

MASTER'S HANDBOOK

2017-2018



UNIVERSITY *of*
DENVER

JOSEF KORBEL SCHOOL *of*
INTERNATIONAL STUDIES

Updated September 05, 2017

The Josef Korbel School of International Studies reserves the right to make changes in the regulations, courses, policies, and other aspects of this handbook without advance notice. Given that the content contained herein is revised as needed and offers the most up-to-date information available, this handbook may offer greater detail and accuracy than other University documentation pertaining to Master's Programs at the Josef Korbel School of International Studies. It does not, however, supplant information/requirements posted in the [Graduate Bulletin](#).

Table of Contents

Welcome.....	3
A Letter from the Dean.....	4
History of the School.....	5
Degree Program Requirements	7
Master of Arts in Conflict Resolution.....	8
Master of Arts in Global Finance, Trade, and Economic Integration	10
Master of Arts in International Administration.....	13
Master of Arts in International Development	15
Master of Arts in International Human Rights.....	19
Master of Arts in International Security.....	18
Master of Arts in International Studies.....	21
Master of Public Policy.....	26
Joint Degree Programs & Formal Dual Degree Programs.....	28
Master of Arts in International and Intercultural Communication	29
Dual Degree BA/MA Program in International Studies.....	31
Master of Arts - Master of Social Work (MA/MSW).....	37
Master of Public Policy - Juris Doctor (MPP/JD).....	40
Master of Public Policy – Master of Social Work (MPP-MSW)	42
Flexible Dual Degree Programs	45
Flexible Dual Degree Programs.....	45
JKSIS Certificate Programs.....	46
Certificate in Homeland Security.....	47
Certificate in International Studies with a Concentration in Global Health Affairs	48
Certificate in International Studies with a Concentration in Humanitarian Assistance.....	51
Interdisciplinary Certificate Programs	54
Certificate in Global Business & Corporate Social Responsibility.....	55
Certificate in Religion and International Affairs.....	57
Peace Corps Programs.....	59
Peace Corps Fellows Program for	59
Returning Peace Corps Volunteers (RPCV).....	59
RPCV Fellows Practicum.....	59
Elements of the Curriculum	62
Program Statement.....	63
Course Substitutions	63
Foreign Language Requirement	63
Independent Study – INTS 4991/PPOL 4991.....	67
Master’s Thesis – INTS 4995	68
Substantial Research Paper (SRP) – INTS 4996.....	69
Internship Policy.....	70
International Experiential Learning.....	71
Policy for Exemption from the Internship Requirement.....	73
Josef Korbel School of International Studies in Washington, DC Program.....	73
Josef Korbel School of International Studies Geneva Program	75

Graduate Policies & Procedures	78
Graduate Policies and Procedures Bulletin	79
Honor Code & Student Conduct.....	79
JKSIS Plagiarism & Academic Conduct Policy	79
Responsible Conduct of Research	80
Institutional Review Board	81
Grades, GPA and Academic Standards	81
Change of Major.....	82
Procedure for Academic Grievances & Appeals.....	82
Registration.....	82
Coursework outside of JK SIS	83
Transfer of Credit Policy.....	83
Unaffiliated Study Abroad	84
Leave of Absence/Withdrawal from the University.....	84
Other Potential Reasons for Taking Time Away from JK SIS.....	85
Continuous Enrollment.....	86
Degree Completion & Graduation	86
Tuition & Fees	87
Privacy of Educational Records & Access to Information.....	88
Student Resources	89
Summary of Campus Resources.....	90
Student Organizations	91
Research/Project Aides.....	91
Funding to Attend Academic Conferences	91
JK SIS Research Centers, Institutes and Clinics	92
Office of Career and Professional Development	92
Thinking About a PhD?	95

Welcome

A Letter from the Dean

Dear Incoming Graduate Students:

On behalf of the entire faculty and staff, it is my great pleasure to welcome you to the Josef Korbel School of International Studies. You have come to us from a wide variety of backgrounds and will go on from here to many different career paths. But what you all now have in common is that you are becoming part of the Korbel community, that collection of practical idealists who seek to make the world a better place.

We are committed to the success of all of our students and believe that the close working relationship you will have with faculty and staff here will give you the opportunities for that success. The staff stand ready to help you navigate the programs at the School and the University, as well as prepare for your careers beyond your education. While the Korbel faculty teach a wide variety of topics, they are all committed to providing a rigorous education that engages our students in the most pressing global issues of the day. When you have completed your work here, you will be equipped with the skills and knowledge to launch your careers. In addition, an education at Korbel will challenge you to think critically and delve more deeply into the issues that you care about.

Your coursework will form the core of your education here, but it is not the only component of it. We hope that you will avail yourself of the many co-curricular opportunities at the School, from visiting speakers to the large array of research projects run by our faculty. Additionally, extra-curricular opportunities abound, from student organizations to wellness activities and civic engagement.

Another important component of your graduate education will be your fellow students, colleagues and friends who will be part of your lives for many years beyond your time here as a student. The diversity of their backgrounds and perspectives will enrich both your time here and all that comes after graduate school.

I also want you to know that my door is always open to discuss your experiences here and any future plans you might have and whether I can do anything to help.

So, again, welcome! All of us at the Korbel School look forward to getting to know you, and supporting your success, in the coming years.

Sincerely,

Ambassador Christopher R. Hill, Ret.
Dean, Josef Korbel School of International Studies

History of the School

The [Josef Korbel School of International Studies](#) has offered degree programs in international affairs since its founding in 1964 as the Graduate School of International Studies. The school was renamed on May 28, 2008, to honor its founder and first dean, Josef Korbel.

In its earliest incarnation, the Department of International Relations at the University of Denver (established in 1929 and one of the first of its kind in the United States), had a national reputation thanks to the leadership of Ben Mark Cherrington, a dynamic educator dedicated to providing students with a global perspective on the issues of the day. The department's academic programs also had the moral and financial support of the Social Science Foundation, established in 1926 by Denver investment banker and philanthropist James Causey with the support of then-DU Chancellor Heber Harper. As a result, Mr. Causey stated that students of the University of Denver would have "an altogether unusual opportunity to be well informed upon all aspects of the great social, industrial, and international problems of the present and the future and that as a result the University may be the means of training real leaders in the field." Today, the foundation's board manages a multi-million dollar trust, the proceeds of which are dedicated to promoting the study and application of international relations at both the undergraduate and graduate levels.

The Graduate School of International Studies became a reality largely due to the vision and efforts of Josef Korbel, who is now widely known as the father Madeleine Albright, first female U.S. Secretary of State and highest-ranking woman in the history of the U.S. government. A diplomat in Czechoslovakia, Korbel fled the country after the Nazi invasion in 1939. Once the Third Reich was defeated, he returned to Czechoslovakia to serve as the country's ambassador to Yugoslavia, but was forced to flee again during the Communist coup in Czechoslovakia 1948. After learning he had been tried and sentenced to death in absentia, Korbel was granted political asylum in the United States and was hired in 1949 to teach international politics at the University of Denver.

During his career in Denver as a scholar and teacher, Korbel decided to try to establish a professional school that would prepare talented and idealistic people for distinguished careers in the public, private and non-profit sectors. Finally in 1964, with the support of Ben Cherrington, Korbel founded the Graduate School of International Studies (GSIS) and became its first dean. To house the school, the 30,300 square-foot Ben M. Cherrington Hall was built in 1965. GSIS flourished throughout the 1960's and 1970's as a leader of professional and scholarly training in international affairs, and established an undergraduate curriculum in 1985. In spring 2016, the School opened the new five story, 460,00 square foot Anna and John K. Sie International Relations Complex, to continue and expand the important work of training future global leaders.

Today, the Josef Korbel School of International Studies is a top-eleven, internationally ranked school and is regarded globally as a premier educational institution. In recent years, the school has experienced extraordinary growth, with the launch of new research centers, increased exchanges with institutions abroad, and an expansion of the school's base of financial donors. Today, the school's community includes approximately 450 undergraduate INTS majors and minors, 400 graduate students, 48 appointed faculty, 20 staff members, numerous adjunct professors, and several thousand alumni living and working in more than 80 countries.

The recent prominence of graduates on the world stage has also contributed to the school's ascending reputation. Those graduates include former U.S. Secretary of State Condoleezza Rice, General George Casey, 38th chief of staff of the U.S. Army and former commander of the Multi-National Force–Iraq, Heraldo Muñoz, former Chilean ambassador to the United Nations, and Iran's Foreign Minister to the U.N., Mohammad Javad Zarif.

For years to come, the Josef Korbel School of International Studies will continue the work of its namesake and founder: offering a broad intellectual approach to the study of international affairs to practical idealists committed to the common good of an increasingly interconnected and interdependent world.

For more information about the School's history at <http://www.du.edu/korbel/about/history.html>.

Degree Program Requirements

Master of Arts in Conflict Resolution

The interdisciplinary program in Conflict Resolution focuses on the study and application of alternative theories, various types of bargaining and negotiation techniques, and related ethical issues. These topics are examined through selected cases of conflict to understand how to manage and improve social patterns and policy choices between individuals, within organizations, and across cultures.

The program combines a scholarly and vocational approach—theory with practice—in exploring a range of environments where conflict arises, including the personal, business and political arenas, from international diplomacy to national and local government policy discussion.

Note: JK SIS students that wish to change majors to/from the MA in CRES may do so using a [change of major form](#). In addition to permission from both respective degree directors, the student must also obtain permission from the Executive Director of Graduate Enrollment (in the JK SIS Office of Graduate Admission).

Degree Requirements:

1. Core Coursework requirements (24 credits):

- INTS 4920 - Conflict Resolution* (4 credits)
- CRES 4221 - Negotiation Theory and Practice* (4 credits)
- CRES 4222 - Mediation Theory and Issues (4 credits)
- CRES 4225 - Conciliation and Reconciliation (4 credits)
- COMN 4310 - Communication and Collaboration (4 credits)
 - or other graduate COMN course approved by degree director

Plus, select two of the following classes (minimum of 4 credits total):

- MGMT 4201 – Persuasive Communications in Leadership (2 credits)
- MGMT 4202 – Personal Development and Intentional Change (2 credits)
- MGMT 4203 – Foundations of Strategy (2 credits)
- MGMT 4204 – Personal Leadership and Career Development (2 credits)
- MGMT 4301 – MS Management Organization Behavior (2 credits)
- MGMT 4302 – MS Management Human Resource Management (2 credits)
- MGMT 4303 – Organizational Politics and Change (2 credits)

**To be taken in first quarter.*

2. Specialization/Special Topics requirement (select among the classes listed below for a total of **12 credits** or choose graduate level courses from any of the affiliated academic units (International Studies, Management, Law, Social work, Professional Psychology, Communication, Religious Studies, University college) by permission of the graduate director. Ideally, the four courses should fit under one or two general themes (e.g. "Con Res techniques," "Human Resources" "Workplace Management," "International Conflict," "Communication and Conflict," etc.):

- CRES 4333 - Resolving Contentious Public Issues (4 credits)
- CRES 4400 - Restorative Justice (2 credits)
- CRES 4410 - Intractable Conflict (2 credits)
- CRES 4420 - Negotiate Difficult Situations (2 credits)
- CRES 4840 - Managing Organizational Conflict in the Workplace (2 credits)
- CRES 4850 - Creating Agreement (2 credits)
- CRES 4860 - Public Forum Facilitation (2 credits)
- CRES 4870 - Conflict Vulnerability Assessment (2 credits)

- CRES 4880 - Grant Writing (2 credits)
3. **Skills/Methodology Training requirement (4 credits):**
 - CRES 4111 - Reflective Practice and Evaluation (4 credits)
 4. **Practical and Professional Techniques requirement (4 credits):**
 - COMM 4701 - Topics in Applied Communication: 40 Hour Mediation Training through University College (4 credits)
 - CRES 4961 - Professional Development (0 credit; 3 quarters of registration)
 5. **Internship requirement:**
 - CRES 4981 - Internship (1-4 variable credits)

All students **must** complete a minimum of 100 hours, though registering for CRES 4981 is optional if they do not need the credit hours.
 6. **Practicum requirement (4 credits):**
 - CRES 4971 - Practicum (4 credits)
 7. **Independent Study** (optional - up to 4 credits):
 - CRES 4991 - Independent Study (students are limited to one independent study; 4 credits maximum)
 8. **Thesis** (optional - up to 4 credits):
 - CRES 4995 - MA Thesis (maximum of 4 credits)

Foreign Language: None required

Minimum total credit hours required for degree: 60

Degree Director:

Prof. Karen Feste

kfeste@du.edu

(303) 871-2418

Master of Arts in Global Finance, Trade, and Economic Integration

The Global Finance, Trade, and Economic Integration (GFTEI) program provides students with a multi-disciplinary, policy-focused examination of the global economy. Courses within this degree focus on the complex changes underway in the global economy, including the emerging patterns of finance, trade, and human capital flows and their effect on national economies; the effect of globalization on state capacity, policy autonomy, and national economic conditions; the relationship between economic, political, and social outcomes; corporate governance and competition; and the interaction of interest groups, states, and multilateral agreements and organizations. All students within this degree receive training in advanced statistical methods, including econometrics. Students also select from a diverse collection of “hard” and “soft” skills courses (e.g. Art of Forecasting, Professional Communications, Project Management, Time Series and Panel Data, and Social Entrepreneurship.)

Students pursuing the GFTEI degree are required to select one specialization that is tied to their intellectual and career aspirations. Some students have chosen to pursue two specializations. Examples of specializations that students have pursued recently include international political economy, international business, economic development, energy and environment, the political economy of Africa, China, the European Union, or Latin America, international security, and qualitative methods.

This degree is intended for students who intend to pursue careers in four domains:

1. International economic policy analysis for public sector agencies, such as the Department of Commerce and the International Trade Administration
2. Analyst positions in multilateral institutions and organizations, such as the World Bank, the United Nations and the Organization for Economic Cooperation and Development;
3. Research and analyst positions within non-governmental organizations, such as Oxfam and Action Aid; and
4. Private sector careers as economic policy consultants, country risk or international project analysts, or international project managers.

Students who seek a more specialized and technical training in portfolio allocation might consider creating their own “customized, flexible dual degree” with DCB that allows them to earn an MS in Finance along with the GFTEI degree (for more information, see Instructions for proposing a [Flexible Dual Degree Program](#)).

Students may be interested to know that the course, “Economics: Fundamental Knowledge, Global Applications” (INTS 4536), offered each fall, is designed for students who have **never** successfully completed an undergraduate course in Introductory Macroeconomics & Microeconomics (or undergraduate Principles of Economics or undergraduate International Economics). INTS 4536 will prepare students who do not possess this basic economics background to enroll in INTS 4310 (Int’l Trade) and INTS 4320 (International Monetary Relations).

Curriculum Overview:

Candidates must complete seventy-two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis, within the maximum [time limit allotted for degree completion](#).

Degree Requirements:

1. International Studies Core: Select one of the following courses (4 credits):

- INTS 4324 - International Political Economy (strongly recommended)
- INTS 4372 - Great Books in Political Economy
- INTS 4374 - The Ethical Foundations of Global Economic Policy
- INTS 4501 - Comparative Politics: States and Societies in the 21st Century
- INTS 4900 - International Politics (or any one of the “Political Theory” courses listed under the traditional MA in International Studies degree)

2. Program Training Core: Three courses (12 credits):

- INTS 4310 - International Trade*
- INTS 4320 - International Monetary Relations*

and one of the following:

- INTS 4324 - International Political Economy**
- INTS 4370 - Political Economy of Globalization***

** Prerequisite for INTS 4310: grade of B- or better in undergraduate course in Introductory Microeconomics, Principles of Economics (combining Introductory Micro and Macroeconomics), or International Economics. Prerequisite for INTS 4320: grade of B- or better in undergraduate course in Introductory Macroeconomics, Principles of Economics (combining Introductory Micro and Macroeconomics), or International Economics. Students who have not completed the undergraduate prerequisites for INTS 4310 and INTS 4320 should first complete **INTS 4536**.*

*** Students who take INTS 4324 to fulfill their International Studies Core requirement, must take **INTS 4370** to fulfill their Program Training Core requirement.*

**** INTS 4310 and INTS 4320 are recommended prerequisites for **INTS 4370**.*

3. Specialization: Three courses (12 credits):

Specializations allow students to group at least three elective courses that relate to a particular theme. Students are required to complete at least one specialization but may also choose to complete a second specialization. Students have considerable latitude in the design of specialization(s), and should consult with their degree director on the selection of elective courses to complete a chosen specialization area.

4. Skills Set: Three courses (12 credits):

- INTS 4051 - Statistical Methods II* **or** INTS 4057 - Statistics for International Affairs**
- INTS 4303 - Econometrics for Decision Making I
- A third skills-oriented course approved by your degree director.

** Students must complete INTS 4050 - Statistical Methods I (with a grade of C- or better) before they are eligible to register for INTS 4051 - Statistical Methods II. Students will receive elective credit for completing INTS 4050, but it cannot be used to satisfy the skills requirement for the degree.*

*** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II), instead of INTS 4051 - Statistical Methods II, if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

5. **Foreign Language:** Optional, but strongly recommended
6. **Internship:** Required (registered as INTS 4981, for 0 or 4 credits)
7. **Thesis (1-8 credits) or Substantial Research Paper (0-4 credits):** Optional
8. **Electives:** quantity will depend on remaining number of credits needed to reach the minimum requirements of **72 credits**.

Note: MA in GFTEI candidates may enroll in a **maximum** of 16 credits at the Daniels College of Business. If a student wishes to take more than 16 credits, s/he must apply, and be accepted, to a graduate degree program at the DCB through the DU flexible dual degree program. No more than 16 credits completed prior to acceptance into such a program may be applied toward a DCB degree. Students currently enrolled in a dual or joint degree program are not impacted by this policy.

To request permission to register for DCB classes, please contact a Graduate Business Advisor at gradbus-advise@du.edu. Students who register without this permission risk disenrollment from the course. All non-DCB students will be registered on a space-available basis.

Degree Directors:

Prof. Ilene Grabel
igrabel@du.edu
(303) 871-2546

Prof. George DeMartino
gdemarti@du.edu
(303) 871-3089

Master of Arts in International Administration

The goals of the International Administration Degree Program are first to establish the foundation of management skills (people, programs or policies) necessary to become a leader in a non-profit or public sector organization in an international context, and second to provide students the opportunity to gain expertise in a specific policy area of their choice such as human rights, development, security, or global health affairs.

Curriculum Overview:

Candidates must complete seventy two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis, within the maximum [time limit allotted for degree completion](#).

Degree Requirements:

1. International Studies Core: Two courses (8 credits):

- INTS 4324 - International Political Economy
- INTS 4501 - Comparative Politics in the 21st Century

2. Administration Core: Three courses (12 credits):

- INTS 4391 - Financial Management and Fundraising of Non-Profits
- INTS 4394 - Non-Profit Management: Issues and Techniques
- INTS 4931 - International Organizations

3. Public Sector Core: Two courses (8 credits):

- INTS 4349 - Comparative Public Policy and Finance
- INTS 4750 - The Policy Making Process

4. Specialization: Three courses (12 credits):

Students are expected to focus their electives in a specialized area consisting of at least three thematically-linked courses. Students may have more than one specialization. Students have considerable latitude in the design of specialization(s), and should consult with their degree director on the selection of appropriate elective courses to complete their selected area(s).

5. Methodology/Skills Courses: (4 credits):

- INTS 4051 - Statistical Methods II* **or** INTS 4057 - Statistics for International Affairs**

It is *recommended* that students intending careers in the development field also take:

- INTS 4333 - International Project Analysis
- INTS 4966 - Applied Field Methods

Students not pursuing a thesis must do one of the following:

- Take two additional skills courses (a writing course is recommended)
- Complete one additional skills course and one SRP.

** Students must complete INTS 4050 - Statistical Methods I (with a grade of C- or better) before they are eligible to register for INTS 4051 - Statistical Methods II. Students will receive elective credit for completing INTS 4050, but it cannot be used to satisfy the methodology/ skills requirement for the degree.*

*** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II), instead of INTS 4051 - Statistical Methods II, if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

6. **Internship:** Strongly recommended, but optional (registered as INTS 4981, for 0 or 4 credits)
7. **Foreign Language:** Required
8. **Thesis (1-8 credits) or Substantial Research Paper (0-4 credits):** Optional
 - Please see #5 for requirements for those not pursuing an SRP.
9. **Electives:** quantity will depend on remaining number of credits needed to reach the minimum requirement of **72 credits**.

Degree Director:

Prof. Edward Rowe

trowe@du.edu

(303) 871-2403

Master of Arts in International Development

The MA in International Development focuses on development theory, policy-oriented decision-making and analysis, politics of institutions, and in-demand practical skills. The program prepares students for careers in government, multilateral and bilateral development agencies, non-governmental organizations, and the private sector. Development graduates also enter relevant doctoral programs.

The program reflects an approach to development that emphasizes not only economic issues but also the importance and interrelatedness of sustainable economic and human development, human rights, and environmental sustainability. We emphasize the diversity of needs, desires, opportunities, and constraints experienced by individuals of differing socioeconomic classes, ethnicities, and genders, as well as differences among nations and regions.

Students gain analytical skills that address not only policy issues, but also the logics and workings of diverse institutions that create, negotiate, and implement development policy. Students also engage the many power differentials that profoundly influence processes central to sustainable development. These power differentials exist not only among nations, but also among public- and private-sector partners within development programs; between development practitioners and their intended beneficiaries; and among those intended beneficiaries. Thus, we also engage with actors and processes across scalar levels from the most macro-level international institutions and initiatives to the most micro-level agendas and actions taken by communities, firms, families and individuals.

