# Master of Professional Studies Student Handbook



GEORGETOWN UNIVERSITY

School of Continuing Studies

Academic Rules and Regulations

2009-2010

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# WELCOME

Welcome to Georgetown University and the Master of Professional Studies (MPS) program in the School of Continuing Studies (SCS). This handbook is provided as a guide for students, faculty, and staff regarding important policies and procedures. SCS establishes minimum standards for academic performance (described in this handbook); however, individual programs are encouraged to set higher standards that reflect the academic rigor of those programs and Georgetown's commitment to academic excellence.

We believe that education should help students build and maintain a genuine spirit of reflectivity to guide them along their academic and intellectual journey. These policies were developed to maintain the integrity of our programs and to ensure equity and fairness through their application. We encourage all students to read through this handbook carefully and to familiarize themselves with the requirements of their programs. Students should feel free to discuss any questions about academic policies and procedures with the associate dean for academic affairs or with the associate dean of their program.

Updates to certain policies and procedures may be necessary to the handbook, and all students will be held to the current academic standards and regulations of SCS and their programs. We therefore encourage students to check the MPS website at the start of each semester to download the most recent handbook for that academic term.

# CONTACTING US

The MPS offices for Academic and Student Affairs, Human Resources, Real Estate, and Sports Industry Management are in the main office building of the School of Continuing Studies, at 3307 M St., NW, Suite 202, in Washington, D.C. The MPS offices for Journalism, Public Relations, and Technology Management are located at 3101 Wilson Blvd., Second Floor, in Arlington, VA across from the Clarendon Metro.

#### Office of Academic and Student Affairs

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# GETTING OFF TO A FAST START

Here are a few tips as you begin your program:

- Set up your e-mail. <u>Georgetown University will send e-mail messages only to your georgetown.edu address</u>. Plan to either check this account frequently or forward Georgetown mail to another account. Please make sure that your Georgetown email account is maintained and does not go over quota. You should have received a temporary password for your e-mail account with your admissions letter. If you did not, please contact your program manager immediately.
- 2. Get your GO Card. You must have a student identification card, called a GO Card, to check books out from the library, to enter various campus buildings and labs, and to use the University shuttle bus. GO Cards are issued by the GO Card Office located at the entrance of Darnall Hall. The office is open weekdays from 9 a.m. to 5 p.m. Unfortunately, the office does not offer evening hours, but you can make your visit a short one by completing most of the work in advance; you can email or fax in your information and photo and simply pick up the card when it is ready. Information is available at http://gocard.georgetown.edu. Register for classes.
- 3. Register for classes by pre-registering through MyAccess. Check the dates for preregistering your classes in succeeding semesters at the Registrar's website at registrar.georgetown.edu. Be sure to register as soon as possible. If you are admitted to

- your program past the pre-registration window, be sure to register online with MyAccess (https://myaccess.georgetown.edu) during the regular registration window.
- 4. Pay for your classes. Tuition is due by the start of the semester or a late fee will be charged. Billing issues should be raised with Student Accounts, NOT with MPS staff. You can pay your bill online. Information is available at <a href="http://www9.georgetown.edu/finaff/studentaccounts/">http://www9.georgetown.edu/finaff/studentaccounts/</a>.
- 5. Students with disabilities should contact the Academic Resource Center (Leavey Center, Suite 335; 202-687-8354; <a href="arc@georgetown.edu">arc@georgetown.edu</a>; <a href="http://ldss.georgetown.edu/index.cfm">http://ldss.georgetown.edu/index.cfm</a>) before the start of classes to allow their office time to review the documentation and make recommendations for appropriate accommodations. If accommodations are recommended, you will be given a letter from ARC to share with your professors. You are personally responsible for completing this process officially and in a timely manner. Neither accommodations nor exceptions to policies can be permitted to students who have not completed this process in advance.

# MASTER OF PROFESSIONAL STUDIES (MPS) DESCRIPTION AND DEGREE REQUIREMENTS

Colleges and universities offer a variety of graduate-level degrees, such as the more traditional, research-focused Master of Arts (MA) and Master of Science (MS); the arts-focused Master of Fine Arts (MFA); and those degrees focused on specific aspects of industry, including the Master of Public Administration (MPA), the Master of Business Administration (MBA), and the Master of Professional Studies (MPS). These degrees are further differentiated by such factors as their pedagogical focus, curricula (course offerings and requirements), and culminating projects. Each of the MPS majors in the School of Continuing Studies focuses on applied, practical learning targeted to professional careers in Human Resources, Journalism, Public Relations & Corporate Communications, Real Estate, Sports Industry Management, and Technology Management. The minimum school-wide requirements for the MPS degree are described below; however, each program can have additional requirements specific to their major. Therefore, students are encouraged to maintain regular contact with their major department.

The Master of Professional Studies (MPS) degree requires a total of 30 graduate credits with a minimum graduating GPA of 3.00. Of the 30 credits, students must take two classes (six credits) that are reserved for core (foundation) courses, which include the ethics course taken in the first or second semester of an MPS program, and the capstone course taken during the final semester. Individual MPS programs may have additional course, GPA, and degree requirements specific to their programs. The remaining credits toward the MPS degree are electives.

The Advanced Professional Certificate (APC) requires a total of 15 graduate credits with a minimum cumulative GPA of 3.00 in those credits. Students admitted to the APC are required to schedule an appointment with their associate dean before the start of their first semester to fill out the Advanced Professional Certificate (APC) Tracking Form. This form can be found online at <a href="http://scs.georgetown.edu/academic-affairs/resources">http://scs.georgetown.edu/academic-affairs/resources</a>. The APC is not merely an accumulation of credits; rather, each APC is meant to be formed by a cohesive, well-defined, and clearly articulated group of courses in advance of study. APCs will not be awarded retroactively. The completed APC Tracking Form must be supplied to the Associate Dean for Academic Affairs during the student's first semester. Although some APCs may not require the ethics course, it is strongly recommended that all students enroll in this class, as it will be required for further study if the student applies to the MPS degree.

The MPS degree requires a minimum of 24 credits that are unique to that degree alone. The APC requires a minimum of 12 credits that are unique to that certificate alone. Therefore, students may count a maximum of 3 credits from an MPS program or another APC toward the 15 required credits for an APC in a different program. Students may count a maximum of 6 credits from an MPS program or another APC to a different MPS program. Advance, written permission from both the MPS and APC program associate deans is required to cross-count credits in this manner. Individual MPS or APC programs may have stricter requirements and may also decide that no credits can cross-count to their specific programs.

