



# EVANS SCHOOL OF PUBLIC AFFAIRS

UNIVERSITY *of* WASHINGTON

ASPIRING TO LEAD

LEADING TO TRANSFORM

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## WELCOME TO THE EVANS SCHOOL OF PUBLIC AFFAIRS



The Evans School is a vibrant organization committed to advancing the public good through world-class scholarship, enlightened leadership, and highly skilled problem solving. Our name and approach honors three-term Washington Governor and U.S. Senator Daniel J. Evans. His legacy of effective leadership rests on unwavering ethics and courage in public service; evidence-based policy and cross-sector collaboration; strong community engagement; and politically balanced perspectives.

Evans School students acquire the rigorous policy analysis and management education needed to tackle society's greatest economic and social challenges. Outstanding faculty and practitioners—recognized innovators in public policy and management—help students gain the substantive knowledge required to inform and shape policy. Through hands-on internships and public service clinics, students apply state-of-the-art analytic tools and management skills to complex problems, grounding their learning in real-world experiences and global perspectives.

Evans School students enjoy being a part of the University of Washington, ranked among the top 20 universities in the world. Located in the "Emerald City" of Seattle, the University of Washington fuels remarkable advances in technology, science, health, environmental management, international development, and philanthropy. In this dynamic context, the Evans School serves to catalyze policy development and dialogues that shape our region, nation, and world. Upon graduation, Evans School graduates join a network of thousands of alumni in the U.S. and abroad who have risen to positions of leadership.

If you seek to join a cadre of bold, visionary leaders dedicated to advancing the public interest, I invite you to explore our website and schedule a conversation with our Student Services staff. The Evans School is here to help you answer the call of public service.

A handwritten signature in black ink that reads "Sandra O. Archibald". The signature is fluid and cursive.

Sandra O. Archibald, Dean and Professor



# MAKE A DIFFERENCE

## Become a Leader for the Public Good

For 50 years the Evans School has provided a professional graduate education to talented students who aspire to become innovative leaders committed to serving public interests through careers in government and nonprofit service. Ranked among America's top schools of public policy and management, the Evans School will help you build a comprehensive foundation of knowledge and skills a leader in the public or nonprofit sector needs to confront today's—and tomorrow's—challenges.

### A FLEXIBLE DEGREE THAT PUSHES THE LIMITS

The Evans School's rigorous curriculum provides students with both practical and theoretical analytic and management tools required to be a leader in today's changing world. The Evans School is known nationally for its groundbreaking leadership across a range of specializations, including the following:

- **Public Policy Analysis and Evaluation**
- **Nonprofit Management and Philanthropy**
- **Environmental Policy and Management**
- **Public Finance and Budgeting**
- **Public Management Administration**
- **International Development**
- **Leadership, Management, and Decision-Making**
- **Urban and Metropolitan Policy**
- **Social Policy: Poverty, Education, and Social Welfare**
- **Science and Technology Policy**

### 50 YEARS AT THE FOREFRONT OF PROFESSIONAL PUBLIC ADMINISTRATION EDUCATION

The Evans School is grounded in a proud history and leads the way in public administration teaching and research. Parrington Hall, a University of Washington legacy building built in 1908, is home to modern computer labs, classrooms, and collaborative workspaces with the latest software.



*"I believe the Evans School made me a more critical thinker, a better decision-maker, a well-equipped manager, and a more dedicated public servant."*

### DEDICATED TO PHILANTHROPY

REBECCA EHRLICHMAN (MPA '10)  
Director of Development, YWCA Seattle  
I King I Snohomish County

After working in nonprofit public relations and at FareStart, a Seattle-based nonprofit culinary job training program, Rebecca Ehrlichman (MPA '10) wanted to supplement her on-the-job learning with more formal education to prepare her for future positions within nonprofit management, and chose to pursue an MPA. While attending the Evans School, Rebecca continued working at FareStart, interned at the Martinez Foundation helping to raise funds to provide educational opportunities for the underserved, and was a teaching assistant—all in addition to her regular course schedule. Rebecca secured a job at the YWCA on graduation day and was promoted to director of development within a year. She credits her Evans School MPA with making her application to the YWCA stand out among the many others received for her position.