The program provides training in key practical skills identified by development employers, including communications, quantitative analysis, program/project-focused management and assessment, qualitative and participatory field research, and cross-sectoral framework development. Through internships, students gain experience in meeting the challenges of development practice while applying these skills and their knowledge of ideas, institutions, and processes that have influenced the course of international development.

Curriculum Overview:

Candidates must complete seventy two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis within the maximum [time limit allotted for degree completion](#).

Substitutions *must be* approved, in advance, by the degree director. Students should prioritize completion of the Program Training Core and the Statistics requirement during their first year.

Although some courses have been selected as appropriate options for more than one requirement, a course can be applied to **only one** requirement (e.g. INTS 4521 may be applied to the Politics of Development requirement *or* to the Sustainable Human Development/Environment and Development requirement, but not to both requirements). Any of the selected options that are NOT used to fulfill a requirement may be applied to the specialization or counted as electives.

A list of recommended electives is available from the degree director. The director will be available to help students shape specializations and to identify relevant electives.

Degree Requirements:

I. Program Training Core (four courses - 16 credits):

A. Economic Development (4 credits):

- INTS 4350 - Economic Development

Students that have sufficient background in development economics may substitute INTS 4350 with the following courses, *if* a [Course Substitution Form](#) is completed, approved by the degree director, and submitted to the Office of Graduate Studies for record-keeping:

- INTS 4310 - International Trade
- INTS 4320 - International Monetary Relations
- INTS 4370 - Political Economy of Globalization

Please note pre-requisites for each of these courses.

B. Politics of Development (one of the following courses - 4 credits):

- INTS 4468 - Politics of Development
- INTS 4521 - International Development in Cross-Cultural Perspectives*

**INTS 4521 may be applied to either the Politics of Development requirement or the SHD/ED requirement, but not both.*

C. Sustainable Human Development (SHD)/Environment and Development (ED) (two of the following courses - 8 credits):

- INTS 4xxx - Culture, Food and Agriculture
- INTS 4110 - Food and Nutrition Security for Sustainable Development
- INTS 4200 - Water and Sanitation in the Global South
- INTS 4223 - Global Dynamics and Local Threats in Agricultural Development
- INTS 4290 - Gender, Environment, and Development
- INTS 4339 - Microfinance and Sustainable Development
- INTS 4362 - Gender and Health
- INTS 4379 - Gender and Development
- INTS 4396 - Education and Development
- INTS 4397 - The Environment, The Economy, and Human Well-Being
- INTS 4435 - Health and Development
- INTS 4484 - Agriculture and Sustainable Development
- INTS 4492 - Health and Humanitarian Aid
- INTS 4514 - Population, Environment, and Development in Latin America
- INTS 4521 - International Development in Cross-Cultural Perspectives*
- INTS 4625 - East African Development and Human Rights
- INTS 4642 - Environmental Security
- INTS 4651 - Field Knowledge for Agriculture and Sustainable Development

**INTS 4521 may be applied to either the Politics of Development requirement or the SHD/ED requirement, but not both.*

II. Specialization (three courses - 12 credits):

Each student creates a specialization by completing at least three courses that are linked thematically. Specializations may center on an issue, region, sector, or skill set. Students have great latitude in identifying thematic interests and choosing related courses. Students should consult with degree director, and the director will be available to help identify relevant courses. Students who complete JKSS certificate programs may submit their certificate transcript in lieu of a specialization.

Courses listed as SHD/ED options and skills options are strongly recommended and may be applied to the specialization if they are not being used to fulfill other requirements.

III. Skills Requirement: (three courses - 12 total credits):

- A. Completion of one of the following:** INTS 4051 - Statistics II* or INTS 4057 - Statistics for International Affairs**

** Students must complete INTS 4050 - Statistical Methods I (with a grade of C- or better) before they are eligible to register for INTS 4051 - Statistical Methods II. Students will receive elective credit for completing INTS 4050, but it cannot be used to satisfy the methodology/ skills requirement for the degree.*

*** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II), instead of INTS 4051 - Statistical Methods II, if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

- B. Completion of either:** INTS 4052 - Statistics III*** or INTS 4332 - Data Analysis and Development

**** INTS 4052 requires successful completion (i.e. grade of C- or better) of either INTS 4051 - Statistical Methods II or INTS 4057 - Statistics for International Affairs as a pre-requisite.*

- C. One of the following courses will complete the skills requirement:**

- INTS 4333 - International Project Analysis
- INTS 4342 - Project Management
- INTS 4391 - Financial Management and Fundraising of Non-Profits
- INTS 4394 - Non-Profit Management: Issues and Techniques
- INTS 4423 - Introduction to Epidemiology
- INTS 4555 - Professional Communications
- INTS 4557 - Cross-Cultural Communications
- INTS 4575 - Systems Thinking for Social Scientists
- INTS 4576 - Seminar: Community-Based Research Methods (*only offered biannually*)
- INTS 4579 - International Futures
- INTS 4593 - Knowledge for Development
- INTS 4632 - Qualitative Research Methods
- INTS 4633 - International Project Evaluation
- INTS 4966 - Applied Field Methods

- IV. Internship:** Required (registered as INTS 4981, for 0 or 4 credits)

- V. Thesis (1-8 credits) or Substantial Research Paper (0-4 credits):** Optional - Students who choose to complete a thesis should prepare a proposal and secure an advisor for the project at least one year before they plan to submit the final thesis.

- VI. Foreign Language:** Required

- VII. Electives:** Quantity will depend on remaining number of credits needed to reach the minimum

requirement of **72 credits**. The director will circulate a list of recommended electives during each academic year, but students should choose the electives that are of greatest personal interest to them.

Degree Director(s):

Prof. Sally Hamilton
Sarah.Hamilton@du.edu
(303) 871-2558

Prof. Aaron Schneider
Aaron.Schneider@du.edu
(303) 871-3601

Master of Arts in International Human Rights

This degree is for students with academic or career interests in human rights and humanitarianism. Graduates typically seek and obtain positions in international non-profits, international rights advocacy organizations, international aid agencies, governmental and intergovernmental organizations, the human rights legal profession, and academia.

Because of its integrative and interdisciplinary nature, the human rights curriculum leads to flexible career options, which link human rights to development, health, security, humanitarian assistance, etc., and provides fascinating research possibilities beyond the MA degree. The program combines intellectual breadth and multidisciplinary grounding, specialized themes, and practical experience. For breadth, the core offers courses in human rights theory, history, law, foreign policy, and economic development. Our specialized themes include courses linking human rights to security, economic development, health, humanitarian assistance, administration, etc. For practical experience, students complete skills courses, internships and opportunities for fieldwork, crafted to enhance professional qualifications.

Combined with an exceptional group of distinguished alumni and current students, the remarkable scholarly and practical credentials of the faculty associated with this program speak volumes. The Josef Korbel School has the leading interdisciplinary human rights program in the United States.

Student Learning Outcomes

- Students will be able to articulate the primary theories relevant to the study of human rights;
- Students will be able to employ research methodologies appropriate to the inquiry;
- Student will be able to apply written and oral presentation skills;
- Students will analyze the efficacy of human rights projects, and offer recommendations for their improvement.

Courses may be used to double for both core requirement and specializations.

Curriculum Overview:

Candidates must complete seventy two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis within the maximum [time limit allotted for degree completion](#).

Degree Requirements:

- 1. International Studies Core:** Choose one of the following (4 credits):
 - INTS 4324 - International Political Economy
 - INTS 4501 - Comparative Politics in the 21st Century
 - INTS 4900 - International Politics
 - or a Political Theory (PT) course with permission of the degree director.
- 2. Program Training Core:** Two courses (8 credits):
 - INTS 4936 - International Law and Human Rights
 - INTS 4940 - Introduction to Human Rights
- 3. Specialization Area Requirement:** Three courses (12 credits):

To build a specialization, choose a minimum of three courses (12 credits). The list below outlines

standard specializations. Custom specializations require the approval of the director. You may have more than one specialization. Courses other than INTS or CRES must be approved by the director. Your specialization and the courses you choose for your specialization must be approved by the director. See your degree director to receive the Human Rights Worksheet. Students may complete a JKIS certificate to satisfy the specialization area requirement.

- Forced Labor, Human Trafficking & Human Rights
 - INTS 4987 - Forced Labor & Human Trafficking (*required*)
 - Human Rights Clinic (*required – open only to HTC associates with instructor permission*)
 - INTS 4955 – Human Rights Clinic I (0 credits/repeatable)
 - INTS 4956 – Human Rights Clinic II (4 credits/non-repeatable)
 - Plus one more course approved by the degree director.
- Conflict Resolution
 - INTS 4920 - Conflict Resolution (*required*)
 - Plus two more courses approved by the degree director.
- Development & Human Rights
- Humanitarian Assistance & Human Rights
- International Administration, Law & Human Rights
- Political Economy & Human Rights
- Security & Human Rights
- Methodology Specialization
- Project Analysis, Management & Evaluation

4. Statistics/Methodology/Skills/Project Analysis: choose 6 courses (**24 credits**):

Statistics: Choose one of the following (**4 credits**):

- INTS 4051 – Statistical Methods II* or INTS 4057 - Statistics for International Affairs**
- INTS 4052 – Statistical Methods III***

** Students must complete INTS 4050 - Statistical Methods I (with a grade of C- or better) before they are eligible to register for INTS 4051 - Statistical Methods II. Students will receive elective credit for completing INTS 4050, but it cannot be used to satisfy the methodology/skills requirement for the degree.*

*** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II), instead of INTS 4051 - Statistical Methods II, if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

**** INTS 4052 requires successful completion (i.e. grade of C- or better) of either INTS 4051 - Statistical Methods II or INTS 4057 - Statistics for International Affairs as a pre-requisite.*

Methodology: Choose one of the following (**4 credits**):

- INTS 4500 - Social Science Methods
- INTS 4632 - Qualitative Research Methods
- INTS 4644 - Human Rights Research Methods (preferred course for Human Rights students)
- INTS 4966 - Applied Field Methods

Skills: Choose three of the following (**12 credits**):

- CRES 4111 - Reflective Practice and Evaluation

- CRES 4221 - Negotiation Theory and Practice
- INTS 4333 - International Project Analysis
- INTS 4342 - Project Management
- INTS 4391 - Financial Management and Fundraising of Non-Profits
- INTS 4394 - Non-Profit Management: Issues & Techniques (Pre-req: INTS 4391)
- INTS 4497 - International Campaign Management
- INTS 4555 - Professional Communications
- INTS 4576 – Seminar: Community-Based Research Methods
- INTS 4579 - International Futures
- Human Rights Clinic (*required – open only to HTC associates with permission of the instructor*)
 - INTS 4955 – Human Rights Clinic I (0 credits/repeatable)
 - INTS 4956 – Human Rights Clinic II (4 credits/non-repeatable)

Project Analysis: Choose one of the following (**4 credits**):

- CRES 4111 - Reflective Practice & Evaluation
- INTS 4333 - International Project Analysis
- INTS 4342 - Project Management

5. **Foreign Language:** Optional, but strongly recommended
6. **Internship:** Required (registered as INTS 4981, for 0 or 4 credits)
7. **Electives:** quantity will depend on remaining number of credits needed to reach the minimum requirements of **72 credits**.

Degree Director:

Prof. Claude d’Estrée
Claude.dEstree@du.edu
 (303) 871-6286

Master of Arts in International Security

The International Security program provides education and training from a multi-disciplinary perspective on issues associated with the causes, consequences, and means of preventing and mitigating threats across the range of levels of analysis. The Security Program defines both security and threats broadly and interactively, ranging from and making linkages across traditional systemic/state level threats associated with the use of violence and those associated with the provision of human security at the societal/individual level. Utilizing a diverse faculty and an array of teaching approaches/practical exercises, our aim is allow students to master, analyze, and test theories, policies, and approaches to the challenges of international security as well as develop the analytic and communications skills necessary to become leading practitioners in the security field via the public, private, non-profit, and/or international sectors.

At the completion of the Security Curriculum, students will have a clear understanding of the foundational concepts, theories, and approaches associated with the study and practice of international security and are able to relate these approaches to each other and to real world security challenges. In addition, students will have developed the analytic, professional, and communications skills necessary to provide and articulate professional level analysis as well as developed one or more sub-areas of expertise within the international security field.

Curriculum Overview:

Candidates must complete seventy two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis, within the maximum [time limit allotted for degree completion](#).

All International Security majors must enroll in INTS 4735 at their first opportunity, and complete INTS 4739 or INTS 4057 in their first year (see Program Training Requirements B, below). Advanced Topics Courses (see Program Training Requirements C, below), cannot be taken until a student has completed the aforementioned courses, as well as any foundational course that are pre-requisites for those courses. Thus, all International Security students are strongly encouraged to complete all Core Coursework, Foundational Coursework (Program Training Requirements A), and the Skills Coursework (Program Training Requirements B), in their first three to four quarters at the Josef Korbel School.

Degree Requirements:

1. International Studies Core: Choose one (4 credits):

- INTS 4324 - International Political Economy
- INTS 4900 - International Politics

2. Program Training Requirements: Six courses (24 credits):

A. Foundational Courses: Three courses, to be completed during first year (12 credits):

- INTS 4700 - U.S. Foreign Policy *or* INTS 4701 - U.S. National Security Policy
- INTS 4702 - Major Issues in International Security Policy
- INTS 4703 - Security and Strategy

B. Skills Courses: Two courses, to be completed during first year or at first opportunity for Winter Quarter admits (8 credits):

- INTS 4735 - Defense and Security Methods
- INTS 4739 - Defense and Security Quantitative Analysis *or* INTS 4057 Statistics for International Affairs**

*** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II) if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

C. Advanced Topics in Security: One course (4 credits):

A list of approved Advanced Topics courses will be provided with the release of the JKSIIS Graduate Course Schedule each fall. INTS 4735 is a pre-requisite for all Advanced Topics courses, which may also include INTS 4739 or INTS 4057 as pre-requisites. Students may substitute INTS 4996 (Substantial Research Paper) or INTS 4995 (Thesis) for the Advanced Topics Course.

3. Specialization Area Requirement: Three courses (12 credits):

Any set of three, 4000 level courses that, taken together, represent a common topic, region, or other security related specialization area. Students are welcome to generate their own specialization by topic/region (which must be approved by the International Security Degree Director) or select from the curriculum supported Security Specializations listed below. The phrase "or relevant, for-credit coursework/research" refers to individual work done via an Advanced Topics course, INTS 4991 - Independent Study, INTS 4995 - MA Thesis, or INTS 4996 - SRP, as approved by the International Security Degree Director. Options include:

Intelligence

- INTS 4753 - Intelligence and National Security

Plus any two of the following courses or relevant, for-credit coursework/research:

- INTS 4736 - Strategic Intelligence Data Collection and Analysis
- INTS 4738 - Current Issues in Strategic Intelligence

Homeland Security

- INTS 4730 - Introduction to Homeland Security
- INTS 4731 - Homeland Defense: Prevention & Mitigation

Plus one of the following courses or relevant, for-credit coursework/research:

- INTS 4736 - Strategic Intelligence Data Collection and Analysis
- INTS 4786 - Planning & Assessment in Complex Environments
- INTS 4907 - International Terrorism
- INTS 4989 - North American Defense and Security

Emerging Security Issues

Any three of the following courses or relevant, for-credit coursework/research:

- INTS 4539 - Food Security in the United States and the World
- INTS 4630 - Civilian Protection in Armed Conflicts
- INTS 4642 - Environmental Security
- INTS 4670 - Gender, Security and Human Rights
- INTS 4935 – International Humanitarian Law of Armed Conflict

U.S. National Security

- INTS 4700 – United States Foreign Policy **or** INTS 4701 - US National Security Policy*

Plus any two of the following courses or relevant, for-credit coursework/research:

- INTS 4635 - Civil-Military Relations
- INTS 4753 - Intelligence and National Security
- INTS 4786 - Planning & Assessment in Complex Environments

- INTS 4907 - International Terrorism
- INTS 4935 – International Humanitarian Law of Armed Conflict
- INTS 4989 - North American Defense and Security

*Course may not be used for specialization if it is being counted toward the Foundational Course requirement.

Comparative Foreign Policy

Any three of the following courses or relevant, for-credit coursework/research:

- INTS 4147 - American Government & Policy Making
- INTS 4447 - Making of Chinese Foreign Policy
- INTS 4622 - Global Governance
- INTS 4701 - US National Security Policy*
- INTS 4760 - Russian Foreign and Defense Policy

*Course may not be used for specialization if it is being counted toward the Foundational Course requirement.

Customized regional/topical specialization (with International Security Degree Director approval)

4. **Foreign Language:** Optional, but strongly recommended
5. **Internship:** Required (registered as INTS 4981, for 0 or 4 credits)
6. **Substantial Research Paper (SRP):** Optional; no oral defense (**0-4 credits**)
7. **Thesis:** Optional; requires oral defense (**1-8 credits:** Please begin 4 quarters before graduation)
8. **Electives:** quantity will depend on remaining number of credits needed to reach the minimum requirements of **72 credits.**

Degree Director:

Prof. Lewis Griffith
Lewis.Griffith@du.edu
 (303) 871-2550

Master of Arts in International Studies

The Master of Arts in International Studies combines an in-depth study of one of the principle fields of international studies with an issue-oriented specialization, skills courses, and the opportunities for internships or advanced research. It is the traditional professional international studies curriculum long favored by students pursuing career options in the government, private, and non-profit sectors, as well as those considering a PhD. It is also our most flexible degree, with ample opportunity to tailor a program to fit your specific needs and interests.

Curriculum Overview:

Candidates must complete seventy two (72) credit hours, which typically require two years of full time study. The degree can be completed on a part-time basis, within the maximum [time limit allotted for degree completion](#).

Degree Requirements:

1. International Studies Core: Choose one (4 credits):

*Note: the selected course must be **outside of the student's chosen field** (see #2 below).*

- INTS 4324 - International Political Economy
- INTS 4349 - Comparative Public Policy and Finance
- INTS 4370 - Political Economy of Globalization
- INTS 4501 - Comparative Politics in the 21st Century
- INTS 4599 - Ethics and International Affairs (*offered only in summer quarter*)
- INTS 4715 - Problems and Challenges of Democratization in Contemporary Democracies
- INTS 4802 - Foundational Ideas in Social Science: Marx and Weber
- INTS 4820 - Democracy and War
- INTS 4890 - Revolutions and State Building
- INTS 4900 - International Politics
- INTS 4951 - Comparing International Societies
- INTS 4xxx - Introduction to Political Theory

2. Field: Choose four (16 credits) in a single field area, as specified below:

Note: please see the "Course Descriptions" guide, accessible on our [Portfolio Community site](#), for CP, IPE, IP and PT designates courses.

Comparative Politics (CP)

- INTS 4501 - Comparative Politics in the 21st Century
- Plus **three other courses** in Comparative Politics

International Political Economy (IPE)

- INTS 4324 - International Political Economy

Plus, three other courses selected from the following:

- INTS 4210 - Multinational Corporations
- INTS 4303 - Econometrics for Decision Making I
- INTS 4310 - International Trade
- INTS 4318 - Applied Research in International Economics

- INTS 4320 - International Monetary Relations
- INTS 4330 - International Business Transactions
- INTS 4339 - Microfinance and Sustainable Development
- INTS 4341 - Illicit Markets in the Americas
- INTS 4349 - Comparative Public Policy and Finance
- INTS 4350 - Economic Development
- INTS 4369 - Political Economy of Global Poverty & Inequality
- INTS 4370 - Political Economy of Globalization
- INTS 4397 - The Environment, the Economy, and Human Well-Being
- INTS 4427 - The Political Economy of Sustainable Development in Africa
- INTS 4536 - Economics: Fundamental Knowledge, Global Applications
- INTS 4643 - Japan in East Asia: Economic, Business, and Trade Relations
- INTS 4646 - European Integration: States in Transition
- INTS 4650 - Globalization and Economic Crime
- INTS 4653 - Political Economy of the Resource Curse
- INTS 4664 - Political Economy of Brazil and India

International Politics (IP)

- INTS 4900 - International Politics
- Plus **three other courses** in International Politics

Political Theory (PT)

Choose **four of the following**:

- INTS 4526 - Modern Islamic Political Thought
- INTS 4599 - Ethics and International Affairs (*offered only in summer quarter*)
- INTS 4710 - Topics: Gandhi, Socrates, and Mass Non-Violent Resistance
- INTS 4802 - Foundational Ideas in Social Science: Marx and Weber
- INTS 4804 - Realism and Democracy
- INTS 4820 - Democracy and War
- INTS 4822 - Contemporary Political Thought
- INTS 4890 - Revolutions and State Building
- INTS 4xxx - Introduction to Political Theory

3. **Specialization:** A three-course (**12 credit**) specialization. Students may design a customized specialization with the approval of degree director. Students are only required to have one specialization, but may do two if they wish. Students can consult with faculty with expertise in particular specialization or with their degree director to get a list of suggested courses for any of the standard specializations.

International Development (for questions see Sally Hamilton or Aaron Schneider):

- INTS 4350 - Economic Development
- INTS 4468 - Politics of Development
- Plus any additional course listed under the MA in International Development requirement for SHD/ED.

International Security (for questions see Lewis Griffith):

Choose three of the following courses:

- INTS 4700 - United States Foreign Policy

- INTS 4701 - US National Security Policy
- INTS 4702 - Major Issues in International Security Policy
- INTS 4703 - Security and Strategy

Human Rights (for questions see Claude d'Estree):

- INTS 4940 – Introduction to Human Rights (required)

Plus one course from each of two subfields:

- Legal and Organizational: INTS 4936, INTS 4941.
- Regional and Country Focus: INTS 4875.
- Topics: INTS 4939, INTS 4987.
- Theoretical Issues: INTS 4804, INTS 4935.

