGANIZATIONS**

The Bush School encourages students to participate in extracurricular activities as a way of building their leadership skills and of cultivating a commitment to public service. The school places special emphasis on involvement in the Bush School organizations described below. In addition, there are a number of University and national organizations that provide opportunities for professional development and self-expression.

### **A. Bush School Student Organizations**

#### **i. Public Service Organization (PSO)**

The Public Service Organization (PSO) is a student organization that engages in projects that help the community. As such, it provides professional experience in activities such as management consulting and program evaluation and design. Some PSO projects are carried out exclusively by the students, and some are done in conjunction with local non-profit and government organizations. The PSO has regular meetings at which its members discuss and plan projects. For more information about its activities, contact the PSO chair.

#### **ii. Student Government Association (SGA)**

The Bush School Student Government Association (SGA) meets regularly and provides a forum for discussing issues that are relevant to the students and communicating the students' views to the Bush School administration. The SGA also plans and coordinates student activities and social events. For more information, contact the SGA president.

#### **iii. The Ambassadors Council**

The Bush School Ambassadors Council is a professional student organization consisting of first and second-year students who aim to promote and represent the values and traditions of the Bush School and Texas A&M University. As such, the ambassadors represent various Bush School groups at development functions, special events, and conferences; serve as official student hosts for visiting special guests; and serve as the primary organization for student recruitment. The Council holds regular meetings to plan and discuss future events. For more information, contact the chief ambassador.

#### **iv. The Alexander Hamilton Society (AHS)**

The Alexander Hamilton Society (AHS) is the local chapter of the national organization, whose purpose is to be an "independent, non-partisan, not-for-profit organization dedicated to promoting constructive debate on basic principles and contemporary issues in foreign, economic, and national security policy." The AHS hosts guest speakers; sponsors debates featuring prominent leaders in foreign, economic, and national security policy; and provides opportunities for members to network with other members from over thirty-five campuses across the United States. For more information, visit <http://hamsoc.org/>.

- v. **Association of Fundraising Professionals (AFP)**  
The mission of AFP is to empower individuals and organizations to practice ethical fundraising through professional education, networking, research, and advocacy. The purpose is to foster development and growth of fundraising professionals committed to preserving and enhancing philanthropy. For information contact the organization president.
- vi. **European Horizons (EH)**  
European Horizons is a think-tank with a network of students, professors, and EU decision-makers that propounds visions for Europe in constructive dialogue. We are a US-based non-partisan think-tank that aims to link students, scholars, and young professionals with one another and with European decision makers and develop visions for the future of the EU and its role in the world. We strive to enrich dialogue and contribute to a more global perspective on European affairs. To achieve these objectives, we will convene an annual conference, publish and distribute policy and academic research, and establish a network of university chapters. Contact the organization president for more information.
- vii. **International City Managers Association (ICMA)**  
The Bush School's International City Management Association (ICMA) serves as the primary organization dedicated to introducing students to local government professions, establishing connections between city management theory and practice, and cultivating an inclusive learning community. ICMA hosts speakers within the city management field, attends skill-building conferences and events, and facilitates networking opportunities with those in the profession both in Texas and around the world. Joining our organization includes free student membership and event registration, as well as useful internship and job-seeking resources through the with the international organization.
- viii. **John Quincy Adams Society (JQAS)**  
The John Quincy Adams Society (JQAS) is the local chapter of a national network of student groups focused on U.S. foreign policy with a centering vision of restraint and whose aim is to help students advance, both intellectually and professionally, while promoting a broader and more strategic conversation about America's approach to international affairs. We're nonpartisan and nonpolitical: we work in the world of ideas, not on activism or elections, and we seek to work with every corner of the political spectrum. We take our name from America's sixth president, who was an accomplished diplomat and helped lay the foundations of the early Republic's approach to the world. JQAS, as an affiliated student organization of the Albritton Center for Grand Strategy, hosts guest speakers, sponsors reading groups and events, and connects students with the policy realm. For more information, please visit <https://jqas.org/>.

**B. National Societies for Public Administration and Policy**

**i. Pi Alpha Alpha**

Pi Alpha Alpha is a highly selective national honorary society formed to recognize and promote excellence in the study and practice of public affairs and public administration. The Public Service and Administration Department will pay for the membership fee for eligible students upon graduation, making them alumni members of Pi Alpha Alpha. Membership criteria and information about Pi Alpha Alpha activities can be found on its website:

<http://www.naspaa.org/initiatives/honor.asp>.

