



*GEORGETOWN UNIVERSITY*  
School of Continuing Studies

*Academic Catalog and Program Requirements*  
*SCS Graduate Programs*  
*2019-2020*

## Table of Contents

Graduate Certificate Programs	3
Minimum Requirements for the Professional Studies Graduate Certificate	3
Matriculation to an MPS Degree	3
Academic Standing	3
Program Guidelines: Graduate Certificate in Competitive Business Intelligence	5
Program Guidelines: Graduate Certificate in Cybersecurity Risk Management	6
Program Guidelines: Graduate Certificate in Lean and Agile Practices	8
Master of Professional Studies and Executive Masters of Professional Studies	9
Master of Professional Studies (MPS) Description	9
Executive MPS Degree Description	9
MPS and EMPS Academic Programs	9
Learning Goals for the Professional Studies Graduate Degree	10
Minimum Requirements for the Professional Studies Graduate Degree	10
Core Course Requirements (Ethics and Capstone)	10
Foundation Course Requirements	11
Concentration Requirements and Focus Areas	12
Academic Standing	12
Program Guidelines: Applied Intelligence	14
Program Guidelines: Cybersecurity Risk Management	16
Program Guidelines: Design Management & Communications	18
Program Guidelines: Emergency & Disaster Management (Executive MPS)	20
Program Guidelines: International Emergency & Disaster Management (Executive MPS)	23
Program Guidelines: Emergency & Disaster Management (MPS)	26
Program Guidelines: Global Hospitality Leadership	29
Program Guidelines: Higher Education Administration	32
Program Guidelines: Human Resources Management	34
Program Guidelines: Integrated Marketing Communications	38
Program Guidelines: Journalism	42
Program Guidelines: Project Management	45
Program Guidelines: Public Relations & Corporate Communications	47
Program Guidelines: Real Estate	53
Program Guidelines: Sports Industry Management	57
Program Guidelines: Systems Engineering Management	61

Program Guidelines: Technology Management	63
Program Guidelines: Urban & Regional Planning Program	66
Master of Arts in Liberal Studies	70
Program Guidelines: Master of Arts in Liberal Studies (MALS)	70
Academic Standing	70
MALS Degree Requirements	71
Curriculum Structure	72
30-Credit/Thesis Degree Plan	72
36-Credit/Coursework Degree Plan	72
Curriculum Structure	73
Thesis Process and Requirements ( <i>prior to Fall 2019</i> )	74
Doctor of Liberal Studies	78
Program Guidelines: Doctor of Liberal Studies (DLS)	78
Learning Goals of the Program	78
DLS Style Guide & Thesis Guidelines	78
Academic Standing	79
DLS Degree Requirements	79
Curriculum Structure	80

## **Graduate Certificate Programs**

The School of Continuing Studies offers Graduate Certificate programs that can be completed on their own or as part of specific Master of Professional Studies degree programs. Graduate Certificates are offered in the following majors:

Competitive Business Intelligence  
Cybersecurity Risk Management  
Lean and Agile Practices

### ***Minimum Requirements for the Professional Studies Graduate Certificate***

The requirements for all Graduate Certificate programs, regardless of major are:

- A minimum cumulative GPA of 3.000
- 12-credit hours as specified by the major
- These requirements cannot be waived or substituted under any circumstances
- Students must complete all requirements for the Graduate Certificate at Georgetown SCS. Transfer credit is not accepted for Graduate Certificate requirements.

### ***Matriculation to an MPS Degree***

Students in good academic standing in a Graduate Certificate who would like to continue into a corresponding MPS degree program (as noted in the Graduate Academic Catalog) must submit the Graduate Program Change form to their program for approval by the last day of classes (per the SCS full semester academic calendar) in the semester in which they are planning to complete the certificate. Pending program approval, the student will matriculate into the corresponding MPS degree program upon successful completion of the Graduate Certificate requirements. Upon matriculation to an MPS degree program students must meet all of the academic standards and program requirements laid out for the degree.

Students who successfully complete a Graduate Certificate but fail to submit the Graduate Program Change form by the deadline or decide to pursue an MPS degree at a later time must submit an admissions application to be considered for an MPS degree program. For more information about the process, please contact the SCS Admissions office.

Students who successfully complete a Graduate Certificate and would like to continue into an MPS degree program for which the certificate does not correspond to must submit an admissions application to be considered for an MPS degree program. For more information about the process, please contact the SCS Admissions office.

### ***Academic Standing***

#### **Good Academic Standing**

Students with a cumulative and semester GPA of 3.000 (solid “B”) or better are considered in good academic standing. Georgetown does not round the GPA; thus, a student with a 2.999 cumulative GPA would not be allowed to earn the certificate and would be dismissed from the program. There are no exceptions to this minimum academic standard.

### **Academic Probation**

Students are placed on academic probation when they earn one unsatisfactory grade of “B-” or lower in a single semester or when their cumulative GPA falls below a 3.000. Unless they meet the criteria for dismissal as outlined below, students remain on probation until their GPA improves to a 3.000 or better.

### **Academic Dismissal**

When academic standing is reviewed at the end of each full semester, Graduate Certificate students are automatically academically dismissed under any of the following conditions:

1. Upon accumulating one grade, 3-credits of “F” at any point, regardless of their cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. If their cumulative GPA is at such a low level that raising it to the required level to be eligible for certificate completion within the program credit limit (12-credits) becomes mathematically impossible. *Dismissal for this reason is considered final and not open to appeal.*
3. If they are unable to complete program requirements with acceptable grades during the allotted time period or upon having repeated a course once (see *Repeating a Course* policy). *Dismissal for this reason is considered final and not open to appeal.*
4. Student is unable to complete program guidelines within the time limit for certificate completion.

## ***Program Guidelines: Graduate Certificate in Competitive Business Intelligence***

Faculty Director, Frederic Lemieux, Ph.D.

<https://scs.georgetown.edu/programs/GCCBI/graduate-certificate-in-competitive-business-intelligence>

### **Mission Statement**

The Georgetown University Competitive Business Intelligence Graduate Certificate gives students the opportunity to master techniques for effectively gathering, analyzing, and applying information in order to support decision-making and increase competitiveness. Grounded in a global perspective, students examine market trends, examine how they impact organizations, and how they can be used to achieve competitive advantage on a global scale.