Conflict Resolution (for questions see Karen Feste):

- INTS 4920 - Conflict Resolution
- One course in Intervention, Peacebuilding, or Peacekeeping
- One course in Negotiation, Mediation, or Conciliation
 - or International Organization (director approval must be given for this option).

Global Health Affairs (for questions see Sandy Johnson):

- INTS 4367 - Global Health Affairs
- INTS 4516 - Major Diseases in Global Health
- Plus a third approved course from the list of GHA courses or a *pre-approved* health course offered in another unit of the university (University College courses are not eligible).

Policy Analysis:

- INTS 4750 - The Policy Making Process
- INTS 4349 - Comparative Public Policy and Finance
- And one course on a particular policy issue.

Environmental Policy:

- INTS 4642 - Environmental Security
- INTS 4397 – The Environment, the Economy, and Human Well-Being
- INTS 4972 - Global Environmental Governance

Also recommended to deepen the specialization are INTS 4484, INTS 4653, INTS 4514, INTS 4539, and INTS 4566.

Homeland Security: Students choose three of the following courses:

- INTS 4730 - Introduction to Homeland Security
- INTS 4731 - Homeland Defense: Prevention & Mitigation
- INTS 4734 - Homeland Security & Civil Society

Humanitarian Assistance:

While there is no formal specialization available in Humanitarian Assistance, interested students may build a customized specialization by taking at least 15 quarter hours from this following list of courses:

- INTS 4581 – Introduction to Humanitarian Systems
- INTS 4496 - Field Operations for Humanitarian Assistance
- INTS 4492 - Health and Humanitarian Aid
- INTS 4935 - International Humanitarian Law of Armed Conflict

- INTS 4056 - Information Management in Humanitarian Crises
- INTS 4583 - International Protection in the Humanitarian Context

Approval for this customized specialization must come from the student's degree director. Students interested in such a specialization must understand seats are available only on a space-available basis after Humanitarian Assistance Certificate students have had the opportunity to register for their required courses.

Customized Specialization: Three interrelated courses as approved by the degree director.

4. **Methodology/Skills:** A package of three courses (**12 credits**) from the various methods and skills courses offered at the Josef Korbel School or, with permission from other units at the University of Denver. The list below contains examples of the types of courses that students may choose *but does not exhaust the possibilities*. The best choices for each student will depend on that student's career goals and should be discussed with the degree director.

Quantitative Courses

- INTS 4051 - Statistical Methods II*
- INTS 4052 - Statistical Methods III**
- INTS 4057 - Statistics for International Affairs***
- INTS 4333 - International Project Analysis
- INTS 4345 - The Art of Forecasting
- INTS 4575 - Systems Thinking for Social Scientists
- INTS 4633 - International Project Evaluation

* *Students must complete INTS 4050 - Statistical Methods I (with a grade of C- or better) before they are eligible to register for INTS 4051 - Statistical Methods II. Students will receive elective credit for completing INTS 4050, but it cannot be used to satisfy the methodology/skills requirement for the degree.*

** *INTS 4052 - Statistical Methods III requires successful completion (i.e. grade of C- or better) of either INTS 4051 - Statistical Methods II or INTS 4057 - Statistics for International Affairs as a pre-requisite.*

*** *Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II), instead of INTS 4051 - Statistical Methods II, if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

Management and Communications Courses

- INTS 4342 - Project Management
- INTS 4391 - Financial Management and Fundraising of Non-Profits
- INTS 4394 - Non-Profit Management: Issues and Techniques
- INTS 4555 - Professional Communications
- INTS 4557 - Cross-Cultural Communications

Issue-Oriented Courses

- INTS 4423 - Introduction to Epidemiology
- INTS 4483 - Practical Applications in Global Health
- INTS 4735 - Defense and Security Methods
- INTS 4736 - Strategic Intelligence Data Collection and Analysis
- INTS 4739 – Defense and Security Quantitative Analysis (*Prerequisite: INTS 4735*)

- INTS 4954 – Human Rights Research and Design

Qualitative and Field Methods

- INTS 4010 - Epistemology for International Studies
- INTS 4966 - Applied Field Methods

5. **Foreign Language:** Optional, but strongly recommended
6. **Internship:** Optional, but strongly recommended (registered as INTS 4981, for 0 or 4 credits)
7. **Thesis (1-8 credits) or Substantial Research Paper (0-4 credits):** Optional
8. **Electives:** quantity will depend on remaining number of credits needed to reach the minimum requirements of **72 credits**.

Degree Director:

Prof. Lynn Holland
Lynn.Holland@du.edu
(303) 871-3769

Fall Quarter 2017 Interim Degree Director:

Prof. Keith Gehring
Keith.Gehring@du.edu
(303) 871-6218

Master of Public Policy

The Public Policy program at the JKSSIS is committed to the development of tomorrow's policy leaders through an innovative, analytical core curriculum that emphasizes cost-effective, evidenced-based solutions to contemporary issues. The graduate program in public policy, which offers the Master of Public Policy (MPP) degree, gives students the opportunity to analyze, create and articulate innovative policies responsive to the most challenging issues facing this nation, while respecting and supporting the passion to serve responsibly.

The MPP degree requires seven core courses (28 credits), six two-credit Great Issues Forums (12 credits), four independent research hours for the Policy Memorandum (capstone), and 16 credits of electives, for a total of 60 credits. With few exceptions, courses are not offered over the summer term.

Great Issues Forums are two-day, seminar-style courses devoted to a single policy issue. Classes take place on Fridays and Saturdays and one to two courses are offered each quarter (Fall, Winter, and Spring). Topics vary and are determined by the immediacy of the policy issue. Forums are often taught by visiting professors or other professional experts, and usually feature multiple guest speakers from the Denver policymaking world. Additional Great Issue Forums taken beyond the required six count as elective credits.

Electives may be taken through the Public Policy program, or through other graduate schools at the University, such as the Daniels College of Business, the Graduate School of Social Work, the Morgridge College of Education, and within other programs at the Josef Korbel School of International Studies. All electives taken outside the program must have a direct and practical application in the field of policy analysis, and must be pre-approved by the program.

Students pursuing the Master of Public Policy degree have the option to focus their 16 elective credits towards the study of a particular policy issue, or area of "emphasis." This is an optional aspect of the program and an emphasis is not required. Areas of emphasis include *Business and Government*; *Energy and Environment*; *Global Health*; *Communication and Public Affairs*; *Education*; *Social Policy and Nonprofit Management*; *Political and Global Economics*; *International Policy and National Defense*. Alternatively, students may create a custom focused emphasis that will complement their professional and career goals.

In response to the MPP student's need to experience first-hand the type of practical and professional work typical of a policy analyst, the graduate program in public policy requires all students to produce a Policy Memorandum. Students earn four independent research credits for this work. The process from beginning to end generally takes students a full year. Topics must be approved by faculty prior to beginning work on the Memo, and must follow the guidelines laid out in the "Policy Memo Requirements & Guidelines" document, which is updated on an annual basis. Students must follow the most recent edition of the Guidelines at all times.

Note: JKSSIS students that wish to change majors to/from the MPP may do so using a [change of major form](#). In addition to permission from both respective degree directors, the student must also obtain permission from the Executive Director of Graduate Enrollment (in the JKSSIS Office of Graduate Admission).

Curriculum Overview:

Candidates must complete sixty (60) credit hours, which typically requires two years of study. The majority of required classes are offered in the evenings, allowing students to gain professional experience during the day. It is possible to extend study beyond two years, but all degree requirements must be completed within the University's [time limit allotted for degree completion](#).

Degree Requirements:

1. Required Core Courses (seven courses - 28 credits):

- PPOL 4100 - American Public Policy Systems(4 credits)
- PPOL 4200 - Microeconomics for Public Policy (4 credits)
- PPOL 4300 - Quantitative Analysis (4 credits)
- PPOL 4400 - Analytical and Critical Skills (4 credits)
- PPOL 4500 - Cost Benefit Analysis (4 credits)
- PPOL 4600 - Regulatory Policy (4 credits)
- PPOL 4700 - Public Management and Budgeting (4 credits)

2. Great Issues Forums (six courses - 12 credits):

- PPOL 4501/4502 (2 credits)
 - Topics vary, and will be determined by the immediacy of the policy issue
 - Additional Forums taken beyond the required six count as elective credits

3. Electives (16 credits):

- Electives may be taken within the Public Policy program, or within other graduate programs at the University of Denver. All courses must be pre-approved by the program.
- Other options for elective credit include:
 - Internships:
 - Registered as INTS 4981 for 0 or 4 credits, via the JKSSIS Office of Career and Professional Development. See the “Internship Policy” section of this handbook for more information.
 - Independent Study
 - Registered as PPOL 4991. Please see the “Independent Study” section of this handbook for more information.

4. Policy Memorandum (4 credits):

- PPOL 4995 – Independent Research
- Although this is not a formal class, students will be required to attend several workshops over the course of a term.

Degree Director:

Prof. Richard A. Caldwell

Richard.Caldwell@du.edu

(303) 871-2224

Joint Degree Programs & Formal Dual Degree Programs

Master of Arts in International and Intercultural Communication

The [Master of Arts in International and Intercultural Communication \(IIC\)](#) is administratively based in the Department of Media, Film and Journalism Studies, but is a joint degree program with the Josef Korbel School of International Studies. Students learn about a wide variety of communications issues with international and intercultural ramifications. The curriculum consists of four courses (20 credits) in International Studies, four courses (20 credits) in Communications, plus a required Research Methods course and electives from either school or other departments.

Effective global communication requires that people understand both international and intercultural differences. Success is based on communicating goals and bridging differences. Students pursuing the MA-IIC establish a strong theoretical and applied foundation, while learning the nuances of the global environment. They then have an opportunity to extend this interdisciplinary base through courses in anthropology, foreign languages and literatures, business and other areas.

Students are able to choose from the breadth of coursework available in these two schools, while developing their own specific areas of specialization, such as global health communications, strategic international and intercultural communications, public policy and diplomacy, communications in humanitarian assistance and development communications. Additionally, students are able to take advantage of electives and internships to develop expertise in their field of interest.

For further details concerning the [Master of Arts in International and Intercultural Communication](#) degree, please consult the faculty directors outlined below.

IIC Core Curriculum:

- IIC Foundational Courses: two courses (8 credits)
 - MFJS 4650 and MFJS 4654
- Media, Film & Journalism Studies: four courses (16 credits)
- Josef Korbel School of International Studies - four courses (16 credits)
- Research Methods - one course (4 credits, serves as one of the four courses required for MFJS or JKISIS, unless taken in an outside department)
- Foreign Language Proficiency in a language other than the candidate's native language
- Thesis or Internship - 4 credits
- Electives – to earn remaining required credits
- MFJS Assessment: one course (0 credits) - MFJS 4000

Total: 56 credits

IIC/Peace Corps' Paul D. Coverdell Fellows Program:

In cooperation with the Peace Corps, the Paul D. Coverdell fellows Program permits students who have completed their service in the Peace Corps to pursue the MA in International & Intercultural Communication degree following their service. Candidates pursuing the [IIC Coverdell Fellows Program](#) receive an **8 credit hour reduction for their Peace Corps service** toward the 56 credits required for the degree, leaving 48 remaining credits required for program completion.

- IIC Foundational Courses: two courses (8 credits)
 - MFJS 4650 and MFJS 4654
- Media, Film & Journalism Studies: four courses (16 credits)
- Josef Korbel School of International Studies - four courses (16 credits)
- Research Methods - one course (4 credits serves as one of the four courses required for MFJS or JK SIS, unless taken in an outside department)
- Foreign Language Proficiency in a language other than the candidate's native language
 - *The language training received in Peace Corps satisfies the requirement.*
- Thesis or Internship - 5 credits
- Electives – to earn remaining required credits
- MFJS Assessment: one course (0 credits) - MFJS 4000

Total: 48 credits

For complete details regarding requirements, please see the IIC Handbook available at <http://portfolio.du.edu/iic.student.services>.

Advisors:

Prof. Erika Polson
 Media, Film and Journalism Studies
Erika.Polson@du.edu
 (303) 871-3831

Prof. Tom Rowe
 Josef Korbel School of International Studies
Tom.Rowe@du.edu
 (303) 871-2403

Please note that all administrative processes for the Master of Arts in International and Intercultural Communication (IIC), including graduation processes and Peace Corps graduation regalia, are handled by the Department of Media, Film and Journalism Studies.

Dual Degree BA/MA Program in International Studies

The Dual Degree BA/MA Program allows exceptional undergraduate INTS majors at the University of Denver (DU) the opportunity to earn a Master of Arts degree in only one year beyond the traditional four-year BA. Prospective students must be in touch with BA Program advisors well in advance of applying in order to plan accordingly and must meet normal standards of graduate admission at the time of application. Please see section below, “Admission to the Josef Korbel School as a Dual Degree Student,” for important dates and processes.

How the BA and MA Program Merge

The dual degree program allows qualified INTS majors that have been accepted into the program to begin taking graduate-level courses during their senior year as an undergraduate at the University of Denver. Remaining graduate-level requirements are completed in the fifth (and final) year of the program.

As part of their undergraduate studies, dual degree candidates are required to take **six 4000-level graduate courses*** for a minimum of 24 credits. Each course must be worth at least four credits to count toward degree requirements. Ultimately, dual degree students will double-count these 6 courses (24 credit hours) toward both their BA and MA degrees. **In the fifth (and final) year of the program, students must complete 12 additional courses and a minimum of 48 credit hours of graduate-level coursework, in order to satisfy the remaining requirements of the MA component.**

*Note: Potential candidates are required to complete two, 3000-level INTS courses before they are admitted into the MA program and eligible to begin taking 4000-level courses during their senior year, however 3000-level courses count only toward the undergraduate degree and are not eligible to be included among the credits that are double-counted toward the dual degree BA/MA program. Students may not exceed 60 total quarter hour credits toward the undergraduate major in INTS, which includes the 24 double-counted credits.

Admission to the Josef Korbel School of International Studies as a Dual Degree Student

Applicants must be current and declared INTS majors at the Josef Korbel School of International Studies, and are **only** eligible to apply for the dual degree BA/MA program **once** during their academic tenure at DU. Candidates must meet all admission criteria for JKISIS graduate programs (other than receipt of the baccalaureate degree), earn a B+ or better on the three core courses and two 3000-level courses, and meet the minimum overall **required** GPA which is 3.50. These admission standards are non-negotiable and will be enforced.

Given the need for significant advance planning prior to the formal application, students interested in pursuing the dual degree BA/MA Program are required to submit a non-binding, informal application and a letter of intent to the Director of Undergraduate Student Affairs. The informal application may be accessed [online](#) and is **due no later than December 1st (winter break) of the student’s sophomore year. Failure to submit the informal application on time will invalidate a student’s eligibility to participate in the program.**

An official application to the Josef Korbel School of International Studies, online application, statement of purpose, resume, official transcript(s), two letters of recommendation from INTS faculty members,

and the Graduate Record Exam (GRE), is **required by February 1st (Winter Quarter) of the student's junior year.** ****Note: Korbel undergraduate INTS majors will receive application fee waivers.** An interview with the Admissions Committee may also be requested. For more details on the formal application process and required application components, please visit the [JKSIS Office of Graduate Admission](#).

For those students with an INTS major GPA of 3.75 or higher at the time of application, we will waive the GRE requirement. The overall minimum GPA will remain 3.5.

DEADLINE FOR FORMAL APPLICATION: All official application materials must be received no later than February 1st of student's junior year. Late or incomplete applications will not be considered. Dual degree applicants are waived of the application fee.

Suggested INTS timeline for Dual Degree BA/MA in INTS Candidates

	Fall Quarter	Winter Quarter	Spring Quarter	Summer Quarter
Freshman (YEAR 1)	Declare INTS major	INTS 1500	INTS 1700	
Sophomore (YEAR 2)	INTS 2975 + Informal Application (December 01)	INTS 3xxx	INTS 3xxx	Complete GRE
Junior (YEAR 3)	Study Abroad	Formal Application (February 01)		
- If accepted - Senior (YEAR 4)	Two, 4xxx courses	Two, 4xxx courses	Two, 4xxx courses	
Graduate (YEAR 5)	Three, 4xxx courses	Three, 4xxx courses	Three, 4xxx courses	Three, 4xxx courses

Note: This suggested timeline is meant to serve as a general guide, but does not necessarily encompass all required elements of the dual degree BA/MA program in INTS.

Eligible MA Programs for Dual Degree BA/MA students at JKIS

The Josef Korbel School offers several Master of Arts degrees open to dual degree BA/MA students. Each degree is designed to meet the specific needs and interests of students seeking to acquire the substantive knowledge, skills, and training necessary to pursue the multitude of career paths available in the field of international affairs. MA degrees at the Josef Korbel School are interdisciplinary programs that combine social science education—principally in political science and economics—with business skills, so that students may examine relevant issues of global import and critically analyze the challenges and opportunities of our era. Upon commencement, new graduates find positions in government, international organizations, non-governmental groups, and non-profit agencies.

The Master of Arts in Global Finance, Trade, and Economic Integration is an MA degree that examines the way trade relations and monetary policies of countries define the international system, the global environment, and influence national development.

The Master of Arts in International Administration is an MA degree designed to prepare students for management positions in government service, non-profit organizations, and international institutions.

The Master of Arts in International Development is an MA degree that trains students to analyze political, economic and social problems that face developing countries, including issues such as technical assistance, economic growth, and improved standards of living.

The Master of Arts in International Human Rights is a program emphasizing multidisciplinary analysis and the integration of theory, policy analysis, and practice. It is designed for students seeking to work with NGOs, private voluntary organizations, or national/international public agencies dealing with human rights.

The Master of Arts in International Security offers a multi-dimensional approach to understanding the security environment in a new era of world politics.

The Master of Arts in International Studies is an MA degree centered on a standard curriculum that combines broad theoretical training with functional specializations, particularly in the areas of politics and economics.

For more information about the graduate programs at the Josef Korbel School of International Studies, please view their descriptions online at: <http://www.du.edu/korbel/programs/masters/index.html>

Dual Degree Requirements

These requirements are similar to those of the stand-alone BA major in INTS, with a few significant modifications:

1. Required International Studies Core (12 credits). Three courses to be completed during student's freshman and/or sophomore year: INTS 1500 - Contemporary Issues in the Global Economy; INTS 1700 - Introduction to International Politics; and INTS 2975 - Global Issues Research Practicum. This coursework must be completed with a grade of "B+" or better to remain eligible for the dual degree program.

2. 3000-level courses (8 credits). Two, 3000-level courses* must be completed with a grade of "B+" or better during student's sophomore and/or junior year, prior to the formal application deadline. ***NOTE:** Internships (INTS 3980), Independent Study (INTS 3991), Directed Study (INTS 3992), and Independent Research (INTS 3995), *do not* satisfy the 3000-level course requirement.

3. Specialization Requirement. Students must choose at least one area of specialization and must successfully complete a minimum of three, upper-division courses within that area. For the purposes of the dual degree BA/MA program in INTS, courses at the 3000 or 4000-level are considered upper-division.

4. Graduate-Level Courses (six 4000-level courses *and* a minimum of 24 credits). If admitted, the six required 4000-level graduate courses must be completed during the student's senior year. In the fifth (and final) year of the program, students must complete an additional 12 courses *and* a minimum of 48 credit hours of graduate-level course work, in order to satisfy the remaining requirements of the MA component. These 48 credits, plus the 24 double-counted credits, total the requisite 72 credit hours necessary to earn an MA at the University of Denver.

5. Two-year Foreign Language Proficiency Requirement. Students must successfully complete or test-out of the intermediate sequence of one foreign language at the University of Denver. This requirement may be waived if students have prior foreign language training and can demonstrate the required level of

fluency through successful completion of a placement or proficiency exam. See “Language Requirement” section below for more details.

6. Study Abroad Requirement. Given the need to plan carefully in order to remain on track for the dual degree BA/MA program, students that intend to pursue the dual degree BA/MA program INTS are strongly advised to refrain from applying study abroad coursework to the INTS major. While all INTS majors are required to complete an approved study abroad experience, potential dual degree BA/MA candidates that opt to apply coursework from abroad to the INTS major, may inadvertently exceed the 60 hour credit limit for the undergraduate major and thereby disqualify themselves from dual degree BA/MA program eligibility.

7. Internship Requirement. An internship is not required for the BA portion of the dual degree BA/MA program. However, depending on the MA degree a student chooses to pursue, a 0 credit internship *may* be required at the graduate level. Please consult the MA Handbook to determine whether an internship is required for your MA degree.

NOTE: INTS majors are eligible to apply for the dual degree BA/MA program only once during their academic tenure at DU. Moreover, students pursuing the dual degree BA/MA program in INTS are encouraged not to simultaneously pursue or apply for the Distinction in INTS Program and may not apply for other dual degree programs that may be offered at the University of Denver. All admission decisions are final and may not be appealed. In the event that a student is not admitted to the dual degree BA/MA program, s/he is welcome to apply to one of the traditional MA programs at a subsequent date.