*“The skill sets that you can build at the Evans School are not for one interest, issue, or path, but are the fundamental skills for all public servants in any career.”*

# EDUCATION

## On the Cutting Edge of Public Policy and Management

We live in a dynamic, complex world. To meet today’s challenges, government, business, and nonprofit organizations must work together. Our students acquire the techniques, knowledge, and political acumen required for effective leadership in an increasingly interconnected world. Our programs are designed so that individuals with a variety of interests and career backgrounds can best achieve their goals.

### INDIVIDUALIZED ATTENTION & SUPPORT

BRIAN HOXIE (MPA '10)

Program Analyst and Planner, Office of Operations Coordination and Planning, Department of Homeland Security

Brian Hoxie (MPA '10) chose to pursue an MPA at the Evans School to learn to solve public policy problems. Forging his own path, he created an individualized specialization in national security. Brian credits the Evans School with providing an educational experience that fit his needs and allowed him to obtain the core skills that he uses on a daily basis. Currently a program analyst and planner in the Office of Operations Coordination and Planning at the Department of Homeland Security, he praises the Career Services team for their expert help in guiding him through the process of finding a job in a highly competitive market.

#### THE EVANS SCHOOL MPA

The Evans School's **Master of Public Administration (MPA)** is designed for present and future leaders of the public and nonprofit sectors, emphasizing broad-based policy analysis and management expertise. Our MPA is designed both for students just embarking on their careers and those with progressively responsible work experience. While most students enroll full-time and take two academic years to complete their degree, flexible and part-time options make this a degree that can work with a variety of schedules.

#### CERTIFICATE PROGRAMS

Students at the Evans School can augment their degree through programs that certify their expertise in specific policy and management areas. Our **Certificate Program in International Development Policy & Management** equips graduate students from a variety of fields to address the complex and interdisciplinary challenges of development in an international context. Our **Nonprofit Management Certificate Program** gives students the tools and frameworks needed to meet the increasing challenges faced by today's nonprofit sector. The **Environmental Certificate Management Program** prepares students to manage today's most pressing environmental problems and opportunities. Students also have access to various interdisciplinary certificate programs through the University of Washington (UW) Graduate School.

#### PEACE CORPS MASTER'S INTERNATIONAL TRACK

The Evans School also offers a **Peace Corps Master's International MPA** degree track, in which students complete one academic year at the Evans School, embark on two years of Peace Corps service, and return for one quarter to complete coursework and a degree project. Our **Peace Corps Fellows/USA MPA** track offers returned Peace Corps volunteers the opportunity to earn an MPA and apply the experience they acquired abroad to programs that benefit underserved communities.

LEADERSHIP AND DECISION-MAKING

BENEFIT-COST ANALYSIS | PUBLIC POLICY ANALYSIS | INTERGOVERNMENTAL

**Can benefit-cost analysis be used to design and evaluate social programs? Our Benefit-Cost Analysis Center is working to address how moral sentiments, charitable contributions, and issues of equity and fairness can be addressed in this style of decision-making.**



*"I definitely have the Evans School to thank for giving me the confidence to provide the Under Secretary of State with the information she needs to sell an important environmental issue to the Indian Minister of the Environment."*

#### THE EVANS SCHOOL PH.D. PROGRAM

Our **Ph.D. in Public Policy and Management** prepares the next generation of researchers and educators seeking challenging careers in university programs, policy organizations, and research centers. Its integrated curriculum draws heavily on theoretical and methodological foundations in policy analysis and management, with opportunities for developing disciplinary depth. The program is highly selective and attracts students from across the U.S. and abroad. Ph.D. students earn a Master of Science (MS) in Public Policy and Management as part of their Ph.D. studies.