### **Learning Goals**

- Analyze competitive market strategies through analysis of related product, market, or share trends.
- Synthesize current business intelligence or trend data to support recommendations for action.
- Communicate with customers, competitors, suppliers, professional organizations, or others to stay abreast of industry or business trends.
- Manage the timely flow of business intelligence information to users.
- Collect business intelligence data from available industry reports, public information, field reports, or purchased sources.

### **Graduate Certificate Requirements in Competitive Business Intelligence**

- The Graduate Certificate in Competitive Business Intelligence is comprised of 12 credits (4 courses).
- Students are not eligible to apply transfer credits to meet graduate certificate requirements.
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to earn the certificate.
- The Graduate Certificate must be completed within two years of beginning the program.

To earn a graduate certificate in Competitive Business Intelligence, students must successfully complete the following courses:

MPAI 730: Competitive Intelligence Organizational Design

MPAI 735: Global Competitive Intelligence

MPAI 740: Information Science for Competitive Intelligence

MPTM: Business Intelligence, Big Data & Analytics

### **Corresponding MPS Degree Programs**

Courses completed in the Competitive Business Intelligence Graduate Certificate can be applied towards the MPS in Applied Intelligence and MPS in Technology Management degree program requirements.

## ***Program Guidelines: Graduate Certificate in Cybersecurity Risk Management***

Faculty Director, Frederic Lemieux, Ph.D.

<https://scs.georgetown.edu/programs/GCCYRM/graduate-certificate-in-cybersecurity-risk-management>

### **Mission Statement**

The Georgetown University Cybersecurity Risk Management Graduate Certificate gives students the opportunity to acquire the critical knowledge required in order to develop: compliant risk management policy, implement effective prevention and mitigation strategies; and/or manage the communication of risk across the enterprise.

### **Learning Goals**

- Design and implement a cybersecurity governance framework.
- Develop and deploy an effective employee awareness and training campaign.
- Identify, assess, and manage cybersecurity risks across the organization.
- Analyze the impact of emerging technologies on organization network and infrastructure security.
- Integrate regulations and compliance requirements with cybersecurity strategies.
- Advocate and articulate cybersecurity investments.
- Communicate effectively with IT professionals and key business stakeholders.
- Implement cybersecurity strategies that respect ethical principles.

### **Graduate Certificate Requirements in Cybersecurity Risk Management**

- The Graduate Certificate in Cybersecurity Risk Management is comprised of 12 credits (4 courses).
- Students must select four courses from the core and foundation course offerings; students are not permitted to enroll in the Capstone course.
- Students are not eligible to apply transfer credits to meet graduate certificate requirements.
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to earn the certificate.
- The Graduate Certificate must be completed within two years of beginning the program.

To earn a graduate certificate in Cybersecurity Risk Management, students must successfully complete 4 courses (12 credits) from the following core and foundation course offerings:

MPCR 500: Ethics in Cybersecurity

MPCR 750: Information Security\*

MPCR 620: Cybersecurity Governance Framework

MPCR 661: Information Assurance and Risk Management\*

MPCR 605: Security Architecture and Design

MPCR 610: Information Security Laws and Regulatory Compliance

MPCR 615: Communication Strategy for Information Security Professionals

MPCR 600: Disruptive Technology and Organizational Change

\*Courses cross-listed with the MPS Technology Management and/or MPS Applied Intelligence programs

### **Corresponding MPS Degree Programs**

Courses completed in the Cybersecurity Risk Management Graduate Certificate can be applied towards the MPS in Cybersecurity Risk Management degree program requirements.

*Note: Students who complete MPCR 500 to earn the Graduate Certificate must earn a grade of "B" or better for the course to be counted towards the MPS Degree requirements.*



### ***Program Guidelines: Graduate Certificate in Lean and Agile Practices***

Faculty Director, George Moschoglou, Ph.D.

<https://scs.georgetown.edu/programs/GCLAP/graduate-certificate-in-lean-agile-practices>

#### **Mission Statement**

The Georgetown University Lean and Agile Practices Graduate Certificate will provide technology professionals with techniques, skills, and tools that will enable them to build Agile discipline. It will also ease the traditional Project Manager role transformation into the new paradigm of agility.

#### **Graduate Certificate Requirements in Lean and Agile Practices**

- The Graduate Certificate in Lean and Agile Practices is comprised of 12 credits (4 courses).
- Students are not eligible to apply transfer credits to meet graduate certificate requirements.
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to earn the certificate.
- The Graduate Certificate must be completed within two years of beginning the program.

To earn a graduate certificate in Lean and Agile Practices, students must successfully complete the following courses:

MPPM 735: Fundamentals of Agile PM

MPPM 740: Lean-Agile with Scrum and Kanban

MPPM 755: Agile Frameworks for Lean Enterprises

MPTM 760: DevOps Essential

#### **Corresponding MPS Degree Programs**

Courses completed in the Lean and Agile Practices Graduate Certificate can be applied towards the MPS in Project Management or MPS in Technology Management degree program requirements.

## **Master of Professional Studies and Executive Masters of Professional Studies**

### ***Master of Professional Studies (MPS) Description***

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.

### ***Executive MPS Degree Description***

The Executive Master of Professional Studies (EMPS) degree includes the Emergency & Disaster Management (EDM) and International Emergency & Disaster Management (IEDM) majors.

The EMPS is typically designed as a year-long intensive program that combines technology-enhanced learning with hands-on required field-study at various domestic and international locations. The Executive MPS degree is a five module program (6-credits per module/course) taken in a lock-step order as a prerequisite to the next module.

This is a practice-oriented curriculum – a hallmark of Georgetown’s professional studies graduate programs – putting students in the action and encouraging expansive thinking about current strategies and systems.