**ii. American Society for Public Administration (ASPA)**

ASPA is the leading professional association in the field of public administration. ASPA offers numerous opportunities to interact with other public servants, and it provides a forum for academics and practitioners to share their knowledge and views about important issues. With a diverse membership made up of more than 10,000 practitioners, faculty and students, ASPA has become the primary venue for linking theory and practice within the field of public administration. For information about activities and membership, see ASPA's website at <http://www.aspanet.org>.

**iii. Association for Public Policy Analysis and Management (APPAM)**

APPAM is the leading professional association in the field of public policy. APPAM is dedicated to improving public policy and management by fostering excellence in research, analysis, and education. For information about activities and membership see APPAM's website at <https://www.appam.org>.

**iv. Nu Lambda Mu**

This international honor society was established by the Nonprofit Academic Centers Council to recognize students dedicated to the study of nonprofit management, philanthropy, and social entrepreneurship/enterprise. Its mission is to advance the study of nonprofit organizations and their function in society and to promote scholarly achievement among those who engage in these academic pursuits. For information about activities and membership, see ASPA's website at <http://www.nonprofit-academic-centers-council.org/nulambdamu/>.

**C. Texas A&M University Student Organizations**

In addition to the various Bush School and national organizations, there are numerous University organizations where students may seek fellowship and pursue their intellectual, social, and civic interests. The following are a *few* of the organizations available to graduate students at TAMU:

Aggies Plus	MSC Committee for the Awareness of Mexican
Aggies with Kids	American Culture
Alpha Phi Omega	MSC Insights
Asian-American Association	MSC L.T. Jordan Institute for International
Black Graduate Student Association	Awareness MSC Wiley Lecture Series
Graduate Student Council Hispanic	National Association for Environmental
Graduate Student	Professionals National Organization for Women
Association	Texas A&M Veteran's Association
Int'l Graduate Student Association	Texas Environmental Action Coalition
MSC Woodson Black Awareness	Traditions Council
Committee	

For a complete listing of the organizations on campus go to the student activities website at <http://studentactivities.tamu.edu>.

## **XVII. DEVELOPING LEADERS FOR PUBLIC SERVICE**

The Bush School defines *leadership* as—the art of influencing people, organizations, and institutions to accomplish missions that serve the public interest.

The Public Service Leadership Program (PSLP) is a two-year program that integrates and synchronizes student leadership knowledge, skills, attributes, and values development. At the Bush School, leadership education happens three ways: through the curriculum (courses, workshops, and lectures focusing on leadership and management practices), experiential learning (internships, public service organization, and student government association), and self-study (individual leadership plans, assessments, and portfolios).

**A. Leadership Assessments**

Bush School students are provided an opportunity to gain self-awareness through participation in leadership assessments that provide valuable and applicable information pertaining to personal leadership strengths, personality type, learning styles, communication and teamwork. Results of these assessments are applied to students' Individual Leadership Plans. The PSLP staff provides counseling and coaching regarding scoring of the assessments and/or assistance in identifying resources for improving leadership potential.

**B. Leadership Skill and Professional Development**

Bush School students participate in professional development seminars, workshops, and assessments throughout the year, designed as hands-on, experiential learning opportunities. They complement the academic curriculum of the Bush School and prepare

students for their internships, public service careers, group research projects, and leadership roles in student governance and student-led public service projects.

**C. Conversations in Leadership**

Each semester current and former state, national, and international leaders provide guest lectures and seminars for Bush School students. These prominent individuals discuss their experiences as leaders in public service in informal settings that provide opportunities for question and answer sessions.

The leadership program supports the efforts of faculty and students who sponsor these speakers for Bush School conversations and highly encourages attendance at these sessions. Leadership topics covered during these sessions will normally complement topics addressed during the professional development seminars and workshops.

**D. Individual Leadership Plan**

The Individual Leadership Plan is an important tool for students' leadership development while at the Bush School. The document serves as a template for planning life-long development for careers in public service. Students draft an initial leadership development plan during their first semester at the Bush School; then they are strongly encouraged to periodically discuss their individual leadership plan during a coaching session with Public Service Leadership Program staff and/or faculty advisors.