#### Core courses

The ethics and capstone courses provide the foundation for successful graduate study in an MPS degree. Students are required to take the ethics course within the first two semesters of enrollment. The MPS capstone course is taken in the student's final semester before graduation. We strongly recommend that students schedule a time with their associate dean to discuss ideas for their capstone course after they have earned 21 credits. Once they have chosen their topic for their capstone, they should coordinate to meet periodically with both their capstone course advisor and their associate dean to ensure that they are successfully meeting the requirements to earn credit.

## Transfer credit from other graduate institutions

Many MPS students have already completed some graduate study, and the MPS program associate deans may consider up to six credits to transfer from other accredited, graduate-level institutions. The MPS associate deans and the associate dean of academic affairs have final say regarding which courses may transfer into the degree or APC programs, and in general will consider the content of the course in question and its similarity to an MPS course, the syllabus, the grade received, the age of the course, and the accreditation of the institution offering the course. Transfer credit is not awarded for study at other institutions after students have started study at Georgetown. Students should therefore plan on completing all coursework in residence at Georgetown once they have matriculated at the University.

Only graduate-level courses for which the student received a "B" (3.00) or better can be transferred into an MPS program. Credits that have been or are being applied to another degree or certificate may not be transferred. Requests for transfer credit must be submitted during the student's first semester of study in their MPS program.

#### Transfer credit from one SCS Graduate program into another

In order to transfer from one masters-level degree program into another within SCS, students must secure advance, written permission by the associate dean of their new program, and they may be required to apply formally through the SCS Admissions Office. Minimally, they must be in good academic standing with a cumulative GPA of 3.00 or better. However, acceptance into one graduate program in SCS does not guarantee acceptance into another program, regardless of the student's GPA. Students cannot transfer from one program into another to prevent actions like probation or termination. All grades earned at Georgetown remain on the student's academic record and are factored into the cumulative GPA even if some credits are not permitted in the student's new program. A cumulative GPA of 3.00 is uniformly required to remain in good standing and to qualify for graduation.

Although some masters-level courses and programs in SCS may overlap, students who would like to transfer from one program into another must undergo a formal credit review by their new program Associate Dean to determine the applicability of previously earned credits. Students should keep in mind that they may not be able to apply all credit awarded in their previous program – whether in residence at Georgetown or through transfer from another institution – to their new program.

#### Degree conferral time-line

SCS prides itself on the currency and relevance of its courses and the knowledge base built within its programs. Thus, we encourage students to maintain a strong academic focus that will help them complete their degrees in a timely manner. The MPS degree must be completed within five years of first registration. Requests in writing for extensions beyond the five year time period and not automatic or guaranteed and will be judged on a case-by-case basis by the associate deans. Students who do not enroll in two consecutive semesters (fall/spring; spring/summer; summer/fall) will be automatically inactivated by the Registrar's Office, and the notation "Withdrawn for failure to register" will be added to their transcripts. Students who are inactivated may be required to re-apply through the SCS Admissions Office. Prior acceptance to a program does not guarantee re-admission, as admissions standards may be higher and more competitive in subsequent years.

International students with F-1/J-1 visa status are required to enroll full-time (9 credits in the regular fall and spring semesters) and must therefore complete their degrees within five semesters. Students who anticipate completing their programs sooner than anticipated (by enrolling in summer courses, for example), or later than expected, must contact their major program, the Office of Academic Affairs, and the Office of International Programs (202-687-5867) as soon as those changes occur to discuss the possible ramifications to their Visa status.

#### **Admissions**

In order to be accepted fully as a degree-seeking student into one of the MPS programs, students should have a strong academic background with a completed undergraduate degree at an accredited institution. A cumulative GPA of 3.00 (solid "B" average) or higher is expected in the student's undergraduate coursework, as a 3.00 is the minimum acceptable GPA for good standing at the graduate level at Georgetown. The MPS programs also look for a strong professional background and industry experience that will help students succeed in their applied programs. Other factors, such as writing samples, portfolios, and interviews may be taken into consideration by the associate deans and Admissions Office when reviewing applicants. Students who have been denied admission to an MPS program may appeal the decision by contacting the associate dean of academic affairs who will convene the MPS Admissions Appeal Committee, which is comprised of three MPS associate deans and the director of admissions. Appeals should specifically address weaknesses in the original application (such as reasons for low GPA, unsatisfactory grades in specific courses, or areas of professional development and experience). Appeals will be reviewed based solely upon the academic merits of the situation. The decision of the committee is final and without right of further appeal.

Students are officially admitted when a letter of acceptance has been received by the Dean of the School and registration has been completed. All new students must attend New Student Orientation and register online prior to the beginning of their first semester on the designated date for that term.

All international students must fill out the "International Student Questionnaire" at <a href="http://oip.georgetown.edu/isss/vsq.htm">http://oip.georgetown.edu/isss/vsq.htm</a>. Those students requiring a University-approved F-1/J-1 Visa status must also do the following: (1) Complete and return the "Matriculation Intent" form to the Office of Academic Affairs (3307 M Street, NW; Suite 202; Washington, DC 20057; fax: 202-687-8954); (2) complete all requirements and procedures administered by the Office of International Programs; and (3) attend additional orientation sessions sponsored through the Office of International Programs. <a href="Admission to a program within SCS">Admission to a program within SCS does not guarantee the conferral of Visa status</a>. Federal law may also require international students to follow more restrictive requirements than U. S. citizens.

Students enrolled in non-degree status must apply to MPS programs and meet the criteria for admission at the time of that application. Admission cannot be guaranteed regardless of the grades earned in non-degree status. <u>International students requiring University-approved F-1/J-1</u> Visa status are not eligible to enroll as non-degree students.

Acceptance to MPS programs is competitive, and students should think carefully before requesting a deferral. Individual programs set their own time limits for deferral (no longer than one year), and approval is not automatic or guaranteed. Deferral is typically allowed for students who have unexpected professional obligations to prevent their enrollment. All deferrals must be approved by the associate dean of the student's program who may also require updated or additional application materials for re-consideration at a future date. If any academic work is completed during the period of deferment, the student must re-apply.

