BREN SCHOOL MESM STUDENT HANDBOOK

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The purpose of this guide is to present Bren policies and procedures and other relevant information for Bren Master of Environmental Science and Management (MESM) students. It is our expectation that you will thoroughly review this information, and use this as a resource when you have questions in the future. We ask that you first try to find the answer here before emailing Bren staff for assistance so that we can use everyone’s time most effectively.

While this guide may reference some University policies, procedures, etc. applicable to all graduate students, it does not duplicate all of the information in the UCSB Graduate Student Handbook so we encourage you to review this information as well.

If you have any questions or concerns about any of the information below, please contact the Bren Student Affairs staff at gradasst@bren.ucsb.edu.

REGISTRATION & ENROLLMENT

In-depth information about enrollment may be obtained from the Registrar’s website so it is not repeated in this guide: All new Bren graduate students should thoroughly review the Registrar’s Information for New Graduate Students.

It is your responsibility to keep track of your registration pass times, to enroll in your courses accurately and on time, and to pay your fees by the deadlines posted on the UCSB Academic Calendar. Failure to meet the deadlines can result in costly late fees.

If you have questions or concerns related to registration or grades, you should email scheduling@bren.ucsb.edu. Instructors are not registration experts. Please check with staff at scheduling@bren.ucsb.edu about registration issues, especially those that are out of the ordinary.

Schedule of Classes
The official and up-to-date Bren schedule of classes is on the web. GOLD generally should reflect the current schedule but may differ and be inaccurate if the registrar has not yet processed any requested changes. If you see a mistake or problem with the Bren schedule of classes, please email scheduling@bren.ucsb.edu and report it.

Academic Calendar
Bren classes follow the Registrar’s Academic Calendar unless otherwise noted in the Bren schedule of classes. In other words, all Bren classes start on the “first day of classes” according to the Registrar’s calendar unless otherwise noted on the Bren Schedule of Classes.

Enrollment in Classes with Discussions/Labs
For classes with more than one instructional component (i.e. discussion section/lab), you will enroll in the discussion/lab and this will automatically enroll you in the lecture portion of the class as well.

Approval Codes
An approval code is required to enroll in a course with restricted registration or if you are adding a course after the first full week of the quarter. When registering, you will be...
prompted for this 4-digit code after entering the enrollment code. These codes are course-specific and can be used only once. Approval codes for Bren classes can be obtained by contacting scheduling@bren.ucsb.edu. In many cases, an approval code will be required to enroll in a non-Bren class. If you need an approval code for a non-Bren class, you should talk to the instructor of the course to find out how to obtain a code.

**Maximum Enrollments**
In rare cases, we may have to limit enrollment in a particular Bren class. However, this is unusual, and our philosophy is to try to ensure that all Bren MESM students who want to take a particular Bren class get to take the class. As such, if you try to enroll in a course and GOLD responds that the course is full, rarely does this indicate that you will not be able to enroll. If this occurs, please email scheduling@bren.ucsb.edu and report the issue. The Bren staff will try to increase the maximum enrollment allowed for the course and, if necessary, move the course to a larger facility to accommodate the higher than expected enrollment.

If you try to enroll in a discussion/lab section for a course that has multiple discussion sections and GOLD responds that the section is full then you will have to enroll in an alternative section because we must balance section sizes. The only circumstance that justifies emailing scheduling@bren.ucsb.edu about not being able to enroll in a section is if all open sections overlap with other courses that you are taking and hence the closed section is the only one that you can take. In this case, please email scheduling@bren.ucsb.edu and explain the problem, bearing in mind that the staff will verify your schedule, and you will be given an approval code to enroll in the full section.

**Number of Units**
Graduate Division requires each graduate student to be enrolled in a minimum of 12 units per quarter. However, there is no loss of privileges as long you are enrolled in at least 8 units. Since the MESM program requires a minimum total of **80 units**, a normal course load for MESM students is **12-16 units (averaging 13.5 units) per quarter**. You are strongly discouraged from taking more than 18 units. Most importantly, you should keep your unit load lower in winter quarter since you will be actively engaged in internship exploration during winter quarter of your first year and group project wrap-up and job search during winter quarter of your second year.

**Auditing a Course**
There is no official way to audit a course at UCSB. You may sit in on a class with the instructor’s approval (some do not allow it). However, the course will not show up on your transcript.

**Variable Unit Courses**
Variable unit courses do not have a set number of units that is the same every time a course is offered. Examples of Bren School variable units courses include but are not limited to:

- **ESM 293** – Advanced Special Topics in Climate and Energy
- **ESM 294** – Advanced Special Topics in Environmental Law
- **ESM 296** - Advanced Special Topics in Environmental Management
- **ESM 297** - Advanced Special Topics in Environmental Policy
- **ESM 298** – Advanced Special Topics in Eco-Entrepreneurship
- **ESM 299** - Advanced Special Topics in Environmental Science
- **ESM 430** - Workshops in Environmental Science and Management
ESM 440 – Advanced Environmental Communication

For any specific offering of a variable unit class, you must enroll in the number of units announced in the Bren School Schedule of Classes. In rare instances professors will allow students to enroll for differing numbers of units depending upon how much “work” they will do for the class (e.g. write a term paper or not).

Be careful when registering for a variable unit course that you register for the correct number of units. GOLD does not know how many units the Bren School will allow students to enroll in, so it will let you enroll in more or less than the correct number. As such, every quarter, many students end up enrolled in the wrong number of units. It is important that you use GOLD to verify your schedule before the 15th day of the quarter and again before the last day of classes to make sure that it is 100% accurate.

Please note that non-variable unit classes can never be variable unit. We point this out because once an instructor agreed to let a student take a non-variable unit class for 2 units instead of 4 units and reduced the student’s workload requirement. The student waited until the end of the quarter to change the number of units she was enrolled in and discovered that it was not possible to do this. There was no way for the student to earn credit for the course because she had only done part of the work and hence she had to drop the course and not earn credit for the partial work she did. There are two important morals to this story: 1) non-variable unit courses can only be taken for the specified number of units and 2) instructors are not experts on registration matters; double check with scheduling@bren.ucsb.edu if you have any questions about a registration issue.

ESM 595 Registration
ESM 595, Group Studies in Environmental Science and Management, is offered as ESM 595A-595Z and 595AA-595ZZ. Double letter 595 courses are restricted to Ph.D. students because their specialized research focus and assumed background knowledge generally makes them not appropriate for MESM students. Instructor approval is required to obtain an exception to this enrollment policy. These are seminar courses of limited size in which students typically read literature on a specific topic and meet once a week with the supervising faculty member to discuss the material. The courses have different letter designation depending on the general areas of focus. For example, ESM 595F focuses on pollution prevention. Specific 595’s offered in a given quarter will be listed on the Bren School schedule of classes. ESM 595 can be taken only for an S/U grading option. ESM 595 is a variable unit course depending on the workload determined by the faculty member, but they are almost always offered for 2 units. See the course schedule on the web site for the exact unit load for a particular ESM 595 course.

ESM 596
ESM 596, Directed Readings and Research, is an independent study course under the supervision of a Bren School faculty member (a faculty member from another department cannot supervise an ESM 596 course). Registration in ESM 596 requires an ESM 596 Petition approved and signed by the faculty member who has agreed to oversee your independent study. The petition is then submitted to the Bren Assistant Dean for approval preferably before the start of the quarter. No petitions will be accepted after the 3rd week of the quarter. You will not receive credit towards your MESM degree for any ESM 596 course completed without a petition. MESM students may only apply a maximum of 4 units in ESM 596 towards their MESM degree. Exceptions to this rule can only be granted by the MESM Program Committee, although there is little precedent for this.
Instructor Codes
Registration in ESM 596 requires an instructor code that can be found on the Bren School website, the UCSB Schedule of Classes, or on GOLD. ESM 596 is a variable unit course and may be taken for a letter grade or S/U. You must discuss the registration options (number of units and grading option) with your sponsoring faculty member; indicate the options chosen on your ESM 596 petition, and register appropriately.

Schedule Adjustments
You may drop a class using GOLD up until the last day of classes. You may not drop a class after this date without getting special approval for a retroactive drop from the Graduate Division Dean.

You may add a class up until the last day of classes. However, you can only add a class using GOLD up through the 15th day of classes. After the first week of classes, an approval code is required to add a class using GOLD. You CANNOT add a course after the 15th day of classes using GOLD. Rather, you must use a schedule adjustment form (discussed below).

Please note, however, that you SHOULD NOT normally be adding classes after the 3rd week of the quarter. All course additions should be completed by the end of the 3rd week because enrollment counts are frozen at this time and your addition after this date will not be reflected in Bren’s enrollment statistics which is potentially detrimental to the School and the University.

Schedule Adjustment Form
After the 15th day of classes (approximately the 3rd week of the quarter), any additions to your schedule can be made only by completing a Schedule Adjustment Form (SAF). You must obtain the signatures of the instructor and the Bren School Assistant Dean. If you cannot obtain the signature of the instructor, please note this on your form and the Assistant Dean will sign on his/her behalf. You can download the form here or pick up a hard copy from the Bren Academic Programs or Student Affairs staff, in the student mailroom, or at the Registrar’s Office. Submit the form, complete with signatures from the instructor and Bren Assistant Dean for Academic Programs, to the Office of the Registrar. It is very important that you finalize your registration and complete any adjustments before the end of the 3rd week of the quarter to avoid having to complete a Schedule Adjustment form. If the adjustment is retroactive (made after the quarter is over), you’ll need to take the form to Graduate Division first to get the signature of the Graduate Division Dean.

Verifying Your Schedule
Every quarter, you should verify your schedule on GOLD at the beginning of the third week of classes to make sure it is correct. It is common for students to make scheduling errors (i.e. registering for the wrong class, forgetting to add or drop a class, signing up for the wrong number of units, etc.) that can result in failing grades on grade reports. It is absolutely essential that you check your schedule EACH quarter before the 15th day of classes and again the week before the last day of classes. No changes are allowed after the last day of classes and additions after the 15th day of classes are a hassle since a Schedule Adjustment form must be used and submitted in person to the Registrar.

#1 Registration FAQ
Why won’t GOLD let me register for ESM XXX?
Are you trying to register before the end of the first week of classes?
**ANSWER:** The class is probably full; please email scheduling@bren.ucsb.edu so that the maximum enrollment can be increased and class moved to a bigger room if necessary. However, if it is a discussion or lab section that is full, you need to enroll in a different section unless this is the only one you can take because of conflicts with your other classes. In the latter case, email scheduling@bren.ucsb.edu to obtain an approval code for the section you must enroll in.

Are you trying to register *after the first week but before the 15th day of instruction*? 
**ANSWER:** You cannot enroll after the first week unless you obtain an approval code by emailing scheduling@bren.ucsb.edu.

Are you trying to register *after the 15th day of instruction*? 
**ANSWER:** Please try to add all classes before the 15th day of instruction. Otherwise you do not count in enrollment statistics. The only way to add a class after the 15th day of instruction is to use a Schedule Adjustment Form (see above).

**COURSE INFORMATION**

**Course Descriptions**
Bren School (ESM) course descriptions may be found on the Bren website under Academic Programs/Courses.

Descriptions of courses offered by other departments at UCSB may be found in the University Catalog. You are strongly encouraged to explore offerings in other departments and to take courses in other departments that will help you build depth in your area of specialization.

**Course Numbering**
Graduate-level courses at UCSB are numbered 200-599. Upper-division undergraduate courses are numbered 100-199.

Lower-division courses, anything numbered < 100, can NEVER count towards satisfying graduate degree requirements. However, with approval, up to 8 units of upper-division undergraduate course work can count toward degree requirements.

**Course Scheduling Considerations**
Construction of the Schedule of Classes is extremely challenging. We have no choice but to overlap some classes. We choose those classes that are less likely to be of interest to the same students. Please bear in mind that we spend a tremendous amount of time trying to create the optimal overall schedule taking into account many factors. Unfortunately, while it may be optimal overall, it may not be optimal for every single person. It is extremely rare that we are able to make changes to the schedule once it is set. On the other hand, we set the schedule without knowing who will actually be taking the courses. It may be possible to work with the instructor to schedule an alternative time if the class is relatively small and all of the students are agreeable to a new time. This should be pursued directly with the instructor, not with the scheduling staff.

Generally, we try to avoid scheduling regular classes on Fridays. However, classes with non-regular schedules, labs, field trips, workshops, and discussion sections may be scheduled on Friday. There also are extracurricular and special curricular opportunities on Fridays.
Through creative and unusual scheduling we are able to bring you valuable opportunities throughout the year. This means that there may be some weekend and evening sessions if this is the only way that we can bring you a good educational opportunity. As a graduate student, a few weekend days, now and then, will be dedicated to pursuing Bren-sponsored opportunities.

We offer some courses that are taught in intensive format, which means that they are compressed into a week or two, meeting every day or every other day. It is imperative that you come to these classes prepared, having read all of the material in advance of each session, including the first one.

One core course, ESM 207: Environmental Law and Policy, is offered in an intensive format since it is taught by an award-winning teacher from the Duke Law School. The course typically has two intensive sessions (nine total class meetings) set a few weeks apart. Please note that some of these class sessions are held over the weekend on Saturday and Sunday. For this class, students are required to be in attendance for all sessions and hence you must make sure to block these dates well in advance. Specific dates for the course are announced in fall or early winter.

**Bren School Special Time Slot**
**Monday–Thursday 11:30-12:30 is RESERVED** for Bren School colloquia, workshops, career talks, and other extracurricular opportunities. Classes are not scheduled during this time (except make-up and intensive classes now and then). Students should NOT schedule meetings and other activities during this time since they will want to participate in many of these activities (and are expected to participate in at least some of them). If, in a given week, no event is scheduled during one of these slots then it is fine to schedule another activity. But, regular, standing meetings and activities should NOT be scheduled during this time.

**Bren School Curriculum Plan**
As soon as a Bren School curriculum plan for the year is available it is posted on the website under Academic Programs/Class Schedule. While this is generally fairly firm, we cannot provide a 100% guarantee that there will not be changes. Most changes are in the form of additions of classes. However, a class may be removed if unexpected personnel shortages arise or if there is not adequate enrollment in the course.

While it is common for Bren courses to be offered the same quarter from one year to the next, this is not guaranteed. Sometimes it is necessary to make changes to accommodate faculty sabbaticals and to ensure that there is an adequate distribution of courses throughout the year as new courses are added when new faculty are hired (or removed when faculty leave). An annual history of course offerings is available on the web under Academic Programs/Class Schedule.