**E. Dean's Certificate in Leadership**

The dean of the Bush School and the Public Service Leadership Program provide an opportunity for students who seek an in-depth focus on leadership development to obtain a dean's Certificate in Leadership. Students who choose to pursue the certificate will develop a strong relationship with PSLP staff through coaching sessions, development planning and intensive leadership training. Information about the Certificate in Leadership will be shared with students at orientation. The Dean's Leadership Certificate is available to both in residence students enrolled in the INTA and PSAA departments and to students in the EMPSA program.

**F. Capstone Project Consultation**

In your second year, you will be working in small groups to complete a capstone project. The leadership program offers consultation workshops for capstone groups to participate in. The focus is on team dynamics, specifically identifying the potential strengths and weaknesses of the group. Two assessments can be utilized and they can be used together or individually. The Strengths assessment helps students to understand their individual talents and how that relates to their team. We analyze the team's potential strengths and weaknesses and compile a team profile. The second assessment that is valuable for capstones is the MBTI. This assessment helps individuals understand how they communicate, handle conflict and stress, and how they gather information and make decisions. Capstones interested in this service should contact the leadership program directly.

## **XVIII. THE BUSH SCHOOL WRITING PROGRAM**

The Bush School values excellence in writing and seeks to equip its students with the skills to develop their thoughts in clear, cogent documents. The school recognizes that having knowledge and experience provides little value without the ability to communicate effectively with others. Today's leaders must be able to move beyond knowledge of facts and must possess broad-reaching skills and abilities. They must be able to think analytically; they must be able to solve problems; they must be able to work with and motivate people; and they must be able to write and speak effectively. Communication skills affect your career.

### **What is the writing program?**

As a graduate student in the Texas A&M's Bush School, you have several opportunities to receive assistance with your writing; however, participation in the writing program is voluntary. Thus, you may choose the aspects of the writing program that interest you. Many students use the services of the writing program frequently, while others who have writing challenges never seek our help. However, keep in mind that you will be expected to write clearly and professionally in multiple contexts (for example, course assignments, career materials, capstone projects, donor thank you letters, and much more), so the Bush School Writing Program offers the following forms of assistance.

#### **A. Capstone Project Consultation**

When you are ready to begin your capstone project the second year at the Bush School, contact the writing program director who will help your group develop the writing skills needed to prepare the final deliverables. The process begins with defining the communication needs of the client, including the supporting documents, preparing a management plan for completing the work on time and within the expected guidelines, and delivering the final product(s) as proposed. We also offer workshops that "coach" students in the final stages of the writing process: editing for layout and organization, summary and coherence, and style and convention. If the document needs attention regarding content development, accuracy, sources, or other major issues, we encourage the capstone group to address these issues with their capstone advisor before completing a final review. See the Bush School Writing website on [Capstones](#).

#### **B. The ePortfolio Project and Medal of Excellence**

While pursuing the [Medal of Excellence](#) is voluntary, all Bush School students in either the International Affairs, Public Service and Administration, and Executive Master of Public Service and Administration programs are encouraged to earn it. Requirements for the Medal include several steps and are described in the [Award Description](#). Students who satisfactorily complete the requirements and whose ePortfolio passes committee review will be awarded an engraved Bush School Medal of Excellence that may be worn at graduation. They will receive the medal and a certificate at an awards ceremony held in the spring of the year they graduate.

By earning the Bush School Medal of Excellence, graduate students take advantage of educational and experiential opportunities that equip them to contribute positively to the professional world. Beginning with the workshops required for creating a well-developed ePortfolio, students also learn writing skills that apply to both academic and

workplace writing. In addition, the ePortfolio can be used communicate to prospective employers the skills and experiences relevant to the type of work the student is pursuing.

## **XIX. ACADEMIC, PROFESSIONAL, AND PERSONAL INTEGRITY**

### **A. Honor Code**

The Texas A&M University *Graduate Catalog* states: “All Texas A&M University students, graduate and undergraduate, part-time or full-time, in residence or in distance education, are expected to follow the guiding rule of the Aggie Honor Code: ‘*An Aggie does not lie, cheat, or steal or tolerate those who do.*’ (p. 205).

Some graduate students may contend that they do not regard themselves as “Aggies” in the traditional, popular sense associated with that nickname, and therefore do not feel bound by the Honor Code. It should be understood that with regard to the Honor Code, “Aggie” is an abbreviation for “student at Texas A&M University.” Therefore, the code does apply to every enrolled student at Texas A&M and every student is bound by the Honor Code.