#### Part-time student status

All majors in the MPS and APC programs are designed for adult students with existing professional and/or family responsibilities. Many students enroll in between three and six credits, or one to two courses per term. Some of our students pursue the MPS or APC full-time taking nine credits or more credits. Students on J-1 or F-1 student visa status must be registered as full-time to satisfy the terms and conditions of the visas.

#### Full-time student status

Given the intense nature of the MPS programs, SCS recommends that most students enroll in no more than six to nine hours per semester. Students who work twenty or more hours per week are strongly encouraged to enroll in a maximum of six credits during a single semester so that they can balance their professional and academic obligations. Students must secure advance, written permission from their associate dean to enroll in nine or more hours during a single semester.

#### Academic advising

Students are encouraged to request academic guidance and advising as needed from the associate dean of their program, the associate and assistant deans of academic affairs, program directors and managers, and other faculty members. The department provides individual advising to students as needed and requested and individual programs may require advising at certain points in the student's tenure. All students are encouraged to review their graduation requirements and progress towards the degree with their associate dean after earning 21 hours.

# **COURSE REGISTRATION**

Students are strongly advised to register for classes early, because many courses do fill up, and there is a size limit on classes.

Register for courses online through MyAccess at https://myaccess.georgetown.edu/. In order to register, students need their NetID and password. If assistance is needed with this process, please contact the Help Desk at (202) 687-4949. The Schedule of Classes can be found online at http://registrar.georgetown.edu/.

Students must check with the director of their program before they register for more than nine credits. Registering for courses outside of an MPS concentration or in another department within the University requires prior approval from the student's associate dean. MPS students cannot audit courses.

#### Online waitlist

A Waitlist system manages the waitlist for closed courses each semester. Periodically, before

classes begin, the Waitlist is sorted, and MyAccess emails students if a space has opened in a closed class. Available spaces may open but will not be filled once a course begins. The online Waitlist is maintained according to the date students put themselves on the Waitlist. If more than one person goes on the list on the same day, they are listed in the order they were admitted to the degree program from earliest admit to the most recent.

#### Add/Drop Period and Course Withdrawal

The deadlines for the add/drop period and for withdrawing from a class are listed on the Academic Calendar of the University Registrar (<a href="http://registrar.georgetown.edu/calendars/">http://registrar.georgetown.edu/calendars/</a>) every semester. Students may add/drop courses online until 5 p.m. of the day before the course begins. After that time, dropping a course requires a manual form and cannot be done online. Call the directors or the associate dean for assistance with this process. It is the student's personal responsibility to deliver the signed form to the Registrar's office by the official deadline. Failure on the student's part to withdraw officially from a course will result in a grade of "F" in the course and be factored into the student's academic standing (probation and termination). All students are encouraged to verify the accuracy of their schedules, including all course and section numbers, before the end of the add/drop period. Students should do this even if they make no changes to their schedules, but especially if they do.

Generally, students may not add a course after its first meeting date.

Courses dropped during the add/drop period will be deleted from the student's record with 100% tuition refund; thereafter, dropped courses are listed as "W" (withdrawn) on the record and the tuition refund is prorated according to the date of the withdrawal. Students should be attentive to the fact that dropping or withdrawing from a course may have implications on their loan or visa status, and they must keep the appropriate authorities informed.

#### Add/Drop/Withdrawal refund schedule

#### Fall and Spring Semesters:

Ist or 2nd week of semester: 100% refund/delete 3rd or 4th week of semester: 80% refund/withdraw 5th or 6th week of semester: 70% refund/withdraw 7th or 8th week of semester: 50% refund/withdraw 9th week of semester: 40% refund/withdraw 10th-15th week of semester: 0 refund/withdraw

#### **Summer Semester:**

Before second class: 100% refund/delete Before third class: 75% refund/withdraw Before fourth class: 50% refund/withdraw After fourth class: 0% refund/withdraw

# GRADES AND GRADING

### Graduate grading system

Grades for graduate coursework are recorded as follows:

Α	4.00	- 1	Incomplete
A-	3.67	W	Withdrawal
B+	3.33	S	Satisfactory ("B" or higher required for "S")
В	3.00	U	Unsatisfactory ("B-" or lower results in "U")

B-	2.67	AU	Audit
С	2.00	IP	In Progress
F	0.00	NR	Not Reported

Grade Reports are mailed to students by the Office of the Registrar at the conclusion of each term in which they are enrolled. Grades are also posted in MyAccess as the professors submit them.

The Quality Grade Point Average, or GPA, is calculated by dividing the total number of quality points earned at Georgetown University in the MPS program by the total number of academic credits attempted at Georgetown University in the MPS program. The current GPA is included on the student's degree audit which the student may view through MyAccess. (Transfer credit counts toward the total number of academic credits but grades from those courses are not transferred or included in the cumulative GPA.) (NR) is posted on a grade report when the grades for that course have not been submitted by the professor. The grades of Satisfactory or Unsatisfactory are awarded for pass/fail courses only. A grade of "B" or higher is required for a student to be assigned an "S"; a grade of "B-" or lower results in a grade of "U" and no earned credit. Grades of "S" and "U" are not included in the calculation of a student's GPA; however, for the purpose of reviewing academic performance leading to academic termination, a "U" is treated the same as an "F."

In order to be considered in good academic standing, students must maintain a minimum cumulative GPA of 3.00 (solid "B" average). In addition, a minimum GPA of 3.00 is required of all master's candidates for graduation. Students will not be allowed to register for additional credits beyond the 30 course credits required for graduation for the purpose of raising their GPA. Students may enroll in an additional elective course for their own benefit and with approval of their associate dean. While all grades earned will be factored into reviews of academic standing, only the first 30 credits earned within the program will be allowed to count towards the degree.

# Repeating a failed course

Students may not repeat courses passed with a "C" or better for credit. The sole exceptions to this rule are: (1) A student may be permitted by the associate dean of their program to repeat a single course in which a grade of "F" has been received. If such a course is repeated, all registrations for that course and their respective grades, including the original grade of "F," will remain on the transcript record. Both the original grade of "F" and the grade of the repeated registration will be included in calculating the GPA used to evaluate the student's academic standing and eligibility to graduate. Please be aware that individual programs may limit courses that can be repeated. (2) If a program requires a grade of "B" (3.00) or higher in the MPS capstone course, and the student earns a grade below this level, the associate dean of that program may permit the student to repeat it on a one-time basis. All grades remain on the student's transcript and are used in making determinations of probation and termination.