**Books**
Student surveys revealed that almost all students prefer to purchase their books online. As such, we no longer encourage or require instructors to submit orders for books through the University bookstore and only a few still do. Most expect you to obtain your materials through online sources. As the scheduling staff receives book information from instructors, they add it to the **Textbook List** posted on the web under the Bren Schedule of classes.

The Bren School has made a commitment to students to place two copies of each required **core course** text in the Bren Reading Room (BH 3312). The Bren School does not purchase
copies of books for elective classes. If copies are donated by faculty, students or the publisher, we will put them in the room for student use.

**Syllabi and Course Materials**
Course syllabi, posted reading materials, assignments, etc. can be accessed on each course's individual GauchoSpace page, which can be found by logging in on the [GauchoSpace homepage](#). Faculty members will set up a GauchoSpace page for the course(s) they are instructing and students will be able to view the pages for courses in which they are enrolled. We also post the most up-to-date description and syllabus for each course on the Bren website.

**Course Evaluations**
Course evaluations are conducted on the 2nd to the last or the last day that a class meets. Instructors are not allowed to see evaluations until grades are assigned. Bren staff type all written comments before they are distributed to instructors to ensure student anonymity. We strongly encourage students to provide thorough feedback. Evaluations are reviewed by both the instructor and the administration and are given careful consideration. Course evaluations also are considered during faculty merit reviews.

Over the last couple of years, students have suggested that we conduct course evaluations electronically through a mechanism like Survey Monkey. Since course evaluations are not just a Bren School activity but a University activity, we must abide by the policies and procedures set by the University as a whole which currently require us to conduct hard copy evaluations in class. We have conducted some experiments that suggest that response rates are much lower when evaluations are not conducted in class. We would be reluctant to pursue a process that compromised response rates.

**PETITIONS**

**Bren School Petition**
A Bren School Petition form must be submitted to the Bren School Assistant Dean for Academic Programs any time you request an exception to a Bren School policy or procedure. Examples of requests include course substitution or waiver of a core course. The Bren School petition form can be found on the Bren School web site on [this page](#).

**Graduate Student Petition**
Requests involving exceptions to University policy and procedure (Graduate Division or Registrar policies) require a [Graduate Student Petition](#). Examples of requests include change of student status, leave of absence, adding/removing a degree objective, transferring units, or adding another UCSB degree program.

Graduate Student Petition forms also are available at the reception desk in Graduate Division (Cheadle Hall 3117) and in the Bren Student Services office (Bren Hall 2510). The petition should be submitted to the Student Affairs Manager for appropriate signature. The signed petition will be returned to your mailbox. You must take it to the Billing Office (SAASB 1212), pay the $20 processing fee, and submit the form to the appropriate office.

**GRADES**
Letter grades assigned at UCSB are A, B, C, D, and F, all with plus/minus (i.e. A+, A, A-). Non-letter grades are S (satisfactory), U (unsatisfactory), P (passed), NP (not passed), I (incomplete), and IP (in progress).

**S/U and P/NP Grades**

Non-letter grades are S (satisfactory) or U (unsatisfactory) for graduate level courses or P (passed), NP (not passed) for undergraduate courses. Bear in mind that if you take a graduate level class for S/U, any grade less than a “B” will be recorded as U (even a “B-“) so there is not much value in taking a graduate level course S/U. Students who register for an undergraduate level class with P/NP grading option, receive a P for **C or better work** and a NP for **less than C work**.

Instructors enter letter grades in eGrades (the University’s grade reporting system) because they do not know students’ grading options. The registrar automatically converts letter grades entered into eGrades into S/U or P/NP for students enrolled for a non-grade option. Students may change their grading option until the last day of the quarter. No letter grade can be changed to S/U or P/NP if the student has registered for the letter grade option (and vice versa) after this date.

**Core Course Grades**

University policy requires that students earn a grade of **B or better in all core courses**. If you receive a B- or lower in a core course, you will have to repeat the course the following year. There are no exceptions to this requirement. There are no other courses that can substitute for the core requirements.

**Elective Course Grades**

The lowest letter grade the University will allow a graduate student in an elective course is a C, so any grade below a C is considered failing and will not count towards your degree requirements.

The Bren School allows MESM students to take up to 8 units of their 36 required elective units as S/U (graduate courses) or P/NP (undergraduate courses) rather than for a grade if they choose. It is **NOT recommended** that you take key courses for your specialization S/U. Any units taken above and beyond the 80 units required to earn a MESM do not have to be taken for a letter grade.

**Incomplete Grades**

An Incomplete (I) grade may be placed on a student’s record **only if**:

- There is a *compelling* reason for the incomplete coursework (i.e. family or medical emergency); **and**
- A petition for an Incomplete grade (available from Bren Student Services or the Registrar’s Office) is completed and signed by the course instructor; **and**
- The petition for an Incomplete grade is on file in the Registrar’s Office by the last day of classes. **In the absence of a petition, a grade of F, NP, or U will be recorded.**

If the coursework is not completed by the end of the following quarter, the I grade will turn into an F, NP, or U. With instructor approval, an I grade can be extended for one more quarter by submitting an **Incomplete Extension Petition** (available from Bren Student Services or the Registrar’s Office) to the Registrar before the end of quarter.
In Progress Grades
In Progress (IP) grading is used for a series course where a letter grade is assigned only at the end of the last course in the series, as if the whole series were one long course. When the student completes the last course in the sequence a letter grade is assigned, which replaces the IP grades for the earlier quarters, and gives the same letter grade to each course in the series. An example of a Bren School course that uses this grading option is the Group Project courses (ESM 401B & C) and Eco-E Project courses (ESM 402B & C). The IP grade is assigned to ESM 401B or ESM 402B. When the student completes ESM 401C or ESM 402C, a letter grade is assigned which replaces the IP grade for the other quarter, giving the same letter grade to both of the courses. [Note: a separate grade is earned for 401A or 402A].

Any student who leaves the program without completing all required quarters of an IP series has not fulfilled the requirements for the course, and the IP grade will turn into an F at the end of the series. If, for some reason, it becomes necessary to leave the MESM program, students should drop all series courses that were not completed to avoid having an F grades on their transcripts.

No Grade (NG) & No Record (NR)
No Grade (NG) is a grade given by the registrar when an instructor has not submitted a grade for a student and there is no Incomplete Petition on file (or the instructor submits an “I” and there is not an Incomplete Petition on file). Usually this is because the student did not complete the requirements for the course. Certainly under these circumstances, the instructor can (and, perhaps, should) submit a failing grade. However, under some circumstances (e.g. a family emergency on the day of the final), an instructor will not report a grade and will submit a Grade Change Report once the course requirements are completed.

Students should contact their instructor and the Bren staff at scheduling@bren.ucsb.edu immediately if they receive an NG and think it is a clerical error. An NG will turn into an F at the end of the subsequent quarter unless the instructor submits a Grade Change to the Registrar before the end of the subsequent quarter. Once an NG turns into an F it cannot be changed. If you have an NG on your record because you failed to complete the requirements of the course for some reason, you should make sure that you complete them by the end of the subsequent quarter or you will have a failing grade on your transcript forever.

Please note that, if possible, it is much better to address emergency situations by filing an Incomplete Form.

No Record (NR) is a grade given by the registrar when the instructor has not submitted the course grades to the Registrar by the grade reporting deadline. This usually occurs when the instructor needs more time to grade final exams or assignments. As soon as the instructor reports the grades, NR will be replaced by the grade submitted. If there is some question about the receipt of NR, students should contact the instructor or the Bren staff at scheduling@bren.ucsb.edu. However, there is no need to worry about a NR grade unless a few weeks have lapsed since the end of the quarter and NR is still on the record.

Students are allowed to carry NG and NR only for one quarter beyond when the course was originally undertaken before the NG or NR automatically reverts to a failing grade (F). This brings the grade notations of NG and NR in line with the policy governing Incomplete grades, except students are not able to petition for extensions of NG and NR as can be done
If you have 12 or more units of unfinished coursework, you will receive an advisory letter
from the Graduate Division and be placed on Academic Probation. Excessive units of
unfinished coursework will block appointment to an academic apprenticeship (TA or GSR).

**MESM DEGREE REQUIREMENTS**

**Number of Units**
Each student in the MESM program is required to complete a minimum of 80 units as a
partial requirement for the MESM degree. The units include core courses (32 units), group
project OR Eco-E project courses (12 units), and an approved set of elective courses
(minimum of 36 units).

**Transferring Credit**
Credit for upper-division and graduate courses may be transferred to UCSB under certain
circumstances. Most importantly, you can only transfer credit that you earned as a graduate
student enrolled in a degree program for which you never earned the degree. In other
words, if you started graduate school somewhere else but left before finishing, you might be
able to transfer some unit credit. Students must complete one quarter of enrollment at
UCSB before they can petition Graduate Division (using a Graduate Student Petition) to
transfer any units. **Courses applicable to the MESM degree and your particular
specialization are the only courses that will be considered for unit transfer.**

Students may only count courses taken through Extension toward their degree
requirements if they took the courses AFTER they applied to the Bren MESM Program.
Students cannot transfer unit credit for courses that they took before applying. If you took a
Bren core course through Extension prior to applying to the program, the units for the
course cannot count toward the minimum degree requirements. You will not have to take
the course again but will have to make up those units by taking another course.

For specific requirements and regulations concerning transferring credit, please see the
Graduate Division's [Graduate Handbook](#).

**Core Courses**
Core courses are those that all MESM students are required to take:

- ESM 201: Ecology of Managed Ecosystems (4 units)
- ESM 202: Environmental Biogeochemistry (4 units)
- ESM 203: Earth System Science (4 units)
- ESM 204: Economics of Environmental Management (4 units)
- ESM 206A&B: Statistics & Data Analysis (2 units each)
- ESM 207: Environmental Law & Policy (4 units)
- ESM 210: Business and the Environment (4 units)
- ESM 241: Environmental Politics and Policy (2 units)
- ESM 251: Introduction to Environmental Policy Analysis (2 units)
- ESM 401A,B,&C: Group Project (4 units each) **OR**
  - ESM 402A, B, & C: Eco-E Project (4 units each)

As noted earlier, a grade of **B or better must be earned in all core courses**. This is a
Graduate Division requirement; we are NOT able to grant exceptions to this rule. In
addition, there are no classes that can substitute for these requirements. If you earn less than a B in a core class you will have to re-take the course (the following year since they are only offered once per year) and improve your grade before you will be eligible for graduation.

If you defer a core course (discussed below) to your second year, and you do not earn a grade of B or better then you will not be able to graduate with your class. Rather, you will have to return to Bren in your third year (and pay another quarter of fees) to re-take the class. The good news is that non-passing grades in core courses are uncommon. To be on the safe side, though, if you anticipate that you may struggle with the material in a core course (perhaps because you have a weak background in that area) then we recommend that you take it your first year just in case you need to re-take it in your second year.

**Waiving a Core Course**

Waivers for a core course (i.e. you don’t have to take the course) are granted when, from prior experience, you already have a SUBSTANTIAL portion of the knowledge & skills that the core course provides. Since the Bren curriculum is quite unique, waivers are not often approved. Moreover, just because you took a number of classes in a certain area when you were an undergraduate, does not guarantee that you have the knowledge and skills that a Bren core class in that general area provides. For example, ESM 201: Ecology of Managed Ecosystems is not just a basic ecology class, so even though a student may have a strong background in ecology, s/he may not be approved to waive the course.

However, we want to ensure that you get the most out of your educational experience and do not want you spending time taking a course if you already possess most of the knowledge and skills. We strongly encourage you to pursue a waiver if, after reviewing the syllabus and course web page, it appears that a waiver may be appropriate for you.

Different instructors use different methods for evaluation. They will explain their method of evaluation. If you think you are eligible for a waiver, YOU need to make arrangements with the instructor of the course to evaluate you. Please understand that it is your responsibility to make these arrangements.

Please note that since ESM 207: Environmental Law and Policy is taught by a visiting faculty member, petitions to waive 207 should be submitted to the Assistant Dean for Academic Programs for review since this is not part of the instructor's responsibilities.

**All waivers for core courses must be approved by the end of spring quarter of the 1st year in the MESM program.** We will not consider waivers after this time.

If the instructor of the core course approves you for a waiver, you will have him/her sign a standard Bren School petition and then you will submit it to the Student Affairs office. Ideally, this will be completed at least two weeks before the start of the quarter that the course is offered. If you have not received approval to waive a course before pre-enrollment, you should enroll in the course and then make alterations to your schedule later if the petition is approved. If your petition is approved, you do not earn the units for that course. The units must be substituted with an elective course(s) to meet the 80-unit minimum.

If a waiver is not approved, you will be required to take the course. Students have the right to appeal the decision to the MESM Program Committee. In this case, you would prepare a memo outlining your prior educational/experience that supports a waiver, and why you feel
that the professor’s evaluation was not fair or accurate and submit this and any supporting documents (e.g. descriptions/syllabi for prior coursework) to the Assistant Dean for Academic Programs who will facilitate a review by the MESM Program Committee. Please anticipate that an appeal review usually takes at least three weeks.

**Deferring a Core Course**

Students should try to complete their core classes in the first year. However, under some circumstances it may be appropriate to defer one or two core courses until the second year of study. This may be necessary to reduce course load to accommodate work or personal demands or to allow enrollment in a foundation building class (e.g. English as a Second Language). In addition, since some elective courses are only offered on a biennial basis, it may be necessary for students to defer a core course so that they can take an important biennial elective for their specialization or group project or to participate in the Eco-E focus.

Students can only defer core courses that are not prerequisites for elective courses for their specialization. In other words, a student specializing in Conservation Planning should NOT defer 201 since this is a prerequisite for many of the Conservation Planning electives and this would make it difficult for the student to complete an adequate program of study. A list of courses and prerequisites can be found [here](#), on the Bren website under Academic Programs/Class Schedule.

The following courses **may not** be deferred (except under unusual circumstances): ESM 251: Introduction to Policy Analysis, 206A&B: Statistics and Data Analysis, ESM 401A, and ESM 402A.

**Specializations**

Students develop depth in one of seven specialization areas. These areas reflect the strengths of the Bren School and the University.

*Coastal Marine Resources Management (CMRM)*  
*Conservation Planning (CP)*  
*Corporate Environmental Management (CEM)*  
*Economics and Politics of the Environment (EPE)*  
*Energy and Climate (EC)*  
*Pollution Prevention & Remediation (PPR)*  
*Water Resources Management (WRM)*

Specializations are NOT formal academic entities. Your specialization will not be identified on your diploma.