The Aggie Honor System Office (AHSO) administers the Texas A&M University Honor System. The AHSO it has the authority to create processes and operating procedures to implement the Honor System and to enforce the code including any violations of student rules governing academic misconduct. The AHSO is the central office responsible for maintaining records and for coordinating communication, prevention, training, remediation, and adjudication efforts for the Texas A&M University Honor System. Additionally, the AHSO provides assistance to members of the University community when questions or concerns arise pertaining to academic misconduct. Finally, it oversees the operations and functioning of the Honor Council, a body of students and faculty established to hear and adjudicate honor cases. Further information regarding the Aggie Honor Code may be found at the Aggie Honor System Office website: <http://aggiehonor.tamu.edu/>.

### **B. Principled Leadership and Professionalism**

The mission statement of the Bush School includes a commitment “to empower and equip future leaders to meet the challenges of a dynamic world.” The school also seeks to foster a strong sense of civic professionalism among its students preparing for careers in public service. As members of the Bush School community, all students—together with faculty and staff—are encouraged to practice a professional orientation, principled leadership, and to study ways to incorporate this perspective into their future professional lives. Students and faculty working together will seek to find ways to make this vital element of the Bush School mission applicable in their daily lives. As a point of departure, professionalism and principled leadership can be understood to involve:

- Doing what you think is right, regardless of what is expedient
- Treating everyone (subordinates, peers, and superiors; close associates and strangers) with respect
- Giving your best in everything you do (even when the assignment is uninteresting)
- Helping any group of which you are a part to define and realize shared goals



**C. Respect for the Benefits of Diversity, Equity and Inclusion**

The Bush School of Government and Public Service supports the Texas A&M University commitment to diversity, and welcomes individuals of all ages, backgrounds, citizenships, disabilities, ethnicities, family statuses, genders, gender identities, geographical locations, languages, military experiences, political views, races, religions, sexual orientations, socioeconomic statuses, and/or work experiences (see [diversity.tamu.edu/](http://diversity.tamu.edu/)). Accordingly, all of us—students, faculty, and staff—are expected to respect the different experiences, beliefs, and values expressed by others, and to engage in reasoned discussions that refrain from derogatory comments or dehumanizing language about other people, cultures, groups, or viewpoints.

Intellectual argument and disagreement are a fundamental element of both the academic world and the policy process. Disagreement does not, in and of itself, mean disrespect. However, the way that disagreement is expressed can be disrespectful. Unprofessional, insensitive, or disrespectful behaviors (such as using dehumanizing, derogatory, or coarse language; dismissing ideas based on the characteristics of the speaker/writer; or expressing threat or intent to harm, even if framed “as a joke”) are inconsistent with the Bush School’s commitment to diversity, and will not be tolerated. This applies both inside and outside of the classroom and includes electronic venues such as GroupMe.

**D. Academic Misconduct**

Students are responsible for knowing and adhering to the student rules of Texas A&M University. They can be found at <http://student-rules.tamu.edu/>. Particular attention should be given to understanding what constitutes Academic Misconduct. The Aggie Honor System Office identifies five categories of misconduct:

- Cheating (e.g., copying answers on an exam from another student or prohibited source)
- Fabrication (e.g., making up data)
- Falsification (e.g., deliberately misrepresenting facts, distorting information to give a knowing false account)
- Plagiarism (e.g., presenting the work of another without proper acknowledgement)
- Multiple Submission (e.g., submitting the same material for grades in separate courses)

Further explanation of each of these types of academic misconduct can be found at <http://aggiehonor.tamu.edu/Rules-and-Procedures/Rules/Honor-System-Rules#Definitions>. Bush students should be aware of each of these categories of academic dishonesty and be committed to their avoidance. Two of these five types of misconduct (plagiarism and multiple submissions) are of particular concern to the Bush School because they are sometimes misunderstood. Failure to understand a rule is not an accepted defense in the case of violation. Therefore, it is important that every student be completely knowledgeable about them. See below.

E. **Plagiarism**

The University Student Rules define plagiarism as: “The appropriation of another person’s ideas, processes, results or words without giving appropriate credit.”