Dual Degree BA/MA Policies and Procedures for accepted students

- 1. Orientation.** The MA orientation, including the Office of Career and Professional Development orientation and MA Student Affairs orientation, is a *mandatory* requirement for all incoming students, including dual degree students. Acceptance and matriculation into the dual degree BA/MA Program in INTS is provisional upon completing the mandatory MA orientation session in Fall Quarter of your senior year.
- 2. Advising Sessions.** Dual degree students should continue to meet with Tara Boyle, [Director of Undergraduate Student Affairs](#) for INTS major advising. Together you will fill out the Joint BA/MA Degree Verification form found on the [BAINTS Portfolio site](#), to ensure you are aware of program structure, timelines, and the status of your course requirements for both the BA and MA. You should also set up a meeting with the degree director of your selected MA program to receive MA program specific advising.
- 3. Degree Options.** As a dual degree student, you may choose from any of the following MA degree programs:
 - MA in Global Finance, Trade and Economic Integration (GFTEI)
 - MA in International Administration
 - MA in International Development
 - MA in International Human Rights
 - MA in International Security
 - MA in International Studies

4. **Graduate Courses.** With the exception of the six 4000-level courses taken during senior year, students may not take any graduate courses that count toward their graduate degree until they have completed all undergraduate degree requirements and have had their BA degree conferred officially. Students must complete all undergraduate degree requirements within the four years allotted for the undergraduate portion of the program. Likewise, students must complete all graduate degree requirements in the fifth and final year allotted for the graduate portion of the program.
5. **Internships.** An internship is not required for the BA portion of the dual degree BA/MA program; however, depending on the MA degree a student chooses to pursue, a 0 credit internship *may* be required at the graduate level. Please consult the MA Handbook to determine whether an internship is required for your MA degree.
6. **Independent Studies.** The total number of credit hours of independent study that may be pursued during the course of the dual degree program is limited to 4. Exceptions require approval from your degree director and academic advisor. Independent studies taken for credit *do not* satisfy the 3000-level course requirement for the dual degree BA/MA program in INTS.
7. **Substitutions.** No undergraduate courses taken at DU or at another institution (including study abroad), may be used as a substitute for any graduate level course.
8. **Dual Degree Home Base.** Your main point of contact for questions regarding the dual degree is the [Undergraduate Program in INTS](#). While several JKSSIS offices are involved in the administration of the program (e.g. Office of Student Affairs and the Office of Graduate Admission), the Undergraduate Program Office will be your source for general information, most registration questions, and general advising. The Undergraduate Program Office will refer you to other departments when appropriate. For MA degree advising you will contact your graduate degree director.
9. **Petitions.** Any petitions or requests for exceptions to stated policy must be submitted in writing to the [Director of Undergraduate Student Affairs](#) in INTS. Petitions will be reviewed by the Dual Degree Program Faculty and Staff Committee. This committee is composed of individuals within JKSSIS, including the Office of Graduate Admission and the Office of Student Affairs.
10. **Undergraduate vs. Graduate Status.** The dual degree BA/MA in INTS is a five-year program. Admitted students will be awarded the BA degree after completing all the requirements for the baccalaureate degree (i.e. within four years of the five allotted for the program). In the fifth (and final) year of the program, after the undergraduate degree has been conferred formally, the student will be considered a graduate student and will complete the remainder of requirements for the MA portion of the dual degree program. During the final year, all academic, administrative, and financial aid policies pertaining to graduate students will apply.
11. **Financial Aid.** Dual BA/MA students are first recorded as undergraduate students and access undergraduate aid and tuition rates through the undergraduate degree. Graduate financial aid is not available until the student is awarded the bachelor's degree. Once the student is awarded the BA degree (prior to completion of the MA), the student is no longer eligible for undergraduate financial aid or undergraduate institutional funding, but may apply for graduate financial aid. Dual degree BA/MA candidates are considered for institutional funding at the graduate level. For more information on Korbel graduate level scholarship opportunities please contact the [JKSSIS Office of Graduate Admission](#).
12. **Graduation.** Since dual degree BA/MA students receive two degrees, there are two, separate processes for graduation (as well as two, separate commencement exercises should you chose to “walk”):

- i. To apply to have your BA degree conferred, you must complete the online [graduation application](#). The undergraduate application must be submitted to the Office of the Registrar at least **three quarters** prior to the intended quarter of graduation (for undergraduate degree).
- ii. To apply to have your MA degree conferred, you must complete a separate online [graduation application](#). The graduate application must be submitted to the Office of the Registrar at least **two quarters** prior to the intended quarter of graduation (for graduate degree).

13. Graduate Language Proficiency Requirement. Please refer to the 2017-2018 MA Handbook found in the [Josef Korbel School of International Studies Graduate Student Affairs Portfolio site](#) for the current MA program language proficiency requirements.

Master of Arts - Master of Social Work (MA/MSW)

This formal dual degree program combines one of the following MA degrees from the Josef Korbel School of International Studies (JKSIS), with an MSW degree from the Graduate School of Social Work (GSSW):

- MA in International Development
- MA in International Human Rights
- MA in International Studies

Applicants must be accepted to both JKSIS and GSSW to be eligible for this program. Students typically spend their first and third years at GSSW and their second year of study at JKSIS.

Please note that students are required to complete a total of 123 credit hours (48 of these credits must be within JKSIS) in order to receive this dual degree.

JKSIS MA DEGREE REQUIREMENTS (48 credit hours):

MA in INTERNATIONAL DEVELOPMENT (please see the “Master of Arts in International Development” section of this handbook for more details):

- Program Training Core (16 credits)
- Specialization (12 credits)
- Skills Requirement (12 credits)
- Electives (to reach a total of 48 credit hours)
- Non-coursework requirements:
 - Foreign Language

Note: No internship is required, nor can a student apply internship credit toward the MA portion of the dual degree.

MA in INTERNATIONAL HUMAN RIGHTS (please see the “Master of Arts in International Human Rights” section of this handbook for more details):

- International Studies Core (4 credits)
- Program Training Core (8 credits)
- Specialization (12 credits)
- Electives (to reach a total of 48 credit hours)

Note: No internship is required, nor can a student apply internship credit toward the MA portion of the dual degree.

MA in INTERNATIONAL STUDIES (please see the “Master of Arts in International Studies” section of this handbook for more details):

- International Studies Core (4 credits)
- Field Requirement (16 credits)
- Specialization (12 credits)

- Electives (to reach a total of 48 credit hours)

Note: No internship is required, nor can a student apply internship credit toward the MA portion of the dual degree.

MSW DEGREE REQUIREMENTS (75 credits):

Required Foundation Curriculum courses (39 credits):

- SOWK 4000 – Professional Development Seminar (1 credit)
- SOWK 4001 – Clinical SW Skills (3 credits)
- SOWK 4003 – Clinical SW Theory and Practice (3 credits)
- SOWK 4006 – Human Behavior & the Social Environment (3 credits)
- SOWK 4007 – Community/Macro SW Theory and Practice (4 credits)
- SOWK 4020 – Integrated SW Practice for Social Justice (4 credits)
- SOWK 4120 – Social Policy Analysis, Advocacy & Practice (3 credits)
- SOWK 4132 – Power, Privilege, and Oppression (3 credits)
- SOWK 4201 – Evidence for Practice (3 credits)
- SOWK 4950 – Foundation Field (12 credits)

Concentration Curriculum credits (36 credits):

- Theory for Practice (3 credits)
 - *Course selection depends on concentration choice*
- Methods/Skills (9 credits)
 - *Course selection depends on concentration choice*
- Values for Practice (3 credits)
 - *Course selection depends on concentration choice*
- SOWK 4900 – Methods for Evaluating Practice/Programs (3 credits)
- SOWK 4901 – Applied Practice Evaluation Research (3 credits)
- SOWK 4960 – Concentration Field (15 credits)
- SOWK 4999 – Capstone (0 credit)

ADMISSION

Applicants to the MA/MSW dual degree program must submit applications to both JKSSIS and GSSW respectively. Applicants must be accepted to both schools to pursue the dual degree.

- For more information on the JKSSIS application process and deadlines, please visit: <http://www.du.edu/korbel/admission/apply.html>.
- For more information on the GSSW application process and deadlines, please visit: <http://www.du.edu/socialwork/admission/msw/index.html>.

ADDITIONAL INFORMATION

For additional information, timelines, and governing policies, please review the “[Formal Dual Degree Programs](#)” section of the Graduate Policies and Procedures Bulletin.

ADVISORS

MA Advisors:

- International Development:
 - Sally Hamilton, Sarah.Hamilton@du.edu and Aaron Schneider, Aaron.Schneider@du.edu
- International Human Rights: Claude d’Estree, Claude.dEstree@du.edu
- International Studies: Lynn Holland, Lynn.Holland@du.edu

MSW Advisor: Karen Bensen, Karen.Bensen@du.edu

Master of Public Policy - Juris Doctor (MPP/JD)

This dual degree program combines the Master of Public Policy (MPP) at JKSSIS, with a Juris Doctor degree (JD) from Sturm College of Law (SCL). Dual Degree MPP/JD students complete 50 quarter credits of coursework at JKSSIS and 80 semester credits at the SCL. Students must apply and be accepted to both schools.

Sturm College of Law students are able to apply to the MPP program within two years of their graduation and still be eligible for the dual degree benefits.

MASTER OF PUBLIC POLICY DEGREE REQUIREMENTS (50 quarter credits):

1. Required Core Courses – Seven courses (28 credits):

- PPOL 4100 – American Public Policy Systems(4 credits)
- PPOL 4200 – Microeconomics for Public Policy (4 credits)
- PPOL 4300 – Quantitative Analysis (4 credits)
- PPOL 4400 – Analytical and Critical Skills (4 credits)
- PPOL 4500 – Cost Benefit Analysis (4 credits)
- PPOL 4600 – Regulatory Policy (4 credits)
 - Note: Students that take L 4025 – Administrative Law may substitute PPOL 4600 *if* a [Course Substitution Form](#) is completed, approved by the degree director, and submitted to the Office of Graduate Studies for record-keeping
- PPOL 4700 – Public Management and Budgeting (4 credits)

2. Great Issues Forums – Six courses (12 credits):

- PPOL 4501/4502 (2 credits)
 - Topics vary, and will be determined by the immediacy of the policy issue
 - Additional Forums taken beyond the required six count as elective credits

3. Electives (6 credits):

- Electives may be taken within the Public Policy program, or within other graduate programs at the University of Denver. All courses must be pre-approved by the program
- Other options for elective credit include:
 - Internships
 - Students may earn one credit for every 25 hours worked at a relevant internship, up to a total of five credits
 - Internships must be approved by the program in order to receive credit
 - Other requirements must be met, including a supervisor evaluation form and an internship paper
 - Independent Study
 - Students wishing to study a relevant policy issue that is not offered through traditional coursework at the University may approach a faculty member to work with them individually

- The number of credits earned depends on the level and amount of work completed, and is to be determined prior to registration by both the student and the professor, not to exceed five credits in total

4. Policy Memorandum (4 credits):

- PPOL 4995 – Independent Research
- Although this is not a formal class, students will be required to attend several workshops over the course of a term

JURIS DOCTOR DEGREE REQUIREMENTS (80 semester credits):

- 1. Required 1L Curriculum (30 credits)**
 - a. For details, see the [Law School Handbook](#).
- 2. Administrative Law, Evidence, Legal Profession (10 credits)**
- 3. Electives totaling 40 credits**
- 4. Complete all additional requirements for the JD, including: public service requirement; upper level writing requirement; and the professional skills/experiential coursework requirement**

ADMISSION

Applicants to the Master of Public Policy/Juris Doctor (MPP/JD) dual degree program must submit applications to both JKIS and the Sturm College of Law. Applicants must be accepted to both schools to pursue the dual degree.

- For more information on the JKIS application process and deadlines, please visit: <http://www.du.edu/korbel/admission/apply.html>
- For more information on the Sturm College of Law application process and deadlines, please visit: <http://www.law.du.edu/index.php/admissions>

ADDITIONAL INFORMATION

For additional information, timelines, and governing policies, please review the “[Formal Dual Degree Programs](#)” section of the Graduate Policies and Procedures Bulletin.

ADVISORS

- JD Advisor: Randy Wagner, rwagner@law.du.edu
- MPP Advisor: Richard Caldwell, Richard.Caldwell@du.edu

Master of Public Policy – Master of Social Work (MPP-MSW)

This dual degree program combines the Master of Public Policy (MPP) at JKSSIS, with a Master of Social Work degree (MSW) from the Graduate School of Social Work. Dual Degree MPP/MSW students complete 50 credits of coursework at JKSSIS and 75 credits at the Graduate School of Social Work. Students must apply and be accepted to both schools.

MASTER OF PUBLIC POLICY DEGREE REQUIREMENTS (50 quarter credits):

1. Required Core Courses – Seven courses (28 credits):

- PPOL 4100 – American Public Policy Systems (4 credits)
- PPOL 4200 – Microeconomics for Public Policy (4 credits)
- PPOL 4300 – Quantitative Analysis (4 credits)
- PPOL 4400 – Analytical and Critical Skills (4 credits)
- PPOL 4500 – Cost Benefit Analysis (4 credits)
- PPOL 4600 – Regulatory Policy (4 credits)
- PPOL 4700 – Public Management and Budgeting (4 credits)

2. Great Issues Forums – Six courses (12 credits):

- PPOL 4501/4502 (2 credits)
 - Topics vary, and will be determined by the immediacy of the policy issue
 - Additional Forums taken beyond the required six count as elective credits

3. Electives (6 credits):

- Electives may be taken within the Public Policy program, or within other graduate programs at the University of Denver. All courses must be pre-approved by the program
- Other options for elective credit include:
 - Internships:
 - Registered as INTS 4981 for 0 or 4 credits, via the JKSSIS Office of Career and Professional Development. See the “Internship Policy” section of this handbook for more information.
 - Independent Study
 - Registered as PPOL 4991. Please see the “Independent Study” section of this handbook for more information.

4. Policy Memorandum (4 credits):

- PPOL 4995 – Independent Research
- Although this is not a formal class, students will be required to attend several workshops over the course of a term

MASTER OF SOCIAL WORK REQUIREMENTS (75 credits):

The MSW degree requires 38 credits for the foundation curriculum and 52 credits for the concentration curriculum. For the MPP/MSW dual degree, electives will be reduced by 12 credits and the policy course (3 credits) would be met within the MPP curriculum, for a total reduction of 15 credits.

Required Foundation Curriculum courses (39 credits):

- SOWK 4000 – Professional Development Seminar (1 credit)
- SOWK 4001 – Clinical SW Skills (3 credits)
- SOWK 4003 – Clinical SW Theory and Practice (3 credits)
- SOWK 4006 – Human Behavior & the Social Environment (3 credits)
- SOWK 4007 – Community/Macro SW Theory and Practice (4 credits)
- SOWK 4020 – Integrated SW Practice for Social Justice (4 credits)
- SOWK 4120 – Social Policy Analysis, Advocacy & Practice (3 credits)
- SOWK 4132 – Power, Privilege, and Oppression (3 credits)
- SOWK 4201 – Evidence for Practice (3 credits)
- SOWK 4950 – Foundation Field (12 credits)

Concentration Curriculum credits (36 credits):

- Theory for Practice (3 credits)
 - *Course selection depends on concentration choice*
- Methods/Skills (9 credits)
 - *Course selection depends on concentration choice*
- Values for Practice (3 credits)
 - *Course selection depends on concentration choice*
- SOWK 4900 – Methods for Evaluating Practice/Programs (3 credits)
- SOWK 4901 – Applied Practice Evaluation Research (3 credits)
- SOWK 4960 – Concentration Field (15 credits)
- SOWK 4999 – Capstone (0 credit)

Requirements fulfilled by PPOL or INTS courses:

- Policy and Program Advocacy: Fostering Social and Economic Justice
 - *3 credits of a policy course from PPOL or INTS will fulfill this requirement*
- Electives
 - *12 credits from PPOL or INTS will fulfill this requirement*

ADMISSION

Applicants to the Master of Public Policy/Master of Social Work (MPP/MSW) dual degree program must submit applications to both JK SIS and the Graduate School of Social Work. Applicants must be accepted to both schools to pursue the dual degree.

- For more information on the JK SIS application process and deadlines, please visit: <https://du.edu/korbel/admission/apply.html>.
- For more information on the Graduate School of Social Work application process and deadlines, please visit: <https://www.du.edu/socialwork/admission/msw/index.html>.

ADDITIONAL INFORMATION

For additional information, timelines, and governing policies, please review the [“Dual and Joint Graduate Degrees”](#) section of the Graduate Policies and Procedures Bulletin.

ADVISORS

- MPP Advisor: Richard Caldwell, Richard.Caldwell@du.edu
- MSW Advisor: Karen Bensen, Karen.Bensen@du.edu

Flexible Dual Degree Programs

Flexible Dual Degree Programs

DU supports and encourages students who wish to pursue customized dual degree programs. For example, a JK SIS student may wish to combine an MA in International Administration with an MA in Economics from the Division of Social Sciences. A program proposal will preserve the core courses in each program and allows for a reduction in elective credits.

The curriculum proposal for a flexible dual degree must be approved by the [Associate Dean of Academic Affairs](#) at JK SIS, the chair of the other department/School, and the [Associate Provost of Graduate Studies](#).

For 61 to 75 credit hour degrees, the maximum reduction in overall credits required for graduation is 12 hours. For degrees that require 60 credit hours or less, 10 hours of reduction is the maximum.

EXAMPLE:

Degree	Single	Dual
MA in International Development	72 Credits	60 Credits (reduction of 12)
MA in Economics	45 Credits	35 Credits (reduction of 10)
	117 Credits	vs. 95 Credits

For more information regarding flexible dual degree programs, please utilize the following resources:

- [Flexible Dual Degree Program Policy](#);
- [Proposal for a Flexible Dual Degree Program](#) form and procedures;

Questions or concerns may be directed to the [Office of Graduate Studies](#).

JKSIS Certificate Programs

Certificate programs provide substantial education in a specific academic discipline or may be interdisciplinary, but center on a coherent body of knowledge. The certificate issued at the completion of the program represents the achievement of competence in a well-defined area of study.

JKSIS Certificate Programs are open *exclusively* to matriculated students pursuing a graduate degree at the Josef Korbel School of International Studies. Eligible candidates must apply for the desired Certificate Programs no later than the end of their second quarter or by the stated application deadline, **whichever comes first**.

JKSIS currently offers three Certificate Programs:

- Certificate in Homeland Security
- Certificate in International Studies with a Concentration in Global Health Affairs
- Certificate in International Studies with a Concentration in Humanitarian Assistance

Certificates are awarded at the time a student graduates, along with their degree, pending successful completion of all requirements in adherence with DU policy. Students will need to complete a separate Application to Graduate form for Certificates.

Certificate in Homeland Security

Students must submit an application and a current copy of their CV in order to be considered for the Certificate in Homeland Security.

The application, along with deadlines and eligibility requirements, can be obtained by contacting the designated certificate director. Upon completion, application materials should be submitted to Professor [Lewis Griffith](#).

REQUIREMENTS:

Complete seven courses (**28 total credits**), including the following courses:

- INTS 4147 - American Government and Policy-Making
- INTS 4730 - Introduction to Homeland Security
- INTS 4731 - Homeland Defense: Prevention and Mitigation
- INTS 4736 - Strategic Intelligence Data Collection & Analysis
 - or INTS 4989 - North American Defense and Security
 - or INTS 4225 – Civic Engagement in Fighting Extremism
- INTS 4753 - Intelligence and National Security
- INTS 4907 - International Terrorism
- INTS 4989 - North American Defense and Security
 - or INTS 4786 - Planning and Assessment in Complex Environments
 - or INTS 4225 – Civic Engagement in Fighting Extremism

Certificate Director:

Prof. Lewis Griffith
Lewis.Griffith@du.edu
(303) 871-2550

Certificate in International Studies with a Concentration in Global Health Affairs

The Certificate in Global Health Affairs (CGHA) is the first global health program to be based in a school of International Studies. Unlike certificates offered by schools of medicine or public health, which emphasize biomedical approaches to health, CGHA places social and political solutions at the forefront of global health action. Combined with a degree, the seven-course CGHA sequence prepares students for systematic, evidence-based approaches to a broad range of global health problems relating to development, diplomacy, security, trade, and human rights.

CGHA's core emphasis lies in building sound decision-making skills in an arena often suffused with inefficiency and blindness to political, social, and cultural context. Substantive courses address the widest conception of the causes and consequences of individual and population health, emphasizing short- and long-term effects, the increasing globalization and personalization of health; and interactions between health and other key areas of human endeavor such as politics, development, trade, and conflict. Practical courses build skills in epidemiology, research methodology, and program management and evaluation.

Students who graduate with the certificate in global health affairs distinguish themselves as leaders and innovators through the pursuit of the "science of service" on and off campus. While most GHA students take advantage of traditional internship opportunities at leading international health organizations, many also pursue action-oriented research and leadership projects through a network of partner agencies and through our own student-led community-based research projects. Students are encouraged, but not required, to undertake action-oriented research projects including a thesis or Significant Research Paper, which may be completed for course credit. Throughout the GHA program, students build an evidence-based framework for evaluating project impacts on served communities, service agencies, their own career paths, and their community at DU.

Students must complete a brief application to gain admission to the Certificate in International Studies with a Concentration in Global Health Affairs by the end of their first year. The GHA application form can be found at: <http://www.du.edu/korbel/health/academics/admissions.html>.

REQUIREMENTS:

Complete seven courses (**28 total credits**), plus an internship/field requirement, as outlined below.