Each area of specialization has a faculty advisor or co-advisors. Though you may consult any of the Bren faculty regarding your elective courses, the specialization advisor must sign off on your specialization courses or Program of Study (POS). Please review the Program of Study section of this handbook for detailed information about developing a program of study. The Bren School web site under Internal Services/Committees & Organizations has a current list of faculty advisors for each specialization.

For each specialization, there is a specialization description on the Bren website under Academic Programs/Master’s that describes the recommended curriculum, the training objectives and the career opportunities. Also each fall quarter, there is an information meeting led by the faculty leader(s) for each specialization.
In order to try and select Group Projects that reflect students' interests, 1st year MESM students must declare a tentative, intended specialization by the end of the 2nd week of winter quarter. This is an informal statement of intent that will not preclude you from changing specializations further down the line, but will only be used to gauge the interests of the MESM class in order to assist the Group Project Committee in the proposal selection process.

You must choose a specialization by the middle of winter quarter of your 1st year. Bear in mind, however, that there are no rigid boundaries between these specializations. Many courses are appropriate for a number of specializations, and it is generally possible to switch specializations as long as you are not too far along in your 2nd year of study.

Although not the norm, and not necessarily encouraged since you want to make sure you build adequate depth in an area, it is possible for students to double specialize. This is discussed further in the program of study section.

**Specialization Listservs**

There are specialization listservs to which students may self-subscribe. These listservs allow faculty leaders a more convenient way to contact students within each specialization to keep them informed of different events, such as field trips or special course offerings, or to pass on information relevant to that particular specialization. Students who have not yet chosen a specialization or have blended 2 different specializations should feel free to subscribe to more than one list.

The link and instructions to subscribe to any list is below:

https://ic.ucsb.edu/mailing_lists/bren/

1) If you don't already know your Bren / ICESS Mailing Lists account password:
   - Click "First Login?"
   - Type in your email address
   - Click "Send me my password"
   - Check your email for the password you need to log into the Mailing Lists web page
2) Login to the Mailing Lists web page
3) Click 'list of lists' tab at the top of the page
4) Click on the specialization list(s) you wish to be subscribed to
5) In the right hand column there will be a link called "Subscribe"; click on it to subscribe
6) NOTE: You will need to repeat the above process if you wish to be unsubscribed from the list

If you have any questions feel free to contact request@bren.ucsb.edu

**Eco-Entrepreneurship Focus (Eco-E)**

Any one of the seven specializations can be enhanced by adding a special focus in Eco-Entrepreneurship (Eco-E), a joint initiative between the Bren School and the Technology Management Program (TMP) of the College of Engineering. Eco-E students pursue additional coursework and activities that provide them with skills and support to launch new ventures, products, and technologies that address society's environmental and resource problems. To add an Eco-E focus students must take the required classes and participate in the required activities described on the Eco-E information page.
Pursuit of the Eco-E focus cannot be at the expense of a solid Program of Study (POS) for the specialization (POS discussed further down). Some of the required classes for Eco-E serve as acceptable electives for the CEM specialization (and potentially other specializations) and hence CEM students may include these electives in their POS and may not need to take more than the minimum required 80 units to complete a satisfactory POS for their specialization as well as the required courses for Eco-E. This may or may not be true for other specializations. For other specializations, the specialization leader may not approve inclusion of all of the Eco-E courses in the POS for your specialization if they do not map well to the goals and objectives of the specialization and will not enable you build depth of knowledge and skills relevant to your specialization.

At the bottom of the POS form is a special section for students pursuing the Eco-E focus. Students should list the courses that they have completed to satisfy the requirements of the Eco-E focus. Those Eco-E courses, if any, that the specialization advisor has approved for inclusion in your specialization POS should ALSO be included in one of the POS sections above (i.e. they double count – not the number of units, but the classes count toward both).

**Eco-E Focus Coursework**
The Eco-E focus consists of a 10-unit series of primary Eco-E courses at the Bren School and at least 4 units of Eco-E electives at the Bren School and TMP. Bren students pursuing the Eco-Entrepreneurship focus must take the following courses:

- ESM 256A: Introduction to Entrepreneurship and New Venture Creation (2 units)
- ESM 256B: New Venture Opportunity Analysis (4 units)
- ESM 402A: New Venture Formation (2 units)

Students must take at least 4 units of Eco-E electives to supplement the primary coursework for the Eco-E focus. Eco-E electives include:

- ESM 230: Strategic Planning for Non-Profit Ventures (4 units)
- ESM 269: Survey Research Design and Evaluation (2 units)
- ESM 285: Environmental Markets (4 units)
- ENGR 240: Business Strategy and Leadership Skills* (4 units)
- ENGR 241: Managing for Innovation* (4 units)
- ENGR 244: Entrepreneurial Marketing* (2 units)
- ENGR 246: New Venture Finance* (2 units)
- ENGR 250: Managing Operations (2 units)
- ENGR 251: Patents and Intellectual Property (2 units)
- ENGR 252: Business Planning for New Ventures (4 units)
- ENGR 255: New Product Development* (4 units)

*Also a course requirement for the Graduate Program in Management Practice (GPMP) certificate offered by the TMP (more information on GPMP below).

If you are considering pursuit of the Eco-E Focus, please review the recommended schedule for Eco-E students.

**GPMP Certificate**
Several electives for the Eco-E focus (those marked with asterisks above) also are part of the curriculum for the Graduate Program in Management Practice (GPMP), a UC-recognized certificate offered by the TMP. Eco-E students at the Bren School may take a few additional
classes to earn the GPMP certificate. The GPMP requires 16 units of coursework and also requires that students practice the concepts they have learned by participating in either an internship (160 hours in a management role) or the New Venture Competition. To earn the certificate you also must fill out a Graduate Student Petition to officially add GPMP as an additional degree objective. You will need to obtain required signatures. You should do this in your 2nd year at least one quarter in advance of graduation.

**Group Projects & Eco-Entrepreneurship (Eco-E) Projects**
The Group Projects and the Eco-E Projects are the Bren School’s equivalent of a master’s thesis. All MESM students are required to complete EITHER a Group Project and the associated courses ESM 401A, B, and C, OR an Eco-E Project and the associated courses ESM 402A, B, and C. There are no exceptions.

**Group Projects**
Primary contacts for matters related to Group Projects are:
- Amy Burgard, Staff, Academic Programs Coordinator (aburgard@bren.ucsb.edu)
- Tom Dunne, Professor, Chair of the Group Project Proposal Selection Committee (tdunne@bren.ucsb.edu)

Associated courses: ESM 401A, B, and C

Although Group Projects do not officially begin until spring quarter of the 1st year, there is substantial activity that precedes this. In the middle of fall quarter there is a Group Project Information Session which is announced via email. The Group Project Information Session focuses on student preparation of Group Project proposals and student questions and concerns.

The Bren School solicits Group Project proposals in fall every year. We welcome proposals from any person, agency, or firm that has a good idea. For information on submitting a Group Project proposal, please see the Group Project RFP. To view examples of last year’s successful proposals, please see our current Group Projects webpage. The deadline for submitting a Group Project proposal for the 2013-2014 academic year is 5:00 p.m. on Friday, January 25, 2012. Proposals or questions about submitting a proposal should be directed to Amy Burgard (Staff Group Project Coordinator) and Satie Airame (Assistant Dean for Academic Programs) at projects@bren.ucsb.edu.

MESM student submission of a Group Project proposal is entirely OPTIONAL. There are a number of reasons why you might want to propose A Group Project, including: 1) you want to work on a project in specific area; 2) you have a research question that you want to work on and that fits the criteria for a Bren Group Project; 3) you want to work with a particular firm or agency; 4) you want to gain experience in proposal writing; 5) you want to have greater control over your group project destiny.

Up to two student proposers of accepted projects are guaranteed spots on the project if they want it. Please note that if more than two students work on a proposal for an accepted project only two of them (identified by the group or, if necessary, randomly by the group project committee) are guaranteed assignment on that project.

Project selection is a competitive process (just like the real world), whereby a committee of faculty and students select the “best” projects. If you prepare and submit a proposal, your project is not guaranteed to be picked. In fact, since there are usually at least twice as
many proposals submitted than projects pursued, the odds can be less than 50%. This is the reality of proposal writing and submission.

The primary factors in proposal selection are the quality of the proposal, its alignment with Bren educational objectives, and the value of the educational opportunity that it presents. While student-initiated proposals are valued, the best proposals (regardless of the affiliation of the author or co-authors) are selected by the Group Project Proposal Selection Committee. External constituents do not have a higher chance of getting their proposal selected.

In fall quarter, three 1st year MESM students are elected by their peers to serve with faculty and staff on the Group Project Proposal Selection Committee. The committee evaluates and selects proposals in February. Members of the Group Project Proposal Selection Committee that have submitted proposals MUST recuse themselves from evaluation and voting on their proposed project. Students who are on the committee do not have a greater likelihood of getting their project selected.

Once the committee has completed the selection process, accepted proposals are made available and the students on the Group Project Proposal Selection Committee conduct a project overview session for their peers about the selected projects. Project assignments are made near the end of winter quarter. This is done with as little bias as possible using an optimization routine. For this, students are given 100 points to allocate across projects. The optimization routine determines the optimal overall groupings based on students’ revealed preferences determined by their point allocation. We almost can guarantee that NOT every student will get his/her first choice since this has never happened before. However, there is enough diversity of interest in the student population that almost every student gets his/her first or second choice and, typically, only a few students get their third choice. Please be prepared for this outcome. Students are assigned to group projects in the way that is as fair as possible. It is important to remember that the Group Project process is probably more important than the actual project and, hence, what project you work on is really secondary. Moreover, this process again reflects the real world. As a professional you will have to work on a range of different projects, and, in most cases, you will not get to choose what you work on and will need to do a great job on all of them even those that are less exciting to you.

The following is a brief overview of the group project timeline and deliverables:

- **Fall Quarter, 1st year:**
  - Election of representatives for Group Project Proposal Selection Committee
  - Group Project Proposal kick-off meeting

- **Winter Quarter, 1st year:**
  - Group Project proposals due at the end of January
  - Group Project Proposal Selection Committee reviews and selects projects
  - 1st year students should consider attending Group Project Defenses given by 2nd year MESM students in mid winter

- **Spring Quarter, 1st year:**
  - Enroll in ESM 401A
  - Group Project Kickoff meeting at the beginning of spring quarter
  - Write full Group Project proposal and work plan
  - Hold a proposal review meeting with faculty advisor and external review committee
• Fall Quarter, 2\textsuperscript{nd} year:
  o Enroll in ESM 401B
  o Continue to work on data analysis, product development and writing
  o Hold a progress review meeting with faculty advisor and external advisory committee in fall quarter

• Winter Quarter, 2\textsuperscript{nd} year:
  o Enroll in ESM 401C
  o Prepare draft final paper for review by faculty advisor
  o Present Group Project defense in mid winter
  o Revise final report to address questions and criticisms communicated during defense
  o Final report, brief, and poster due at the end of winter quarter
  o Grades for ESM 401B and C are assigned after winter quarter (therefore groups MUST be done)

• Spring Quarter, 2\textsuperscript{nd} year:
  o Group Project public presentations (oral presentation and poster session) during the 2\textsuperscript{nd} week of spring quarter

The timeline for the Group Projects is strictly enforced, and students are expected to meet all deadlines.

All students should carefully review the Group Project Guidelines found on the Bren School web site located in the Internal Services/Academic & Student Affairs/MESM Group Projects which provides detailed information about Group Projects.

Past group project reports and policy briefs are also posted on the Bren website under Research & Projects/Master’s Group Projects/Past Group Projects.

Eco-E Projects
Primary contacts for matters related to Eco-E Projects are:
  • Emily Chan, Eco-E Program Manager, echan@bren.ucsb.edu
  • Gary Libecap, Professor, glibecap@bren.ucsb.edu

Associated courses: 402A, B, & C

Beginning in 2012, MESM students have the option to complete either a Master’s Group Project or an Eco-E Project to fulfill core requirements. The Eco-E Project prepares students for careers as solution-oriented environmental entrepreneurs who can identify opportunities where market demands overlap environmental solutions. Students who complete an Eco-E Project will develop a business model, build a prototype concept, and create a go-to-market strategy for a new environmental venture.

Eco-E Project goals are for students to: gain training and experience in developing a business model in preparation for launching a real enterprise; develop agile thinking skills to serve market needs and solve complex environmental problems; and learn leadership skills and build effective teams.

Bren MESM students who wish to submit a proposal for an Eco-E Project must enroll in New Venture Opportunity Analysis (ESM 256B) during the winter quarter of their first year in order to complete an opportunity analysis or “feasibility study.”
Students engaged in an Eco-E Project are encouraged to supplement their Eco-E Project coursework with the GPMP coursework offered by TMP during the spring quarter of their first year and the fall quarter of their second year.

Students who complete Eco-E Projects must participate in the Bren Net Impact New Venture Competition and the UCSB New Venture Competition hosted by TMP during the winter of their second year. These two events give students experience pitching new ventures in a competitive setting and provide potential opportunities for real funding. Presentation for the Bren Net Impact New Venture Competition also will be reviewed by Bren faculty members on the Eco-E Project Committee, who will provide evaluations and feedback to students engaged in Eco-E Projects. This serves as the “project defense” during winter quarter.

During the 2nd week of spring quarter, students engaged in Eco-E Projects will give oral presentations and posters for the public event at the same time as other MESM students present Group Projects.

**UCSB Courses Outside Bren**
Students are encouraged to explore other University departments for courses that may supplement their educational experience. There is a Google doc compiled by current and past students with information on non-Bren courses that have been taken. The document is updated quarterly and can be accessed [here](#).

**Student Advising and Support**
The Bren Student Affairs office is the **primary contact** for all Bren School MESM students, applicants, and potential applicants. You may contact the Student Affairs staff (Dori Molnar and Corlei Prieto) at gradasst@bren.ucsb.edu. If you need advice, information, assistance on any school-related matters, or just need to vent, please contact them. They will assist you or refer you to other appropriate individuals or resources as necessary and/or appropriate.

You are also welcome to contact staff members directly who you know oversee specific program or activities in the School. For example, if you have questions related to course or other scheduling, grades, or registration, you can contact the Academic Programs staff at scheduling@bren.ucsb.edu. Or, if you have questions about group projects, you may contact Amy Burgard, Academic Programs Coordinator, directly ([aburgard@bren.ucsb.edu](mailto:aburgard@bren.ucsb.edu)). But, if you don’t know who to go for help, then please go to the Student Affairs staff.