### ***MPS and EMPS Academic Programs***

Each of the MPS and EMPS majors in the School of Continuing Studies focuses on applied, practical learning targeted to professional careers in the following areas:

- Applied Intelligence, AI
- Design Management & Communications, DMC
- Emergency & Disaster Management, EDM (Executive MPS, International Executive MPS, and MPS)
- Global Hospitality Leadership, GHL
- Higher Education Administration, HEA
- Human Resources Management, HRM
- Integrated Marketing Communications, IMC
- Journalism, JO
- Project Management, PM
- Public Relations & Corporate Communications, PRCC
- Real Estate, RE
- Sports Industry Management, SIM
- Systems Engineering Management, SEM
- Technology Management, TM
- Urban & Regional Planning, URP

The minimum school-wide requirements for the MPS and EMPS degrees are described below; however, each program can have additional and/or stricter requirements specific to their major. Therefore, students are encouraged to maintain regular contact with their academic advisors throughout their studies.

### **Learning Goals for the Professional Studies Graduate Degree**

The Professional Studies degree was created to help students develop the advanced academic and professional skills needed to succeed in their chosen field.

Students who complete the MPS degree in these fields will:

1. Apply creative and critical thinking to generate novel and relevant ideas, strategies, approaches, or products.
2. Analyze and respond effectively to global issues relevant to industry practice and collaborate with diverse actors in an intercultural setting.
3. Develop strategies to incorporate Georgetown values that address social justice and ethical decision-making relevant to industry practice.
4. Integrate theory, research, and professional experience with industry-specific knowledge, methods & skills in order to collaboratively develop and execute solutions to complex, real-world problems.
5. Retrieve information from a variety of sources, assess its credibility, validity, and reliability, and integrate/creatively use it to support data-driven decisions in a professional environment.
6. Creatively use relevant technology to access and evaluate information, solve problems, collaborate, and design innovative solutions.
7. Analyze the needs and perspectives of diverse stakeholders to craft a professional, creative and persuasive message that effectively conveys complex ideas and relevant solutions as well as their underlying rationale.

In addition to the goals described above, each Professional Studies major has learning goals that are specific to that particular academic and professional field.

### **Minimum Requirements for the Professional Studies Graduate Degree**

The Core requirements for all Professional Studies programs, regardless of the major are:

- A minimum cumulative GPA of a 3.000
- Core course: Ethics
- Core course: Capstone
- These requirements cannot be waived or substituted under any circumstances. Neither the Ethics nor Capstone course can be transferred into Georgetown SCS from another institution or academic program.

### **Core Course Requirements (Ethics and Capstone)**

Ethics in the Profession and Capstone are the two Core courses unique to the Professional Studies degree and are requirements in all of the majors. Neither the Ethics nor Capstone course can be transferred into Georgetown SCS from another institution or academic program.

Similarly, Core courses cannot be waived under any circumstances. Ethics is a core component of “Theory & Framework” (MPEM 500) in the EDM program cannot be transferred into Georgetown SCS or waived. Students should take the Ethics course within their first two semesters of enrollment as it sets the foundation for ethical behavior within that field. The Capstone course is taken in the student’s final semester before graduation.

Due to the academic requirements and time commitment expected of students in Capstone, we strongly recommend that students take this course by itself or with no more than one additional course during their final semester. If possible, Capstone should be taken as the only course in the final semester. Academic program advisors may deny student requests to take an additional course with Capstone that is not required to meet the degree and program requirements.

International students on University-sponsored Visas should contact the International Program Advisor if they plan on registering part-time in their final semester. They may qualify for a special exemption to their Visa while for part-time status on a one-time basis. There is no guarantee of exemption, so international students must contact the International Program Advisor in advance of their final semester to discuss this option.

Nearly all of the majors require a grade of “B” (3.00) or better in the Ethics course, and all majors require a grade of “B” (3.000) or better in the Capstone courses; both are required for graduation. Review the individual program requirements for minimum grade requirements.

Students who earn a “B-” (2.67) or lower in Ethics or Capstone cannot graduate, even if they have a cumulative GPA of 3.000 overall. These students are required to repeat the course with a “B” or better (at their own expense and within the following academic year) to prevent degree candidacy termination. Both grades remain on the student’s transcript and are factored into the cumulative GPA.

### **Foundation Course Requirements**

In addition to the required Core courses (Ethics in the Profession and Capstone), some programs have foundation and major requirements. Foundation requirements are integral courses that provide students with the academic background needed for success within those programs and professions. In some cases, programs may require students to earn minimum grades of “B” (3.000) or better to satisfy a requirement (students should consult with their program to ensure that they meet all additional requirements for those majors and the “Program Guidelines” section of this Handbook).

The Schedule of Classes available at [registrar.georgetown.edu/](http://registrar.georgetown.edu/) includes course notes and/or descriptions and typically states which courses fulfill a foundation, major, or concentration requirement.

- A. All Master of Professional Studies courses are found under “Prof Studies” followed by the major designation

- B. All Executive Professional Studies EDM courses are found under “Exec Prof Studies Emerg Mgmt.”

### **Concentration Requirements and Focus Areas**

A concentration is a cohesive collection of four or more courses (12 credits minimum; some programs may require more credits for a concentration) within an academic program that allows students to tailor their studies in a particular area of expertise.

Some majors require students to complete an official area of concentration for the degree; other programs allow a more flexible, individualized program with recommended courses for students to build expertise within an unofficial concentration (also called a focus area).

Students who enroll solely in online courses or who choose not to designate a Concentration officially (within those programs that have them) will be considered "generalists" within their program. For those programs that have official Concentrations, students must submit a Declaration of Concentration form to their academic program for review and approval. The program will forward approved Concentration forms to the Office of Academic Affairs and Compliance for final approval.

Students who wish to complete additional coursework for more than one official concentration can cross-count no more than one course (3 credits) between concentrations. Therefore, each concentration must consist of at least 9 original credits that apply to that concentration alone.

Please note: Some programs do not allow any courses or credits to cross-count. In those programs, students must complete courses that are unique to each concentration. Students must receive advance, written permission to register for additional coursework for more than one concentration (please see “Academic Overload” policy). Concentrations can be tracked in the Degree Audit function in MyAccess, but they are not listed on transcripts.

### **Academic Standing**

#### **Good Academic Standing**

Students with a cumulative and semester GPA of 3.000 (solid “B”) or better are considered in good academic standing. Good academic standing is required to be considered for some special requests at the School-level (such as participation in the Consortium of Universities) and for other requests at the program level (such as approval for certain internships and independent studies). Georgetown does not round the GPA; thus, a student with a 2.999 cumulative GPA would not be allowed to graduate and would be terminated from the program. There are no exceptions to this minimum academic standard.