1. **GLOBAL HEALTH CORE (two courses, 8 credits):** Students must complete both of these two courses.
 - **INTS 4367 - Global Health Affairs:** This course offers an entry point to Global Health from a social science perspective. The history of global health action is littered with failure and disillusionment, primarily due to a lack of theoretical or empirical rigor. Success begins with identifying salient interventions to problems of consequence, a surprisingly rare achievement. But even sensible interventions can fail without an understanding of other aspects of human development that affect health directly, that determine programmatic success or failure, and that are themselves impacted by health. In the first five weeks we will explore and apply frameworks for basic global health intervention, measuring burdens, inspecting risks, identifying interventions and building a "theory of change" concept. Having established the basics, the next five weeks consider the broader context of scaling up, integration, and health diplomacy in the global system. You will be asked to demonstrate your mastery of global health

affairs by dissecting the theory of change of an existing global health program and by designing your own proposal for service-based research.

- **INTS 4516 - Major Diseases in Global Health (From Pathophysiology to Action):** In this course, the students develop a complete and solid understanding of the mechanisms, physiology, epidemiology, transmission patterns, and clinical impact of the major diseases affecting global health. Students learn about the etiology, agents, vectors, burden, methods of detection, basic treatment complexities, and life cycles of major diseases impacting the world such as HIV/AIDS, TB, and malaria, as well as chronic diseases such as cancers and diabetes. Students also acquire knowledge about maternal/reproductive health, some protozoa, helminthes, major parasites, and violence/trauma.

2. METHODS AND PRACTICE CORE (two courses, 8 credits):

- **INTS 4423 - Introduction to Epidemiology:** Decisions and policy related to global health are based on data from various disciplines such as demography, medicine, and epidemiology. Therefore, it is crucial to correctly understand and interpret what health data, and data in general, really tell us. This course provides the knowledge and skills required to critically assess data, and to understand both strengths and limitations of data and research. This course will cover the basic principles and concepts of descriptive and analytic methods in epidemiology and their application to research and practice in public and global health.
- **INTS 4483 - Practical Applications in Global Health:** The objective of this course is to provide tools and strategies to current and potential public health managers and policy makers (students) to improve the uptake of public health interventions among marginalized populations. It focuses on building partnerships with the intended beneficiaries of a public health population based intervention in order to ensure continuity and sustainability of a health intervention.

3. Elective Courses (three of the following courses are required, for a total of 12 credits):

Health Issues and Interactions:

- INTS 4110 – Food and Nutritional Security for Sustainable Development
- INTS 4200 – Water and Sanitation in the Global South
- INTS 4362 – Gender and Health
- INTS 4368 – HIV & AIDS in International Affairs
- INTS 4397 – The Environment, The Economy, and Human Well-Being
- INTS 4435 – Health and Development
- INTS 4484 – Agriculture and Sustainable Development
- INTS 4492 – Health and Humanitarian Aid
- INTS 4652 – Contemporary Issues in Refugee Studies
- INTS 4xxx – Global Health and Human Rights

Methodological:

- INTS 4056 – Information Management in Human Crises
- INTS 4058 – Applied Time-Series Analysis
- INTS 4333 – International Project Evaluation
- INTS 4342 – Project Management
- INTS 4576 – Seminar: Community-Based Research Methods
- INTS 4632 – Qualitative Research Methods
- INTS 4633 – International Project Evaluation

- MFJS 4912 – International Health Communication and Development

Note: elective courses may not be are offered every year

4. Internship/Field Requirement:

All GHA candidates must conduct a single, 150-hour health-related practical experience or a suitable alternative. This experience must take place during the student's course of study and the work must be carried out off campus. As an alternative to a traditional internship, this requirement could be fulfilled through current employment, an RPCV local internship, independent research (as long as it has an off-campus field component), or work on a GHA service-based research project.

To qualify as health-related, a substantive component of the internship/practicum should focus on health issues. If this condition is not met within the context of the internship/practicum, the student may instead submit an additional, separate report on the health implications of their internship/practicum to the certificate director in order to fulfill the requirement. See the GHA Director for guidelines. It is possible for students to fulfill both a degree and certificate requirement with one internship/practicum.

Students are encouraged but not required to base their internship on their required proposal for INTS 4367 (Global Health Affairs), and to prepare a thesis, significant research paper, or independent study based on one of their internships or other self-driven or faculty-driven research.

Certificate Director:

Prof. Sandy Johnson
Sandy.Johnson@du.edu
(303) 871-6031

Fall Quarter 2017 Interim Certificate Director:

Prof. Neena Jain
Neena.Jain@du.edu

For more information concerning the certificate, please email gha@du.edu.

Certificate in International Studies with a Concentration in Humanitarian Assistance

The mission of the Certificate in International Studies with a Concentration in Humanitarian Assistance is to prepare students to work in the humanitarian field. The certificate provides students with the theoretical and practical underpinnings for humanitarian work which is technically sound, engages with affected communities, responds to the diverse needs of impacted populations, and sets the stage for sustainable and inclusive recovery and development.

A limited number of students pursuing a Master's degree at Korbelt are admitted to the Certificate in International Studies with a Concentration in Humanitarian Assistance each year. Admission is extremely competitive on the basis of experience, focus and motivation.

Applications will be accepted from Korbelt students over the summer. Students will be informed of admission decisions in time to register for the fall quarter.

For more information about the program, please visit: <http://www.du.edu/korbelt/humanitarian-assistance/>.

All Certificate students must:

- A. Complete core humanitarian coursework comprised of two courses which aim to introduce students to key aspects of humanitarian assistance (one focused on humanitarian systems and the other on field operations), plus two additional courses directly related to humanitarian assistance.
- B. Take three elective courses in one of three tracks (personalized tracks are also possible with Director's permission):
 - a. Management/Operations
 - b. Monitoring, Evaluation and Analysis
 - c. Policy/Advocacy
- C. Complete an internship (150 hours) with an organization whose core work includes international humanitarian assistance or humanitarian policy/advocacy. This is a critical component of the Certificate. It is unlikely that students in the Certificate Program will find appropriate internships in Denver. Certificate candidates should plan to spend some significant time interning at an appropriate location (either in the US or abroad) in order to fulfill this requirement.

REQUIREMENTS:

Complete seven courses (**28 total credits**), plus an internship, as outlined below:

1. **Core (four courses, 16 credits):**
 - a) Two required courses (to be taken in the first quarter available after acceptance):
 - INTS 4496 - Field Operations for Humanitarian Assistance
 - INTS 4581 - Introduction to Humanitarian Systems
 - b) Plus two additional courses (note: courses may not be offered every year), selected from:
 - INTS 4056 - Information Management in Human Crises
 - INTS 4492 - Health and Humanitarian Aid
 - INTS 4583 - International Protection in the Humanitarian Context
 - INTS 4647 – Critical Issues in International Humanitarian Assistance

- INTS 4652 - Contemporary Issues in Refugee Studies
- INTS 4787 - Civil-Military Practices in Humanitarian Responses
- INTS 4935 - International Humanitarian Law of Armed Conflict

2. Elective Courses (12 credits): At least three courses in one of the following tracks:

The following list of courses is not comprehensive. Students have some latitude in the design of their elective track, and should consult with the certificate director on the selection of courses to complete the elective track requirement.

Note: only one non-INTS course may be counted towards the Certificate.

Management/Operations

- INTS 4342 - Project Management
- INTS 4391 - Financial Management & Fundraising of Non-Profits
- INTS 4394 - Non-Profit Management: Issues & Techniques
- INTS 4497 - International Campaign Management
- INTS 4555 - Professional Communications
- INTS 4557 - Cross-Cultural Communications
- INTS 4920 - Conflict Resolution

Monitoring, Evaluation and Analysis

- INTS 4057 - Statistics for International Affairs*
- INTS 4332 - Data Analysis & Development
- INTS 4333 - International Project Analysis
- INTS 4423 - Introduction to Epidemiology
- *GEOG 3100 - Geospatial Data (4 credits)
- *GEOG 3130 - Advanced GIS (4 credits)
- *PPOL 4400 - Analytical & Critical Skills (4 credits)

** Students may take INTS 4057 - Statistics for International Affairs (which combines Stats I and Stats II) only if they have a strong quantitative background and a minimum quantitative GRE score of 148 coming into the program. This is a fast-paced course and students with a lower GRE score may NOT take this course without instructor permission.*

Policy/Advocacy

- INTS 4056 – Information Management in Humanitarian Crises
- INTS 4495 - Civil Wars & International Responses I: Causes and Consequences
- INTS 4497 - International Campaign Management
- INTS 4595 - Civil Wars & International Responses II: Post-war Peacebuilding
- INTS 4931 - International Organizations
- INTS 4934 - Intervention: Policy & Practice
- INTS 4936 - International Law & Human Rights
- INTS 4941 - Human Rights & International Organizations
- INTS 4987 - Forced Labor & Human Trafficking
- *CSPY 4500 - International Disaster Psychology I (Graduate School of Professional Psychology, instructor approval required) (3 credits)
- *CSPY 4606 - Gender-Based Violence (Graduate School of Professional Psychology,

instructor approval required)

*Only one non-INTS course may be counted towards the Certificate.

3. Internship:

An internship (150 hours) with an organization, whose core work includes international humanitarian assistance or humanitarian policy/advocacy, is required for the Humanitarian Assistance Certificate. These are usually completed by students in the summer between the first and second years of the MA program. Students arrange their own internship placements but should consult with the HA certificate director for ideas. Approval must be obtained in advance from the Director of the HA Certificate. Internships must also be approved by the JKSSIS Office of Career and Professional Development before the internship starts.

Additional Information:

Additional information is available at <http://www.du.edu/korbel/humanitarian-assistance/> or by contacting [haprog@du.edu](mailto:haprogram@du.edu).

Chester Lee Brinser III Scholarship for Humanitarian Assistance
The Chester Lee Brinser III Scholarship for Humanitarian Assistance is awarded annually (funds permitting) to a JKSSIS student enrolled in the Certificate in International Studies with a Concentration in Humanitarian Assistance.

While *a formal* Humanitarian Assistance specialization is not available as a component of JKSSIS degree programs, interested students may be able to build a customized specialization into their degree by taking at least 15 quarter hours from the following list of courses:

- INTS 4056 - Information Management in Humanitarian Crises
- INTS 4492 - Health & Humanitarian Aid
- INTS 4496 - Field Operations for Humanitarian Assistance
- INTS 4581 - Introduction to Humanitarian Systems
- INTS 4583 - Protection in Humanitarian Settings
- INTS 4935 - International Humanitarian Law of Armed Conflict.
- INTS 4652 - Contemporary Issues in Refugee Studies

Approval for this customized specialization must come from the designated degree director. Students interested in such a specialization must understand seats are available only on a "space-available" basis, after Humanitarian Assistance Certificate students have had the opportunity to register for their required courses.

Certificate Director:

Prof. Chen Reis
Chen.Reis@du.edu
(303) 871-7901

Interdisciplinary Certificate Programs

Interdisciplinary Certificate Programs allow students to gain competence in relevant issue areas by taking approved coursework in another academic unit, as well as course at JK SIS. While these certificates are open to matriculated students pursuing a graduate degree at the Josef Korbel School of International Studies and offered jointly, they are administratively based in other units.

Eligible candidates must apply for the desired Certificate Programs no later than the end of their second quarter or by the stated application deadline, **whichever comes first**.

JK SIS currently participates in two Interdisciplinary Certificate Programs:

- Certificate in Global Business & Corporate Social Responsibility (Administered by the Daniels College of Business)
- Certificate in Religion & International Affairs (Administered by the Department of Religious Studies – Division of Arts, Humanities, and Social Sciences)

Certificates are awarded at graduation, along with the student's relevant degree, pending successful completion of all requirements in adherence with DU policy. Students are required to submit a separate graduation application for certificate programs and must work with the administering unit to ensure that all requirements have been satisfied as required. **JK SIS does NOT oversee the graduation check or certification process for any of the aforementioned joint certificate programs.**

Certificate in Global Business & Corporate Social Responsibility

As a joint offering between the Daniels College of Business and the Josef Korbel School of International Studies, the graduate Certificate in Global Business and Corporate Social Responsibility (CSR) at the University of Denver focuses specifically on the challenges and opportunities businesses confront in a globalized and developing world.

Businesses today are aware of increased pressure to behave ethically. Many are unsure how to integrate these goals into their business strategy and engage meaningfully with stakeholders. Likewise, governments, civil society organizations, and other stakeholders recognize the importance of having businesses at the table, but do not always have a clear understanding of how to best engage with the private sector. Both private enterprises and those wishing to affect their behavior are looking for young talent with the capability to navigate this new space.

The certificate curriculum draws from unique course offerings at the Daniels College of Business and Korbel School of International Studies to provide students with the skills to embrace and navigate the complexity of business and governance issues. The required and elective courses explore the theory and practice related to: economic development, business ethics, CSR strategy, social entrepreneurship, business and human rights, sustainability, impact investing, international business law, financial accounting, managerial accounting, as well as considerations with regards to hard and soft law mechanisms that govern transnational space. Students complete the program with a clear understanding of the complexity of the global business environment, a variety of corporate strategies, best practices and the impact of CSR efforts in particular cases.

Certificate Requirements:

Students must complete **a total of six courses (24 credits)** to fulfill the requirements of this certificate.

1. Required Core Courses (three courses - 12 credits):

- BUS 4444/INTS 4459 - Global Business, Governance & CSR
- BUS 4445/INTS 4029 - International Business: Strategy and Practice
- INTS 4324 - Introduction to International Political Economy

2. Elective Courses (12 credits from the following):

Students are required to take three elective courses, including at least one course outside of the students' home unit:

Daniels College of Business (credits per course may vary):

- ACTG 4610 - Financial Accounting and Reporting (4 credits)*
- BUS 4xxx - Global Corruption (4 credits)
- FIN 4180 - Global Finance (2 credits)
- FIN 4630 - Managerial Finance (4 credits)*
- FIN 4700 - Finance Topics Courses (4 credits)
- LGST 4760 – CEOs and Corporate Governance (4 credits)
- MBA 4130 - Corporate Financial Reporting (2 credits)**
- MBA 4230 - Managing Cost Information (2 credits)**
- MBA 4280 - Mastering Managerial Financial Competencies I (2 credits)**

- MBA 4285 Mastering Managerial Financial Competencies II (2 credits)**
- MKTG 4705 - Marketing Topics Courses (4 credits)
- MGMT 4700 - Management Topics Courses (4 credits)

*These courses are open to JK SIS students. DCB MBA students do not take these courses.

**These courses are open to DCB MBA students only. JK SIS students may not take these courses.

Josef Korbel School of International Studies (4 credits per course):

- INTS 4210 - Multinational Corporations
- INTS 4330 - International Business Transactions
- INTS 4339 - Microfinance and Sustainable Development
- INTS 4549 - Managing Microfinance: Business and Development
- INTS 4566 - Globalization & Sustainable Development
- INTS 4622 - Global Governance
- INTS 4653 - Political Economy of the Resource Curse
- INTS 4710 - Social Entrepreneurship & Global Poverty
- INTS 4972 - Global Environmental Governance

Certificate Directors:

Prof. Deborah Avant
Josef Korbel School of International Studies
Deborah.Avant@du.edu
 (303) 871-2332

Prof. Tricia D. Olsen
Daniels College of Business
Tricia.Olsen@du.edu
 (303) 871-2764

AY 2017-2018 Interim Certificate Director:

Prof. Douglas Allen
dallen@du.edu
[\(303\) 871-2428](tel:(303)871-2428)

Please note that all administrative processes for the Certificate in Global Business & Corporate Social Responsibility, including graduation processes, are handled by the Daniel College of Business.

Certificate in Religion and International Affairs

The Certificate in Religion and International Affairs provides graduate students pursuing MA degrees in the Department of Religious Studies (AHSS) or the Josef Korbel School of International Studies with the opportunity to enhance their home program of study with specific expertise in the scholarly and professional field of religion and international affairs. This certificate program emphasizes scholarly and practitioner approaches to understanding the intersections between religion and international affairs in the modern world, providing students with an interdisciplinary approach to contemporary case studies as well as theoretical issues. The program will enable certificate students to develop demonstrable competencies that will help them position themselves for academic policy, or non-profit careers.

Interested students from the Religious Studies or the Josef Korbel School of International Studies MA programs will submit an online application consisting of a 500-word personal statement, a CV, undergraduate and graduate transcripts, which will be reviewed by an interdepartmental faculty committee. Applicants must be enrolled graduate students in good standing in the Department of Religious Studies MA program or the Korbel School of International Studies MA program.

Total Hours Required for Certificate: minimum of 24 quarter hours

1. **Certificate Core Class Requirements (8 credits total)** - complete the two (2) core courses:
 - INTS 4525 - Religion and the State in Comparative Perspective
 - RLGS 3760 - Globalization and Religion: Theory and Methods

2. **International Studies Elective Requirement (8 credits total)** – choose two:
 - INTS 4526 - Modern Islamic Thought
 - INTS 4534 - Great Books on the Middle East
 - INTS 4543 - Religion and International Studies: The Apocalyptic Tradition and the Problem of Religious Violence

3. **Religious Studies Elective Requirement (8 credits total)** – choose two:
 - RLGS 3302 - Islamic Fundamentalism
 - RLGS 3452 - Political Theology
 - RLGS 3641 - Religion and Race in America
 - RLGS 3693 – Religion and the Media
 - RLGS 3760 – Globalization and Religion
 - RLGS 3814 - Modern Hinduism
 - RLGS 3890 - Religion and Diaspora

NOTE: Courses may not be offered every year. Other elective courses may be approved with permission of the Certificate Director(s) and will require completion of a [Course Substitution Form](#).

Certificate Directors:

Prof. Nader Hashemi
Josef Korbel School of International Studies
Nader.Hashemi@du.edu
(303) 871-2447

Prof. Andrea Stanton
Department of Religious Studies
Andrea.Stanton@du.edu
(303) 871-3503

Please note that all administrative processes for the Certificate in Religion & International Affairs, including graduation processes, are handled by the Department of Religious Studies.

Peace Corps Programs

Peace Corps Fellows Program for Returning Peace Corps Volunteers (RPCV)

JKSIS is pleased to offer the Paul D. Coverdell Fellows Program for Returned Peace Corps Volunteers. Founded in 2003, this program provides financial assistance for Returned Peace Corps Volunteers (RPCVs) pursuing a traditional, **72-credit hour Master of Arts degree** at the Josef Korbel School of International Studies.

Fellows are **exempt from the foreign language requirement, as well as the internship requirement** (*unless* the latter is required for a Certificate Program). RPCV Fellows that elect to complete an *optional internship*, are eligible to earn 0 or 4 credit hours for successfully completing an internship (registered as INTS 4981).

All JKSIS RPCVs are required to complete a **practicum of at least 75 hours** within the United States or U.S. territories for under-served populations *in the U.S.*. For information on practicum policies and procedures, see the “RPCV Fellow Practicum” section of the handbook below. All Fellows must have their practicum approved by the Office of Academic and Student Affairs *before* commencing, and must have their supervisor complete an evaluation form upon completion. Registration and approval information is accessible at <https://portfolio.du.edu/issta> under the “Peace Corps” tab.

RPCV Fellows that are pursuing [Master of Arts in International and Intercultural Communication \(IIC\)](#), should consult with the designated advisor in the Department of Media, Film and Journalism Studies, which is the program’s administrative home base. More information about the IIC RPCV Fellow’s program is accessible [online](#).

RPCV Fellows Practicum

The RPCV Fellows Practicum is designed to:

- bridge the Peace Corps experience with academic study at the Josef Korbel School;
- meet the needs of underserved U.S.A. communities; and
- be completed within the U.S.A. or its territories.

The Practicum:

- may involve direct service or program development/management;
- should be started *after* arriving at JKSIS, and must be completed prior to applying for graduation; and
- requires a minimum commitment of 75 hours with an organization and pre-approval from the JKSIS Office of Academic and Student Affairs (OASA).

Policies and Procedures:

- Submit Practicum Approval Request *after* securing, but *before* beginning, the practicum.

- Students must complete the practicum at least two quarters prior to the anticipated quarter of graduation (i.e. prior to applying to graduate).
- Generally speaking, students will be notified of OASA approval within 2 weeks.
- RPCV Fellows completing a certificate must fulfill *both* the practicum and certificate internship requirements. While challenging, it may be possible for a student to fulfill both requirements with one experience. In this case, the student will submit the Practicum Agreement to JKSIS Office of Academic and Student Affairs and an Internship Agreement Form to the JKSIS Office of Career and Professional Development (OCPD).
- Once the Fellow has completed a minimum of 75 practicum hours, the Practicum supervisor must complete and return an evaluation form to the Office of Academic and Student Affairs.

Approval and Verification of Completion Process:

1. Familiarize yourself with the Handbook and all relevant policies and deadlines.
2. Secure an appropriate practicum based on the guidelines outlined above.
3. Complete the online [Peace Corps Practicum Agreement Survey](#) for review and approval by the Office of Academic and Student Affairs.
4. Begin practicum *after* approval has been granted.
5. Within two weeks of completing the practicum, ask your supervisor to complete the “Practicum Verification and Supervisor Evaluation” form located on our [Portfolio Community site](#) and submit it to the Director of Graduate Student Affairs via email or fax. Verification forms will not be accepted directly from students.