#### Incomplete grades

Students are expected to complete all coursework by the end of the semester in which that coursework is taken. In some instances, it may be necessary for students to request an Incomplete, "I," grade and a limited extension of time by the professor to complete the required coursework. Incompletes are not automatic, and some professors do not allow Incompletes. If they do, they may establish a date prior to the dates given here, and they may also assign a grade penalty or other penalty for late work. An incomplete should be requested from the associate dean by completing the Request for Incomplete form, available on the MPS Web site, having the professor sign it, and submitting it to the associate dean in a timely manner.

If the professor grants a student additional time to complete the coursework and the work is completed by the date established by the professor on or before the incomplete deadline, the "I" is changed to the appropriate grade. This policy is applicable to all MPS courses as well as courses students may take outside the Program here at Georgetown or another university.

Deadlines for the submission of Incomplete work from each semester will be as follows:

Jan. 15: for a course taken in the fall term June 15: for a course taken in the spring term Sept. 15: for a course taken in the summer term

If these dates fall on a weekend, the following Monday will be the deadline. All assignments to be completed by those dates must be delivered (hard copies, only) to the associate dean and professors no later than 4 p.m. on or before the date listed above. Submissions after the published deadline date and time will not be accepted and the grade of "I" will automatically change to the grade of "F." Upon receipt of the final assignment(s) by the deadline, the professor will review the work submitted and send a grade change report to the associate dean. The grade change is then forwarded to the Registrar for posting to your record.

#### Withdrawals and Incompletes

SCS is committed to academic excellence, but we also understand that a student's academic progress might occasionally and unexpectedly be hindered by non-academic circumstances related to their health, families, and/or professional obligations. We embrace the ideal of "Cura Personalis," a Latin phrase that translates as "Care of the Person" and which emphasizes the unique circumstances and concerns of each student.

It is important for students to assess their progress in courses honestly and regularly throughout each semester. If circumstances do arise that prevent students from doing their best work, then we encourage them to talk to their professors, the associate dean of their program, and/or the associate dean for academic affairs. In some cases, the best avenue might be for that student to request an incomplete – if the circumstances are temporary and the student believes that s/he can realistically complete the course requirements with a bit more time – or to withdraw from the course if the circumstances will likely be on-going. Students should also keep in mind that withdrawing from courses or programs may have implications on their loan or visa status.

By taking advantage of these particular options as appropriate, students can focus more completely on their circumstances without sacrificing their academic potential.

In rare circumstances when students are not able to withdraw on their own by the stated deadlines, typically due to health-related matters, students may petition the SCS associate dean for academic affairs for a compassionate withdrawal. Such withdrawals cannot be allowed simply to avoid an unsatisfactory grade in a course or resulting academic action (like termination). Thus, the student's professor will also be contacted for input regarding attendance and grades earned throughout the semester when SCS reviews such requests. Compassionate withdrawals can only be considered with verifiable, third-party documentation of extraordinary circumstances that would have prevented the student from withdrawing in a timely manner. Submission of documentation does not guarantee that a request will be approved. Compassionate withdrawal requests must be submitted in writing by the student no later than 60 days after the beginning of the semester following that semester in which the situation arose. If approved, compassionate withdrawals result in a notation of "W" next to the withdrawn course(s). Students should keep in mind that refunds are seldom allowable by Student Accounts, even if the compassionate withdrawal has been approved. Our office does not make recommendations for refunds and respects the authority of Student Accounts regarding all financial decisions.

#### Course grade changes

When a professor believes a grade change for a course is justified (e.g., because of an error in recording or due to a legitimate grading error), or following a student's inquiry, the professor will send a grade-change authorization form with a signed statement of the reason for such a change to the associate dean of academic affairs for approval. Please note that no additional work from an individual student can be accepted to improve a course grade after that course has been completed.

### Course grade appeal

MPS faculty members have been chosen due to their unique experience and expertise in their respective fields. As such, SCS strongly believes in the authority of its faculty to determine the academic merit and grades of their students. While students may request a review of their grade in the steps outlined below, they should also keep in mind that the faculty member is considered the academic and professional expert in determining their grade.

The grade appeal procedure is not set up to address allegations of discrimination. However, SCS takes all such allegations very seriously and asks that students who believe they have been discriminated against make a formal complaint through the Office of Institutional Diversity, Equity, and Affirmative Action (202-687-4798; <a href="ideaa@georgetown.edu">ideaa@georgetown.edu</a>). The Grievance Procedure and Discrimination Complaint form can be found at <a href="https://ideaa.georgetown.edu/policies/">https://ideaa.georgetown.edu/policies/</a>.

In the event that a student would like to appeal a grade received for a course, the following steps are to be taken:

- a. Students should first seek an acceptable resolution through a discussion with the professor. This process must begin no later than 30 days after the beginning of the semester following that semester in which the contested grade was received. Students should bring copies of the course syllabus and all graded assignments with them to their meeting with the professor so that they can discuss all aspects of their grade and how it was calculated and recorded.
- b. If, after speaking with the professor, the student still believes that the final grade was incorrectly assigned, he or she may then discuss the matter with the associate dean of the program offering the course. This process must begin no later than 60 days after the beginning of the semester following that semester in which the contested grade was received. The course professor may also be contacted by the associate dean for additional information. The associate dean will not judge the academic merit of the assignments; rather, the associate dean will review the situation to ensure that the syllabus and grading criteria were followed. After investigating the matter, the associate dean of the program makes a recommendation to the associate dean for academic affairs.
- c. If, after speaking with the professor and associate dean of the program offering the course, the student would like to appeal further, he or she may then submit a formal request to the SCS associate dean for academic affairs and the Dean of the School of Continuing Studies for final review. The associate dean for academic affairs will complete an investigation on behalf of the Dean. This process must begin no later than 90 days after the beginning of the semester following that semester in which the contested grade was received. Please note: This final level of appeal reviews the administrative handling of the appeal only. Neither the associate dean of academic affairs nor the Dean of SCS will evaluate the academic merit of the work (such as regrading a paper or test). The decision of the Dean is final and not open to further appeal.

#### **Pending Grade Appeal**

A student may request a delay in imposing academic termination from the SCS associate dean for academic affairs because of a pending grade appeal that could change the student's status. An approved delay allows the student to register while on termination. This request must be submitted by the student in writing to the associate dean at least one week prior to the first day of classes of the semester in which the termination has been placed. Submission of a request does not guarantee approval will be granted.