#### **Academic Warning**

Students with a semester GPA under 3.000 but with a cumulative GPA of 3.000 or better are placed on academic warning. A notice is sent to the student and the student’s academic program when a student is on warning. Students are academically terminated upon accumulating three grades or 9-credits of “B-” or lower and their cumulative GPA is below 3.000; therefore, we

notify students upon earning even one unsatisfactory grade. Some programs may require a meeting when a student is placed on Warning.

### **Academic Probation**

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 3.000. Unless they meet the criteria for termination or dismissal as outlined below, students remain on probation until their GPA improves to a 3.000 or better. Students placed on probation due to earning a grade of “F” or “U” in a single semester remain at-risk of termination upon earning an additional “F” or “U,” regardless of their cumulative GPA. Some majors may require a meeting with their program leadership when a student is placed on Probation.

### **Termination of Degree Candidacy**

When academic standing is reviewed at the end of each full semester, students are automatically terminated from degree candidacy under any of the following conditions:

1. Upon accumulating two grades or 6-credits of “F” at any point, regardless of their cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. Upon accumulating three grades or 9-credits of “B-” or lower and their cumulative GPA is below 3.000.
3. If their cumulative GPA is at such a low level that raising it to the required level to be eligible for graduation within the program credit limit becomes mathematically impossible. *Termination for this reason is considered final and not open to appeal.*
4. If they are unable to complete program requirements with acceptable grades (such as Ethics and Capstone with a “B” or better in each) during the allotted time period or upon having repeated a course once (see *Repeating a Course* policy). *Termination for this reason is considered final and not open to appeal.*
5. Student is making unsatisfactory progress toward a degree as defined by that student’s specific major or is unable to complete program guidelines within the time limit for degree completion.

### **Academic Dismissal (Provisional, Non-Degree Students)**

When academic standing is reviewed at the end of each full semester, provisional, non-degree students are automatically academically dismissed academically under any of the following conditions:

1. Upon accumulating one grade of “B-” (2.67) or lower at any point, regardless of their cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. If they are unable to complete individual program requirements with acceptable grades during the allotted time period of one academic year (fall/spring/summer).

Provisional students who are ineligible to become degree-seeking and are therefore dismissed may not appeal the dismissal.

## **Program Guidelines: Applied Intelligence**

Faculty Director, Frederic Lemieux, PhD

<https://scs.georgetown.edu/programs/423/master-of-professional-studies-in-applied-intelligence/>

### **Mission Statement**

The Georgetown University Master's in Applied Intelligence program prepares students to undertake complex intelligence projects by applying the analytical frameworks and tools used in the fields of homeland security, law enforcement, and business intelligence.

### **Learning Goals**

Upon successfully completing the Applied Intelligence program, students will:

1. Employ ethical decision-making and critical thinking in the field of applied intelligence.
2. Prepare analytic products for homeland security, law enforcement, global business, and related disciplines to enhance effectiveness in today's increasingly complex and technology-driven environments.
3. Master the skills and techniques necessary for data mining and fusion and apply various analytic techniques and methodologies.
4. Effectively communicate analysis to inform decision-making.
5. Demonstrate applied intelligence skills and the ability to make evidence-based judgments.
6. Apply analytical techniques and frameworks to case studies and real-world examples and scenarios.
7. Coordinate responsible and secure information sharing, particularly in law enforcement, homeland security, and business applications.

### **MPS Degree Requirements in Applied Intelligence**

- The MPS in Applied Intelligence is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to graduate.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible to graduate.
- The MPS degree must be completed within five years.
- All core and/or foundation courses—aside from Capstone, which is taken will during the final semester of the program—must be completed before any elective courses taken.

To earn an MPS in Applied Intelligence, students must successfully complete the following curriculum:

2 Core Courses (6 credits)

MPAI 500: Ethics

MPAI 900: Capstone

4 Foundation Courses (12 credits)

MPAI 600: Introduction to Applied Intelligence  
MPAI 610: Psychology of Applied Intelligence  
MPAI 620: Applied Intelligence Communications  
MPAI 630: Understanding Intelligence Collection

5 Elective Courses (15 credits)

For a current list of electives, visit the Course Schedule page.

### **Focus Areas**

The Applied Intelligence program offers four focus areas that enable students to tailor their studies and sharpen their expertise in a particular area of study:

**Homeland Security Intelligence \*** Learn how to produce intelligence estimates and assess risk related to key homeland security issues, while also exploring the role of technologies in collecting, analyzing, and sharing intelligence.

**Law Enforcement Intelligence\***

Understand how to develop and apply the intelligence operations frameworks relevant to organized crime and terrorism activities, while gaining a deeper understanding of contemporary issues in policing and the use of technology to prevent criminal activities.

**Business Intelligence\***

Examine how to leverage business intelligence to provide actionable insights that support decision-making processes and increase competitiveness.

**Cyber Intelligence**

Enhance your professional skills by learning how to produce cyber threat and defense analyses and manage cyber surveillance operations.

\*Represents a concentration area available to students who matriculated prior to Fall 2018. Students must receive permission from their program on the Declaration of Concentration form to post the concentration on their transcript. Declaring a concentration is not required and students may take any electives being offered to meet their program requirements.

### **Corresponding Graduate Certificate**

Courses completed in the Competitive Business Intelligence Graduate Certificate can be applied towards the MPS in Applied Intelligence degree program requirements.



## **Program Guidelines: Cybersecurity Risk Management**

Faculty Director, Frederic Lemieux, Ph.D.

<https://scs.georgetown.edu/programs/484/master-of-professional-studies-in-cybersecurity-risk-management/>

### **Mission Statement**

The Georgetown University Cybersecurity Risk Management degree program prepares students to address a large and growing demand in the public and private sectors for cybersecurity professionals who possess a combination of strategic thinking and communication skills. The program equips graduates with the requisite tools and knowledge that are necessary for professional success in the field of cybersecurity.