Examples of organization where RPCVs have secured practicums in the past include:

- | | |
|--|---|
| <ul style="list-style-type: none"> • 99% Foundation • 859 House • African Community Center • American Red Cross • Before Play • Big Brothers, Big Sisters Inc. • Building Bridges • Cesar Chavez Academy Denver • The Challenge Foundation • Colorado African Organization • Colorado AIDS Project • Colorado Coalition for the Homeless • Denver Indian Center • Ecumenical Refugee and Immigration Services • El Centro Humanitario • The Grow Haus • The Learning Source • Louisville Community Food Bank | <ul style="list-style-type: none"> • Lutheran Family Services • Meals on Wheels Boulder • Mi Casa Resource Center • Movement Advancement Project • PeaceJam • Place Bridge Academy • Planned Parenthood • Polaris Project • A Precious Child • Presbyterian Night Shelter • Project Education South Sudan • Rocky Mountain Immigrant Advocacy Network • Rocky Mountain Microfinance Institute • Safari Thrift • Save the Children • Volunteers of America • Work Options for Women • WorldVision US |
|--|---|

Community Resources:

- Colorado Non Profit Association (coloradononprofits.org)
- Idealist.org
- Volunteermatch.org

OCPD Resources:

- KorbelCareers.com
- Internship postings
- Drop-in hours and advising through the OCPD

Elements of the Curriculum

Program Statement

The Program Statement serves as guide for mapping each student's intended coursework plan while at JK SIS, and is required by the Office of Graduate Studies in order to review [graduation application](#) and [advancement to candidacy](#) requests, and to conduct the graduation check and certification process. Furthermore, preparing a Program Statement facilitates orderly and coherent selection of courses and requires students to be aware of their particular degree requirements. We encourage you to use the program statement as a planning tool early on during your graduate studies, maintain an editable copy, and revise it periodically as needed in consultation with your degree director. **A final copy, which has been approved and signed by your respective degree/certificate director, must be submitted to the Director of Graduate Student Affairs at the time you apply for graduation.** Graduation application deadlines for graduate students can be found [here](#).

The relevant forms can be found on our Portfolio website (<http://portfolio.du.edu/issta>) under the “Handbooks & Program Statements” tab.

Please note: **failure to submit a final Program Statement by the required deadline may cause unnecessary graduation delays.** It is the student’s responsibility to ensure that the Program Statement is submitted on time, with degree director approval, in order for the Office of Academic and Student Affairs and the Office of Graduate Studies to facilitate all required administrative operations.

Course Substitutions

Occasionally, your degree program may require you to take a required course that substantially duplicates a course you completed at an earlier point in your graduate academic career. If this is the case and you can document the duplication, you may petition to request course substitution.

This process entails completing a [course substitution approval form](#), and obtaining the explicit approval and signature of your degree director (advisor), as well as the JK SIS Associate Dean for Academic Affairs (department chair). Completed forms must be delivered directly to the Office of Graduate Studies by the student for processing. We recommend that students maintain a copy of all completed forms for their own records. Failure to complete the course substitution process as required by University Policy may jeopardize your ability to satisfy degree requirements and graduate on time.

*Note: substitutions will *not* be granted in instances of failing to complete coursework/degree planning in a timely and proactive manner.

Foreign Language Requirement

Effective Fall Quarter 2016, the following graduate programs have a mandatory foreign language requirement:

- MA in International Administration
- MA in International Development
- MA in International Intercultural Communication
- PhD in International Studies

Foreign language is *strongly recommended* for all other graduate programs. RPCV Peace Corps Fellows are exempt from the foreign language requirement.

Students are encouraged to plan accordingly and complete this requirement as early as possible, given that *the requirement must be satisfied by the time a student applies to graduate.*

Please note the following mechanisms available for satisfying the foreign language requirement:

ENGLISH LANGUAGE PROFICIENCY

Regardless of citizenship status, students whose native language is not English or who have been educated in countries where English is not the native/official language, must demonstrate proficiency in the English language in *one* of the following ways:

1. Passing the Test of English as a Foreign Language (TOEFL) with a minimum score of 95 (Internet-based), 240 (Computer-based), or 587 (Paper-based).
2. Passing the International English Language Testing System (IELTS) with a minimum score of 7.0.

Note: **International students** that were admitted to DU/JKSIS without having taken one of the aforementioned exams, *may* satisfy the requirement if they have earned a Bachelor's degree or higher from a formally-recognized/accredited institution where the entire language of instruction and examination is English.

Relevant documentation attesting to English language proficiency *must* be submitted to and on file with the Office of Graduate Studies, as part of the student's original application to the University of Denver.

OTHER LANGUAGE PROFICIENCY

For native English speakers and non-native English speakers that have *not* taken the TOEFL/IELTS—*regardless of country of origin, citizenship, or international student status*—the requirement entails demonstrating proficiency in one language other than English. The target language should have been studied formally (high school level or higher), must allow for testability (e.g. reading, writing, listening, speaking), and may be satisfied in one of the following ways:

1. Provide documentation of a high school diploma or Bachelor's degree from a formally-recognized/accredited institution where the entire language of instruction and examination was in a language other than English.
2. Provide documentation of a Bachelor's degree in a foreign language (major or minor) field of study.
3. Provide documentation that demonstrates successful completion (i.e. grade of "B" or higher) of the intermediate sequence of one foreign language during undergraduate study (e.g. FREN 2003 [quarter system] or Intermediate French II [semester system]).
4. Provide documentation of passing a graduate degree proficiency exam in a foreign language at another university *before* entering at JKIS, but no more than ***three years prior***. The exam must be the STAMP4S test to be eligible.
5. Pass a foreign language graduate proficiency exam offered through [The Center for World Languages and Cultures](#) (CWLC) at DU. The CWLC offers tutoring, language groups, proficiency testing and other language resources and may be reached via email at cwlc@du.edu.

- a. The main type of foreign language graduate proficiency exam offered at the CWLC is the STAMP4S test. The STAMP4S test is currently available in Arabic, Chinese, French, German, Hebrew, Italian, Japanese, and Spanish. Russian will be available in spring 2017.
 - b. The paper “Translation and Reading” test is used for Latin.
 - c. Foreign language graduate proficiency exams are offered at various times each quarter (except summer) by the CWLC. Please review the schedule of [testing dates](#) for more details. Students must register online at least 72 hours in advance to be eligible to take the exam.
 - d. Students may take the foreign language proficiency exam once per quarter, and are eligible to take the exam a maximum of three times during their academic career at DU.
 - e. Foreign language graduate proficiency exams are not offered during summer quarters. Please plan accordingly.
 - f. The CWLC also offers Directed Independent Language Study in Korean, Hindi, Portuguese, Swahili, Swedish, and Turkish. Please contact the CWLC for more information.
6. Pass the final course in the intermediate sequence of a foreign language (e.g. FREN 2003) offered at DU with a grade of “B” or higher.
- a. The DU Department of Languages and Literatures offers language courses in Arabic, Chinese, French, German, Hebrew, Italian, Japanese, Latin, Russian and Spanish.
 - b. Please visit the [Course & Schedules](#) page on the Office of the Registrar’s website to search for language offerings at DU. Given that most language offerings are sequenced, students must plan accordingly and in advance.
 - c. Credit earned via completion of a foreign language class at DU is not eligible to be applied to the overall required credits for your graduate degree. Students that pursue this option are responsible for all associated tuition and fees.
7. Alliance Française:
- a. Students must complete and pass Class 203 at Alliance Française in Denver.
 - b. For more information: <http://www.afdenver.org/mission/> or 303.831.0304.
8. Berlitz Language Learning and Cultural Training:
- a. Students must complete and pass a Level 4 language course take a language class at Berlitz in Denver.
 - b. Berlitz offers many different languages and many different course options. For more information: <http://www.berlitz.us/> or 888.645.5447.
9. Bridge Language School:
- a. Students must complete and pass the CEFR B1 Level exam at the Bridge Language School in Denver.

- b. For more information: <http://www.bridge.edu> or 303.777.7783.
10. Colorado Free University:
 - a. Students must complete and pass an intermediate level 5 or 6 Spanish course at Colorado Free University in Denver. Note: Accelerated Spanish 2 is the equivalent of Spanish 3 and 4, and does not satisfy the requirement.
 - b. For more information: <http://www.freeu.com/spanish/> or 303-399-0093.
11. If you formally studied (high school level or higher) a target language for which testing is not available through [the Center for World Languages and Cultures](#), students may work with the CWLC to explore alternate testing options (e.g. [Language Testing International](#)). In order to be approved and satisfy the JKISIS foreign language requirement, an alternate exam must meet institutional standards and **must be pre-approved by both the JKISIS Director of Graduate Student Affairs and the Center for World Languages and Cultures**. Moreover, please note the following:
 - a. The student is responsible for scheduling, completing, and paying for any and all required exam components.
 - b. Once pre-approved by JKISIS and the CWLC, the relevant exam(s) must be proctored by [CWLC](#) staff.
 - c. Once the test has been scheduled, students must check-in with the [CWLC](#) to ensure that all arrangements are in order and formally approved.
 - d. Final results must be communicated directly to JKISIS by the [CWLC](#) for verification and recording.

Note: target languages that do not have appropriate and approved tests available, cannot be used to satisfy the JKISIS foreign language requirement. Relevant documentation attesting to proficiency in a language other than English *must* be submitted to the JKISIS Office of Academic and Student Affairs for verification, **at least two quarters prior to the intended date of graduation**.

Other Helpful Resources for Graduate Foreign Language Proficiency:

- **Student Conversation Tables:** In past years, JKISIS students have organized informal foreign language conversation tables that allow participants to practice their spoken foreign language skills and prepare for the graduate proficiency exam. If you are interested in this option, you are encouraged to inquire around JKISIS (and perhaps check your class's Facebook group) for more information.
- **Online Language Learning Tools at the University Library:** Students may prepare for their graduate proficiency exam using online resources available at the University Library. Information about these tools (which are free of charge to you) can be accessed [here](#).

Independent Study – INTS 4991/PPOL 4991

Independent study provides opportunities for capable students to do special work under individual supervision in areas *not covered by class offerings*. Any student that wishes to complete a graduate independent study (INTS 4991/PPOL 4991) must obtain approval from an appointed JKSSIS faculty member. As a starting point and in order to facilitate this process, students are advised to draft a one to two-page project proposal—with a representative list of scholarly sources that the student intends to consult—and submit it to the faculty member for review.

Students may register for independent study up to three times or for a maximum of 12 credit hours—whichever comes first—during their academic career at JKSSIS. INTS 4991/PPOL 4991 may be registered for 1 to 4 credits.

Requirements and Recommendations:

- The final copy of the independent study should be formatted according to *Kate Turabian: A Manual for Writers, Chicago: University of Chicago Press*. With permission of the student's independent study advisor, another format (e.g. *APA, MLA, or "Blue Book"*) may be permissible if it is the standard for the primary discipline in which the research is being conducted.
- The faculty advisor must be an appointed faculty member at JKSSIS. Adjunct faculty may not advise independent study in either an official or unofficial capacity.
- Students must register INTS 4991/PPOL 4991 for credit during the quarter in which they are actually working on the independent study. It is not permissible to register for credit before work has commenced or after the work has been completed.
- Students are expected to complete the independent study in the same quarter in which it is registered.
- In order to register for INTS 4991/PPOL 4991, the student must use [the designated form](#) and receive departmental permission (which entails receiving the approval and signature of both the faculty director ["instructor" field] and the Director of Graduate Student Affairs ["advisor" field]). After obtaining the required approvals, the student must take the form to the Registrar's Office for processing in order to be registered officially.
- All independent study must be in accordance with established DU policies and requirements. For more information, please review the "[Course Information](#)" section of the Graduate Policies and Procedures Bulletin.

Master's Thesis – INTS 4995

A Master's thesis involves research and writing that goes well beyond the typical class paper in both depth and length. It should be a rigorous, analytical, and complete work of academic research and analysis, not simply a research design or descriptive reports. A Master's thesis is generally undertaken by students that are interested in pursuing a PhD

An **MA Thesis (INTS 4995)** should represent work equivalent to approximately 8 credit hours of graduate study and may be registered up to two times, for 1–4 hours of credit (for a maximum of 8 credits total)

University of Denver Requirements:

All University policies and requirements governing a [Master's Thesis](#) may be found in the Graduate Policies and Procedures Bulletin, including:

- [Criteria](#)
- [Oral Defense Process](#)
- [Electronic Thesis submission](#)

JKSIS specific requirements:

- The final copy of the thesis should be formatted according to *Kate Turabian: A Manual for Writers, Chicago: University of Chicago Press*. With permission of the student's thesis director, another format (e.g. *APA, MLA, or "Blue Book"*) may be permissible if it is the standard for the primary discipline in which the research is being conducted.
- The thesis director must be a tenured or tenure-track faculty member at JKSIS.
- Students must register INTS 4995 for credit during the quarter(s) in which they are actually working on the thesis. It is not permissible to register for credit before work on the thesis has commenced or after the work has been completed.
- In order to register for INTS 4995, the student must use [the designated form](#) and receive departmental permission (which entails receiving the approval and signature of both the faculty director ["instructor" field] and the respective Degree Director ["advisor" field]). After obtaining the required approvals, the student must take the form to the Registrar's Office for processing in order to be registered officially.
- Students are encouraged to identify a faculty director and begin working on the thesis by the beginning of their second quarter of the program. Normally, a student submits several drafts, over a period of 6 months or more, before the final manuscript is accepted and graded. It is important that the student and faculty director establish a reasonable and mutually agreeable timeline for exchanging drafts and comments on the student's work. Students should not expect faculty to examine their work over the summer, unless they have made special arrangements.

Other Resources:

For more details, see the "Guidelines for Successfully Scheduling and Completing your Dissertation and Thesis" PowerPoint Presentation available on the "[Dissertations & Theses](#)" tab of our [Portfolio Community page](#).

Substantial Research Paper (SRP) – INTS 4996

A Substantial Research Paper (SRP) is a problem-focused paper designed to engage students in the process of applied research. In contrast, an MA thesis involves in-depth academic research that is often theoretical in nature and typically undertaken by students interested in pursuing a PhD, while an independent study tends to be a much more general research project. An SRP is typically shorter than an MA thesis, and longer than an independent study. An SRP does not require a review committee or an oral defense; rather, it will be supervised and graded by a single appointed faculty member.

An **SRP (INTS 4996)** should represent work equivalent to approximately 4 credit hours of graduate study and may be registered for 1 to 4 hours of credit.

Note: Peace Corps Master's International candidates *must* register the required SRP for zero credits during the quarter in which the student intends to graduate.

Requirements and Recommendations:

- The final copy of the SRP should be formatted according to *Kate Turabian: A Manual for Writers, Chicago: University of Chicago Press*. With permission of the student's SRP advisor, another format (e.g. *APA*, *MLA*, or "*Blue Book*") may be permissible if it is the standard for the primary discipline in which the research is being conducted.
- The SRP faculty advisor must be an appointed faculty member at JK SIS. Adjunct faculty may not advise SRPs in either an official or unofficial capacity.
- Students must register INTS 4996 for credit during the quarter(s) in which they are actually working on the SRP. It is not permissible to register for credit before work has commenced or after the work has been completed.
- Students are allowed (but not required) to apply up to four credit hours toward their degree, earned during a single quarter or allocated over no more than two consecutive quarters. Students may not pursue more than two SRPs for a maximum total of 4 credit hours toward degree requirements.
- In order to register for INTS 4996, the student must use [the designated form](#) and receive departmental permission (which entails receiving the approval and signature of both the faculty director ["instructor" field] and the respective Degree Director ["advisor" field]). After obtaining the required approvals, the student must take the form to the Registrar's Office for processing in order to be registered officially.

Note: please do not check any boxes in the top row of the form (simply insert "INTS 4996" in the "Subject/Course #" field, and do not forget to sign and date the form in the "Student Signature" section.

- Once INTS 4996 appears on the student's transcript, it will also appear in the faculty supervisor's course roster. Upon completion of the SRP the faculty member must (1) assign a final grade in PioneerWeb, and (2) complete the designated SRP Approval and Grade Form which is accessible on our [Portfolio Community site](#).

- Students are encouraged to identify a faculty advisor and begin working on the SRP as soon as it is appropriate to do so. It is important that the student and faculty director establish a reasonable and mutually agreeable timeline for exchanging drafts and comments on the student's work. Students should not expect faculty to examine their work over the summer, unless they have made special arrangements.

Internship Policy

Importance of the Internship Experience:

The Josef Korbel School of International Studies (JKSIS) recognizes the importance of practical experience as an integral component of a student's education. An internship should both complement the student's academic field of study and relate to his/her career goals. Through internships, students will:

- Apply acquired academic theory, knowledge, and skills to professional practice
- Further develop knowledge and skills needed to work effectively in the field
- Gain greater understanding of the private, public, or nonprofit/NGO sectors
- Build a network of professional contacts
- Develop career-related skills applicable to the future job search

Internship Key Components:

While there is a great deal of variety in internship opportunities, there are five primary requirements for approved experiences. Internships must:

- Be completed during a students' degree program
- Involve substantive, graduate-level, degree-relevant, and project-based work for an organization that extends classroom learning and furthers a student's professional development and career goals
- Involve 150 hours of work
- Be completed with one organization which is not the University of Denver or your family-owned organization/business
- Involve training and supervision by a member of the organization's staff or Board of Directors at a location outside of your supervisor's home office

Internship Requirement:

The majority of MA degree and certificate programs require an internship, but *internships are highly recommended for all students*. Please refer to individual degree/certificate program sections in this Handbook for specific requirements.

Approval Process Summary:

Internships managed by the Josef Korbel Office of Career and Professional Development must be submitted for approval through the Career and Internship management system.

- You may register multiple internships, however only one internship may be registered for 4 credits, with any additional internships registered for 0 credits.
- Tuition will be charged for 4-credit internships in the quarter the internship is registered, including those registered in the summer quarter. There is no charge for 0 credits.
- Internships are registered for the quarter in which it begins, but you may take as long as you need to complete the 150+ hours and submit your required assignments.

- Hours completed prior to OCPD approval *cannot* be counted toward the total hour requirement.
- After completing your 150+ hours and assignments due to the Josef Korbel Office of Career and Professional Development, a “Pass” grade will be submitted for the quarter in which you were registered.

Additional details regarding internships (credits, timing, hours, funding, grading, etc.) can be found in the Internship Information Guide available at the Josef Korbel Office of Career and Professional Development.

Funding Opportunities

Korbel is fortunate to have support from the Paterson, Social Science Foundation, and Liebich Internship Funds to provide financial assistance for un/underfunded out-of-area (+50 miles from DU) and international internships. You will apply for funding through the Internship Agreement Form at the same time you apply to register the internship. You must demonstrate financial need by submitting a budget for your proposed experience. Awards can only be used for travel, housing, and daily expenses related to a registered internship, and cannot be used to pay tuition or other fees related to coursework through the University of Denver.

Communication and Responsibility:

While the OCPD staff is committed to working with students throughout the internship and job search processes, it is required that the student assumes responsibility for the following:

- Read, follow, and be aware of all internship-related policies and deadlines outlined in this Handbook, posted in the Internship Information Guide, and distributed via JKIS/OCPD electronic communications
- Present all information regarding his/her internship truthfully and accurately
- Report any changes, updates, or concerns to the OCPD
- Follow DU policies, including but not limited to the DU Honor Code and Student Conduct Policies, the laws of the country where the internship takes place, and any regulations/standards of the host organization

International Experiential Learning

Many students choose to complete an international experiential learning (IEL) opportunity (internship, independent study, or independent research) as part of their time as a Korbel MA student. IEL programs on the whole take more advanced planning and are more logistically complex than US-based opportunities. There are additional safety, security, insurance, financial, health, housing, transportation, and risk management considerations for IEL opportunities which can be summarized as follows:

Planning:

- Ensure your passport is valid for six months from the initial day of international travel
- Students are responsible for determining whether a visa is necessary and securing required visas. When a visa is required, students must research the required documents and take the necessary steps to obtain one. DU has no authority with consular offices and cannot intercede on a student’s behalf.
- Verify that medical insurance is effective internationally (DU will provide International SOS emergency evacuation and repatriation coverage for approved experiences, but this is separate from, and in addition to, students’ own health insurance coverage)
- Secure required vaccinations/medications

- For independent/thesis research, verify if Institutional Review Board (IRB) approval is necessary and allow sufficient time to work through the process
- Students doing personal travel before/after approved experience dates are responsible for purchasing their own emergency evacuation/repatriation insurance for that time period as they are no longer part of a DU-affiliated experience (after 3 days)

Considerations:

The student holds the responsibility for conducting thorough research about the organization, position/affiliation, location, and housing/transportation options before confirming an IEL opportunity. Considerations and questions to research will likely include the following:

- **Organizational Research (if affiliating with an organization directly):** Organization's mission, legitimacy, reputation (within country and within the field), ethics/legality, funding sources and partners, structure, staffing, support, insurance coverage addressing interns/volunteers/researchers (liability, workers' comp.), emergency/evacuation protocols/plan, thought given to personal security during the internship/experience (esp. for field-based positions), and health precautions taken by the organization.
- **Internship/Research Position:** Organization's familiarity/frequency in working with interns/researchers, organizational structure, degree of supervision, whether a specific position description or work plan with relevant projects is provided (for internships), realistic expectations for work schedule and contributions, appropriate work location and/or supplies provided.
- **Local/Country Climate:** Research the political, social, cultural, linguistic, health, and economic factors in the local community and larger country context to ensure safety for yourself as well as the potential impact on local organizational staff or community members with whom you will be working.
- **Housing/Local Transportation:** Whether provided by the organization or found independently, research the location (neighborhood, safety during different times of day), security provisions (system, guard, locks), costs, lease requirements, and relative safety of transportation options (method of transportation as well as location for pick up/drop off).

International Students

International students seeking opportunities outside of their country of citizenship (including in the U.S.) should consult with International Student and Scholar Services (ISSS) regarding possible restrictions or additional requirements. It is very important that you remain in compliance with your visa, including applying for Curricular Practical Training (CPT), if applicable.

Safety & Security Review:

IEL opportunities may be subject to additional review by Korbelt and possibly the DU Risk Management office depending on the country, region, city, and activities engaged in as part of the opportunity. For details regarding DU policies for international travel, please consult the Risk Management website at http://www.du.edu/risk/international_travel/index.html.