MESM students are not assigned a particular faculty advisor. The MESM degree is not like an academic master's degree in which you work closely with a particular faculty member who guides your education and oversees your research activities. Instead MESM students are advised by their group project advisor, by their specialization advisor (who must approve their program of study), and by all other faculty members whom they seek advice.

It is expected that MESM students will take responsibility for actively managing their education and be proactive in developing relationships with faculty and seeking their academic and career development advice.

**Program of Study (POS)**
In addition to the broad training provided by the core courses, each MESM student selects one of seven specializations and develops a **Program of Study (POS)** to build depth in that area of Environmental Science and Management. Each student designs an
individualized POS that is appropriate for his/her chosen specialization given the student's particular background, interests, and goals.

All first-year MESM students must develop an initial POS by the end of the winter quarter in their first year. For the MESM class of 2014, this deadline is March 22, 2013.

The steps for developing your POS are as follows:

1. **Review the Example POS for your Chosen Specialization**
   A sample POS for each specialization is available on the Bren web site under Internal Services/Academic and Student Affairs. Remember that these are just examples; your POS does not have to include the same courses, the same number of categories, or even the same categories as the sample POS. There are also sample POS plans for each specialization posted on the web page for that specialization.

2. **Download the MESM Program of Study Form**
   This may be downloaded from the Bren web site here (under Internal Services/Academic and Student Affairs/MESM Programs of Study). You must use the Program of Study form for your class. **DO NOT** use the sample POS forms.

3. **Identify your specialization’s Key Courses**
   Developing your POS should be guided by the specialization description. Specialization descriptions can be found on the Bren website here. Each specialization has some "key" classes. A "key" class is a class that all students in that specialization generally include in their POS. The specialization leader will likely not approve the POS if it is lacking key courses unless you can make a compelling argument for not including it. Please note that not taking a class because it is offered in spring quarter and you want to graduate early is not a compelling argument. In some cases, a "key" class is a member of a group of classes, and you will take a specific number of classes in the group.

   However, the specialization description does not dictate the POS precisely. There may be a few strong recommendations, but there is generally a lot of flexibility. For example, a student may be interested in the economics aspects of their specialization and will include a section in their POS that incorporates courses such as ESM 242 Natural Resources Economics and Policy, ESM 245 Cost Benefit Analysis, and ESM 285 Environmental Markets. Another student in the same specialization may be interested in pollution issues and would want a section that includes courses such as ESM 222 Fate and Transport of Pollutants, ESM 235 Watershed Analysis, and ESM 219 Microbial Processes.

4. **Choose all the courses you may be interested in taking**
   See the Bren Listing of Courses and Curriculum Plan as well as course listings in other UCSB departments.

   Keep in mind that your initial POS is not a precise list of what you are going to take. Because you cannot foresee if and when all courses you have listed will be offered or will fit into your schedule during your two years as a MESM student, you need to build flexibility into your initial POS. **The POS begins as a list of possibilities.**

5. **List the Categories and Courses on the POS Form**
   Your initial POS will include a number of categories of courses that will be important for you to take for your specialization (i.e. ecology, policy, business, pollution, GIS, statistics, marine environments, economics). You may use the categories presented in the specialization web page or create your own with your specialization advisor.
For each of the categories in your POS:

- List the possible courses you plan to take
- Please note how many courses in that category you plan to take and the total number of units from the category you will be taking

Your initial POS should include the coursework that will bring your total units, including core classes, electives and group project, to 80–85 units. In other words, your initial POS defines the **minimum** acceptable program of study, but lists alternate options for classes to take in each category.

You can, of course, take additional coursework above and beyond what you commit to in your initial POS. In some cases this may be beneficial if you need remedial training in some areas. Additional coursework beyond the minimum also ensures depth in a particular area in addition to the breadth of knowledge provided by the core curriculum; this may make you more competitive in the marketplace upon graduation.

As a graduate student, it is not sufficient just to earn only the minimum number of units—you have to earn the minimum number of units of **approved** course work. Your POS enables you to be sure that you are accumulating units of **approved** coursework.

**A Few POS Rules**

- Your POS **must** include the “key” classes for the specialization (unless the specialization leader approves alternatives).
- Your POS need not be limited to ESM courses alone; you may - and are encouraged to - include courses from other departments.
- You may include upper-division undergraduate courses if your specialization leader feels the courses provide rigorous and relevant training and no graduate level courses in the subject area are available at UCSB. **NOTE:** No more than 8 units of upper-division undergraduate work can be applied to the 80 units needed for your degree. Approval of 8 units is not automatic.
- No more than 4 units of ESM 596 may be included on a POS.
- No more than 4 units of 400-level coursework may be included on a POS (apart from 401A, B, C **OR** 402A, B and C & 437). However, you may want to take more than this since many of these courses provide special professional development opportunities.
- Up to 8 units of elective coursework may be taken as P/NP or S/U instead of for a letter grade.
- You may not include units for assistantships (i.e. training or practicum classes in your POS).

**Double specializations**

Students may double specialize if they prepare a program of study that is approved by both specialization leaders. While double specialization may be appropriate for some students, it is not the norm and not necessarily better than single specialization. Depending upon a student’s background, experience, and goals, developing greater depth in a single area of specialization may be a better career development strategy. Please discuss the pros and cons thoroughly with both specialization leaders before making a final decision. Also, you may have to take more than the minimum 80 units.

6. **Meet with the Specialization Advisor**
Once you have drafted your initial POS, you must attend a group meeting held by your specialization advisor or make an appointment with the specialization advisor to review and discuss it. You may seek the advice of any Bren faculty when designing a POS. However, only your specialization advisor can approve and sign it.

7. Submit your Approved POS
Once the specialization advisor has approved your POS and signed the form, you must submit it (both printed and electronic) to Dori Molnar, the Graduate Program Advisor. The original POS must be signed by the specialization leader. An electronic signature or other approval is not acceptable for the original POS.

If you do not have an approved POS on file by the deadline, your registration may be blocked for the upcoming quarter. As a result, you will be assessed a $50 late registration fee.

8. Changing/Updating Your Program of Study
If you wish to change specializations, you must complete a new POS and meet with your new specialization advisor for approval and signature. Again, you will need to submit the signed copy (and include an electronic version) to Bren Student Affairs.

It is likely that you will need or want to make changes to your POS. Keep in mind that your POS is like a contract with the Bren School; any changes to it require the approval of the specialization leader. You should not take a course if it is not on your POS. You would not want to find out after that fact that it is not approved for inclusion. Rather, if you want to take a course that is not on your POS, you should first seek approval for an updated version of your POS. Simply send an electronic version of your updated POS (clearly indicating the changes) to your specialization leader for approval and once you obtain approval forward the email along with the updated POS, to gradasst@bren.ucsb.edu. Alternatively, you can submit a new signed hard copy.

9. Grad Check Form
The Grad Check Form is required by the Graduate Division in order to confirm that you have successfully completed your POS and you are eligible for a MESM degree. The first page of the Grad Check Form is exactly the same as the POS form. The second page of the Grad Check Form is a table where you must enter all other coursework that you completed (or will complete in your last quarter) at Bren. You can copy and paste the information from your POS to your Grad Check Form rather than retyping all the information. Also include the grades you received for all classes (except your final quarter grades since you don’t know what they are yet). The Grad Check Form must be submitted to the Student Affairs Office at gradasst@bren.ucsb.edu in BOTH hard copy and electronic copy. The hard copy must be signed by your specialization advisor. All 2nd year MESM students must submit a Grad Check Form no later than the third week of Spring Quarter, April 19, 2013. This form may be found in the Bren School web site under Internal Services/Academic & Student Affairs/MESM Programs of Study.

The Grad Check Form will be submitted to the Graduate Division by the Student Affairs Office staff once your final quarter grades have been added as proof that you have met the requirements for recommendation for graduation.

Academic Conduct
The University of California has standards for academic conduct and the Bren School expects students to fully uphold and to adhere to these standards. A guidance document on Academic Conduct can be found on the web at Internal Services/Academic and Student Affairs
Affairs/General Information. The Bren School is required to report known instances of inappropriate academic conduct and there can be dire consequences for students that do not uphold the standards. It is your responsibility to have 100% academic integrity. It is not your instructors’ responsibility to make sure you do so by setting up deterrents and obstacles to limit or prevent dishonesty.

There are three general categories of academic misconduct:

**Cheating**—Cheating is using or attempting to use materials, information, study aids, or commercial “research” services not authorized by the instructor of the course. For most students, cheating is obviously wrong. However, bear in mind that some acts of cheating are less blatant than peeking at another person’s test and copying answers. For example, all of the following are also cheating: working with others when you are not supposed to; working with more than one other person when you only have permission to work in pairs; asking your roommate or peer about a question on a take-home exam.

**Collusion**—Collusion occurs when you help others to engage in academic dishonesty OR you willingly allow it to occur. The University makes no distinction between those that cheat and/or plagiarize versus those who willingly allow it to occur. If you witness academic dishonesty, it is your responsibility to report it to the instructor or the Assistant Dean for Academic Programs.

**Plagiarism**—Plagiarism is knowingly taking the words or ideas of another author and representing them as your own. This is an increasing problem throughout Universities, even at the graduate level. It is imperative that you thoroughly understand what it means to engage in plagiarism. Increasing numbers of incidents and interviews with offenders suggest that many students are unclear about what is and what is not an act of plagiarism. You are strongly encouraged to review the section on plagiarism in the Academic Conduct guidance document on the Academic and Student Information page on the web and the writing tip referenced in that document.

**Integrity**

Our expectation is that Bren students will be true to their word 100% of the time (that’s integrity). There are many events and activities at Bren that require you to RSVP. Sometimes you will be asked to RSVP yes or no. Often you will only be asked to RSVP if you are coming (and no response is assumed to be a no). Too many times in the past we have had events and one of two unfortunate things occurs: 1) students are asked to RSVP if they are coming but they don’t and they show up anyway; 2) students RSVP that they are coming and then don't show up.

Problems are created by both of these situations. If, for example, the RSVP is to come and participate in a special chat session with a visitor, and eight students RSVP, but only two show up we find ourselves in an embarrassing situation that does not reflect well on the school. If, for example, the RSVP is to participate in an event during which food is served, and many more people attend than the number that RSVPed, we find ourselves with not enough food to serve those who did RSVP.

If something unusual and absolutely unavoidable comes up that does not permit you to attend, please communicate in a timely way with the person that has requested your RSVP that you cannot make it. Similarly, if you commit to getting something done by a certain date and for some reason are unable to do so, then you must provide timely communication.
that you are very sorry that you are not able meet the deadline and propose/negotiate a new timeline.

**Policy on Conflict of Interest in Graduate Education**

This policy affirms joint student and faculty responsibilities, as members of the University of California, in relationship to potential conflicts of interest and provides mechanisms to ensure that outside activities are consistent with University policy.

Specifically, this policy seeks to identify cases where a faculty member's financial interest may have negative effects on a student's academic interests. It also seeks to ensure that a students' participation in research projects with the private sector enhance their educational experience and not unduly influence or restrict their academic choices.

The full policy is lengthy and may be found [here](#).

In order to protect a student's academic interests, faculty members and students need to disclose certain agreements or arrangements where conflicts with these interests may arise. Such disclosure should take place at any time the agreements or arrangements set forth below arise. When these agreements or arrangements are disclosed, procedures will be initiated to determine whether the agreements or arrangements are consistent with the student's academic interests. If not, consideration will be given to methods of resolution of these conflicts. The following agreements or arrangements should be disclosed to the Dean of the Graduate Division as soon as the student becomes aware of the facts giving rise to the disclosure obligation:

- Agreements or arrangements between a student and a private entity involving research activities by the student, where the University or a mentor/research/thesis/dissertation advisor is a party to the agreement or arrangement, and the student's mentor/research/thesis/dissertation advisor has a financial interest in the private entity.

*And one or more of the following is true:*

- The research activities are related to the student's thesis/dissertation, or
- There are restrictions on the student's ability to publish, present, or otherwise disclose the findings from their research activities.
- When students enter into any private arrangements, they should take into account obligations they may have to the University (such as employment) and ensure that conflicts do not arise which could violate those University obligations.

If you have any concerns or questions about potential conflicts of interest, please see the Student Affairs Manager as soon as possible.

**EXTRACURRICULAR ACTIVITIES**

The Bren School offers students many opportunities to enrich their educational experience. More often than not, these opportunities are extracurricular in that students do not earn credit through participation in these activities. Nonetheless, we consider these “extras” to be an essential part of the MESM degree and experience and expect every student to enrich their education and participate in some of these activities.
Colloquia
Colloquia are lectures on diverse topics pertinent to the mission of the Bren School presented by visiting speakers or UCSB faculty and students. They are an important part of the Bren School education because colloquia offer not only a learning experience, but also an opportunity to network with environmental professionals. There are a few different types of colloquia.

Research Colloquia
These events are hosted by a Bren faculty member and are generally high-level talks about research in a particular area of Environmental Science and Management. MESM students are not expected to attend these talks but are welcome and encouraged to if the focus of the talk aligns with their interests and areas of specialization. All MESM students should attend at least a few research colloquia each year.

Community Colloquia
These talks are arranged by the Bren School’s Colloquium Committee, which consists of faculty, staff and student representatives. Generally, these talks are of broad interest and geared toward a diverse audience. Their purpose is not only to enhance knowledge and understanding but also to bring people together and promote interaction that will strengthen the community. MESM students are expected to attend at least 2-3 of these events each quarter. Although we do not currently record attendance as we have in the past, we will resume this if there is poor MESM student participation. Although this activity is not associated with any credit toward your degree, it is an integral part of your education and you are expected to participate.

Zurich Financial Services Distinguished Visitors on Climate Change
Thanks to a $1 million endowment from Zurich Financial Services, we are able to invite three world-renowned climate change experts to Santa Barbara per year. Each will be our guest for a stay lasting from a week to a full academic quarter. During their time here, Zurich Distinguished Visitors engage in a range of activities. All Zurich Distinguished Visitors present a community colloquium and MESM students should make it a high priority to participate in these events. Most Zurich Distinguished Visitors also will teach a 1- or 2-unit short course that students can enroll in as an option.

Career Development Speakers
The career development office also hosts numerous speakers throughout the year from a variety of sectors. These talks focus on helping students to explore career opportunities and/or to develop professional skills and networks.

Workshops
The Bren School hosts a number of extracurricular, professional development workshops throughout the year aimed at helping students expand their skills and/or gain knowledge about an important topic in environmental science and management. Some of these may be offered for a small amount of credit but many are not. In no way should students interpret this to mean that these are not valuable opportunities or that we don’t expect students to participate in some of them.