### **Learning Goals**

Students who successfully complete the MPS in Cybersecurity Risk Management will demonstrate the ability to:

- Design and implement a cybersecurity governance framework.
- Develop and deploy an effective employee awareness and training campaign.
- Identify, assess, and manage cybersecurity risks across the organization.
- Analyze the impact of emerging technologies on organization network and infrastructure security.
- Integrate regulations and compliance requirements with cybersecurity strategies.
- Advocate and articulate cybersecurity investments.
- Communicate effectively with IT professionals and key business stakeholders.
- Implement cybersecurity strategies that respect ethical principles.

### **MPS Degree Requirements in Cybersecurity Risk Management**

- The MPS in Cybersecurity Risk Management is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible for graduation.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible for graduation.
- The MPS degree must be completed within five years.

To earn an MPS in Cybersecurity Risk Management, students must successfully complete 11 courses (33 credits total), including:

2 Core Courses (6 credits)

MPCR 500: Ethics in Cybersecurity

MPCR 900: Capstone

7 Foundation Courses (21 credits)

MPCR 750: Information Security (cross-listed with MPAI 750)  
MPCR 620: Cybersecurity Governance Framework  
MPCR 661: Information Assurance and Risk Management (cross-listed with MPTM 661)  
MPCR 605: Security Architecture and Design  
MPCR 610: Information Security Laws and Regulatory Compliance  
MPCR 615: Communication Strategy for Information Security Professionals  
MPCR 600: Disruptive Technology and Organizational Change

2 Elective Courses (6 credits)

For a current list of electives, visit the Course Schedule page.

### **Corresponding Graduate Certificate**

Courses completed in the Cybersecurity Risk Management Graduate Certificate can be applied towards the MPS in Cybersecurity Risk Management degree program requirements.

*Note: Students who complete MPCR 500 to earn the Graduate Certificate must earn a grade of “B” or better for the course to be counted towards the MPS Degree requirements.*

## **Program Guidelines: Design Management & Communications**

Faculty Director, Wendy Zajack, MBA

<https://scs.georgetown.edu/programs/446/master-of-professional-studies-in-design-management-communications/>

### **Mission Statement**

The Georgetown University Master of Professional Studies in Design Management & Communications will provide students with the creative skills and tools to effectively communicate with and manage design teams. Students will engage with a faculty of experienced practitioners to develop the advanced management and leadership skills they need for a successful and impactful career in design management & communications.

### **Learning Goals**

Students who complete the MPS in Design Management & Communications will:

1. Create ethical solutions to address complex communication and management challenges in the visual communication field, including visual design, marketing, advertising, and other creative processes.
2. Elevate the value of design by motivating, inspiring, and influencing creating teams.
3. Communicate with clients and executives, maximize available resources, and manage the creative teams' performance to meet business objectives.
4. Assess and synthesize available information, strategy, and practices to create innovative solutions to business issues and visual communication challenges.
5. Collect, research, interpret, evaluate, use, and create images and visual content.
6. Synthesize design intelligences to sustain creative advantages and outcomes.

### **MPS Degree Requirements in Design Management & Communications**

- The MPS in Design Management & Communications is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible for graduation.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible for graduation.
- Students must complete MPDM 550: Design Management and Strategy with a grade of "B" or better to be eligible for graduation. This course cannot be waived or transferred in.
- The MPS degree must be completed within five years.
- All core and/or foundation courses—aside from Capstone, which is taken will during the final semester of the program—must be completed before any elective courses are taken.

To earn an MPS in Design Management & Communications, students must successfully complete 11 courses (33 credits total), including:

2 Core Courses (6 credits)

MPDM 500: Ethical Design

MPDM 900: Capstone

4 Foundation Courses (12 credits)

MPDM 520: Visual Communications

MPDM 550: Design Management and Strategy

MPDM 600: Design Thinking

MPDM 620: Design Leadership

5 Elective Courses (15 credits)

For a current list of electives, visit the [Course Schedule page](#).

## **Program Guidelines: Emergency & Disaster Management (Executive MPS)**

Faculty Director, Tim Frazier, PhD

<https://scs.georgetown.edu/programs/366/executive-master-of-professional-studies-in-emergency-and-disaster-management/>

### **Mission Statement**

The Georgetown University Executive Master's in Emergency & Disaster Management program prepares students for leadership positions in emergency management through experiential learning, which focuses on critical thinking, decision-making, and ethical leadership.

### **Learning Goals**

Students who successfully complete the Executive MPS in Emergency & Disaster Management will:

1. Demonstrate advanced competency through theoretical and field exercises assessed in five content-based courses;
2. Identify and understand fundamental local, state, federal and international rules and regulations so that they can respond ethically and legally to emergencies and disasters;
3. Analyze and reflect upon local, state, federal and international responses to emergencies and disasters so that they can formulate informed, well-reasoned and professional recommendations for both preventive measures and future responses to such situations;
4. Prepare response plans for multiple types of emergencies and disasters and adapt those plans to respond quickly, ethically and effectively to changing situations;
5. Make critical decisions in times of extreme pressure and quickly changing variables;
6. Identify and educate appropriate constituents and concerned parties (the public, supervisors, team members, colleagues, private sector, military and other officials) through communications plans targeted to their specific needs;
7. Create, coordinate and implement an immediate and effective emergency management response plan that responds to a crisis. In short, transcend traditional thinking and become a leader in the profession of disaster management.

### **Executive MPS Degree Requirements in Emergency & Disaster Management**

The Executive Master of Professional Studies (EMPS) degree in Emergency & Disaster Management (EDM) is a one-year intensive program. Students must successfully complete all five, six-credit program courses, and earn a minimum cumulative GPA of 3.00 (solid "B") for good academic standing and to be eligible to graduate.

Two of the five modules satisfy the Core courses that are unique to the MPS degree: Theory & Legal Framework (MPEM-500) and Capstone (MPEM-900). A grade of "B" or better is required in both of these course modules to qualify for graduation.

The modules are taken in sequential order; courses cannot be waived; and transfer credits cannot be applied to this program. Requests for exceptions will not be considered. Each course combines online learning activities with intensive, on-site 6-day residencies.

The five contiguous courses provide students with rigorous online study combined with hands-on field experiences. As a cohort-based program, students must enroll in the program in the fall, at the beginning of each academic year.