If the grade appeal is successful, the official transcript is corrected and the student continues in classes. If the grade appeal is not successful, the student is required to stop attending all classes immediately. No record of registration for the academic period appears on a transcript and the student receives the appropriate refund as of the decision date.

# ACADEMIC INTEGRITY

#### **Honor Code**

As a Jesuit Catholic university, committed to the education of the whole person, Georgetown expects all members of the academic community, students and faculty, to strive for excellence in scholarship and in character. To uphold this tradition, the University community has established an honor system for its undergraduate schools, including Georgetown College, the School of Foreign Service, the School of Business, the School of Nursing and Health Studies, the Law Center, and the School of Continuing Studies. The Honor Council is the principal administrative body of this system. The Honor Council has two primary responsibilities: to administer the procedures of the Honor System and to educate the faculty and undergraduate student body about the standards of conduct and procedures of the System. Upon matriculation, you may be required by your associate dean or professor to state or write the pledge as follows:

In the pursuit of the high ideals and rigorous standards of academic life, I commit myself to respect and uphold the Georgetown University Honor System: To be honest in any academic endeavor, and To conduct myself honorably, as a responsible member of the Georgetown community, as we live and work together.

Faculty may, at their discretion, require students to include a signed version of the pledge with their assignments and tests. Without regard to motive, student conduct that is academically dishonest, evidences lack of academic integrity or trustworthiness, or unfairly impinges upon the intellectual rights and privileges of others is prohibited. A non-exhaustive list of prohibited conduct includes but is not limited to cheating on exams and other assignments, committing plagiarism, using false citations, submitting work for multiple purposes, submitting false data, falsifying academic documentation, abuse of library privileges, and/or abuse of shared electronic media.

All students are required to abide by the Honor System regardless of whether or not they have been required to state or write it. The Honor System includes detailed provisions for investigating and adjudicating allegations of academic misconduct. Further information is available at http://gervaseprograms.georgetown.edu/hc/. Students found to have committed any such offense will be subject to academic penalties. These include but are not limited to failure of the course, suspension or dismissal from the University, and revocation of degrees already conferred.

# ACADEMIC REGULATIONS

#### Leave of absence

If students need to interrupt their studies temporarily, they should discuss the situation with their associate dean. If two consecutive semesters (fall/spring; spring/summer; summer/fall) pass in which students do not register or notify the associate dean that they need to take a semester off, they will be inactivated in the system automatically by the Registrar's Office and the notation "Withdrawn for failure to register" will be added to their transcripts. Please note that a leave of absence does not confer the registration or residency status necessary to qualify for financial aid or to meet visa requirements. International students must contact their major program, the Office of Academic Affairs, and the Office of International Programs prior to taking a leave of absence.

#### Withdrawal from the program

Students who wish to formally withdraw from a program should do so in writing to the associate dean of their program so that it may be recorded on their permanent record. Students who have withdrawn (or been withdrawn) officially from their programs will be required to re-apply through the SCS Admissions Office should they wish to return in the future. Prior acceptance to a program in SCS does not guarantee future acceptance to that same or another program.

#### Class attendance/absence

Because of the interactive structure of the MPS program, attendance in class is expected except in extraordinary circumstances. In all instances, students should contact the professor regarding any absence. Since active participation and discussion are required in most courses, continued absences may have an adverse effect on the calculation of a student's final course grade. Individual professors may also request that students be withdrawn from the course due to continued absence. In those rare instances, the student would be responsible for any financial obligations due at that time and would be held accountable for any impact the withdrawal might have on the student's loans and/or visa status.

Please note that non-attendance does not guarantee that a student will be withdrawn from a course. If a student wishes to withdraw from a course, then that student should fill out the required paperwork for that adjustment and obtain the required approvals by the deadline for doing so. The student is responsible for delivering the signed withdrawal form to the Registrar's Office in a timely manner.

#### Academic actions: Probation

Academic excellence is one of the defining characteristics of Georgetown, and students accepted into SCS programs are expected to make consistent progress in their degree programs. At times, however, students may find that their academic progress has been hindered by some factors, and they will subsequently be required to meet with their associate dean or the associate dean for academic affairs for guidance.

MPS students are placed on academic probation when (1) they earn one "F" or "U" in a single semester; or (2) when their cumulative GPA falls below a 3.00. Unless they meet the criteria for termination, MPS students remain on probation until their QPI improves to a 3.00 or better.

#### Academic actions: Termination

Academic termination (dismissal) is most often determined on the basis of academic ineligibility or academic integrity. A student's candidacy may also be terminated for such reasons as making unsatisfactory progress toward a degree as defined by that student's specific academic program or for violating the time limit for completion of the degree.

**Academic Ineligibility**: Students are academically terminated (dismissed) from the MPS program if (1) they accumulate two grades of "F" and/or "U" at any point, regardless of their cumulative GPA; or (2) if their cumulative GPA remains below a 3.00 and is at such a level that they are mathematically unable to raise it to the required level to be eligible for graduation. Academic termination is determined in consultation between the associate dean of the student's program and the associate dean for academic affairs.

In rare situations, a program may admit a student who has not met the academic criteria outlined in provisional, non-degree status but who has, in the professional judgment of the program's associate dean, provided other evidence that indicates possible success within that program. In these instances, the program may set additional academic criteria that allow the student a final opportunity to prove academic commitment and ability. Under these circumstances, academic termination results if the student fails to meet these academic standards regardless of the student's cumulative GPA.

**Academic Integrity**: Students within SCS are expected to maintain the highest standards of personal and academic integrity in pursuit of their education at Georgetown. Academic dishonesty in any form is a serious offense against the academic community in general and against SCS and Georgetown in particular. We recommend that all students read through the excellent summary of academic integrity, research misconduct, and plagiarism provided by the Georgetown Graduate School of Arts & Sciences at <a href="http://grad.georgetown.edu/pages/info-acad-integrity.cfm">http://grad.georgetown.edu/pages/info-acad-integrity.cfm</a>.

Students found to have violated the standards of academic integrity will be subject to academic penalties including, but not limited to, failure of the course, termination from the program, and revocation of degrees already conferred.

We strongly encourage all students to complete Georgetown University's Scholarly Research and Academic Integrity Tutorial at http://www.library.georgetown.edu/resource/tutorials.htm.