If you participate more broadly even in things that “don’t count” toward your GPA or toward your 80 unit minimum, you will likely be more competitive when you enter the job market and excel more rapidly in the professional world. Please also bear in mind that these workshops cost the school money and staff put a lot time into arranging them. If participation is low, we won’t be able to justify the resource use in the future.
Communication Training and the Communication Center
Prospective employers of Bren School MESM students consistently are looking for potential employees with the ability to communicate both through writing and oral presentation. If you want a good job after Bren and you want to advance more quickly into even better positions in the future, then you need to invest time while you are in the MESM program to improve your communication skills. Most incoming Bren students have adequate communication skills, at best, and many have less than adequate skills and may not be aware of this. The Bren School wants every student to graduate with strong communication skills and has invested in resources to give students the opportunity to improve their skills while they are in the program.

All incoming MESM students participate in a writing workshop during Orientation. This workshop focuses on principles of excellent writing and provides feedback about your current writing skills. If you would like to improve your writing skills, you may wish to enroll in a 2-unit writing class (ESM 437) in fall quarter.

Students are also encouraged to seek tutoring from the Bren Communication Center. The goal of the Center is to strengthen your skills while helping you with specific writing assignments or presentations for classes or other purposes. The goal is not to help you get your assignment done but to help you develop stronger skills in the context of your assignment (which will probably help you get it done). The Center is also not an editing service, but the staff can help you generate ideas, organize information, visualize data, revise drafts, and polish your documents in a supportive one-on-one environment. The Communication Center sends writing tips over email, and maintains a website that contains valuable information sources related to writing and other forms of communication.

The Communication Center holds regular office hours (see the website) in BH 4406. Students are encouraged to schedule an appointment at writing@bren.ucsb.edu to ensure that they can be served when they want but drop-ins are also OK. The Communication Center staff includes UCSB lecturers and MESM students who have demonstrated strength in their communication abilities and have undergone thorough tutoring training. You are missing out on a great resource if you don’t take advantage of this opportunity and we assure you that, although some of the tutors are your peers, you can learn a lot from them.

STUDENT STATUS

Academic Standing/Standards of Scholarship
To remain in good academic standing, a student must make timely progress toward degree completion and satisfactorily meet the following standards of scholarship established by the University and campus Academic Senate regulations and Graduate Council rulings:

- Maintain a cumulative GPA of at least 3.0. If your cumulative GPA drops below a 3.0 for one quarter, you will be placed on Academic Probation. If your GPA remains below a 3.0 for three consecutive quarters, it is very likely that you will be dismissed from the University.
- Keep your transcript free of excessive unfinished coursework, defined as 12 or more units of Incomplete (I), No Grade (NG), and/or No Record (NR) grades.
- Complete the Master’s degree within the maximum four-year time limit.

Time to Degree
Normally, we expect that MESM students will graduate after completing the Spring Quarter of their second year in the program. We are willing to accommodate students who have
personal, family, or work situations that would make it difficult to complete their MESM degree in two years. Students that want to pursue this option must submit a Bren School petition to the Student Affairs staff (gradasst@bren.ucsb.edu). In this case, students take at least 8 units per quarter to maintain good standing in the University. However, students must pay full fees/GSHIP, and tuition (if applicable) EACH quarter no matter how many units are taken.

Students needing longer than two years will defer taking some of their core courses to their second year. Which core courses to take in the first year and which to take in the second year depend on the specialization pursued as well as an individual’s unique background. In addition, students who take more than two years to complete their program generally do not begin their group project until their second year so that they can complete adequate coursework before embarking on their project. An example of a planning document for completing the degree in more than two years may be viewed on the Internal Services/Academic and Student Affairs page.

**International Students – EMS (English for Multilingual Students)**

The UCSB Graduate Division requires that all non-native speakers of English must meet proficiency standards in both spoken and written English before they will be awarded a degree at UCSB. Such requirements are met by successful performance on the English Language Placement Examination (ELPE) and, if necessary, English for Multilingual Students (EMS) classes.

At the beginning of the first quarter of registration at UCSB, non-native English speakers are required to take both the written and oral portions of the ELPE. Based upon the results of this exam, students will be (1) exempted from EMS courses, or (2) referred to specific EMS courses.

Please do not delay taking EMS courses. Students lacking adequate written and oral communication skills often have difficulty with their Bren courses and Group Project which may jeopardize successful degree completion. Your first priority should be to develop language proficiency.

If you need to take EMS courses, you may have to defer some MESM core courses until your 2nd year. The Bren staff can discuss with you which core courses and/or elective courses would be best to defer. Also, we will be happy to extend your time-to-degree completion past the normal two years so that you can take the necessary courses to develop proficiency. Further information on EMS classes including scheduling can be found here.

**Establishing California Residency**

Since out-of-state residents must pay approximately $15,000 more per year for UCSB tuition than California residents, California residency is very valuable. Living in California for more than one calendar year (366 consecutive days) is usually (but not always) sufficient to establish California residency. You should take the necessary steps to establish intent of residency immediately upon arrival in Santa Barbara. Please see the Registrar’s web site for the basic components of the residency determination process. Your actions during the entire academic year as well as your actions during the summer will affect the decision that is made regarding your residence status for tuition purposes. Since the final authority on residency matters rests with the Residence Deputy in the Office of the Registrar, we prefer that students seek counseling on residency questions from the Residence Deputy (1105 SAASB) at 805-893-3033.
Leave of Absence
UCSB requires continued registration of all graduate students until completion of all requirements for the degree. In extraordinary circumstances, a student who has registered for and completed at least one quarter and is in good academic standing may petition and be approved for a Leave of Absence. The circumstances for which students may apply for a Leave of Absence include:

- Documented medical/health difficulties that would reasonably inhibit graduate studies
- Pregnancy/parenting needs for a child up to the age of 12 months or up to the first 12 months of adoption placement in the home
- Family emergencies of an unusual and unanticipated nature
- Military service required by a student’s country

More detailed information on Leave of Absence Requirements and Petition are in the Graduate Handbook. The leave of absence petition can be found on the Graduate Division website. It is strongly recommended that you meet with an Advising Assistant at the Graduate Division to discuss your particular situation. To make an appointment, call the Graduate Division at 805-893-2277.

Lapsed Student Status
Students who do not register and do not have an approved leave of absence on file will be on “lapsed status” with UCSB and will lose all student privileges (financial aid, library, student health, etc.). Graduate students who wish to register after a break in enrollment must petition for reinstatement with the Graduate Division. Reinstatement is not automatic and requires the approval of the student’s academic department; the student’s record will be evaluated in terms of academic performance and timely completion of the degree.

Withdrawing From the Program
If you are considering withdrawing from the program, please make sure that you set up a meeting with the Student Affairs Manager so that we can provide you information and advice as you explore this decision.

If you do decide to leave the program, you must send an email to the Student Affairs Manager stating your intention so that we can have Graduate Division close your degree objective. If you withdraw after you have started your group project, we expect you to alert your group project advisor and group project members. In addition if you have any IP grades, you will need to retroactively drop the classes they are associated with because they will ultimately turn into F grades if you do not.

If you decide to withdraw after you have enrolled and paid student fees, you must officially withdraw from the program and cancel your registration to obtain a full or partial refund. Withdrawal forms can be obtained from Bren Student Affairs (BH 2510) or the Registrar’s Office.

More information on withdrawing from the University can be found on the Registrar’s website.

Adding a Second Degree or Emphasis
If you are approved by another department to pursue a second degree in addition to your MESM, you will need to submit a Graduate Division Graduate Student Petition. If you are
going to pursue the GPMP certificate program (discussed in the Eco-Entrepreneurship Focus section), you will need to submit this petition to add this additional degree objective.

**Transfer/Continuation to the PhD Program**

Periodically, MESM students decide that they would like to transfer into the Bren PhD program or continue on to the PhD program upon completion of the MESM degree. This requires that you have a Bren faculty sponsor who supports your application to the program and has agreed to be your advisor if you are admitted to the program. The PhD program is not an extension of the MESM program. The MESM program provides a professionally focused set of coursework and educational experience. The PhD is a research degree and requires a strong interest in and the ability to conduct research and provide an original contribution of knowledge. The PhD program at the Bren School is a mentoring program so each PhD student works closely with at least one Bren professor in his or her area of expertise.

If you are a MESM student interested in transferring into, or continuing on to, the PhD program, you will **first** discuss this with relevant faculty (i.e. those who have research interests similar to yours). If a faculty member conveys support for your application to the PhD program and would be willing to take you on as one of their PhD students, then you will proceed with submitting necessary materials. There is no point in applying to transfer or continue on to the PhD to the program if you do not have a faculty sponsor.

For admission to the PhD program, you must submit the following to the Student Affairs Office:

1. A memo to the RAS (Recruitment, Admissions, Support) Committee requesting that you be considered for admission to the PhD program and the quarter/year that you would like to begin.
2. A Statement of Purpose that clearly articulates your research interests and objectives. It is unlikely that your Statement of Purpose for the MESM program is appropriate since you were not applying to a research program.
3. A letter of recommendation from your intended faculty sponsor.
4. Your UCSB transcripts (unofficial are fine).
5. You are welcome to submit up to two, and are strongly encouraged to submit at least one, additional letter of recommendation from other faculty that can comment on your potential as a researcher and ability to successfully complete the PhD program.

For normal fall quarter admission, these documents are submitted to Bren Student Affairs **no later than the January 3 application deadline** for review by the RAS Committee. If you are applying to begin the PhD program in winter or spring quarter, then you should have all your materials submitted at least **6 weeks prior** to the start of the quarter. Keep in mind that, although you may have the support of a Bren School faculty member, the final decision lies with the RAS Committee, and admission is not guaranteed. If you are admitted into the Ph.D. program, you will need to submit a signed **Graduate Student Petition** to Graduate Division.

If you are interested in attending a Ph.D. program in another department at UCSB, please contact that department’s Graduate Program Assistant for the guidelines on their admissions/transfer process.
“Early Graduation”
The MESM program is designed to be a two-year program and students are not encouraged to try to complete the program in less time since this may compromise their educational experience. Heavy course loads required to graduate early may not allow students to fully engage in and get the most out of their classes and group project and to participate in extracurricular learning opportunities and career development. Moreover, this may contribute to overload and burn-out, which is not good for the student or the School. Thus, the School does not disallow “early graduation” but does not encourage it.

If you have completed all the core courses, all the required coursework in your POS, and have a minimum of 80 units, you can petition for “early graduation”. The petition must be submitted to the MESM Program Committee for review no later than the 5th week of the quarter prior to the quarter you wish to graduate (e.g. if you wish to graduate in winter quarter, petition must be submitted no later than week 5 of fall quarter). The petition form is located on the website under Internal Services/Academic and Student Affairs. Please keep in mind that even if you graduate early, it is expected that you will participate in the Group Project Presentation event and fully contribute to your group’s efforts to prepare for this event, which is typically held in early spring quarter.

Also, please note that the faculty has established the following policy related to early graduation: Specialization leaders/faculty cannot and will not approve POS’s or POS modifications that lack key course work for the specialization just to enable a student to graduate early. In other words, the quality of a student's education and training cannot be compromised as a result of early graduation. Moreover, exceptions to this policy are granted by the MESM Program Committee NOT the specialization leaders. To pursue an exception, you must submit a petition as well as your current POS and proposed new POS to the Assistant Dean for Academic Programs who will facilitate review by the MESM Program Committee.

If you are approved to “graduate early” (at the end of winter quarter of your 2nd year), please notify the Student Affairs office (gradasst@bren.ucsb.edu) by the end of fall quarter so that they can submit necessary paperwork to Graduate Division.

WHO’S WHO IN THE BREN SCHOOL

Please see the Bren website for a complete listing of who’s who in the Bren School.

Faculty

Ladder track faculty are those faculty that have full-time tenured or tenure-track positions and are members of the UC Academic Senate. The UC-System (and especially UCSB) operates under a strong tradition of shared governance between faculty and administration. This means that University operates under a dual-track system of authority and responsibility which presumes that faculty members are best qualified to charge the University’s education course and administrators are most competent to direct its finances and organization. In practice, these domains are overlapping and interdependent. Nonetheless, faculty, not Deans, are primarily responsible for governance and decision-making in regards to academic matters.

Bren School faculty are deeply committed to educating students and to being superb instructors. However, it is important that students calibrate their expectations of faculty appropriately. Since this is a research University, ladder track faculty are expected to invest
at least 50% of their time in research, to build reputations as superior scholars and researchers in their area of expertise and to publish their research findings. This is partly what makes UCSB/Bren a premier institution and why a degree from here is so valuable. Your education is being overseen by, and your classes are being taught by, individuals who are working at the cutting-edge of knowledge creation as well as policy development and implementation.

Faculty are entitled to take a quarter of sabbatical leave after every three years of service (or they can accumulate and take a full year). As such, it is possible that a particular faculty member may not be in residence for all or part of a year. In 2012-2013, the following faculty will be on sabbatical: Hunter Lenihan (winter and spring 2013) and Chris Costello (all year).

In addition, periodically faculty are presented with opportunities that are mutually beneficial for them and the University which require them to spend a quarter or more on leave from the University. In 2012-2013, the following faculty are on leave: Frank Davis (all year); Trish Holden (½-time leave for the year); Bruce Kendall (½-time leave for the year); and Charlie Kolstad (at Bren only 25% time; retiring after fall quarter).

Adjunct faculty are individuals that have their main affiliation elsewhere and are not part of the UC Academic Senate but are involved in teaching and research at UCSB.

Affiliated faculty are ladder track faculty in other UCSB departments (or other UCs) with a 0% appointment in Bren because they interact and engage with Bren faculty and students in mutually beneficial ways.

Each year the Bren School hires a number of lecturers and visiting faculty who are from other Universities or are working professionals to teach courses and enhance our curriculum and Bren students’ educational experiences.

Administrative Staff
A list of the Bren School’s administrative staff and their general areas of responsibility may be found on the web as well as a link to the staff organizational chart.

Researchers
There a number of individuals housed in Bren who are engaged solely in the conduct of research, either working independently or for a Bren School faculty member. In addition, each year we have a number of visiting researchers from other Universities or organizations who come to the Bren School to engage in scholarly research interactions with Bren School faculty and students.

External Constituents
The Dean’s Council was created to support, promote, and guide the Bren School in achieving its objectives while also serving as the primary conduit between the school and the local community.

The Eco-Entrepreneurship Advisory Council provides perspective and guidance to students pursuing the Eco-E focus and Eco-E Projects within the master's curriculum.