Students who have earned a grade of “B-” or “C” in Theory & Legal Framework (MPEM-500) or Capstone (MPEM-900) and do not meet the criteria for termination, or students who withdrew from a course, must request to go on a leave of absence until that course can be repeated in the next year’s cohort. Since these courses are 6-credits each, one “F” grade will automatically terminate degree candidacy.

An incomplete for a residency of an Emergency & Disaster Management course is not possible, and an incomplete in the technology enhanced portion of an EDM course is highly discouraged. In the event of an unanticipated emergency, a one-week incomplete may be allowed for coursework. If the incomplete is not satisfied within that timeline, an “F” grade will be applied to that course and the student will be terminated from the program.

Anticipated 2019-2020 Calendar (Contact Program Director for Final Dates)

Course	Course Dates	Onsite Dates*	Residency Location
MPEM-500 Theory & Legal Framework 6 credits	Aug 28 – Oct 21, 2019	Sep 16-21, 2019	Hawaii
MPEM-600 Natural Disasters 6 credits	Oct 23 – Dec 16, 2019	Dec 9-14, 2019	Puerto Rico
MPEM-700 Terrorism & WMD 6 credits	Jan 8 – Mar 2, 2020	Feb 24-29, 2020	Paris, France
MPEM-800 U.S. Support to a Foreign Disaster 6 credits	Mar 11 – May 4, 2020	April 27 – May 2, 2020	Washington, D.C.
MPEM-900 Capstone 6 credits	May 18 – Aug 16, 2020	Aug 3-8, 2020	Washington, D.C.

### **Travel Requirements\***

Each course ends with field work that is one-week-long to provide students with practical skills and knowledge they can use to advance as emergency management leaders. Students are required to be onsite the evening before the day the onsite program begins and leave the date after the program ends. Students are responsible for travel cost to/from each residency location.

Lodging, some meals, and transportation to on-site field study locations are covered by regular tuition.

**Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to emergency and disaster management through a professional organization.

## **Program Guidelines: International Emergency & Disaster Management (Executive MPS)**

Faculty Director, Tim Frazier, PhD

<https://scs.georgetown.edu/programs/440/executive-master-of-professional-studies-international-emergency-disaster-management/>

### **Mission Statement**

The Georgetown University International Executive Master's in Emergency & Disaster Management program prepares students for leadership positions in emergency management through experiential learning, which focuses on critical thinking, decision-making, and ethical leadership.

### **Learning Goals**

Students who successfully complete the International Executive MPS in Emergency & Disaster Management will:

1. Demonstrate advanced competency through theoretical and field exercises assessed in five content-based courses;
2. Identify and understand fundamental local, state, federal and international rules and regulations so that they can respond ethically and legally to emergencies and disasters;
3. Analyze and reflect upon local, state, federal and international responses to emergencies and disasters so that they can formulate informed, well-reasoned and professional recommendations for both preventive measures and future responses to such situations;
4. Prepare response plans for multiple types of emergencies and disasters and adapt those plans to respond quickly, ethically and effectively to changing situations;
5. Make critical decisions in times of extreme pressure and quickly changing variables;
6. Identify and educate appropriate constituents and concerned parties (the public, supervisors, team members, colleagues, private sector, military and other officials) through communications plans targeted to their specific needs;
7. Create, coordinate and implement an immediate and effective emergency management response plan that responds to a crisis. In short, transcend traditional thinking and become a leader in the profession of disaster management.

### **International Executive MPS Degree Requirements in Emergency & Disaster Management**

The Executive Master of Professional Studies (EMPS) degree in Emergency & Disaster Management (EDM) is a one-year intensive program. Students must successfully complete all five, six-credit program courses, and earn a minimum cumulative GPA of 3.00 (solid "B") for good academic standing and to be eligible to graduate.

Two of the five modules satisfy the Core courses that are unique to the MPS degree: Theory & Regional Collaboration Framework (MPEM-501) and Capstone (MPEM-901). A grade of "B" or better is required in both of these course modules to qualify for graduation.



The modules are taken in sequential order; courses cannot be waived; and transfer credits cannot be applied to this program. Requests for exceptions will not be considered. Each course combines online learning activities with intensive, on-site 6-day residencies.

The five contiguous courses provide students with rigorous online study combined with hands-on field experiences. As a cohort-based program, students must enroll in the program in the fall, at the beginning of each academic year.

Students who have earned a grade of “B-” or “C” in Theory & Regional Collaboration Framework (MPEM-501) or Capstone (MPEM-901) and do not meet the criteria for termination, or students who withdrew from a course, must request to go on a leave of absence until that course can be repeated in the next year’s cohort. Since these courses are 6-credits each, one “F” grade will automatically terminate degree candidacy.

An incomplete for a residency of an Emergency & Disaster Management course is not possible, and an incomplete in the technology enhanced portion of an EDM course is highly discouraged. In the event of an unanticipated emergency, a one-week incomplete may be allowed for coursework. If the incomplete is not satisfied within that timeline, an “F” grade will be applied to that course and the student will be terminated from the program.

Anticipated 2019-2020 Calendar (Contact Program Director for Final Dates)

Course	Course Dates	Onsite Dates*	Residency Location
MPEM 501 Theory & Regional Collaboration Framework 6 credits	Aug 28 – Oct 21, 2019	Sep 23-28, 2019	Washington, D.C.
MPEM 601 Natural & Technological Hazards & Disasters 6 credits	Oct 23 – Dec 16, 2019	Nov 9-14, 2019	Muscat, Oman
MPEM 701 Terrorism & Man- Made Disasters 6 credits	Jan 8 – Mar 2, 2020	Feb 24-29, 2020	Paris, France
MPEM 801 Public Health & Humanitarian Crises 6 credits	Mar 11 – May 4, 2020	April 18-23, 2020	Amman, Jordan
MPEM 901 Capstone 6 credits	May 18 – Aug 16, 2020	July 18-23, 2019	Doha, Qatar

**Travel Requirements\***

Each course ends with field work that is one-week-long to provide students with practical skills and knowledge they can use to advance as emergency management leaders. Students are required to be onsite the evening before the day the onsite program begins and leave the date after the program ends. Students are responsible for travel cost to/from each residency location. Lodging, some meals, and transportation to on-site field study locations are covered by regular tuition.

**Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to emergency and disaster management through a professional organization.