#### Appeals of Termination

When their degree candidacy has been terminated, students have the right of appeal to the Dean of the School of Continuing Studies. Students must present their grounds for appeal in writing to the Dean within 60 days of the date of the termination of degree candidacy letter. The appeal procedure is not to be used for the circumvention of standard academic requirements (e.g., Quality Point Index or program standards), but is designed to deal with exceptional cases of a complex nature. If the dean finds that the student's termination is based on failure to satisfy standard requirements for the degree without exceptional, complicating circumstances, the student's request for an appeal will be denied. If the dean determines that such exceptional circumstances do exist, then the dean may convene an investigative committee, or may make a decision based on the facts and documentation presented. The dean will notify the student of the binding decision within 30 days of the appeal. The decision of the dean is final and not open to further appeal.

#### Readmission

Students who have been academically terminated from the MPS or APC program should not expect to be readmitted. In very rare cases, when in the judgment of the Dean of the School there is clear evidence of probable future academic success, a written application for readmission may be considered. The Dean will consider the best interests of the student but also the best interests of SCS and Georgetown in the review process. This request for readmission must be submitted to the Dean six weeks before the date of intended registration.

# GRADUATION

MPS degrees are typically granted in May (spring), September (summer), and December (fall). Students should contact their program associate dean after earning 21 hours and/or in the semester preceding their final semester to review their progress and requirements in detail. The deadline to apply for a December degree is November 30<sup>th</sup>. The deadline to apply for a May degree is the end of the spring semester add/drop period listed on the Academic Calendar. The deadline to apply for a September degree is August 1<sup>st</sup>. MPS students apply to graduate by filling out and returning the graduation application found online at <a href="http://scs.georgetown.edu/academic-affairs/resources">http://scs.georgetown.edu/academic-affairs/resources</a>. Students who do not submit a completed application by the deadline may not receive their diploma until the following graduation cycle. Submission of an application does not guarantee graduation clearance, as all grades must be entered, and students must complete the standards of their department, the School, and the University. <a href="International Students are required to contact the Office of International Programs at the start of their final semester of study to report the exact end-date of their program.">http://scs.georgetown.edu/academic-affairs/resources</a>.

#### Financial clearance

MPS students must settle all financial obligations to the University -- e.g. overdue tuition, library fines, and late fees -- so that their account balance is \$0 before completing their last course to be eligible to graduate and receive a diploma and final transcript. The financial clearance deadlines are December 1 if completing the degree in December or May 1 if completing the degree in May.

#### Graduation ceremonies

All graduates (spring, summer, and fall) are awarded their degrees and diplomas at Commencement Exercises scheduled in May. Students who have had their degrees posted earlier are encouraged to participate in the formal graduation ceremony in May of each year.

# PROGRAM POLICIES

#### Change of address

Address change/correction is a two-step procedure that must be made both online and by email by the student. 1. Enter the change online for the Student Record System/Registrar using MyAccess to continue to receive University mail, grade reports, etc. 2. At the same time, notify the associate dean in order to continue to receive program mailings, registration information, and phone calls.

#### Educational records policy

The Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment) is a federal law which states that a written institutional policy with respect to student records must be established and that a statement of adopted procedures covering the privacy rights of students must be made available annually. The law provides that the University will maintain the confidentiality of student educational records.

Georgetown University accords to its students all rights under this law. No one outside the University shall have access to students' educational records, nor will Georgetown disclose any information from these records without the written consent of the student, except to:

- 1. personnel within the University, on a need-to-know basis;
- 2. persons or organizations providing student financial aid;
- 3. accrediting agencies carrying out their accreditation function:
- 4. persons in compliance with a judicial order or a lawfully issued subpoena (provided that the University will first make a reasonable attempt to notify the student);
- 5. organizations conducting studies to develop, validate, and administer predictive tests;

- 6. authorized representatives of federal or state government agencies for the purpose of audit and evaluation of government programs; and
- 7. persons in an emergency in order to protect the health and safety of students or other persons.

All of these exceptions are permitted under the Act. Information will be released only on the condition that the party to whom the information is released will not disclose it to a third party without the written consent of the student. Furthermore, the University will maintain records of any access provided without the expressed consent of the student, and these records will be made available to the student on request. The University expects that students dependent on their parents will normally wish to share academic and other information with them. This information will not be provided directly to them, however, without the student's consent.

Within the University community only those members individually or collectively acting in the student's educational interest are allowed access to student educational records. These members include personnel in the offices of the Deans and the Registrars, directors of admissions and directors of financial aid, personnel in counseling offices, and academic personnel within the limitations of their need to know.

The University will provide directory information at its discretion. This information includes the student's name, addresses and telephone numbers, date and place of birth, parents' names, major fields of study, dates of attendance, enrollment status, expected date of graduation, degrees and awards received, the most recent previous educational institution attended, participation in officially recognized activities and sports, and height and weight of members of athletic teams. Students may instruct the Registrar to withhold the release of directory information by providing written notice to the Office of the University Registrar by the second week of classes of the Fall semester. Since instructions will be honored for only one academic year, such notice must be filed annually with the Registrar.

The law provides students with the right to inspect and review information contained in their educational records, to challenge the contents of their educational records, to have a hearing if the outcome of the challenge is unsatisfactory, and to submit explanatory statements for inclusion in their file if they find the decision of the hearing panel to be unsatisfactory. The word "student" in this context is defined to include all current and former students, but <u>not</u> applicants for admission.

Academic files are maintained by the graduate and undergraduate program Deans' offices, the associate Dean for academic affairs, and the University Registrar. These files may contain admission credentials, requests for exceptions to policies, and records of current and previous academic work. Records are also contained in certain instances by the following offices or departments: the Associate Dean of Student Affairs, the MBNA Career Education Center, the Office of Student Financial Services, the Office of International Programs, the Center for Minority Student Affairs, the Office of Student Accounts, and certain academic departments.

Students who wish to review their educational records must make a written request to the custodian of these records. The information will be made available within 45 days of the request. Students may have copies made of the records with certain exceptions (e.g., a copy of an academic record on which a hold has been placed because of an unsatisfied financial obligation to the University). These copies will be made at the student's expense, at the rate of fifteen cents per page.

Copies of transcripts or an original permanent record from another institution submitted to Georgetown University as admission credentials will not be released to the student or to other institutions.

It should be noted that educational records do not include the following:

- records of instructional, administrative and educational persons which are in the sole
  possession of the maker and which are not accessible or revealed to any individual
  except to a temporary substitute;
- 2. records of the Campus Public Safety Department;
- 3. student health records;
- 4. employment records; or
- 5. alumni records.