The Council of Legal Advisors provide advice to the dean and faculty on the legal training of Bren students, occasional student mentoring, and legal insights for Group Project teams.
Council members or other senior partners from their firms also provide half- and full-day enhancement workshops in their areas of expertise.

The Corporate Partners Program creates mutually beneficial collaborations with a range of visionary companies and organizations. They bring a commitment to making environmental sustainability a key component of their business activities, while also providing additional real-world perspectives and professional pathways for Bren students.

Faculty/Administration Committees
A complete list of Bren School Committees and their members may be found on the web. The committees of particular interest to MESM students are described below. The primary staff support and liaison is identified in parentheses.

MESM Program Committee (Airamé)—faculty body that charts the course of the MESM educational program and works interdependently with administration (largely the Assistant Dean for Academic Programs) to create and maintain a topnotch MESM program. Specifically, the Committee sets standards for and policy on MESM education; provides advice and consent on matters of policy, programs, and practice that impact the quality of the MESM educational program and the educational experience of MESM students.

Group Project Selection Committee (Burgard)—oversees all aspects of the group project process.

Colloquium (Danetra)—identifies and arranges community colloquium speakers and approves expenditures for research colloquium speakers.

Recruitment, Admissions, & Support (Prieto/Molnar)—oversees all aspects of recruitment of students, admission of students to Bren School programs, and distribution of funds earmarked for student support.

Computing/Web (Wieneke/Simpson/Badham)—oversees the computational environment, recommends policies and procedures related to the computational environment, monitors and develops the Bren School web presence.

LEADERSHIP OPPORTUNITIES FOR MESM STUDENTS

Dean's Advisory Council (DAC)
DAC serves as liaison between the administration and students and is a body that works with administration to make the Bren School the best possible place to pursue graduate study of the environment, to increase the visibility and prestige of the Bren School in order to increase opportunities for students and faculty, and to create an extremely supportive and positive environment. DAC represents the entire student body and must explore and understand student opinions and views. DAC serves as an information conduit between students and the administration. Typically, DAC includes three 1st year MESM, three 2nd year MESM, and one PhD student who are elected by their peers in a fall quarter election. DAC is responsible for scheduling meetings, creating their own minutes, defining their processes and procedures. Meetings are held at least once/quarter and at most once/month. DAC is responsible for taking the lead on identifying the recipient of the annual teaching award. DAC may also take the lead on other school-wide functions that involve the student body.
Class Chairs
Communication between alumni in each class and the Bren School is facilitated by a Class Chair or co-Chairs. Class Chairs provide meaningful feedback to the school from the work world and open doors to internships, employment opportunities, and matching gifts. Each year Class Chairs play a leadership role in rallying classmates to provide annual support to the school in the form of personal contributions. It is through the support of our alumni and friends that the school and its programs provide some of the best comprehensive, cutting-edge approaches to environmental science and management. Class Chairs also assist in the selection of the commencement speaker. For more information please visit the alumni and class chairs webpage. The Assistant Dean for Development manages the Class Chair program and solicits applications for the position. Class chairs for new MESM classes are usually selected via an election by their peers in early winter quarter. Please contact the Bren School Development Office Assistant, Hillary Souza at Hillary@bren.ucsb.edu for further application and election details.

Group Project Proposal Selection Committee
Three 1st year MESM students are elected by their peers in fall quarter to serve on the Group Project Proposal Selection Committee and provide feedback and ideas to faculty about the Group Project process. Student representatives are required to read all Group Project proposals, give thorough feedback to the Committee and present the selected proposals to fellow classmates. The Group Project Proposal Selection Committee generally meets once a week during the month of February and presents the selected proposals to their class in March. Days and times of these meetings are planned around student and faculty schedules.

MESM Program Committee Student Representative
The MESM Program Committee representative provides student input and perspective, helps the committee identify goals and priorities, brings to the attention of the committee issues of concern and helps find solutions, and serves as a liaison between the faculty and the students. The representative is elected by peers in a spring election of his/her 1st year and will attend committee meetings during his/her 2nd year. According to University rules, the student cannot be a voting member (only faculty that are members of the faculty Senate can be voting members). Nonetheless, the student can play an important and valuable role. The Committee does reserve the right to have Executive Sessions that exclude the student if there is need to discuss confidential personnel issues or issues related to specific students. This is not an inconsequential amount of work. The committee typically meets every 2-4 weeks. There may be some work, although not a lot, that has to be done outside of committee meetings.

Colloquium Committee Student Representative
Normally, there are two colloquium committee representatives--one 1st year MESM and one 2nd year MESM--that are elected by their peers in a spring election. Representatives serve as a liaison between the faculty and students and work with the Colloquium Committee to identify, invite, and host guest speakers. Representatives participate in periodic meetings, as needed, and may be asked to assist with some hosting logistics.

Earth Day Community Council
The goal of the Earth Day Community Council is to celebrate the Earth with educational demonstrations and music, and to educate the community about conservation and sustainability. Up to two 1st year MESM and two 2nd year MESM students will be elected by their peers in a fall election to this council. The Bren School creates and maintains one or
two booths at the Earth Day Festival. It is the responsibility of members to initiate meetings to discuss ideas and execution of projects for this day.

**Recruitment Activities Council**
All students who are interested in playing a role in recruitment of new students to the Bren School have the opportunity to sign up for this council during the fall quarter. The goal of the council is to help the Bren School attract prospective students interested in applying to the Bren School. A further goal is to achieve a student population of women and men that is reflective of our diverse state and nation, inclusive of all socioeconomic levels, ethnicities, physical abilities, ages, religions, national origins, and sexual orientations. Students work closely with the Student Affairs Manager in developing marketing strategies, travel to various colleges/universities to advertise the Bren School, assist in coordinating fellow classmates to communicate with prospective students, and assist in developing informational forums and/or orientations. Meetings are held once a month or every other month.

**The Bren School Sustainability Committee (BSSC)**
The Bren School Sustainability Committee (BSSC) is comprised of a diverse set of people, including Bren School MESM and PhD students, who have an interest in creating a more sustainable community at Bren, UCSB and greater Santa Barbara. Combining the talents of members, BSSC is always involved in interesting activities that promote sustainable action and education. To join BSSC, provide feedback, or make a recommendation send email to bssc@lists.bren.ucsb.edu. To join the BSSC listserv, please visit: https://ic.ucsb.edu/mailing_lists/bren/.

**RESOURCES**

**Lockers**
The Bren School owns and maintains 120 lockers in the Bren Kitchen (BH 3328) for use by currently enrolled Bren MESM students. For more information and to apply for a locker, you must please complete and sign a locker request form, which will be sent out by the Student Affairs staff, and is due by the date/time specified by the Student Affairs staff.

**Bicycles and Bike Racks**
We encourage the use of bicycles as a mode of transportation to and from school. However, bikes cannot be stored in or around Bren Hall; they must be locked in designated bike rack areas. If you do lock your bike around or on Bren Hall, there is a significant chance that you will receive a ticket from the University Police or your bike will be confiscated.

**Bike Lockers**
The Bren School has a bike locker located behind Bren Hall. We have approximately 8 spaces for student use. Spaces in the bike locker are available for a year via a lottery. Information on the lottery will be sent to students at the beginning of fall quarter by the Student Affairs staff.

**Surfboard and Wetsuit Storage Area**
The outdoor surfboard and wetsuit storage area was the class gift from the MESM Class of 2011. This area, located between Bren Hall and parking lot 1, has limited space for students, staff, and faculty to store their surfboards and wetsuits, and also a shower to
rinse the sand and saltwater from yourself and your gear. Surfboard and wetsuit storage is NOT allowed in Bren Hall as the building and shower have been historically degraded by salt water and sand on the floors and in the elevators. Please rinse well before entering Bren Hall and keep your surfing gear in the storage area. The storage facility will remain locked and can be accessed with a key kept in a lock-box by the door. Space in the locker will be determined by a quarterly lottery. Sage Davis, Building Manager, will send information about the lottery each quarter.

**Mail-Mailboxes**

Each Bren student has a mailbox located in the Student Mailroom - BH 2406. The room is open on Monday-Friday at 8:00-4:30. The most common use for these mailboxes is for professors and TAs to return homework assignments and exams. You are responsible for getting to the mailboxes before the room is locked, and for checking your box regularly.

Faculty and Staff mailboxes are located in BH 2530. The room is open on Monday-Friday at 8:00-4:30, except for a few early closures, now and then, for special events.

Incoming and outgoing mail is limited to official University business only. No stamped mail is accepted. Bins for on-campus and off-campus mail delivery are in Briny Litchfield’s cubicle in the Dean’s Suite (BH 2400C). All off-campus mail must have a budget code marked on the envelope so that the correct account is charged for the mailing expense. UCSB Mail Services will not process stamped personal mail.

A US Post Office is located in the UCen, and the nearest mailbox for stamped personal mail is behind the Materials Research Laboratory (MRL) building.

When you leave the University (temporarily or permanently), the United States Postal Service (USPS) will not forward your mail that is addressed to the University of California. Submitting a “Change of Address” to the USPS for a University address will not work. Therefore, you need to change your address well in advance of your departure from the University, as the Bren School will not be able to forward your mail to you.

**Copy Machines**

The Bren School’s photocopier for student use is located in the Student Commons. The copier/printer in the Student Mail Room (BH 2530) is for staff and faculty only.

Each student is assigned a copy code, which consists of the last 5 digits of your perm number. To activate your code, please see Connie Fourquarean (BH 2522). Logout by pressing ACCESS A (on the right-hand side of the machine), and press LOGOUT on the touch screen.

Copy usage will be billed to your BARC account on a monthly basis. Group project copy use is also billed on a monthly basis. Copies are $0.05 each, double-sided copies count as two copies. There is no limit on the amount of copies you can make, but you will have to pay for them.

Problems with the copiers should be reported to the Bren School’s Purchasing Coordinator, Connie Fourquarean (purchasing@bren.ucsb.edu; BH 2522).

The closest public copiers are located in the Davidson Library and the UCen (Alternative Digital Printing).
**Printing**

Printing costs are: $0.06 for black and white and $0.13 for color. Pages are double-sided by default and charges are per page of the document, not per piece of paper. MESM students receive **$20 per year** of free printing. This is to cover light printing and printing mishaps (jams, double prints). Printing expenditures over $20 will be billed to your BARC account monthly. Refunds will not be given for unused funds from print allocations or from added funds. Funds are not transferable. Cancelled jobs and errors, even those caused by machine error, cannot be credited -- so make sure you really want to print your job before hitting the print button. Monthly printing reports will NOT be sent. If you wish to inquire about how much you have printed, please send an email to request@bren.ucsb.edu. Group projects may have their financial manager move funds from the group project account to an individual's print account so that they can do printing for the group. It is not possible to print as a project, only as an individual.

**Fax Machines**

The fax machine is located in the Dean’s Suite and is available for business use on Monday-Friday at 8:00-4:00. No personal faxes, please.

To use the fax, you must provide your materials to Connie Fourqurean, the Purchasing Assistant (BH 2522), along with the fax number and budget number to be charged. She will send the fax for you and bill the account. If you can’t provide a budget number, you won’t be able to send the fax.

Students may receive faxes using the school's fax machine. The number to be used for incoming faxes to the School's machine is 805-893-7612. Make sure the sender identifies you as a "Bren School Student" on the fax coversheet. You will need to go to the Dean’s Suite to collect the fax.

The closest public fax machine is in the UCen (Alternative Digital Printing).

**Media Equipment & Phones**

The Bren School has many different media equipment available for use (a slide projector, an overhead projector, an LCD projector, a laptop computer, a Sony mini DV digital handycam); as well as a few conference phones available for instructional purposes, special presentations, and Group Project stakeholder and research-related conference calls.

*This equipment must be reserved at least 48 hours in advance* by contacting scheduling@bren.ucsb.edu. Priority is given to instructional uses of the equipment, and there is no overnight checkout. Feel free to ask for instruction on how to use the equipment.

You are responsible for picking up the equipment, setting it up, and immediately returning it after use. Equipment use is timed so everyone has access to the equipment they need at the right time, so you need to return equipment immediately for the next user. You will be held accountable for any lost or damaged items. If you suspect there is a mechanical problem with the equipment, please notify a Bren School staff member immediately.

To use phones for calling out, you will need an authorization code that can only be generated if you have an account to charge (e.g. a Group Project account). There is no charge for receiving calls, so if you do not have an authorization code, you will need to have the caller dial in, rather than you calling out.
If you are using a data projector in a classroom, it is imperative that you log off the computer and turn the projector off before leaving. To turn off the projector, press POWER (the red button) on the remote control twice! If you only press POWER once, the projector will remain ON. Projector bulbs are extremely expensive ($500/bulb) and we cannot afford unnecessary replacements.

Email
Please review the email use policies posted on our website. In addition to this information, we offer the following recommendations related to email. To help reduce inefficiencies caused by excess or abundant email, please cc others only when they really need to know. In most cases, if an email is requesting action, it is best to address the email to only one person (and cc others as appropriate) so it is clear who you have “thrown the ball to” and who needs to take responsibility or “throw the ball” to someone else. Be careful what you put in email—you can never be 100% sure who will end up seeing it. Forward emails with extreme care and respect. If you are forwarding email that someone else wrote it is generally best to get their approval to share it with others. If at all possible, communicate in person if the subject matter has the possibility of creating conflict or controversy, has the potential to be misunderstood, or to fuel anger or upset.

Bren-Alerts
Bren alerts is an email list serve used to announce Bren events that are open to the public. All MESM students are automatically subscribed to bren-alerts. Announcement of non-public events are made through one of the aliases described below.

Aliases
A number of aliases have been set up to ease email communicate with large groups within Bren. For example, an email sent to grad2013@lists.bren.ucsb.edu will be distributed to all MESM students that will graduate in 2013. A list of the most common Bren School aliases can be found on the Bren website. Please note that these aliases are for business use and are not for advertising products for sale, expressing personal opinions, seeking rides, announcing a personal party etc. Generally, students should NOT send email to all@bren.ucsb.edu.

Event Schedule and Announcements
The schedule of public events (and all recent events) can be found on the Bren School website under Events & Media/Events. In addition, an announcement is distributed via bren-alerts in advance of the event. MESM students are automatically signed up for bren-alerts when they enter the program. Events not open to the public but open to MESM students will be announced using an appropriate alias.

Each week a “THIS WEEK AT BREN” email is distributed by the scheduling staff. Feel free to submit an email to scheduling@bren.ucsb.edu with a suggestion for inclusion. There is a link at the bottom of each THIS WEEK AT BREN email to a Google calendar that includes events and workshops happening at Bren each week. This calendar is generally populated the week prior to the events happening, as we wait to confirm all events before posting.