## **Program Guidelines: Emergency & Disaster Management (MPS)**

Faculty Director, Tim Frazier, PhD

<https://scs.georgetown.edu/programs/419/master-of-professional-studies-in-emergency-and-disaster-management/>

### **Mission Statement**

The Georgetown University MPS in Emergency & Disaster Management program prepares students for positions in emergency management through a combination of theoretical and experiential courses that focus on critical thinking, decision-making, project management, communications, and emerging technologies.

### **MPS Degree Requirements in Emergency & Disaster Management**

The MPS-EDM program consists of 33 credits (11 courses), and a minimum cumulative GPA of 3.00 (solid “B”) is required to maintain good academic standing and to be eligible for graduation. Students who satisfactorily fulfill all course requirements set forth by the program guidelines below will be eligible to receive a Master of Professional Studies degree in Emergency & Disaster Management.

### **Learning Goals**

Upon completion of the MPS in Emergency & Disaster Management, students will be able to:

1. Develop effective practices for working within the parameters of local, state, federal, and international rules, regulations, and procedures in order to respond ethically, efficiently, and legally to emergencies and disasters.
2. Evaluate local, state, federal, and international responses to emergencies and disasters by analyzing case studies, both historical and theoretical, in order to generate informed, well-reasoned, and professional recommendations for both preventive measures and future responses.
3. Create response plans for multiple types of emergencies and disasters (including natural disasters, terrorist attacks, public health emergencies, and technological disasters) and demonstrate agile problem-solving skills and the ability to adapt to changing situations.
4. Apply a strong ethical framework to evaluate crisis situations and exercise critical decision-making skills during times of extreme pressure and rapidly changing variables.
5. Understand social and cultural aspects of disaster preparedness and response in order to best serve diverse and/or vulnerable populations.
6. Devise targeted communications plans for stakeholders (e.g., the public, supervisors, colleagues, private sector, military, and other officials).
7. Understand how to coordinate and manage different organizations, agencies, and levels of government before, during, and after a disaster.
8. Plan and execute budgets and exercise fiscally responsible decision-making and resource management.
9. Demonstrate an understanding of the possibilities and limitations of the various technologies available to detect and respond to emergency situations.

## Curriculum Overview and Course Progression

The table below outlines the course progression for students completing the MPS-EDM program. It is anticipated that students will take two three-credit courses each semester, on average; however, they will have the option to progress at a slower or faster pace if they desire. Courses will be delivered in a 15-week full-semester format, as recommended in the instructional planning process. The capstone course will be taught over the full length of a term so that students have adequate time to fully develop their capstone projects.

Degree Program Course Requirements, Credits, and Course Type

Course Name	Credits	Course Type
MPDM 500: Ethics and Critical Decision Making	3	Core
MPDM 600: Theory and Legal Framework	3	Foundation
MPDM 610: Project Management and Budgeting for Emergencies and Disasters	3	Foundation
MPDM 620: Risk Perception Awareness, Public Communications, and Stakeholder Engagement	3	Foundation
MPDM 630: GIS for Emergency and Disaster Management	3	Foundation
MPDM 640: Natural Hazards and Disasters	3	Elective
MPDM 650: Weapons of Mass Destruction and Terrorism	3	Elective
MPDM 660: International Humanitarian Disasters	3	Elective
MPDM 670: Socio-Cultural Dimensions of Emergency Management	3	Elective
MPDM 680 Quantitative and Qualitative Methods in Emergency & Disaster	3	Elective
MPDM 710: Data Analytics, Advanced GIS, and Geovisualization	3	Elective
MPDM 720: Public Health and Emergency and Disaster Management	3	Elective
MPDM 900: Capstone	3	Core

### Program Requirements

All students in the MPS in Emergency & Disaster Management program are required to complete two core courses: Ethics and Capstone with grades of “B” or better to be eligible to graduate. The first core course, Ethics and Critical Decision Making, is taken at the beginning of the student’s studies, and the second, Capstone, is taken during the student’s final term.

#### Core Courses (6 Credits)

MPDM 500: Ethics and Critical Decision Making (3 credits)

MPDM 900: Capstone (3 credits)

#### Foundation Courses (12 Credits)

MPDM 600: Theory and Legal Framework (3 credits)  
MPDM 610: Project Management and Budgeting for Emergencies and Disasters (3 credits)  
MPDM 620: Risk Perception Awareness, Public Communications, and Stakeholder Engagement (3 credits)  
MPDM 630: GIS for Emergency and Disaster Management(3 credits)

Elective Courses (15 Credits)

Sample courses are listed below. SCS anticipates adding elective courses to respond to program growth, industry developments, and student demand.

MPDM 640: Natural Hazards and Disasters (3 credits)  
MPDM 650: Weapons of Mass Destruction and Terrorism (3 credits)  
MPDM 660: International Humanitarian Disasters (3 credits)  
MPDM 670: Socio-Cultural Dimensions of Emergency Management (3 credits)  
MPDM 680: Quantitative and Qualitative Methods in Emergency & Disaster Management(3 credits)  
MPDM 710: Data Analytics, Advanced GIS, and Geovisualization (3 credits)  
MPDM 720: Public Health and Emergency and Disaster Management (3 credits)

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to emergency and disaster management through a professional organization.

## **Program Guidelines: Global Hospitality Leadership**

Faculty Director, Erinn Tucker, PhD

<https://scs.georgetown.edu/programs/367/master-of-professional-studies-in-global-hospitality-leadership/>

### **Mission Statement**

The Georgetown University Master of Professional Studies in Global Hospitality Leadership program sets a new standard for hospitality education through a differentiated, interdisciplinary curriculum that prepares graduates to be leaders who can shape the future of the hospitality industry. Situated in Washington, D.C., a hub of the global hospitality business, the hospitality program has a faculty of industry professionals that trains students to be adaptable critical thinkers whose practical expertise is combined with a passion for service.

### **Learning Goals**

Upon successfully completing the MPS in Global Hospitality Leadership, students will:

1. Explore the core values endemic to the hospitality industry as well as ethical issues that may arise
2. Assess the complex, global networks of assets, within the day-to-day operations of an organization.
3. Evaluate applied finance and accounting strategies that advance business interests.
4. Synthesize the external environment's dynamics with the hospitality industry's changing demands.
5. Recommend integrated marketing communications to promote an organization's brand and interact with its customers.
6. Analyze business problems to better formulate strategies, business plans and organizational policies

### **MPS Degree Requirements in Global Hospitality Leadership**

Effective Fall 2017, the Hospitality Management program became Global Hospitality Leadership, with updated Foundation and elective credit requirements.