A master's thesis or a doctoral dissertation submitted to SCS in partial fulfillment of the requirements for a graduate degree is not an educational record as defined herein but a scholarly document intended for disclosure and publication by inclusion in the University's library and by other means, and the student's act of submitting it to SCS is deemed to be consent to its disclosure and publication.

Health records, including those maintained by members of the Student Health Service, the Counseling Center, and the Department of Psychiatry, may be personally reviewed by a physician or other appropriate professional of the student's choice.

Students may not inspect or review these records, which are specifically excluded by federal law:

- 1. financial information submitted by their parents;
- 2. confidential letters and recommendations associated with admission, employment or job placement, or honors, to which they have waived their rights of inspection and review;
- 3. confidential letters and recommendations which were placed in the records prior to January 1, 1975; and
- educational records containing information about more than one student, in which case access will be permitted only to that part of the record which pertains to the inquiring student.

Students who believe that their educational records contain information that is inaccurate or misleading, or is otherwise in violation of their privacy or other rights, should discuss their concerns informally with the custodian of those records. In most cases this will be the SCS associate Dean for academic affairs or the University Registrar. If this discussion does not lead to a resolution of the student's concern, the student has a right to an informal hearing. During this process the student will be afforded a full and fair opportunity to present relevant evidence. If the result of the hearing process is in agreement with the student's request, the appropriate records will be amended. If not, the student will be notified within a reasonable amount of time that the records will not be amended; the student will then be informed of his or her right to a formal hearing.

The Dean of the School of Continuing Studies may establish a subcommittee comprised of representatives of his executive committee and charged with the responsibility of adjudicating challenges to the contents of student records. The formation of the subcommittee is at the Dean's discretion. Requests for a formal hearing must be made in writing to the appropriate Dean's office within one calendar year after the initial denial of the student's request. This petition must be dated and signed by the petitioner and must contain a brief and concise explanation of the item being challenged and the basis for the challenge. It must also contain a statement that the petitioner's initial request to a University official was denied, naming the official and stating the date of the denial. The petition must further specify what relief is being requested.

The Dean will forward the petition to the chairperson of the appropriate committee, the hearing will be convened within a reasonable time, and all concerned parties will be notified in writing of

the date, place, and time of the hearing; the hearing will be closed to the public. The chairperson may request a written response to the petition prior to the hearing from the University official who initially denied the student's request. The student will receive a copy of any written response prior to the hearing. The chairperson may also request written verification of the item in question from the author.

The hearing will include an informal presentation of arguments from both sides. The student will have a full and fair opportunity to present evidence relevant to the issues and may be assisted and represented by individuals of his or her choice at his or her expense, including an attorney. Evidentiary rules will be disregarded. Committee members have the obligation to disqualify themselves if there is any indication of personal bias. Additionally, the student has the right to disqualify any member of the committee, after giving adequate reasons to the chairperson; in such cases an alternate will be appointed. After both parties have presented their cases, the committee will have 48 hours to render its decision.

The written findings and conclusion of the committee will be provided in writing to both parties within a reasonable time and will include a summary of the evidence and the reasons behind the decision. Minutes of the hearings will be kept on file in the appropriate Dean's office. The powers of the committee shall include but not be limited to:

- 1. ordering the destruction of the document;
- 2. ordering the removal of the document from the file and its return to the author;
- 3. ordering the denial of the student's request.

After the decision of the committee has been rendered, the student whose request has been denied will have ten days to file a written appeal to the Dean. If the Dean is an interested party to a particular action, the Dean shall appoint a surrogate. Failure to file an appeal within ten days after the decision shall constitute a waiver of appeal rights.

After assessing the grounds for the appeal, the Dean of the Graduate School will decide to accept or reject the request for a further review of the case. Upon allowing an appeal, the Dean will review the hearing record and any new evidence submitted. The Dean is empowered to sustain, reverse or alter the board's decision. The Dean's decision will be communicated in writing within 30 days of receipt of the request for an appeal and this decision will be final.

The above procedures constitute general guidelines for these committees. The committees, however, may establish additional procedures as deemed necessary and appropriate to insure fairness and to facilitate the hearing process. All time limits are to be determined without counting Saturdays, Sundays, and University holidays and vacation periods.

It should be noted that a student may challenge a recorded grade only on the grounds that it was inaccurately recorded, not on the grounds that it was lower than what the instructor ought to have awarded.

Students who believe that the adjudication of their challenges was unfair or was not in keeping with the provisions of the Family Educational Rights and Privacy Act of 1974 may submit a written request for assistance from the appropriate Vice President of the University. Further, students who believe that their rights have been abridged may file complaints with the Family Educational Rights and Privacy Act Office, Department of Health and Human Services, Washington, DC 20201.

#### Directory information disclosure policy

There is a student directory, published annually by the Office of the Registrar containing names of all Georgetown students. The Georgetown directory is also available online by clicking on the

directory link on the homepage of the main University website. The University may provide directory information at its discretion. This information includes the student's name, address, and telephone numbers, date and place of birth, field of study, dates of attendance, and expected date of graduation. Students may instruct the Registrar to withhold the release of directory information by completing an Information Disclosure Form and giving this written notice to the Office of the University Registrar by the second week of classes of the fall semester.

#### Electronic mail

Please use your official georgetown.edu e-mail address in all e-mail communications with faculty and staff members. If you wish, you can configure your Georgetown account so that incoming Georgetown e-mail is redirected to another account that you prefer to use. Information on this is available at http://netid.georgetown.edu.

### Emergency closures

During inclement weather or other emergencies, check http://preparedness.georgetown.edu or call (202) 687-SNOW for information on whether the university is open. If the University announces a "liberal leave" policy in the event of inclement weather and announces that classes will meet as scheduled then a faculty member who believes that it is unsafe to come to campus may elect to cancel his or her class by notifying the students by email through Faculty Access+. (Please also advise MPS associate deans' offices of this decision.) An individual student who believes that it is unsafe to travel to campus may notify the faculty member by email and be excused from submitting any assignments or tests scheduled for that day until the next possible time to do so. The university recently has acquired the capability to send text messages and recorded messages about emergencies to cell phones and other mobile devices. Sign up at Student Access +.