(<http://aggiehonor.tamu.edu/Rules-and-Procedures/Rules/Honor-System-Rules#Definitions>). It does not matter whether the source is a book, article, website or another student’s paper. Moreover, plagiarism may occur even if the original author gives permission to use their material if a person uses another’s work without giving them credit, then a violation has occurred. “Giving appropriate credit” means using a proper citation to the source in the document. Plagiarism is an extremely serious form of academic dishonesty and will have severe consequences for any individual who engages in such practices including course failure and dismissal from the Bush School and the University. It is critically important that each student understand the correct manner in which to cite material quoted or paraphrased from another source including material drawn from public or electronic sources.

If a student is uncertain as to where and how to acknowledge material drawn from another source, it is imperative that he or she obtain guidance from the appropriate faculty member or the Bush School writing consultant before making a presentation or submitting a paper that uses material from others. (Also see the “Writing Style Guide” section below.) Students working together on team projects should be careful to make certain that other members of their group have conformed to correct citation practices. Failure to do so can make all members of the group responsible for a collectively submitted work. It is important that everyone understand that plagiarism is not only about academic integrity, it is also about intellectual property rights and respect for others.

F. **Multiple Submissions**

A multiple submission violation involves using one’s own work more than once for separate grades. According to the Aggie Honor System Office: “Submitting substantial portions of the same work (including oral reports) for credit more than once without the authorization from the instructor of the class for which the student submits the work.” (<http://aggiehonor.tamu.edu/Rules-and-Procedures/Rules/Honor-System-Rules#Definitions>). Suppose you have written a term paper on a particular topic for a course one semester. Then you want to write on the same topic in a later course. You should first inform the instructor of your past work and explain how you propose to expand and elaborate upon the initial work. If the instructor agrees, the key is to make certain that you briefly summarize your previous analysis and then provide an extensive new development of the topic. It is not appropriate to submit the previous work as a major portion of the new document.

G. **Writing Style Guide**

Most courses in the Bush School require students to complete one or more formal papers as part of the graded assignments. The faculty of the Bush School has agreed to use a common style for citations, endnotes, bibliography, etc. Unless a professor in a given course specifically provides a different style guide for assignments in that class, all papers prepared for Bush School courses should use the American Political Science Review style guide.

## **XX. APPENDIX A: ACADEMIC CALENDARS**

Current and future semester calendars may be found at the following sites:

### **Academic Calendar**

Office of the Registrar: <http://registrar.tamu.edu/general/calendar.aspx>

### **Master's Non-Thesis Option Dates and Deadlines**

### **Calendar of Events for Graduate Students**

#### **OGAPS:**

<http://ogaps.tamu.edu/Buttons/Calendars>

## **XXI. APPENDIX B: CAMPUS INFORMATION**

### **A. Housing**

Most graduate students live off-campus, although limited on-campus housing is available in University-owned apartments. Numerous apartments, duplexes, and rental houses are within a few minutes' drive, bike, ride, or walk from the campus. Texas A&M also maintains an extensive shuttle bus system that links many housing areas to the campus. Many graduate students find sharing an apartment is an economical choice, with most two-bedroom apartments having monthly rental rates of \$500-\$800. The Texas A&M University Off-Campus Student Services Office has resources available to help locate available housing.

Adult, Graduate & Off-Campus Student Services  
Department of Student Life  
Texas A&M University  
Cain Hall, Room C114  
College Station, TX 77843-1257  
845-1741  
[agoss@studentlife.tamu.edu](mailto:agoss@studentlife.tamu.edu)

University Apartments Office  
Department of Residence Life and Housing  
Texas A&M University  
College Station, TX 77843-3365  
845-2261  
[university-apartments@tamu.edu](mailto:university-apartments@tamu.edu)

### **B. Health Services/Insurance**

Students without health insurance can obtain student coverage through University Sponsored plans. These insurance plans are available to all Texas A&M students enrolled for at least 6 credit hours or 1 credit hour where the University considers the student full time. Information may be found at <http://shs.tamu.edu/insurance/>.

International students are required to have health insurance as well as evacuation and repatriation coverage. International Student Services (ISS) is responsible for verification. For more information, please visit: <http://iss.tamu.edu/Current-Students/Health-Insurance>

### **C. Bus Operations**

Transit Services provides a variety of on-and off-campus services for the Texas A&M community. On-campus service is free to all students, faculty, staff and visitors to Texas A&M. On-campus service consists of six routes that move passengers from point to point around campus. Off-campus service, covered by the transportation fee, is used to transport students, faculty and staff to and from campus. Off-campus service consists of fourteen routes that cover Bryan and College Station. Para transit service is provided for our permanently or temporarily disabled patrons. It requires that an application be filed

with and approved by the Transportation Services ADA coordinator. Charter services are also available for University and student organizations.