#### THE EVANS SCHOOL EXECUTIVE MPA

The **Executive MPA** meets the needs of mid-career professionals. Core courses include a rich learning experience addressing leadership, negotiation, organizational culture, human resource management, financial analysis, critical thinking, and effective communication.

#### WANT TO LEARN MORE?

More information on all of our programs is available on our website at [evans.washington.edu](http://evans.washington.edu).

You can also email our recruiter at:

- [evansrec@uw.edu](mailto:evansrec@uw.edu) (MPA)
- [evansphd@uw.edu](mailto:evansphd@uw.edu) (Ph.D.)
- [execmpa@uw.edu](mailto:execmpa@uw.edu) (EMPA)



The Evans School is accredited by the National Association of Schools of Public Affairs and Administration.

#### A PASSION FOR POLICY

SHELLA BIALLAS (MPA '09)  
Policy Analyst, U.S. Department of the Interior, Office of the Secretary

After working as an AmeriCorps VISTA volunteer, Shella Biallas chose to pursue an MPA for the combination of hard skills paired with a focus on service and policy issues that she was passionate about. After completing the Peace Corps Master's International MPA track, including two years of Peace Corps service in Belize, Shella was selected for a prestigious Presidential Management Fellowship (PMF), one of the federal government's most prestigious post-graduate fellowships. She now lives in Washington, D.C. and works as a Policy Analyst in the Office of the Secretary at the U.S. Department of the Interior and had a PMF rotation at the U.S. Department of State as a Foreign Affairs Officer working in environmental policy.

# BREAKTHROUGH

## Research and Engagement

The Evans School's professors, adjunct faculty, and lecturers include scholars of international prominence, with expertise in current and emerging policy areas. Distinguished by excellence in their research and publications as well as in teaching and practice, Evans School faculty come from the country's leading universities and institutions.

*"Evans School students' different points of view and wealth of experience create stimulating classroom environments, bringing fresh perspective to old ideas and raising new issues for research. I particularly enjoy discussing how economic concepts can help students understand policy and management issues."*

ROBERT PLOTNICK, PROFESSOR



### EXCELLENCE IN TEACHING

Our faculty members are dedicated to developing the next generation of professionals, tailoring instructional approaches to individual learning needs and working closely with students as mentors and as advisors. Faculty use a portfolio of teaching methods into their classes, including the case method, lectures, guest speakers and panels, class discussions, small group work, and independent research. An integrated policy and management curriculum at the forefront of the field ensures our graduates are fluent in the theoretical and practical knowledge required for leadership in the public and nonprofit sectors.

### INNOVATION IN RESEARCH

Evans School research is driving change and shaping revolutionary policy solutions in communities worldwide. Our faculty are leaders in cutting-edge knowledge, producing objective, relevant, and reliable information and analysis. Working together, Evans School faculty, students, and partners tackle important challenges in education, nonprofits, the environment, poverty, the information divide, public finance, management, and much more. Faculty and research center projects contribute substantially to the understanding of contemporary issues, helping graduates identify and promote the best decision-making processes and outcomes.

### RESEARCH & OUTREACH CENTERS

- Benefit-Cost Analysis Center
- Marc Lindenberg Center for Humanitarian Action, International Development, & Global Citizenship
- Nancy Bell Evans Center on Nonprofits & Philanthropy
- West Coast Poverty Center
- William D. Ruckelshaus Center
- Policy Analysis and Research Group

INTERNATIONAL DEVELOPMENT

COLLABORATIVE GOVERNANCE | DECISION-MAKING

**How do you evaluate a network? An increasing number of services are delivered through multi-pronged networks that branch across organizations and sectors. Researchers at the Evans School analyze networks in sectors ranging from global health advocacy to social service providers.**

## STUDENT LIFE: CONNECTED AND ENGAGED

### RESEARCH SYMPOSIUM

Evans School students organize an annual research symposium to highlight student research conducted for range of regional, national, and international clients. At the symposium, posters are displayed for the public, including members from client agencies, and an evening program highlights outstanding research with presentations and awards.