Once the IEL experience has been conditionally approved:

Students complete travel registration requirements via the DU Passport system. Upon completing the required forms and registrations, students' experiences will be officially approved. **In the event of IEL experience withdrawal or cancellation:**

DU reserves the right to cancel any program; suspend a site relationship prior to a student's departure; or advise or mandate students to return from particular sites because of a concern for student's safety. This could be occasioned by a U.S. Department of State Travel Warning, International SOS information, or other information of a credible threat to the safety, health, or well-being of the student.

Please be advised that if a student voluntarily withdraws from an IEL experience, is dismissed from the program either prior to or after the experience start date, or DU cancels a program at any point, the student may be responsible for navigating refund, registration, and financial aid processes, and paying all non-recoverable costs associated with the experience.

Policy for Exemption from the Internship Requirement

If you would like to explore fulfilling your internship requirement through previous relevant professional experience, you should first consult with your degree director. After this consultation, you will submit a petition to the Associate Dean of Student Affairs in the Josef Korbel Office of Student Affairs within your first quarter of coursework. The Associate Dean of Student Affairs will communicate the petition outcome with the OCPD. While all students are highly encouraged to pursue internships to enhance their professional development, you may petition to be exempted from the internship requirement if you are:

1. Entering Korbel with substantial relevant professional work experience, typically at least 5 years.
2. Have a confirmed job offer in a sector in which you had been working prior to beginning the Josef Korbel degree.
3. Sponsored by a foreign government whose terms of study discourage internships.

Josef Korbel School of International Studies in Washington, DC Program

JKSIS began its Washington DC Internship Program in Fall 2005. With a programmatic emphasis on development, security and globalization, the DC Program focuses on the conceptual issues, policy processes, and practical dimensions of development through a combination of coursework and supervised internships. JKSIS participates in this program with the University of Pittsburgh's Graduate School of Public and International Affairs (GSPIA) and Syracuse University's Maxwell School of Citizenship and Public Affairs. For the past years, GSPIA and the Maxwell School have operated a DC program that combines professional internships with an array of graduate courses taught by adjunct faculty drawn from Washington's pool of experts in international relations and economics.

Close interaction with policy officials and experts in trade and investment, economic development, conflict resolution, transitional justice, and democratization exposes students to the rules, procedures, policies, and institutional approaches associated with processes of development and globalization. The DC Program will develop professional skills and provide numerous networking opportunities unique to being located in the nation's capital. The Director of the Office of Career and Professional Development views the program as part of JKSIS' commitment to placing students in the Washington DC area and linking current students with the broad network of alumni based in Washington.

Overview:

Each year, up to 20 students are selected to spend a semester in Washington DC. Participants typically take two academic classes to reach 8 quarter hours (each class is four credits and meets once a week in the evenings). This is in conjunction with a 20-30 hour/week internship (students may register a maximum of four hours of internship credit as well).

Students participate during the Fall Quarter each year. As the DC Program operates on a semester system, participants will be in Washington DC from August through mid-December. Students can also opt to begin the internship portion earlier (e.g., in June if they can obtain the internship then).

Eligibility and Application Process:

The DC program is open to Master's degree-seeking students at the Josef Korbel School of International Studies with an overall GPA of 3.00 or higher. Students from all degree programs within the Josef Korbel School are welcome to apply. No more than 20 students will participate in the DC program each academic year. Students that are nearing graduation but wish to participate in the DC program are encouraged to contact the Student Affairs Coordinator at the Josef Korbel School.

Applications will be accepted from November – January each year. Applicants will be asked to submit a completed online application form and current resume. Applications received after the posted deadline will not be considered. An internal review committee will review each application and all applicants will be notified of the committee's decision mid-January. Those accepted to the program will be required to pay a non-refundable processing fee of \$200.

Course Offerings

The following courses are likely to be offered in DC each fall:

- Issues in Global Finance & Financial Security
- International Economic Negotiations
- National Security and Defense Transformations
- Geopolitics of South Asia
- Global Sustainability and Public Policy
- Statecraft and Smart Power in the Digital Era

Note: course offerings are subject to change and admitted students will be notified of changes as soon as such information becomes available.

For more information, please visit:

- <http://www.du.edu/korbel/programs/masters/korbel-in-dc/index.html>
- <https://www.maxwell.syr.edu/dc/gsdp/overview/>

Contact Information:

Kendra Grimm
Student Affairs Coordinator, Office of Academic and Student Affairs
Ph: (303) 871-3608 | kendra.grimm@du.edu

Faculty Director:

Dr. Kevin Archer
Ph: (303) 871-2559 | kevin.archer@du.edu

Josef Korbel School of International Studies

Geneva Program

The Korbel in Geneva program is a study abroad opportunity for Master's degree students at the Josef Korbel School of International Studies. Each year, up to ten students will be selected to spend between five months in Geneva, Switzerland as part of an academic exchange with the Graduate Institute for International and Development Studies. Student participants arrive in Geneva in August and stay through December. During their time in Geneva, students have the opportunity to intern at a Geneva-based organization and to complete two graduate-level courses.

Overview:

The program offers a unique educational opportunity for Korbel students by combining coursework on the theory and practice of international relations with exceptional employment and internship opportunities in Geneva. Geneva is home to an array of international organizations, NGOs, diplomatic missions, and multinational firms. After completing an internship and two graduate-level courses, students will return to the Korbel School with a heightened understanding and knowledge of the world and the professional skills to put that knowledge to use.

The Korbel in Geneva program is administered in collaboration with [The Graduate Institute of International and Development Studies](#). The Graduate Institute is an institution of research and higher education dedicated to the study of world affairs, with a particular emphasis on the cross-cutting fields of international relations and development issues. The Institute has a long-standing reputation of excellence and shares strong ties with the international and non-governmental organizations in Geneva, as well as being home to a diverse and vibrant group of students and faculty from all over the world.

Eligibility and Application Process:

The Geneva program is open to Master's degree-seeking students at the Josef Korbel School of International Studies with an overall GPA of 3.00 or higher. Students from all degree programs within the Josef Korbel School are welcome to apply. No more than 10 students will participate in the Geneva program each academic year. Students that are nearing graduation but wish to participate in the Geneva program are encouraged to contact the Student Affairs Coordinator at the Josef Korbel School.

Applications will be accepted from November - January each year. Applicants will be asked to submit a completed online application form and current resume. Applications received after the posted deadline will not be considered. An internal review committee will review each application and all applicants will be notified of the committee's decision by mid-January. Those accepted to the program will be required to pay a non-refundable processing fee of \$200.

Courses, Tuition, and Financial Aid:

Student participants will enroll in two Master's-level, elective courses offered by the Master in International Affairs program at Graduate Institute during the fall semester of the program year. Each course is worth six ECTS credits and is held two hours/week over 14 weeks. Each course is considered equivalent to a four credit course offered at the Korbel School and will transfer as such. Students may also earn up to four credits through an approved internship placement with a Geneva-based organization. In total, students will be able to earn 12 credit hours toward their degree while participating in the Geneva program.

Examples of the courses that may be offered by the Graduate Institute can be found [here](#). Note that Korbel student participants will not be guaranteed enrollment in specific courses and the course offerings will not be released until May. **This arrangement means that Korbel students will commit to participating in the Geneva program without knowing which elective courses will be offered to them by the Graduate Institute.**

While in Geneva, students will be enrolled at the Graduate Institute as visiting, non-degree seeking students. This will allow students to have full access to all services and resources at the Graduate Institute. Per this arrangement, students will also be subject to the Graduate Institute student conduct policies during the duration of the program.

Tuition and fees will continue to be paid directly to the University of Denver and students will continue to be bound by the University of Denver Honor Code. Students participating in the Geneva program will continue to receive their DU financial aid package (loans, scholarships, grants). Please note that work study and research assistant funding will not transfer to the Geneva program. Students may work with the Office of Financial Aid to request a one-time increase to their loans to cover the cost of travel to Geneva but cannot request additional loan funding to cover the cost of living there. Any questions related to tuition, fees, or financial aid may be directed to [Jennifer Quinn](#), Assistant Director of Graduate Student Aid at the University of Denver.

Visas, Living Expenses, and Other Costs:

Each student is responsible for applying for a student visa a minimum three months before the start of the program. The application process and cost of the visa will vary depending on the nationality of the student. Visa requirements can be found [here](#). Note that the Graduate Institute and the Korbel School will provide each student with an invitation letter in support of the student's visa application.

Each student will be responsible for organizing and paying for his or her travel to and from Geneva. Students will also be responsible for personal costs that may be incurred as a result of participation in the program. Costs may include but are not limited to: airfare; housing in Geneva; transportation; meals; entertainment; books and supplies; and other personal expenses. Student participants are also required to possess current, valid student health insurance at their own expense. Neither the University of Denver nor the Graduate Institute will be financially responsible for any medical expenses incurred by students while participating in the program.

Living expenses in Geneva vary greatly depending on the chosen standard of living. According to the Graduate Institute, students should plan on monthly living expenses (including housing) of about CHF 1,800. Students are encouraged to begin looking for housing as soon as they know they will be participating in the program. Housing recommendations from the Graduate Institute can be found [here](#).

Internships:

A core component of the program is an internship at a Geneva-based international organization, NGO, or multinational firm. It is incumbent upon the student to research and locate opportunities and to apply and secure an internship. The Korbel Office of Career and Professional Development is available to students to provide advice, resources and professional development assistance during a student's internship search.

Students have recently interned at the World Health Organization, the Geneva Centre for the Democratic Control of Armed Forces (DCAF), and the International Committee of the Red Cross, the World Trade Organization, and the US Trade Representative's Office, among others.

For more information, please visit:

- <http://www.du.edu/korbel/programs/masters/korbel-in-geneva/index.html>

Contact Information:

Kendra Grimm
Student Affairs Coordinator, Office of Academic and Student Affairs
Ph: (303) 871-3608 | kendra.grimm@du.edu

Faculty Director:

Dr. Kevin Archer
Ph: (303) 871-2559 | kevin.archer@du.edu

Graduate Policies & Procedures

Graduate Policies and Procedures Bulletin

With a handful of exceptions in which our departmental policy is more stringent than University policy, the Josef Korbel School of International Studies is required to comply with and enforce all graduate policies and procedures established by the University of Denver.

Our graduate students are expected to become familiar with and observe all policies as outlined in the [Graduate Bulletin](#). Moreover, students are required to attend all departmental and institutional Graduate Orientation events. [Understanding your responsibilities as a student](#) and learning about the resources available to you during your time at DU, will help pave the way for a positive and successful experience in graduate school.

Honor Code & Student Conduct

The faculty and staff of the Josef Korbel School of International Studies endorse the [University of Denver Honor Code](#) and strongly support the principle that academic honesty and professional conduct are essential for study within the university. Students must adhere to the Honor Code in all ways, and understand that engaging in unprofessional/unethical conduct, or submitting work that is not one's own (e.g. plagiarism, cheating, and other forms of academic misconduct) are subject to disciplinary action, including immediate expulsion from study at the University of Denver/Josef Korbel School of International Studies.

For more information, please review the "[Professional and Academic Conduct](#)" section of the Graduate Policies and Procedures Bulletin.

JKSIS Plagiarism & Academic Conduct Policy

The Josef Korbel School of International Studies graduate handbooks state that faculty and staff endorse the University of Denver honor code, as well as the principles and standards that intellectual and academic honesty are essential for study within the university. Students are required to honor these principles and understand that to submit work which is not their own violates the spirit and purpose of the [University of Denver Honor Code](#).

Students that engage in *any form* of cheating, plagiarism, academic dishonesty, unethical or unprofessional behavior are subject to consequences, including but not limited to receiving a **failing grade** for the assignment/course and may be **termination** from JKSIS/University of Denver.

Plagiarism occurs when one submits written work borrowing the ideas and phrasing of another author without acknowledging such usage by footnotes and quotation marks. A paper written entirely, or in part, by one author and submitted under the name of another also constitutes plagiarism. Examination cheating includes the use of unauthorized aids during the testing process. Constructing artificial data for a class project, thesis or dissertation through unacceptable methods is also considered cheating.

All incoming students are required to:

1. Review the JKSSIS Plagiarism Policy (found at <http://portfolio.du.edu/issta/page/36603>), and
2. Sign and date the sheet acknowledging that they have read the policy, understand the consequences of committing plagiarism, and agree to be bound by the policy.

Responsible Conduct of Research

Authorship

Authorship is an explicit way of assigning responsibility and giving credit for intellectual work. The two are linked. Some of the most common issues involve problems with authorship – exclusion, order, and at times, inclusion. Authorship practices should be judged by how honestly they reflect actual contributions to the final product.

While different disciplines may have somewhat different practices and expectations, the following provides a rough overview of authorship best practices and some unethical practices to avoid:

- **Everyone who is listed as an author should have made a substantial, direct, intellectual contribution to the work.** For example, in the case of a research report, each person listed as an author should have contributed to the conception, design, analysis, and/or interpretation of the data.
- In order to avoid or minimize conflict, research teams should discuss authorship issues frankly and early in the course of their work together.
- Acquisition of funding, collection of data, or general supervision of the research group alone does not justify authorship.
- **Beware of unethical practices in which authorship is either granted or withheld for reasons not related directly to contribution to the work.** Examples of this may include but are not limited to: authorship by authority; gift, courtesy or honorary authorship; political authorship; and ghost authorship.
- In recent years matters of authorship, attribution, and acknowledgment have become more complex and the customs prevailing in different fields have diverged. For potential differences in your field, refer to the authorship guidelines for specific journals or professional societies.

Please see below for links to additional information and discussion tools related to Responsible Authorship and Responsible Conduct of Research in general:

- [Office of Research Integrity: Overview](#)
- [Office of Research Integrity: Quick Guide](#)
- [International Committee of Medical Journal Editors](#): A common starting point for a discussion of authorship is the International Committee of Medical Journal Editors (ICMJE) guidelines.
- [Online Ethics Center for Science and Engineering](#): Resources for Group Mentoring in Responsible Conduct of Research
- [Office of Research Integrity: Guidelines for Responsible Conduct of Research](#)

For more information, or for a more detailed presentation on the topic of Responsible Authorship, or other topics related to RCR, please feel free to contact [Mary Travis](#), Director of Research Integrity and Education in the [Office of Research and Sponsored Programs](#).

Institutional Review Board

The University of Denver is committed to protecting the rights and welfare of individuals participating as subjects in its research. The Office of Research Compliance/IRB is home to an [Institutional Review Board](#) (IRB) charged with reviewing human subjects research. The DU IRB reviews all human research protocols in accordance with federal regulations, state laws, and local and University policies. The IRB is composed of members from various disciplines within the education, social, and behavioral sciences as well as community members.

Grades, GPA and Academic Standards

The purpose of course grades is to provide an honest appraisal of a student's work; to communicate this appraisal clearly; and to enable professors to make plausible discriminations between levels of academic performance.

- **'A'** range: signifies high quality work, an outstanding performance and superior achievement. In most classroom situations, only a minority of the class would reach this level.
- **'B'** range: signifies acceptable graduate level work.
- **'C'** range: signifies minimally acceptable graduate work. Credit will be given, but no more than one-fourth of the hours accepted toward the degree may be a C grade. Students who earn more than one grade of "C" should seriously reconsider their continuation in the program.
- **'D'** or **'F'** signifies unacceptable graduate work. Credit will not be given.

For more information, please review the following University of Denver resources:

- [Grading System](#) (Office of the Registrar)
- [Academic Standards](#) (Graduate Bulletin)
- [Incomplete Grade Policy](#) (Office of the Registrar)
- [Grade Change Policy](#) (Office of the Registrar)
- [Grade Appeals](#) (Graduate Bulletin)

Graduate students must maintain a cumulative GPA of 3.0 or higher in order to be in good academic standing and remain eligible to graduate. Any student whose overall grade point average falls below a 3.0 is no longer in good academic standing and may be warned, put on probation, suspended or terminated, depending upon the grade point deficiency. Each quarter on probation, the student must contact his/her advisor to develop a plan to remedy the academic deficit.

Change of Major

Any JK SIS graduate student who wishes to change majors must submit a completed [change of major form](#) to the Office of Graduate Studies.

Note: JK SIS students that wish to change majors to/from the MA in CRES or to/from the MPP may do so using a [change of major form](#). In addition to permission from both respective degree directors, the student must also obtain permission from the Executive Director of Graduate Enrollment (in the JK SIS Office of Graduate Admission).

A student wishing to change to a major or degree outside of the current college/school, or wishing to change to a higher degree (master's level to doctoral), must submit a full application for admission, including an application fee and supplemental admissions documents, to the appropriate admissions office.

A graduate student who wishes to change to another degree program must be terminated/withdrawn from the program of original admittance and accepted into the new degree program.

Procedure for Academic Grievances & Appeals

Current and active students may appeal academic and student status related decisions and/or seek resolution of complaints or grievances through the [Academic Exceptions, Grievances and Appeals](#) process during their enrollment at the University of Denver.

Registration

The DU Office of the Registrar establishes and enforces DU [registration policies](#) and provides students with the tools necessary to navigate and execute the registration process successfully. The JK SIS Office of Academic and Student Affairs is happy to offer additional support or troubleshooting when possible.

Some helpful registration resources include:

- [Graduate Registration Policies](#) (Graduate Bulletin)
- [Building Registration Plans](#) (Office of the Registrar)
- [How to Register](#) (Office of the Registrar)
- [Registration Time Assignments](#) (Office of the Registrar)
- [Registration Errors](#) (Office of the Registrar)
- [Registration Holds](#) (Office of the Registrar)
- [Academic, Registration & Billing Calendar](#), including add/drop deadlines, (Office of the Registrar)
- [Late Registration Fees](#) (Office of the Registrar)
- [Tuition Refund](#) (Office of the Registrar)
- [Waitlists](#) (JK SIS)

Courses requiring special approval:

While registration for most courses may be completed online during open registration periods (at or after your designated registration time), there are some instances in which [special approval](#) may be required. Some examples include:

- Continuous Enrollment
- Independent Research (e.g. SRP, Thesis, Dissertation)
- Independent Study
- Internship Credit

For more information and specific details, please review the relevant sections of this handbook and/or the [Graduate Bulletin](#).

Coursework outside of JK SIS

1. Any student wishing to take *graduate level* coursework in another department or academic unit must have the permission of that department/unit. Note: the tuition and fees applicable to that unit will apply; undergraduate credit is not eligible to count toward a graduate degree.
2. With the exception of formal dual degree programs or interdisciplinary certificate programs, coursework from other departments/units must receive *explicit* approval from a student's degree director in order for the credit to apply toward degree requirements.
3. Credit from DU's University College and the Colorado Women's College is *not* eligible to be used toward degree requirements for any INTS graduate degrees.
 - a. Note: Conflict Resolution students *may* be eligible to take University College courses with the explicit approval of the CRES degree director.
4. JK SIS graduate students are limited to a maximum of 16 credits taken in other departments/units. This coursework *must be* completed at the graduate level in order to count toward degree requirements, so please consult the department/unit to confirm [course information and level](#) (i.e. not all 3xxx-level courses are considered graduate-level).

Transfer of Credit Policy

Students seeking transfer of *graduate* credit from a previous institution, should refer to [DU's Transfer of Credit Policy](#). Provided all criteria are met, students must:

1. complete and sign a [Transfer of Credit Request Form](#);
2. submit the form, along with all relevant syllabi, to the [JK SIS Associate Dean of Academic Affairs](#) for review; and
3. ensure that an *official* transcript from the institution in question is on file with the Office of Graduate Studies.

Please note that JK SIS permits a maximum of 15 quarter hour credits of transfer toward MA degrees, while a maximum of 12 quarter hour credits of transfer are permitted toward the MPP. Undergraduate credit is **not** eligible for transfer toward a graduate degree program.

If the transfer of credit request is approved by the [JK SIS Associate Dean of Academic Affairs](#) (Department Chairperson), the form will be forwarded to the Office of Graduate Studies for the next level of review and approval by the Associate Provost for Graduate Studies.

Unaffiliated Study Abroad

While not commonly pursued at the graduate level, students are *eligible* to transfer a maximum of 15 quarter credits toward degree electives from an accredited academic program conducted abroad.

Please note that participating in an unaffiliated study abroad program requires significant advance planning, institutional pre-approval via the Office of Internationalization, as well as explicit permission of the department, the degree director, and the Office of Graduate Studies.

For information regarding the Office of Internationalization's approval process and relevant deadlines, please refer to the [Unaffiliated Study Abroad Programs](#) (UPP) policy and petition process. In addition, all institutional policies including, but not limited to, the Graduate [Transfer of Credit](#) policy, will apply.

Leave of Absence/Withdrawal from the University

Students considering time away from graduate study must communicate with the University prior to taking time off from the graduate program and complete the appropriate paperwork. There are two types of withdrawals: temporary (including personal and medical leaves of absence) and permanent.

For detailed information and policies regarding withdrawing from the University, either temporarily or permanently, please see the "[Student Withdrawal from the University](#)" section of the Graduate Policies and Procedures Bulletin.

Re-admission Policy

Students that take time away from graduate study *without* following the proper withdraw procedure, in addition the students that are terminated from the program, must apply for readmission in order to official re-enter a program of study. For detailed information, please see the "[Readmission](#)" section of the Graduate Policies and Procedures Bulletin.

Note: Re-admitted students are required to attend new student orientation.