# UNIVERSITY OFFICES AND SERVICES

# **GO Cards**

You must have a student identification card, called a GO Card, to check books out from the library, to enter some campus buildings and labs, and to use the University shuttle bus. GO Cards are issued by the GO Card Office located at the entrance of Darnall Hall. The office is open weekdays from 9 a.m. to 5 p.m. Unfortunately, the office does not offer evening hours, but you can make your visit a short one by completing most of the work in advance; you can email or fax in your information and photo and simply pick up the card when it is ready. Information is available at http://gocard.georgetown.edu.

#### Computer support

If you are having difficulty with any of the university's online systems, please contact the University Information Services (UIS) help desk for assistance. You can call (202) 687-4949 and press 1, or you can send e-mail to help@georgetown.edu. Information on the status of service outages is announced at <a href="https://www12.georgetown.edu/uis/tools/outages/unscheduled.cfm">https://www12.georgetown.edu/uis/tools/outages/unscheduled.cfm</a>

#### Computer services

The University's Academic Computer Services operates computer laboratories for student use. Insert phone number. Laptops can be rented for class use at the M St. office contingent upon availability. The laptops for MPS students may not be taken out of the SCS office building and must be returned after class.

#### **Transcripts**

All official student transcripts are stored at the Office of the Registrar. You may request a copy of

your transcript in person or by writing the Registrar, G-01, White-Gravenor, (202) 687-4020. A one-time transcript fee of \$12 is charged to each new student's account upon acceptance to the MPS program.

### Office of International Programs

Applicants who are non-U.S. citizens must request, complete and submit for approval an Immigration Questionnaire along with their MPS application. Students holding or applying for F-1 or J-1 student status may not apply for this program part-time, nor are they permitted to enroll as non-degree students. International students whose immigration status is approved by the Office of International Programs and who are admitted to the MPS Program must follow carefully the guidelines and policies as set forth by immigration regulations. They must keep their OIP advisors informed of their progress as students. OIP offices are located in Poulton Hall. For further information, call (202) 687-5867.

#### Academic Resource Center

The Academic Resource Center offers assistance to all University students in many skill areas necessary for academic achievement, including reading comprehension, study and test taking strategies, note-taking and time management. Students may consult individually with a learning skills specialist. Services and referrals are also provided for students who may have learning disabilities. For further information call the center at (202) 687-8354, or by email at <a href="mailto:arc@georgetown.edu">arc@georgetown.edu</a>.

#### Students with Disabilities

Georgetown does not discriminate or deny access to an otherwise qualified disabled student on the basis of disability, and students with disabilities may be eligible for reasonable accommodations and/or special services in accordance with the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990. However, students are responsible for communicating their special needs to the Academic Resource Center. The University is not responsible for making special accommodations for students who have not requested an accommodation and adequately demonstrated their disabilities. Also, the University need not modify course or degree requirements considered to be an essential requirement of the program of instruction.

We encourage all students with disabilities to contact The Academic Resource Center (Leavey Center, Suite 335; 202-687-8354; <a href="mailto:arc@georgetown.edu">arc@georgetown.edu</a>) early in their academic careers at Georgetown for guidance and information regarding possible accommodations, including note takers, books on tape, extended time on tests, interpreting services, and enlarged texts among others. A list of accommodations can be found at <a href="http://ldss.georgetown.edu/services.cfm">http://ldss.georgetown.edu/services.cfm</a>.

#### Student Accounts

Student billing and student accounts management are handled by Student Accounts, located on the ground floor of White-Gravenor, (202) 687-7100. Tuition adjustments are made by the Registrar, and Student Accounts processes the refunds. When a credit balance is due, it can be refunded only after it appears on the Student Account ledger. Application for a refund check must be made in writing to the Office of Student Accounts or the student may leave the refund as a credit balance in his/her student account.

#### Financial obligations

Full payment of tuition is due by the dates established by the Student Accounts office. A late fee and service charge are assessed for payment after these established dates. You may defer current semester charges following the directions on the bill and meeting the fee schedule set by the Student Accounts Office.

#### Student Financial Aid

MPS students may secure information on loans and other financial assistance by contacting the Financial Aid office located in Room G-I9, Healy Building, and (202) 687-3478.

#### **Bookstore**

The University Bookstore is located on the main floor of the Leavey Center. The main line is (202) 687-7482.

### Lauinger Library

The main campus library is located on the corner of 37th and Prospect Street. Call (202) 687-7500 to verify the daily schedule. Carry your GO Card with you when you go to the Library as you must show it to enter the Library. Many library services, such as databases, are available online from any location.

#### Student Center

The Leavey Center provides students several places for dining: Center Grill (cafeteria), Fast Break (fast-food), The Faculty Club (restaurant), Vital Vittles (mini-market), and several coffee bars. The Leavey Center also has open lobbies for study as well as a full service attached Marriott Hotel. (A mini-market, Hoya Snaxa, is located above the parking garage.)

#### Yates Field House

A fully equipped recreational facility is located near the Observatory. Call (202) 687-2400 for information on fees and services.

#### Student health insurance

If you are a student enrolled in nine or more credit hours you are considered full-time student enrolled in the MPS degree program. You are automatically charged the required health insurance fee on your tuition bill. Eligible students must accept or waive this insurance. You may waive the University insurance online through Student Access+ but you will have to show proof of private coverage. For information, call (202) 687-4883 or visit http://www.georgetown.edu/student-affairs/insurance.

#### Georgetown University Transportation Shuttle

G.U.T.S. is a bus transportation service offered by Georgetown University. For routes, schedules, and fares, call (202) 687-4364 or visit the Website, http://otm.georgetown.edu/guts.

#### MBNA Career Education Center

The MBNA Career Center is located near the Book Store in the Leavey Center. It provides career counseling and job search techniques. Catalogs of job listings by states and regions are available in the Center's library. For further information and to obtain its hours of operation, call (202) 687-3493 or visit the Website, http://careerweb.georgetown.edu.

#### MPS Writing Resource Program

In order to excel in our program, you will need excellent writing skills. As a member of the Georgetown community, you will have full access to the University Writing Center (http://writingcenter.georgetown.edu) located in Lauinger Library 217A. Offered to students at all levels, the center's tutoring has proved helpful to those wishing to improve their grammar and style, to respond more effectively to assignments, to learn to organize both short papers and lengthy research projects, and to turn first drafts into publishable projects. Some students seek assistance on a regular basis; some only occasionally. For well-established students, the writing tutors have also offered on-line help, responding to questions about papers submitted through email attachments and counseling students through phone conferences.