On-campus and off-campus shuttle route maps can be downloaded at <http://transport.tamu.edu/>.

**D. Student Information System**

The MyRecord application is part of Compass, the new student information system, and is provided to students by the Office of the Registrar. This computer-based system can be used to update local and permanent addresses, check class schedules, view the availability of course sections, view the student billing statement, conduct an academic degree audit, or check for registration and transcript blocks. MyRecord can be accessed from the Howdy portal at <http://howdy.tamu.edu>. Students will need their NetID and password to log on to the system.

**E. Counseling and Psychological Services (CAPS)**

The Student Counseling Service offers personal, academic, career, and emergency counseling. Services and programs of the SCS are primarily funded by student service fees and confidentiality is protected to the limits provided by law. Information regarding the Student Counseling Service may be obtained in the *Graduate Student Handbook*, at the SCS website (<http://caps.tamu.edu/>), or at the counseling office at 979-845-4427. After hours, weekends, and holidays, call Student Counseling HelpLine at 979-845-2700 (V/TTY).

**F. International Student Services**

International Student Services provides counseling, assistance, and information in the areas of immigration and employment regulations for international students; advising on personal, cross-cultural, settling-in, and financial issues; and promotion of voluntary cultural exchanges between domestic and international students through dinners, club activities, seminars, visiting lecturers, and cultural displays. International Student Services may be reached at 979-845-1824 and <http://iss.tamu.edu/>. The *Graduate Student Handbook* can be consulted for more information.

All international students are expected to be familiar with U.S. laws and regulations pertaining to their visa status. It is the student's responsibility to comply with all INS rules and regulations. Failure to stay in compliance with U.S. laws may result in deportation or non-renewal of the F-1 Visa. If an international student fails to comply with INS rules and regulations the Bush School is powerless to intervene regardless of the student's academic standing or progress in completing the degree requirements. Ignorance of the law is no excuse.

**G. Campus Rules and Policies**

All students are expected to comply with Texas A&M University Student Rules <http://student-rules.tamu.edu/>.

## XXII. APPENDIX C: IMPORTANT GUIDELINES FOR STUDENT BEHAVIOR

### A. Academic Dishonesty

Plagiarism and academic cheating are serious offenses that can result in severe punishment, up to and including dismissal from the Bush School. Although the writing consultant will discuss plagiarism and how to avoid it, students are ultimately responsible for using appropriate documentation in their written work. Students should consult with their professors or the writing consultant about when and how to cite sources used in research. When in doubt, students should err on the side of safety.

For a description of academic dishonesty, the possible punishments associated with it, and the procedures in dealing with such cases, see Section 20, Part I of the *Texas A&M U Student Rules*.

### B. About Student Rules

Each student has the responsibility to be fully acquainted with and comply with the *Texas A&M University Student Rules*. More specific rules, information, and procedures may be found in various publications pertaining to each particular service or department. When available, links have been provided to the appropriate web sites.

The *Texas A&M University Student Rules* are broken down into three sections, with additional information provided in the appendices:

- Part I: Academic Rules (Rules 1- 22 & 61)
- Part II: Student Life Rules (Rules 23- 44)
- Part III: Student Grievance Procedures (Rules 45- 60)
- Appendices

### C. Equal Opportunity and Harassment

Texas A&M University and the Bush School are committed to providing an educational and work climate that is conducive to the personal and professional development of each individual. To fulfill its mission as an institution of higher learning, Texas A&M University encourages a climate that values and nurtures collegiality, diversity, pluralism, and the uniqueness of the individual within our state, nation and world. The University also strives to protect the rights and privileges and enhance the self-esteem of all its members. Faculty, staff and students should be aware that any form of harassment and any form of illegal discrimination against any individual is inconsistent with the values and ideals of the University community and Title IX legislation. Information about Title IX can be found at <http://urc.tamu.edu/title-ix/>.