Other Potential Reasons for Taking Time Away from JKSiS

Outside of a temporary personal or medical leave of absence* from the university, there may be other reasons a student elects to spend time away from their JKSiS graduate program, including:

- **Fellowships** (e.g. Boren, Fulbright, & EMDAP), during or outside of the regular academic year, which *may* require a student to maintain active student status/graduate school enrollment;
- **Internships** conducted outside of the Denver area during the regular academic year;
- Participation in the Korbel in DC Program or the Korbel in Geneva Program;
- **Thesis-related research** required for degree completion and conducted outside of the Denver area;
- **Unaffiliated Study Abroad:** while not commonly pursued at the graduate level, students are *eligible* to transfer a maximum of 15 quarter credits toward degree electives from an accredited academic program conducted abroad. Please see the “Unaffiliated Study Abroad” section of this handbook for more details.

*Note: Please refer to the “Leave of Absence/Withdrawal from the University” section of this handbook, as well as the “[Student Withdrawal from the University](#)” section of the Graduate Policies and Procedures Bulletin for more details about a temporary leave of absence.

How to Properly Structure Time Away from Graduate Study:

The manner in which a student must structure their time away from graduate study, depends on the situation and circumstance. Options may include a leave of absence, registering for internship/research credit, and/or registering for continuous enrollment status. Please consult with the JKSiS Office of Academic and Student Affairs for additional guidance or to be directed to the appropriate support office and resources.

Important Considerations for Taking Time Away from Graduate Study:

A student that falls into one these categories must take into consideration a number of important factors* in order to plan in advance and plan appropriately.

Planning Factors & Guiding Questions	Policy & Information Resources
Timing:	
When do you intend to take time away from the program (e.g. beginning, middle, or end)?	Depending on when you intend to take time away, you will need to consider a range of possible factors as outlined below.
Progress toward degree completion:	
What is your anticipated date of graduation? Are there classes which you must complete that are only offered once a year? If so, what is your plan for completing them prior to graduation?	Visit Student Affairs Portfolio site for course schedules. Consult with your degree director for advising and planning purposes. Be aware of the Time Limit for MA Degree Completion policy.
Credit & Degree Requirements:	
What are your options for earning credit and remaining on track for degree completion? If you are taking classes at another institution, have you obtained the appropriate permissions and is the eligible for transfer?	Consult the Graduate Policies and Procedures Bulletin .
Enrollment Status and Financial Aid/Loans:	
What impact will time away have on your enrollment status? On loan repayment structure/timing? Is there a minimum	Consult the “ Enrollment Status ” section of the Graduate Policies and Procedures Bulletin, as well as

number of credits in which you need to be enrolled to remain eligible for loan disbursement? What is the grace period for loan repayment? Is loan deferment an option?	the “Graduate Student” section of the Office of Financial Aid website .
Scholarships:	
What impact will this have on your academic year scholarship(s)?	Consult with the Office of Financial Aid and the JKSSIS Director of Graduate Admission .
Student Employment/Campus Jobs:	
If you are eligible or employed in a campus/community work study position, will your employment status, job, or award amount be impacted? If you are employed in a departmental level research assistant job (not work study), will your role be impacted?	For student employment/work study information, visit the Office of Student Employment . For departmental-level research assistant positions, begin by consulting with your supervisor.
Health Insurance:	
What impact will this have on DU-affiliated health insurance coverage? Are there a minimum number of credits in which you need to be enrolled to qualify for coverage?	Visit DU Health & Counseling Center site.
International Students:	
How will this affect your immigration status? Is there a minimum number of credits in which you need to be enrolled to maintain your student visa and immigration status?	Consult with the Office of International Student and Scholar Services .
Career Development:	
How is this experience moving you toward your career goals?	Consult with the JKSSIS Graduate Office of Career and Professional Development team.

*NOTE: this information is meant to serve only as a general starting point; it is by no means a complete or comprehensive guide given that each student’s situation is unique.

Continuous Enrollment

Registration for Continuous Enrollment (CE) is limited to students who have completed all required coursework, with the exception of independent research hours (i.e. INTS 4995, INTS 4996, or INTS 5995) needed to complete a degree. CE is designed primarily for students who are working on a thesis, SRP, or doctoral dissertation.

For detailed information and policies regarding continuous enrollment, please see the [“Continuous Enrollment”](#) section of the Graduate Policies and Procedures Bulletin. Additional information with reference to continuous enrollment is available regarding [Tuition and Fees](#) and [Graduate Financial Aid](#).

Degree Completion & Graduation

Students may not receive a University of Denver degree without completing all [Master’s degree requirements](#). Students may not receive a degree with fewer than the published number of credits or with a cumulative GPA below the 3.0 minimum required for JKSSIS graduate degree programs.

Per the [graduation requirements policy](#), students are required to submit the graduation application two quarters in advance of the intended date of graduation. Failure to abide by [university deadlines](#), as well as relevant departmental deadlines, will result in graduation delays.

General Graduation Planning Information and Resources:

- [Graduation Requirements](#) (Graduate Bulletin)
- [Graduation Instructions, Dates & Deadlines, and Forms for Graduate Students](#) (Office of Graduate Studies)
- [Graduation and Oral Defense Information](#) (Office of Graduate Studies)
- [Application for Graduation](#) (Office of the Registrar)
- [Commencement Ceremonies](#) (Graduate Bulletin)
- [Diplomas](#) (Office of the Registrar)

JKSIS Specific Policies and Processes:

In order to facilitate an efficient and timely degree verification process, **all graduate degree candidates at the Josef Korbel School of International Studies are responsible for complying with the following requirements *at the time of application to graduate*:**

- Submit a final and accurate Program Statement (online via the [Student Affairs Portfolio Community](#) site), which has been approved and signed by the designated Degree Director;
- If applicable, ensure that any [course substitution approval forms](#) have been completed and submitted to the Office of Graduate Studies;
- If applicable, complete the language proficiency requirement and submit the relevant documentation to the Office of Academic and Student Affairs;
- If applicable, complete all other non-coursework requirements (e.g. internship, RPCV Practicum, etc.);
- Resolve any outstanding incompletes (I);
- Complete all coursework to date with an overall GPA of 3.0 or higher.

Students that do not comply with these requirements may not be advanced to candidacy by the Josef Korbel School of International Studies.

Final graduation certification is conducted by the Office of Graduate Studies *after* the final grades have posted for each term and will not be granted until the student has satisfied *all* degree requirements—including coursework and non-course requirements (e.g. internship/practicum, language requirement, thesis/dissertation/SRP, etc.)—and unless the student has satisfied the minimum credit hour requirement, met the minimum GPA threshold required for degree completion, and is in compliance with all other policies governing graduate degree requirements (see the [Graduate Bulletin](#) for complete details).

For complete details, including instructions and checklists, please visit the “Graduation and Commencement” tab of our Portfolio Community site at <http://portfolio.du.edu/issta/page/54365>.

Tuition & Fees

Information pertaining to University of Denver [Tuition and Fees](#) may found on the Office of the Registrar’s website.

Additional policies and resources may be found online at:

- [Tuition, Fees and Financial Aid Policies and Procedures](#) (Graduate Bulletin)
- [Tuition and Fees](#) (Office of the Bursar)

Privacy of Educational Records & Access to Information

The University of Denver is committed to the safeguarding and accurate maintenance of student records. The Family Educational Rights and Privacy Act (FERPA) of 1974 provides students with a number of rights regarding their educational records.

More information may be found on the Office of the Registrar's [website](#).

Student Resources

Summary of Campus Resources

We understand that graduate school can be intense and that students have rich and complex lives outside of the classroom. In order to maximize your time at the University of Denver and the Josef Korbel School of International Studies, we hope you will familiarize yourself with and take advantage of the many resources available to support your personal, academic, and professional well-being while on campus.

Below is brief list of helpful resources. Students with questions or concerns about connecting to appropriate resources and support services are encouraged to be in touch with the JK SIS Office of Academic and Student Affairs.

Academic and Degree Resources:

- [Anderson Academic Commons](#)
- [Center for World Languages and Cultures](#)
- [Disability Services Program](#)
- [Graduate Bulletin](#)
- [Graduate Student Resources](#)
- [Institutional Review Board](#)
- [University Libraries](#)
- [Writing Center](#)

Career and Professional Development Resources:

- [DU Career Services](#)
- [JK SIS Office of Career and Professional Development](#)

Graduate Financial Aid Resources:

- [Office of Financial Aid](#)

Health, Safety & Wellness Resources:

- [Campus Safety](#)
- [Center for Multicultural Excellence](#)
- [Health and Counseling Center](#)
 - [Center for Advocacy, Prevention and Empowerment \(CAPE\)](#)
- [Office of Equal Opportunity](#)
- [Religious & Spiritual Life](#)
- [Richie Center for Sports and Wellness](#)
- [Sexual Respect & Office of Title IX](#)

International Student Resources:

- [Disability Services Program](#)
- [English Language Center](#)
- [International Student and Scholar Services](#)
- [International Student Groups](#)

- [Writing Center](#)

Student Life Resources:

- [Campus Faith Communities](#)
- [Center for Community Engagement & Service Learning](#)
- [Center for Multicultural Excellence](#)
- [Driscoll Student Center](#)
- [DU Clubs and Organizations](#)
- [Graduate Student Government](#)
- [International Student Groups](#)
- [JK SIS-affiliated Student Groups](#)
- [Pioneer Athletics](#)
- [Religious & Spiritual Life](#)

Technology Resources:

- [Canvas](#)
- [MyWeb](#)
- [PioneerWeb](#)
- [Portfolio Communities](#)
- [University Technology Services](#)
 - [New Student Support](#)
 - [Help Desk & Support](#)
 - [Service Requests](#)

Additional Student Resources:

- [Calendars](#)
- [DU Housing & Residential Education](#)
- [DU Parking & Transportation](#)
- [Graduate Student Resources](#)
- [Office of Graduate Studies](#)
- [Ombuds Office](#)
- [Support Services and Resources](#) (Graduate Bulletin)

Student Organizations

For students wishing to get involved outside of the classroom, extracurricular opportunities abound both at the Josef Korbel School of International Studies and the University of Denver in general. To learn more, please explore the following resources:

- [DU Clubs and Organizations](#)
- [International Student Groups](#)
- [JKSIS-affiliated Student Groups](#)

Additionally, the two primary graduate student organizations relevant to JKSIS/DU include:

The Josef Korbel School of International Studies Graduate Student Association (KGSA), which represents graduate students in all policy-making activities impacting student interests, promotes social and intellectual interaction between students; facilitates communication between various cultures with respect to diversity and creativity of individuals represented at the school, enhances broader understanding of the international environment, and encourages mature discussion of student concerns. The student government Executive Council includes a President, Vice President, Secretary, Representatives of the first, second, and PhD classes, and a past President, who is an ex-officio member of the council. The PhD and MA Representatives hold voting position on the Graduate Studies Committee, which directs the academic life of JKSIS. The PhD, MA and International Student Representatives all are voting members of the Faculty Council. For more information, please visit: <https://portfolio.du.edu/jksis.gsa>

The Graduate Student Government (GSG) is the DU graduate community's representative student government body. The GSG is designed to serve and advocate for graduate interests and concerns. For more information, contact the GSAC office at 303.871.3842, or visit: <http://www.du.edu/gsg/index.html>.

Research/Project Aides

At the start of each academic term, the Office of Academic and Student Affairs will work with faculty to compile a list of eligible, paid Research/Project Aide (RPA) positions. These positions assist faculty in conducting research or other professional academic projects. Though these positions are extremely competitive, it is possible for first year student to be selected, so all are encouraged to apply as opportunities become available. You do *not* have to be work study eligible to apply for these positions.

Please note that JKSIS Research Centers & Institutes may have additional RPA positions, contingent upon external grant funds. These positions are administered directly by the Centers.

Funding to Attend Academic Conferences

Students that **present a paper** at a conference (relevant to their field of study) or conduct dissertation research can apply for funding through the JKSIS Graduate Student Association (GSA).

If there is a balance remaining after receiving conference funding from GSA, the GSA board will evaluate and forward qualified applications to the Graduate Student Advisory Council (GSAC) to be considered for its Professional Development Grant.

A common application will be used to be considered for both funding opportunities and can be accessed on the GSAC website: <http://www.du.edu/gsac/resources.html>.

Conference reimbursement funding is limited and not guaranteed to all students. Reimbursements will come in the form of reimbursement checks for documented, accrued expenses indicated through original receipts.

JKSIS Research Centers, Institutes and Clinics

The Josef Korbel School is home to a number of research centers, institutes and clinics that add depth and breadth to the school's commitment to integrating teaching, research and practical problem solving. Students gain enriching research and internship opportunities through these centers, where they work alongside and network with world-renowned scholars, practitioners and experts.

For more details, please visit the "[Faculty and Research Centers](#)" tab of the main JKSIS website.

Office of Career and Professional Development

Connecting Students with Career Opportunities

Students who begin their career development and job search efforts early in their graduate program are more successful in identifying and securing internship and employment opportunities. Employment and internship reports are available at <http://www.du.edu/korbel/careers>.

The Josef Korbel School of International Studies' (JKSIS) Office of Career and Professional Development's (OCPD) mission is to enhance career success through programming, education and networking.

We achieve this by providing:

- Career education through courses, workshops, events, and resources;
- Professional development through career coaching and opportunities to pursue practical experience;
- Opportunities for connections between students, alumni and employers through targeted and proactive marketing and relationship management.

The OCPD provides comprehensive services to JKSIS graduate students including:

Individual Career and Fellowship Coaching:

Students may schedule in-person appointments for assistance with a variety of topics including: identifying internship/practicum, career and fellowship opportunities, developing action plans, cultivating professional relationships through networking, building targeted employer lists, and reviewing application materials.

Courses, Workshops and other Career Preparation Programs:

Career Development Courses

These non-credit courses help students focus their career plans and gain the tools needed for an effective internship/practicum or job search. The courses cover: self-assessment (values, skills, MBTI), target market research and identification, and job search skills. Past course participants have commented that they gained the confidence and skills needed to launch an internship/practicum or job search.

Job Search Club

Designed for students in their final quarter and recent graduates, the Job Search Club, facilitated by staff, meets for several weeks and offers participants peer support and encouragement. Participants will be accountable for developing and carrying-out a job search strategy.

Workshops and Information Sessions

Programs are offered on a variety of topics such as networking, writing competitive fellowship applications, working a career fair, the security clearance process, conducting a federal career search, etc.

Resources:

The OCPD provides current and tailored resources, when possible on-line for 24/7 access to help JK SIS graduate students conduct successful internship/practicum and job searches in the international affairs field.

KorbelCareers.com and portfolio.du.edu/korbelcareers

JK SIS students and alumni benefit from using the one-stop Office of Career and Professional Development password-protected websites. After logging in, you will find job, internship, and fellowship listings; career resources including employer reports, a list of past internship sites, and career guides by degree and location; access to internship registration; event information and registration and more.

Please note: Matriculated students and alumni are able to access KorbelCareers.com and portfolio.du.edu/korbelcareers after attending the mandatory orientation workshop. After completing the Career Survey and uploading a resume in KorbelCareers.com, students may use all the services offered by the Office of Career and Professional Development.

Career Resources in the Office of Career and Professional Development

Sample resumes and cover letters are available as well as past internship reports, employer brochures and job search books such as working abroad directories, directories of non-profit organizations, occupational information and more.

Employer Connections:

JK SIS staff and faculty work pro-actively to establish relationships with prospective employers. As a member of the Association of Professional Schools of International Affairs (APSIA), JK SIS participates in numerous employer development and outreach events and activities throughout the year and provides opportunities for students, alumni and employers to connect. Below are some of the opportunities, sponsored by the OCPD, for students to network with alumni and other employers:

Professionals-in-Residence:

Alumni and friends of JK SIS are invited to present and discuss personal experiences in their fields. Recent presenters have represented a variety of employers including the U.S. Department of Commerce, U.S. General Accountability Office, U.S. Department of State, CIA, Oxfam America, International Rescue Committee, Catholic Relief Services, United Nations Development Program, Inter-American Development Bank, and more.

Washington D.C. Career Connections Program:

Each year, this trip to Washington D.C. provides students an overview of the D.C. job market and opportunities for career exploration and networking with key alumni and employers. More cities may be added in the future.

Recruiting Events, Career Fairs and Networking Forums:

The office coordinates many career events to connect students with employers including career fairs, employer information and recruitment sessions, panels, presentations and forums and networking receptions.

To learn more about the Office of Career and Professional Development and to view recent employment and internship statistics, please visit <http://www.du.edu/korbel/careers>.

LinkedIn

Students are invited to join the *University of Denver: Josef Korbel School of International Studies* LinkedIn Group with more than 2,000 alumni and student members and growing. This is a forum for requesting informational interviews and allows you to follow discussions on career trends.

Office of Career and Professional Development (OCPD) Terms of Use:

OCPD staff look forward to helping you achieve your career goals. In order to create a successful professional partnership with our staff and to utilize our services, we require that you adhere to the policies of the OCPD as outlined below.

1. Students are expected to represent themselves and their experiences accurately and honestly in all written and oral communications with the OCPD, prospective employers, and alumni.
2. Students are expected to act in a professional and respectful manner in all meetings, events, correspondence, trips, and networking opportunities.
3. After attending the OCPD orientation session and receiving information on KorbelCareers, it is the student's responsibility to login into KorbelCareers, complete the Career Survey and upload a current resume. These documents must be uploaded prior to scheduling an appointment with OCPD staff.
4. The OCPD staff will review resumes uploaded into KorbelCareers and will respond within 3 business days. This response will indicate whether or not the resume has been approved for resume books.
5. Approved resumes on KorbelCareers may be submitted to Resume Books. With regard to Resume Books: students are expected to only pursue opportunities in which they are truly interested and for which they meet the stated qualifications.
6. Students may schedule career coaching appointments with OCPD staff members. Students are expected to provide all available materials (i.e. resume, cover letter, position description) relevant to the appointment to the staff with whom they are meeting at least one full business day in advance of the appointment.

7. Cover letter reviews and detailed resume reviews are done through appointments and are not conducted via email.
8. The OCPD offers drop-in hours that provide students the opportunity to meet with an OCPD staff member to receive answers to quick questions without making an appointment in advance and do not require pre-submission of resumes or cover letters.
9. We kindly request a minimum of 24 hours notice when canceling an appointment, except in the case of an emergency. Failure to give 24 hours notice, repeated cancellations and/or failure to show for events or appointments may result in the loss of access to OCPD services including career coaching and access to KorbelsCareers.
10. The OCPD keeps fees to a minimum. Any fees paid to the OCPD are nonrefundable, unless otherwise stated in advance of payment.

It is the OCPD's expectation that students have read and agreed to all policy terms as stated above. If you have any questions or concerns, please contact a member of the OCPD professional staff.

Thinking About a PhD?

A number of MA students come to JKSSIS with an interest in pursuing a PhD degree, either immediately after the MA or a few years down the road. Others discover in the course of their MA studies that they are interested in PhD work. **Are there any particular things that such students should do during their MA work to better prepare them for doctoral studies? Probably not.** But there are some things to keep in mind.

First, the **JKSSIS PhD program is rather small, and the competition for entry fierce.** Given the high level of competition for entry to any PhD program in the United States, never set your heart on one school. And if and when you do apply, apply to a wide array of programs at top schools and middling schools to maximize your chances. But please note: if you do not have high GRE and GPA scores (especially at the undergraduate level) -- perhaps the most important indicators a program is looking for -- then you are likely to be disappointed.

Second, it is unlikely that a PhD program you apply to will put great importance on the courses you have studied at the MA level, but it may be worth thinking about the following. PhD study, even in APSIA schools, is much more focused on disciplines and fields -- not to the exclusion of, but in addition to, interdisciplinary perspectives and work in particular substantive areas. Therefore, you should at least **begin thinking about fields.** (Most PhD programs require two.) And you probably ought to take four or five coherently integrated courses in one field, with a bit more attention to breadth in the field than your MA degree requires.

PhD work also tends to be somewhat more theoretical in its orientation. Therefore, where you have a choice between courses, you might want to consider taking the more theoretical option. This may involve choosing different courses, different instructors (consult with the field director or the student grapevine), and elective courses that are more characteristic of a PhD program. And although whatever PhD Program you apply to will have its own system of training, you could get a head start with some of the JKSSIS MA classes that focus on epistemology and the philosophy of science and on issues directly connected to carrying out research. INTS 4010 Epistemology, INTS 4500 Social Science Methodology and INTS 4522 Philosophy of Social Science are good examples. Don't be afraid of "PhD oriented" classes or classes that PhD students tend to gravitate to. Quite the contrary; seek them out. They are likely to suit your inclinations -- and if they don't, then you may learn something important about your suitability for PhD work.

Third, use your first year at JKSSIS to **produce a good writing sample** for your PhD application. It need not be unusually long or wildly original. In fact, a good 20-30 page paper is pretty typical. (*An MA thesis, while not a bad idea, will be completed after you have applied for PhD programs, if you are going on directly.*) It should, however, be good work, as polished as you can make it, and **clearly academic** in orientation. You need to show real academic interests in your writing sample. One thing to consider is working on a paper, or parts of it, in two courses. (Make sure the instructors are aware of and approve this.) Or do a 3-credit independent study to turn a course paper into a much stronger piece of work to use for your writing sample.

And finally, **get to know at least one, and preferably two, instructors well enough that they can write good, detailed letters of recommendation for you.** And try to pick instructors who have a national and/or international reputation. After your GREs, letters are the most important thing in your application file. Finally, don't take any of this – except the recommendation about writing – too seriously. And take advantage of your two-year MA program. Explore. Specialize. Pursue your interests. Develop your talents. Try to figure out your strengths and weaknesses and where you want to go. If a PhD is really right for you, it will probably work out.