We do not allow others to post announcements/flyers on walls or elevators in Bren Hall. All notices should be posted on the bulletin boards in the Interaction Room (Student Kitchen, BH 3328), the Student Mailroom (BH 2406) or the Faculty/Staff Mailroom (BH 2530). Also, please don’t post flyers in other campus locations unless you have explored the rules for proper posting.
If you would like an announcement sent electronically, please send it to media@bren.ucsb.edu and it will be distributed appropriately. You cannot distribute it yourself through bren-alerts and you should NOT distribute it yourself through all@bren.ucsb.edu.

Bren-Random
The Bren-random listserv has been established for Bren students, faculty and staff who want to send and/or receive email that has a purpose other than official Bren business (advertising products for sale, expressing personal opinions, seeking rides, etc.). If you wish to subscribe to Bren-random, please follow these instructions. Bren-random does have a few rules. Please bear in mind that your communication may be viewed by a wide range of individuals since it is available for sign up by anyone in the Bren community (including alumni, faculty, and staff). You want to be careful about how others, in the Bren community and beyond, may perceive you based on your communication over Bren-random. We do not allow use of profanity on random and we do not allow emails that are disrespectful to others in the Bren community. We reserve the right to remove students from Bren-random.

Request Queues
Bren has a number of request queues for requesting help, repairs, and frequently needed services. Please use these e-mail queues for your requests as opposed to emailing individuals so that they can be properly directed and handled. Normally, these queues are monitored by more than one person so your email will not be missed if one person is out sick or on vacation. A list of the most common Bren School request queues can be found below and on the Bren website.

- admissions@bren — to obtain information about our academic programs, applying to one of our programs, open houses, and visiting the Bren School.
- brenhall@bren — to request repair or maintenance of Bren Hall systems, as well as lab and field work designs and equipment.
- media@bren — to request distribution, via bren-alerts, of potentially newsworthy information that promotes the Bren School, its students, and/or its faculty. Also, to submit questions/queries related to print or electronic communications and materials, such as newsletters, press releases, photographs, and Bren logos.
- request@bren — to report issues relating to networks or computers or other hardware/software problems at the Bren school.
- gradasst@bren — for current students to obtain information and/or request assistance from the student affairs staff.
- scheduling@bren — for Bren students, staff, and faculty to request use of a room in Bren Hall and to receive assistance regarding the schedule of classes, registering for classes, grade reporting, book orders and other instructional support issues.
- webmaster@bren — to request changes to or report problems with the Bren website.
- brenhall@bren — to submit help tickets for operational and building related issues.

Training Videos for Office and Adobe
There are Microsoft Office 2007 and Adobe training videos available for one-day checkout. Videos are available for the following programs:

- Access 2007
- Word 2007 - discs 1 & 2
- Word 2007 - formatting long documents
- Illustrator CS4
- InDesign CS4
• Dreamweaver CS4
• Photoshop CS4

These may be checked out from Amy Burgard and/or Briny Litchfield in the Dean's Suite (BH 2400).

Corporate Time
UCSB uses a calendaring program called Corporate Time (CT). CT allows users to set up a meeting with one or more people in Bren and/or across campus or to identify possible meeting times. It also is used for scheduling of some rooms (more below). A request for a CT account will be submitted for each student when they start the program. Typically, it takes at least two weeks after the quarter for the request to be processed and for an account to be set-up. Please review the information on the website for guidance on how to use CT.

Scheduling Meetings with Faculty and Staff
Meetings with the Dean should be scheduled through the Dean’s Assistant, Doris Bleecher, doris@bren.ucsb.edu. Direct scheduling of faculty and staff using Corporate Time should NOT be done without their permission. You should use Corporate Time to identify date/times of possible meeting times. Please email faculty or staff to request a meeting date/time. Please don’t just ask “I’d like to meet with you--when would be good?” Rather, you should suggest a few possible times that might work based on your review of Corporate Time calendars. If you do not get a response after a reasonable amount of time follow up with a 2nd email since emails can be misplaced or overlooked.

Guidelines for Use of Bren School Logo
One of the goals of any business or organization is to establish a familiar, recognizable, and consistent identity. Such entities, the Bren School included, work hard to accomplish this and then to maintain consistency in terms of the message, tone, look, and feel of our paper and electronic publications and presentations. Our logo is an important element in that effort; it is THE graphic representation of the Bren School and in order for it to do its job – that is, to serve as a familiar, immediately recognizable identity element of the school - it has to be presented in a consistent manner. Because of the importance of maintaining the logo’s consistency and clarity so that anyone seeing it knows that “it” is “us,” we have established a set of guidelines that everyone who used the logo must follow.

SPACE

Smoking
University policy prohibits smoking in or near buildings (including the Bren courtyard).

Alcohol Sale and Service
The Bren School strictly adheres to campus regulations related to sale and service of alcohol. We do not allow the serving of alcohol in Bren Hall except at Bren-sponsored events that have a purpose beyond the consumption of alcohol. It would not be appropriate, for example, for students to bring alcohol to the University and serve and consume it to celebrate the end of a challenging class. All service of alcohol must be approved by the Bren School administration.

Lost & Found
Lost and Found is managed by Dee White (dee@bren.ucsb.edu) in BH 2400A.
**Scheduling of Rooms by Students**

Students are responsible for scheduling their own rooms for regular group project meetings. These rooms also may be scheduled by students for meetings for other academic purposes. Three rooms are officially designated as student meeting rooms—Bonsai (BH 4402), Manzanita (BH 4024), and the Visitors Center. All rooms are equipped with a computer, and Bonsai and the Visitors Center also have a wall mounted screen for video display. The Bonsai room is equipped with a conference call phone, and the Visitors Center has Skype conference calling capabilities.

Students use Corporate Time to reserve these rooms. The Visitors Center and Manzanita are only available during business hours but Bonsai is available 24/7 since it is equipped with a code lock which uses the same code you use to get into the lab wing of the building and the computer facilities. Only these three rooms can be directly scheduled by students. Other Bren rooms can only be reserved through scheduling@bren.ucsb.edu. Instructions for using Corporate Time can be found on the web.

To schedule a room:

- Open Corporate Time
- Click on File and then Agenda then Open
- Replace your name with r:esms
- A list of Bren resources (room and equipment) will come up
- Scroll down to the room you want to schedule (Bonsai, Manzanita, or Visitor Center)
- Double click to pull up the calendar for that room
- Schedule your meeting if the room is free at the desired time
- Be sure to list your name and email (or, if you are scheduling a group project meeting, your group nickname and email) in the title of the meeting so that you can be contacted if there is a conflict etc.
- Group project or other regular student meeting should NOT be scheduled at 11:30 – 12:30 on Monday-Thursday since this is the time for Colloquia and Career talks.

It is imperative that the scheduler check availability before scheduling and never schedule on top of an existing reservation. In addition, if plans change and the room is not needed as scheduled, the reservation should be removed from Corporate Time immediately since the rooms are in high demand.

Regrettably there have been instances of double scheduling in the past, presumably because students failed to check availability before scheduling their meetings. Because Corporate Time does not record the time that an entry is made and there is no way to tell which one of a double entry came first, we highly recommend that you also include in the title of meeting the date and time that you made the entry. For example: special student meeting (scheduled on 9/12 @ 2 pm)

Staff will not schedule group project or other student meetings in other rooms unless student-scheduled rooms are all booked or there is a special circumstance (e.g. for a special group project stakeholder meeting or a group project review meeting). In this case, schedule a room by sending an email to scheduling@bren.ucsb.edu.

**Building Maintenance**

All issues related to the building (burned out lights, leaks, heating/cooling malfunctions, problems with locks etc.) should be reported immediately to brenhall@bren.ucsb.edu.
Please don’t assume that someone else has reported a problem. It is better for the building administrators to receive too many reports about the same incident than to not get any.

**Building Security**
The security code/fingerprint recognition system is required for entry into the laboratory wing of the building after hours. The fingerprint recognition system is also required after hours to enter the Student Commons, Student Computing Facility (computer lab), Bonsai Room, and to operate the elevators. MESM students receive a security code and have their fingerprint scanned during orientation.

To keep the elevator open for an extended period of time, use the DH (door hold) button. Holding the doors open manually causes the elevators to freeze, and maintenance will need to come to unfreeze and allow the elevator to function again. Doors should NEVER be propped open after regular business hours. The elevator will require a fingerprint and security code after 5 pm.

**Keys**
If you lock yourself out of a room, please see Dee White in the Dean’s Suite (BH 2400A) or Amy Burgard (BH 2400B). *(Dee and Amy generally leave at 5 pm).* If you need to be issued a key, please have the faculty or staff member approving the request send an email to Dee (dee@bren.ucsb.edu) because she cannot issue a key to a MESM student until the approval has been received.

**Recycling**
The Bren School has a strong commitment to maintaining an effective recycling program which requires that we recycle accurately. *What* we are able to recycle depends on the markets our recycler is able to find. In general, if the contamination rate of our recyclables goes above 2%, the recycler gets a lower price for that material the next time. Or if the contamination is too great, the broker may stop buying that particular commodity from that recycler. Clearly, this can compromise the effectiveness of our recycling program because if the goods cannot be sold or cannot be sold for a high enough price then they will end up in the landfill. The following table list what can be recycled and where it should go to be recycled.
<table>
<thead>
<tr>
<th>What it is...</th>
<th>Which bin it goes in...</th>
<th>Where is that bin found?</th>
</tr>
</thead>
<tbody>
<tr>
<td>High Grade paper</td>
<td>Office Paper</td>
<td>SCF</td>
</tr>
<tr>
<td>Printer paper</td>
<td></td>
<td>GIS</td>
</tr>
<tr>
<td>White envelopes (windows OK)</td>
<td></td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Manila folders</td>
<td></td>
<td>Davidson Commons</td>
</tr>
<tr>
<td>Bound books w/ high grade paper</td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td>Newsprint</td>
<td>Other Paper</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Nexus</td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td>Independent</td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td>Shredded Paper</td>
<td>Other Paper</td>
<td>3L kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td>Glossy paper</td>
<td>Other Paper</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Magazines</td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td>Catalogs</td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td>Pasteboard</td>
<td>Other Paper</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Cereal boxes</td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td>Frozen food boxes</td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td>Notepad backs</td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td></td>
<td>NO!</td>
<td>NOT RECYCLABLE</td>
</tr>
<tr>
<td>Milk Cartons</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Other Paper</td>
<td>3L kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Mail Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Admin reception</td>
</tr>
<tr>
<td>任何硬塑料</td>
<td>Plastic, Glass, and Aluminum</td>
<td>3L kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td>Styrofoam</td>
<td>NO!</td>
<td>NOT RECYCLABLE</td>
</tr>
<tr>
<td>Any Metal</td>
<td>Plastic, Glass, and Aluminum</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Aluminum cans</td>
<td></td>
<td>Staff kitchen</td>
</tr>
<tr>
<td>Steel cans (”Tin” cans)</td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td>Aluminum foil (Clean, please)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Glass</td>
<td>Plastic, Glass, and Aluminum</td>
<td>3L kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff kitchen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Print Rooms</td>
</tr>
<tr>
<td>Lab Glass</td>
<td>NO!</td>
<td>NOT RECYCLABLE</td>
</tr>
<tr>
<td>Electronics</td>
<td>Techno Trash</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Batteries</td>
<td>Techno Trash</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>CD’s, DVD’s, diskettes</td>
<td>Techno Trash</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Cell Phones</td>
<td>Cell Phone bin</td>
<td>3L kitchen</td>
</tr>
<tr>
<td>Waste Food</td>
<td>Food collection bin</td>
<td>3L kitchen refrigerator</td>
</tr>
<tr>
<td>No dairy, meats, or citrus – please tear or cut large pieces</td>
<td></td>
<td>Staff kitchen refrigerator</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CFLs (Compact Fluorescent Lights)</td>
<td>Off campus</td>
<td>Home Depot</td>
</tr>
</tbody>
</table>
Stewardship of Bren Hall

Our building is platinum certified as both LEED™ (Leadership in Environmental and Energy Design) Platinum and LEED™ EB (existing building) Participant. Currently, Bren Hall is the only building in the world that holds this distinction. We are proud of our building and appreciative of the wonderful educational and work environment that it provides.

The Bren School exhibits a commitment to a higher standard of maintenance and cleanliness than most of campus. These days, the University provides extremely limited janitorial support. Thus, considerable building cleaning must be done by the building occupants if we want to ensure that our building remains a symbol of excellence in all respects. In addition, many tours of Bren Hall are given throughout the year, so it is important that the building stays clean at all times, especially since some of these individuals are potential donors that may be interested in endowing a named space in Bren Hall, which is less likely to occur if the space is unattractive when they visit.

Bren School staff comprehensively clean Bren Hall at least two times per year. Students must do their part to keep the school clean, pick up after themselves, maintain student spaces in a platinum-level way.

Excess Evening Lighting?

You may think that there more lights on at night than is necessary or appropriate (we have received frequent comments from students about this). These cannot be turned off because they are connected to the entire circuit, which would turn off lights in all the hallways. For safety and security reasons, the lights have to be on at night. This issue has been resolved in the construction of other buildings on the UCSB campus but Bren Hall is stuck with this problem.

Emergencies/Safety

If there is an emergency, including an emergency security problem, call 9-911 from a campus phone. For non-emergencies, call the UCSB police at 3446 from a campus phone. Please do not hesitate to report suspicious activity or people in or around the building. Community Service Organization (CSO) Escorts may be arranged by calling 2000 from a campus phone.

There is a First Aid kit in the Interaction Room and in the Dean’s Suite Kitchen/Storage Room. Please report any health or safety incidents to our Department Safety Representative at brenhall@bren.ucsb.edu.

If an alarm sounds, you MUST vacate the building even if you know that it is a test. Some potentially dangerous chemicals are used in Bren Hall, so we insist that everyone immediately leave the building once an alarm sounds. The University police have ticketed people in the past that have not vacated the building when an alarm sounds.

Bren Hall occupants are supposed to meet between Bren Hall and Harold Frank Hall (Engineering) near the bike path. This is beneficial if there is a disaster so that we have a better chance of accurately assessing whether everyone has made it out of the building. Look to the people wearing red vests for instructions during an emergency.