### STUDENT JOURNAL

The Evans School Review (ESR) is a student-produced academic journal. Published biannually, the peer-reviewed journal features multidisciplinary research in public policy and management. ESR showcases student and alumni research and perspectives.

Read the current issue:  
[digital.lib.washington.edu/ojs/index.php/esr/issue/current](https://digital.lib.washington.edu/ojs/index.php/esr/issue/current)

### EVANS STUDENT ORGANIZATION

The Evans Student Organization (ESO) serves as the liaison between the Evans School student body and the faculty and administration. Leadership positions in ESO are available for first and second year students, as well as a Ph.D.

Learn more:  
[evans.washington.edu/students/organizations/eso](https://evans.washington.edu/students/organizations/eso)

### STUDENT ORGANIZATIONS

Student organizations are a vital part of the Evans School community, and initiate academic and social events for their fellow MPA and Ph.D. students. From panel discussions with political leaders to weekend hiking and skiing trips, student organizations enrich student life at the Evans School.

Learn more:  
[evans.washington.edu/students/organizations](https://evans.washington.edu/students/organizations)



### PUBLIC SERVICE CLINICS

The Evans School's Public Service Clinics match students with public and nonprofit agencies to explore a broad range of applied research topics. Since its inception, student-agency projects have produced program evaluations, strategic plans, policy analyses, and new program designs, with a real-world impact.

# CONNECTED

with the Community and the World

An active role in public life is central to the Evans School experience. A wealth of expertise and skills inform our faculty and students as they assist governments, NGOs, nonprofits, and other organizations to make the world a better place. The Evans School facilitates student engagement through policy and management forums, in which leading academics and practitioners speak candidly about emerging policy issues. Evans School students experience a vibrant intellectual environment, where learning takes place both inside and outside the classroom.

| EDUCATION POLICY AND MANAGEMENT

| COMMUNITY DEVELOPMENT

| LEGISLATIVE PROCESSES

[evans.washington.edu](https://evans.washington.edu)



*“With Career Services, you aren’t just a number. They live to help students realize their dreams. And they are incredibly skilled at it; if job-searching is an art form, they are master artisans.”*

BEN HENRY, CLASS OF 2011

### ALUMNI IN DEMAND

Evans School graduates are highly sought after by public, nonprofit, and private employers in the Pacific Northwest, across the U.S., and around the world. On average, 90% of our students are employed within six months of graduation. Recent Evans School alumni hold a full range of challenging positions, including budget/policy/research analysts, program/project managers, strategic advisors, and consultants for major agencies and organizations. Employers hiring recent graduates include the following:

- Bill & Melinda Gates Foundation
- Catholic Relief Services
- Chemonics International
- City of Seattle
- City of Bellevue
- Climate Solutions
- Department of the Interior, Office of Policy Analysis
- FSG Social Impact Consultants
- GOAL Sudan
- Housing Authority of Snohomish County
- King County Council
- King County Department of Transportation
- National Conference of State Legislators
- National Nuclear Security Administration
- PATH
- Pew Charitable Trusts
- Puget Sound Energy
- Puget Sound Regional Council
- Seattle City Council
- Seattle Foundation
- U.S. Agency for International Development (D.C.)
- U.S. Department of State (D.C.)
- U.S. Department of Homeland Security (D.C.)
- U.S. Forest Service
- U.S. Government Accountability Office
- United Way of King County
- Washington Office of the Superintendent of Public Instruction
- Washington State Auditor’s Office
- Washington State Budget and Policy Center
- Washington State Department of Ecology
- Washington State Legislature
- Washington State Senate
- World Vision

# CAREER and ALUMNI NETWORKS

### THE EVANS SCHOOL OPENS DOORS

The opportunities created by the Evans School continue well beyond graduation. To help students in all our programs reach their full potential, our Career Services office works with students and alumni to explore career choices, access our extensive job and internship listings, network with alumni, and connect with hiring managers. Students refine interview techniques, resumes, and cover letters to secure leadership-track positions in their desired fields.