Individuals who believe they have experienced harassment or illegal discrimination are encouraged to contact the appropriate offices within their respective units. Additionally, students are encouraged to report incidents of hate, bias, incivility, and any related issues at <https://stophate.tamu.edu/>. Students can also contact the Office of the Vice President-Division of Student Affairs at 979-845-4728 for additional support. Faculty members should contact the Office of the Dean of Faculties and Associate Provost at 979-845-4274 and staff members should contact the Human Resources Department Employee Relations Office at 979-862-4027.

**D. Tell Somebody**

Oftentimes after a tragedy, people come forward with information and observations that, in retrospect, may have signaled a larger issue. This information when viewed collectively may be helpful in preventing tragic events and initiating assistance to an individual. Texas A&M University is committed to a proactive approach and needs your help. As a member of this University community, if you observe any behavior that is concerning you may report the behavior using the **online report form** or by contacting one of the Special Situations Team members during business hours. The **Special Situations Team** is comprised of University faculty and staff charged with helping students, faculty and staff who are exhibiting concerning behavior. Even when there is no threat to harm, it is recommended to involve others to discuss concerning behavior.

- If you don't know whether to be concerned about a student's behavior, contact the **Dean of Student Life** at 979-845-3111.
- If you need to consult with someone about a student in emotional distress, contact the **Counseling & Psychological Services** at 979-845-4427.
- If you need to consult with someone about a student's disruptive behavior and the university conduct system, contact the **Student Conduct Office** at 979-847-7272.
- If you don't know whether to be concerned about a faculty member's behavior contact the **Dean of Faculties** at 979-845-4274.
- If you don't know whether to be concerned about a staff member's behavior contact **Human Resources** at (979) 862-4027

**E. Students with Disabilities**

Texas A&M University provides academic adjustments and auxiliary aids to students with disabling conditions, as defined under the law, who are otherwise qualified to meet the institution's academic requirements. The Office of Services for Students with Disabilities in the Department of Student Life coordinates Texas A&M University's programs and efforts for the benefit of disabled students.

Students who have documented disabilities or believe they have a disability should be referred to Services for Students with Disabilities. This office has the responsibility for verifying the existence of a disability and suggesting what accommodations/modifications are appropriate. Services for Students with Disabilities may be reached at 845-1637 (V/TTY).

When there is a need for accommodation of a student's academic program, Services for Students with Disabilities will contact the student's classroom instructors regarding this need and direct the student to work with the classroom instructors to make specific arrangements. As needed, personnel from Services for Students with Disabilities will participate in discussions with the classroom instructor. Information about Disability Services can be found at <http://disability.tamu.edu/>.

**F. Campus Carry**

New legislation concerning campus carry in the state of Texas took effect August 1, 2016. Please review updates and understand the rules associated with the implementation of this new law at the following website: <http://www.tamu.edu/statements/campus-carry.html>.

### XXIII. APPENDIX D: EMERGENCY EVACUATION PROCEDURES

1. You are responsible for your own safety! **Stay calm** – avoid panic and confusion.
2. Know the locations and operation of **fire extinguishers**.
3. Know how to report an emergency (**9-911**):
  - Your Name
  - Fire Location (Bldg. #1607, Floor #, Room #)
  - Building name: Allen Building
  - Size and Type of Emergency
  - Any additional information requested by the Operator
4. If you are not in immediate danger, also notify the Dean's Office, phone number 862-3469.
5. When the fire alarm sounds, make sure **other personnel** in your immediate area are aware of the alarm.
6. Inform visitors of pertinent information about evacuation procedures.
7. **Close** but DO NOT LOCK doors as you leave. Items requiring security may be placed in a locking file cabinet or desk drawer on the way out. Turn off unnecessary equipment, if possible.
8. Know the locations of primary and alternate exits. During an emergency, walk to the nearest exit and **evacuate** the building. NOTE: Do not use the elevators during a fire-related emergency!
9. Go to your assigned **area of assembly**\* outside the building and wait there. Do not leave the area unless you are told to do so.
10. **Persons needing special assistance** not able to exit directly from the building are to proceed to and remain in a stairwell vestibule. Inform evacuating occupants to notify the evacuation coordinator of your location. Fire Department personnel will evacuate occupants needing special assistance from the building.
11. **Do not re-enter** the building until you have been notified to do so. Emergency personnel often silence the alarm in order to communicate with each other. Silencing the alarm is NOT a signal for occupants to re-enter!  
*\*Students typically go to the bus stop area on John Kimbrough Blvd. or out by the Bush pond in back; be well away from the building.*