Classrooms/Meeting Rooms

The Colloquium (BH 1414), Seminar (BH 1424), Sycamore (BH 1510), and Oak (BH 1520) classrooms and Visitors Center (BH 1410) are located on the first floor of Bren Hall. The Pine room (BH 3526) is located on the 3rd floor and Bonsai (BH 4402) and Manzanita (BH
4024, lab wing) are on the 4th floor. The Visitors Center recently was renovated and now is equipped for video conference calling and Skype. Most of these rooms are scheduled by Bren staff. To schedule a meeting room, please send your request to scheduling@bren.ucsb.edu. Meeting rooms are generally locked around 4:45 pm by janitorial or Bren staff. If a room is not unlocked in the morning, please send email to scheduling@bren.ucsb.edu or come to Dean’s Suite for assistance. If you use a room after hours, be sure it is locked when you leave. If you schedule use of a classroom and use the data projector, please remember to turn it off. To turn off the projector, press POWER (the red button) on the remote control twice. If you leave the projectors on, the bulbs will burn out much more quickly. We cannot afford unnecessary replacements since each bulb costs $500.

**Career Center (BH 2524)**

The Career Center contains a library of books on careers, job search, etc., a small conference table, and a few computers for student use. The Career Center can be used as a quiet room (in addition to a place for career development exploration) but it cannot be used as a room for meetings. On occasion, the room might be reserved for a break out session or an interview, but those are rare and case-by-case exceptions. Speak to one of the Career Development staff about any issues related to the Career Center.

**Dean’s Conference Room (BH 2436)**

The Dean’s Conference room is generally reserved for administrative meetings and occasional classes and, typically is not available for student meetings, except in rare cases.

**Deckers Deck**

This is where many Bren events take place, such as receptions and the all-school reception at the end of orientation. Students are welcome to use the Deckers Deck unless there is a private event in progress which will be indicated by signs at either entrance to the deck. If there is a meeting in the Dean’s Conference Room, which opens up on to the Deckers Deck, please be sensitive about keeping noise levels on the deck low.

**Shower**

A shower for students, faculty, and staff is available on the 3rd floor across from the restrooms. The shower is for a quick rinse-off after exercising, not for daily personal hygienic use or any other purposes. The custodial staff is responsible for cleaning the showers. Be sure to take your personal items with you after showering; personal items left in the shower area will be disposed of. Please do not track any sand into the shower; it corrodes the pipes and will quickly ruin this resource. If sand is tracked into the shower, facilities will close the shower to further use. To remove sand after surfing, running or other beach recreation, please rinse off thoroughly with the shower provided in the surfboard storage area. As noted in the section on the surfboard storage area, all wetsuits and surfboards must be stored in the surfboard storage area and NOT in the Bren Hall shower or kitchen balcony.

**Davidson Commons – BH 3330**

The Davidson “Commons” is a room for Bren students to study, relax, meet with groups, nap, etc. Thanks to a substantial endowment by former UCSB student Jim Davidson, it is furnished with tables, couches, chairs, cabinets, and artwork made from recycled metal. Please do not tape anything to the Commons walls because it degrades the surfaces.

The computers in the Commons are for Group Project use. Priority is given to the group that has been assigned to the particular computer. You must immediately relinquish the
computer to a member of the Group Project upon request. The reasoning behind this is that some group projects need special programs that can only be loaded onto one computer, or have data or file sharing through their computer. Groups are assigned a computer in early spring quarter of their 1st year and must vacate their computer and leave their associated space 100% pristine for the next group in early spring quarter of their 2nd year.

This space can also be used to study or meet in groups when necessary. However, the noise level should be kept reasonable, so students on the computers can concentrate. And, like all common spaces, this room must be kept clean by the students.

Please note: Rumors have cropped up over the years that the Commons is a 2nd year only space. This is false -- the Commons is for all MESM students. Computers in the Commons are designated for group project use so other students may be asked to move to another computer or SCF if a group project members would like to use his/her group’s computer.

**Student Computing Facility (SCF) - BH 3022**

The Student Computing Facility (SCF) is a computer lab solely for the use of Bren School students. The SCF is unlocked during business hours (7:30-4:30), and is available for student access after-hours with a security code.

For more detailed information on computer accounts, security, and computing policies please see the [Bren School Computing](#) section of the web site.

Infrequently, large labs or workshops are scheduled in the SCF. This happens during the discussion sections of some of the core courses. In this event, students will be asked to leave the facility during the period of instruction.

If you encounter problems with the hardware or software, email request@bren.ucsb.edu.

The computing lab policy may be found on the Bren website. Our expectation is that students will have utmost respect for people and property throughout Bren and will conduct their activities in a professional manner and with a high degree of integrity. Food and drinks in spill-proof containers are allowed in the SCF, as long as garbage is thrown away and nothing is spilled on the computers. The computer team reserves the right to ban food and drinks from the SCF if computers are ruined or the room is not kept clean.

The policy does not provide specific guidance about noise in computer labs and by-and-large the compute team expects students to self-regulate. Over the years, students have found that it worked best to designate the GIS lab as the especially quiet lab. We recommend that students adhere to this unwritten, student-initiated policy for regulating noise.

SCF is a student space, and we are reticent to impose administrative rules governing student spaces, so we think it is best if MESM students determine the best way to govern. If noise becomes an issue and a solution cannot be found, we ask that you first communicate your concerns to your DAC representatives before coming to the administration with this issue.

**Interaction Room/Kitchen/Patio (BH 3328)**

The Interaction Room is an informal space for Bren School students and contains a kitchen area and lockers for MESM students. There is also a patio where you can eat, read, relax, etc.
The patio is a common space that can be used for lunch, study sessions, etc. Surfboards and wetsuits are NOT allowed on the patio. Rather, students should store these items in the surfboard storage area behind Bren Hall.

Lack of cleanliness in the kitchen can easily become a problem with so many people using one small space. Students are responsible for cleaning up after themselves, including spills in microwave, refrigerator, or counter top. The refrigerator is available for use on a daily basis but is not intended for long-term food storage. Please do not put food in the fridge and forget about it - space becomes extremely limited in the fridge and rotting food stinks up the whole kitchen. To date, students have been negligent about keeping the fridge clean and free of rotting food. Students need to improve this or we will have to consider not replacing the fridge after it dies.

Bren School student spaces are provided to you as a privilege. Therefore it is students’ (not staff) responsibility to keep them clean and tidy and free of trash, rotting food, dirty clothes, etc. Please recycle your cans, bottles, plastics, office paper, newspaper, and cardboard. Throw your trash in the proper receptacles. Clean up after your spills and messes. Wash your dishes. Keep the refrigerator clean. There are a variety of cleaning supplies located under the sink in the Interaction Room. Please use these items to clean up after yourself.

If you experience a recurring problem that is preventing the student areas from being kept clean, please contact the Student Affairs staff at gradasst@bren.ucsb.edu. We also recommend reporting the problem to your DAC representatives since this is ultimately a student problem that should be solved by students.

**Reading Room (BH 3312)**

This is a quiet space, reserved for individual studying only. Students are not allowed to talk, hold meetings or study sessions, or store personal items in this room. There are many books and periodicals available here for student use.

There is at least one copy of each required textbook or reader for core courses. There may also be copies of books for elective classes if we have free copies from the publisher or donated copies from faculty and students. You are welcome to make use of these materials, but they **MAY NOT BE REMOVED FROM THE ROOM**. Please return all materials to the proper shelf when done.

If you have a book that might be an appropriate donation, please contact scheduling@bren.ucsb.edu or bring it to Briny or Amy in the Dean’s Suite. Do not just leave donated books in the periodical room. We only accept books that have a high probability of being utilized; otherwise the room becomes a dumping ground for old books. Moreover, new additions need to be added to our database.

**FINANCIAL SUPPORT**

There is detailed information about financial support on the Bren website so only a few items will be emphasize or expanded upon in this handbook. If you have not reviewed the web information and you have questions, you may find the information you need there.

The reality is that most MESM students have to fund all or a significant portion of their education with loans or personal savings. Please note that all loans and federal financial aid is handled by the UCSB Financial Aid Office not the Bren School.
The other reality is that most MESM students find it difficult to work more than 10 hours/week since the MESM program is a full-time program that most students find quite challenging and usually demands at least 40 to 50 hours per week of their time. We generally advise students to take the first quarter and assess whether they truly have the time and energy for both the MESM program and a job.

**Academic Appointments**

Some students have communicated to us in the past that while exploring the possibility of going to graduate school, advisors at their undergraduate institutions had led them to believe that they would be able to support themselves with teaching or research assistantships if they went to graduate school. While this often true for those pursuing a PhD in science and engineering, it often not true for those pursuing degrees in other disciplines and rarely true for those pursuing a professional degree.

MESM students should not expect that they will be able to finance their education through teaching and research assistantships. Only a small percentage (5-10%) of MESM students secure these types of positions.

The few TA positions at Bren are filled by PhD students. TA opportunities for MESM students are only available through other departments on campus. The UCSB Academic Student Employee Positions page has contact information for all departments that have TA positions available. The best bet for TA positions is the Environmental Studies Program, which is a large undergraduate program with no graduate students. Please visit their website to explore this further. Generally, all of their TA positions for the coming academic year are allocated during summer.

The Bren School does not have Graduate Student Researcher (GSR) positions to award to students. Rather GSR positions are arranged on an individual basis between the student and a faculty member who is the Principal Investigator on a research grant, and generally are not “applied for” as one would a Teaching Assistantship. Faculty members primarily use PhD students to fill their GSR positions. Again, the Bren School administration and staff cannot award you a research position since we do not control research grant funding. Only the faculty member who has been awarded the funding has the right to award a student a research position.

**Recruitment Incentive Awards (1st year MESMs)**

The Bren School receives some funds from the Graduate Division, known as block grant, that are used for recruitment incentive awards to pay fees, non-resident tuition, and/or stipends.

The Bren School has additional funds available for recruitment incentive awards, thanks to the generosity of a number of donors who have provided the school with gifts and/or endowments to be used for student prizes and fellowships. While we are able to make some awards of financial support to incoming MESM students with the strongest applications, most awards are relatively small and only 10-20% of students receive awards.

Incoming MESM students who receive financial support in the form of block grant and/or donor funds need to remember that the award is a recruitment incentive and is for the first year only. Recruitment incentive awards are made during the admission process only.
At the beginning of the year, incoming students that received a recruitment incentive award will receive a statement of award distribution which will summarize how and when the award will be distributed. Awards are credited directly to students’ BARC accounts. It is not uncommon for these awards to not show up on BARC until the first day of classes. If they have not appeared after the first day of classes, please let the Student Affairs staff know.

Awards are generally distributed fairly evenly through the year, so, if for example, you have $3,000 award, it will likely be distributed as a $1,000 award each quarter. Awards are applied towards fees/GSHIP/tuition payment (non-taxable). If an award exceeds the cost of fees/GSHIP/tuition then the balance goes toward a stipend which is distributed via a hard copy check which is picked up at the Billing Office in SAASB.

If you have a recruitment incentive award and obtain a TA or GSR appointment it is imperative that you notify the Student Affairs Office because we will likely need to adjust how your award is distributed since TA and GSR positions pay for most of fees/GSHIP.

Summer Internship Fellowships
The Bren School places a strong emphasis on professional experience and expects all Master’s students to complete internships between their first and second year of study. Since summer internships are often unpaid or low-paying, the Bren School has established Summer Fellowship funding opportunities. Students may apply for summer internship fellowship funding if they have an excellent summer internship opportunity that will create a financial hardship, if accepted. Fellowship application and detailed information is distributed by the Career Development office in winter quarter.

Fellowship applications are evaluated based on the following criteria and recipients are selected based on the overall strength of their entire application (taking into account all criteria):

- Ability to demonstrate financial hardship and degree of financial hardship
- Quality of internship experience
- Performance, accomplishments, and community service/involvement as a MESM student
- Geographic location of internship
- How well the internship aligns with career objectives and the Bren School mission

Both ‘Donor Funded Summer Internship Fellowships’ and ‘Corporate Partners Summer Internship Fellowships’ are awarded. Students are evaluated for both fellowships through one application. A student may be awarded one or both fellowships.

A Donor fellowship is a $1,000 award. Guided by the Office of Development, recipients interact with their donors via letters of thanks throughout the second year. In fall, the recipients are invited to meet their donors and share about their summer internship experiences at the Annual Donor Recognition Dinner.

A Corporate Partners fellowship is an award ranging from $100 to $4000, depending on financial resources in a given year and the number of qualified applicants and their respective needs. Recipients’ names and internship titles are posted on the Corporate Partners webpage on the Bren School website.

Conference Funding
The Bren School has made available $15,000 per year of Corporate Partner funding to support student participation in professional conferences. Except under unusual circumstances, only students that are presenting a paper (oral or poster) are eligible for this
funding. Unusual circumstances might include (but are not limited to) opportunities such as being invited to participate as an active member of a working group meeting or winning an award which will be presented at a conference. We do not fund requests to attend conferences solely for the purpose of networking, gaining knowledge and skills, helping to advance career goals. Funding is not granted for extension workshops or similar classes. Full support may not be awarded, in which case students will be required to pay the remainder of their expenses. Maximum funding may not exceed $500, but less may be granted. To apply for an award, students must complete a Conference Funding Request Form, available on the web at Services/Students and Academic Affairs and submit the request to the Assistant Dean for Academic Programs.

**Eco-E Special Initiatives Funding**

Thanks to the generosity of a donor, some funding is available to support student involvement in activities related to Eco-Entrepreneurship (Eco-E). If you seek funding for prototype development or to participate in Eco-E relevant conferences or training activities, please prepare a proposal funding request (1 page max) and submit it to Emily Cotter (ecotter@bren.ucsb.edu) for review by the Eco-E Faculty Advisory Committee.

**Student Off-campus Travel Insurance**

Students participating in off-campus activities sponsored and supervised by the University are covered worldwide, 24 hours a day when traveling out-of-state or overseas by ACE USA.

Coverage Benefits includes:

- **Emergency Medical Evacuation** - if you are injured or become ill and cannot be treated locally ACE will provide emergency transportation to the nearest hospital where you can be effectively treated.
- **Out-of-Country Medical Expenses** - if you are overseas and need to be treated because you are sick or injured this coverage will pay your medical expenses ($10,000 max/occurrence).
- **Security Extraction** - if you are in a dangerous situation outside your control, ACE will work to get you out of danger.
- **Travel Assistance Services** - if you need to find a hospital, lose your passport, need temporary financial assistance, you can call ACE and they will help.

To be covered students participating in UC-sponsored programs and traveling out-of-state or overseas must register their travel plans prior to departure. Students register by going to [www.uctravel.org](http://www.uctravel.org) and filling out the "Business Traveler Insurance" form. Upon registration, you will receive a Confirmation of Coverage card which should be carried by the traveler until you have returned from the trip. Please contact the campus Risk Management office at 893-2860 if you have questions or required additional information.