### INTERNSHIPS

A quality internship experience is an integral part of the Evans School MPA. Internships provide students dynamic professional forums in which to network and apply the analytical and managerial knowledge acquired in the classroom. Our students intern at agencies and organizations across the city, state, nation, and world, contributing over 80,000 hours of service annually.



### PRESIDENTIAL MANAGEMENT FELLOWS

Since 1977 more than 100 Evans School graduates have been selected for the prestigious Presidential Management Fellowship Program, which attracts outstanding graduates to careers in the federal government.

COMMUNITY ENGAGEMENT | RACE AND SOCIAL JUSTICE | NONPROFITS AND PHILANTHROPY | ENVIRONMENTAL

evans.washington.edu

# A WORLD-CLASS UNIVERSITY

## A Vibrant and Beautiful City



### SEATTLE: EPICENTER OF GLOBAL INNOVATION

The Evans School sits in a region experiencing an explosion of global trade, technological innovation, social entrepreneurship, and philanthropy. The Pacific Northwest is home to Microsoft, Boeing, Starbucks, Amazon.com, and other leading technology and retail companies forging international ties. The Bill and Melinda Gates Foundation, Seattle Biomedical Research Institute, and other major global health and international development centers are applying innovative solutions to problems around the world. These connections have enabled the Evans School to develop an international component that makes the Evans School a global leader in furthering the public good.

Considered one of America's favorite cities, Seattle isn't just known for rain—in fact, it gets less annual precipitation than Houston, Texas, or New York City. Seattle, a vibrant city with a multitude of bike trails and green spaces, combines unparalleled natural beauty with small-town friendliness, a Pacific Rim outlook, and cosmopolitan amenities. Seattleites mix a love of the outdoors with cultural and academic pursuits. Census data reveals Seattle as the most

educated city in the U.S., home to a thriving arts scene and internationally recognized public treasures, like the Pike Place Market, Space Needle, Experience Music Project, Seattle Art Museum, and Olympic Sculpture Park.

### UNIVERSITY OF WASHINGTON

Discovery is at the heart of the University of Washington (UW). More than 42,000 students study in the UW's 17 schools and colleges, which offer more than 100 academic disciplines and 5,000 courses. Teaching and research professors include many world-renowned scholars. An extensive library collection of more than 5 million volumes and award-winning electronic networks makes UW one of the most complete and well-integrated campus information systems in the world.

The Evans School, located in historic Parrington Hall, maintains close working relationships with other UW programs through cooperative degree arrangements and course listings, co-sponsored symposia, and collaboration with faculty on policy-oriented research. The Evans School shares UW's strong global perspectives in the science, marine, environmental, health, and information fields.



*"I was fortunate to have earned my MPA in the Evans School's diverse environment, where different opinions are respected and conversations around social justice, gender, sexual orientation, legal status, national origin, and race are encouraged."*

### CATALYST FOR SOCIAL CHANGE

EFRAIN GUTIERREZ (MPA '10)

Associate, Strategic Learning and Evaluation Center, FSG Social Impact Consultants

Efrain Gutierrez (MPA '10) grew up in Capilla de Guadalupe Jalisco, Mexico. Exposed to the struggles of poverty at an early age, he wanted a career where he could be a catalyst for social change, and came to the Evans School to make these career aspirations a reality. Currently, Efrain works at FSG Social Impact Consultants, a nonprofit consulting firm that helps foundations, corporations, and nonprofits increase their social impact with strategic planning and evaluation tools. He credits his professors' deep understanding of program evaluation and poverty alleviation with preparing him for his current position, and the "extraordinary service" of the Career Services team with making sure his job application expressed his full potential.

### DID YOU KNOW?

The University of Washington receives more federal research funding than any other public institution, and is ranked among the top 20 research universities in the world.

POLICY

POVERTY STUDIES

PUBLIC, PRIVATE, AND NONPROFIT NETWORKS

**What are key ways to reduce poverty in communities? The Evans School's Community Vitality Project analyzes the levers that both reduce poverty and enhance community vitality in order to make recommendations for effective policies.**



# MAKING A WORLD OF DIFFERENCE

From the global perspective of our faculty and staff to our many students and graduates around the world, the Evans School makes an international impact. In an increasingly interconnected world, even local and regional policy decisions can transcend oceans and borders. Our global outlook and network make us leaders in providing solutions to policy challenges worldwide.

*“I enjoyed having a diverse cohort to learn from and bounce ideas off of—for example, I could learn from colleagues with experience in local government and see how that information would apply to municipal governance in the developing world.”*

## A GLOBAL FOCUS

JARRETT BASEDOW (MPA '09)  
Tajikistan Head of Office, IREX

Jarrett Basedow (MPA '09) chose the Evans School because it allowed him to combine study in the theory and practice of international development. During his course of study Jarrett studied abroad several times, including an experience funded by the prestigious Boren Fellowship, allowing him to study Tajik and work with Mercy Corps in a remote area of Tajikistan. Today Jarrett is the Tajikistan Head of Office for IREX, a nonprofit providing thought leadership and innovative programs to promote positive global change. He says that he uses something he learned from Associate Professor Gugerty's Program Evaluation class every week in his current position.

## BRINGING THE WORLD TO THE EVANS SCHOOL

From food and water policy to microfinance, NGO development, and transnational relations, many of our graduates and professors are invited to other countries to build management expertise and to solve policy problems. More than 20% of our students gain experience from an internship that is focused on international issues.

The Peace Corps Master's International and Peace Corps Fellows/USA MPA tracks connect students' overseas experience with the policy analysis and management skills gained in the classroom. In addition, our Certificate Program in International Development Policy & Management offers the conceptual framework and practical tools to become an effective international development practitioner.

## BRINGING THE EVANS SCHOOL TO THE WORLD

Each year, more than 15 visiting international fellows and dozens of other international students come to the Evans School. The Hubert H. Humphrey Fellowship Program, Edmund S. Muskie Fellowship Program, our partnership with the Korean Civil Service Commission, and others enable young and midcareer professionals to pursue academic study, high-level professional development, and cultural exchange. These international colleagues significantly enrich the global context of our learning.

## LIFELONG LEARNING

The Evans School's commitment to our students' learning doesn't end at graduation. Our Cascade Executive Programs provide opportunities for alumni and others to stay up to date on the latest techniques for managers in the public and nonprofit sectors. Cascade courses are designed to help on-the-job managers and leaders develop their skills, make their programs more effective, and increase customer and employee satisfaction.





## APPLY TO THE EVANS SCHOOL

The admissions process at the Evans School is competitive and selective. Each year, the school receives applications from students of varied backgrounds across the U.S. and around the world. The primary criteria for admission are the applicant's capacity to sustain a high level of achievement in the program and the potential to make important contributions to public service.

## JOIN A TOP-RANKED INSTITUTION

Founded in 1962, the Evans School of Public Affairs is ranked among the top public policy and management programs in the country and is recognized nationally and internationally as a source of incomparably qualified professionals in public policy and management.

## STUDENT FINANCIAL AID

The University of Washington's Office of Student Financial Aid is the primary source of financial assistance for Evans School students. The Evans School also offers a number of fellowships each year, awarded primarily on the basis of academic achievement and excellence in public service.

*“Good policy is crafted by involved citizens working in partnership with government. It requires a delicate balance of viewpoints and a creative and civil search for solutions.”*

**DANIEL J. EVANS,** FORMER GOVERNOR OF THE STATE OF WASHINGTON AND U.S. SENATOR

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