Students who matriculated to the Hospitality Management program prior to Fall 2017 complete the MPS degree that is comprised of 33 credits (11 courses) that include 6 required Core credits, 12 required Foundation credits, and 15 elective credits. Students must complete Core courses with grades of "B" or better. In addition, MPS candidates must have a cumulative GPA of 3.000 and finish the program within five years of first registration. Note: students who matriculated before Fall 2017 have the option of following the new curriculum (see below). Students who choose to follow the new curriculum must complete the requirements as they are outlined and must discuss this option with their academic advisor. Note: depending on the student's academic plan, it may not be possible to complete the new program requirements.

Students who matriculated to the Global Hospitality Leadership program in/after Fall 2017 complete the MPS degree that is comprised of 33 credits (11 courses) that includes 6 required Core credits, 15 required Foundation credits, and 12 elective credits. Students must complete

Core courses with grades of “B” or better. In addition, MPS candidates must have a cumulative GPA of 3.000 and finish the program within five years of first registration.

Ethics and Leadership in Hospitality and Capstone cannot be waived or substituted. Ethics and Leadership in Hospitality should be completed within the first or second semester of study. Capstone is reserved for degree-seeking students, and must be taken in the final semester of study after all coursework is completed.

***Students who matriculated prior to Fall 2017 must complete the following requirements:***

2 Core Courses (6 credits)

MPHL 500\*: Ethics and Leadership in Hospitality

MPHL 900\*: Capstone

4 Foundation Courses (12 credits)\*

MPHM 510: Hospitality Operations and Service Management

MPHM 520: Managerial Accounting and Finance: Analysis and Decision-Making for Hospitality Operations

MPHM 530: Sales & Marketing and Communications for Hospitality Management

MPHM 540: Human Capital Management, Diversity, & Labor Relations in Hospitality

\*MPHM Core and Foundation requirements may be met by the equivalent MPHL course, indicated by the same course number (e.g., MPHL-510). Students may not take two courses that are equivalent to meet degree requirements. For example, students may not complete MPHM 510 and MPHL 510 as part of their degree plan.

5 Elective Courses (15 credits)

Students may focus their elective courses in one thematic area of hospitality management or create a well-rounded, multidisciplinary curriculum that meets their needs and goals. See list below.

***Students who matriculated in/after Fall 2017 must complete the following requirements:***

2 Core Courses (6 credits)

MPHL 500\*: Ethics and Leadership in Hospitality

MPHL 900\*: Capstone

5 Foundation Courses (15 credits)

MPHL 510: Foundations of Hospitality (equivalent to MPHM 510)

MPHL 520: Managerial Accounting and Finance: Analysis and Decision-Making for Hospitality Operations (equivalent to MPHM 520)

MPHL 530: Sales & Marketing and Communications for Hospitality Management (equivalent to MPHM 530)

MPHL 560: Strategy and Design Thinking in the Hospitality Context

MPHL 570: Global Studies in Hospitality

#### 4 Elective Courses (12 credits)

Students in this program do not complete a specific concentration. Students may focus their elective courses in one thematic area of hospitality management or create a well-rounded, multidisciplinary curriculum that meets their needs and goals. See list below.

#### **Electives/Practicum**

In addition to the core and foundation courses, students are required to complete a combination of electives and/or practicum. The Practicum allows students to intern or work for a hospitality organization while earning credit toward their degree. The Practicum option is organized by the GHIL program staff and every effort will be made to place all students who wish to participate. To receive credit for the practicum course, students must work a minimum of 20 hours per week for the entirety of the semester at their practicum organization. Registration for some elective courses requires departmental approval with preference given to current, continuing students. Elective courses differ by semester and offerings are subject to change from year to year. Students on a Georgetown Visa may take an internship after their first year of full-time study and should consult with the Assistant Dean of International Students & Scholars Services for internship timing.

#### **Thematic Areas of considerations are:**

Brand Management and Guest Experience Design allows students to study branding and design thinking in depth ideally taken after successful completion of the foundation course MPHL 560 Strategy and Design Thinking.

Development & Asset Management allow students to study the deeper strategic decisions making that allows hotel owners and management companies make better decisions for hotel development projects, ownership, asset and revenue management. Ideally courses should be taken after successful completion of the foundation course MPHL 520 Managerial Accounting.

#### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to hospitality management through a professional organization. More information about some of these professional organizations is available [here](#).



## **Program Guidelines: Higher Education Administration**

Faculty Director, Stephanie Kim, PhD

<https://scs.georgetown.edu/programs/448/master-of-professional-studies-in-higher-education-administration/>

### **Mission Statement**

The Georgetown University Master of Professional Studies in Higher Education Administration will strengthen opportunities for those who have chosen careers in higher education administration by providing them with the historical context, theoretical underpinnings, and practical, applied knowledge that they need to move into positions of increasing responsibility, creativity, and impact in higher education.

### **Learning Goals**

Today's administrators must develop the expertise to move institutions forward while ensuring that institutional values and educational quality are preserved. The MPS-HEA program will equip administrators with tools to help their institutions succeed in this rapidly evolving environment.

The overall goal of this program is to produce professionals who advance the core mission of higher education while enjoying a fulfilling and rewarding profession. Students who complete the MPS-HEA program will be able to:

1. Develop an in-depth understanding of the roles and responsibilities of key functional areas within colleges and universities, including student affairs and administration roles.
2. Evaluate distinguishing features of the U.S. higher education system, including comparing various institutional types.
3. Explain the interplay between the educational functions of higher education, including program and curriculum development, instructional practices, learning assessment, and student affairs; and the business operations of the institution.
4. Develop an ethical framework with which to evaluate policies and solve problems faced in higher education institutions.

### **MPS Degree Requirements in Higher Education Administration**

- The MPS in Higher Education Administration is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to graduate.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible to graduate.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPEA 500: Ethics and Leadership in Higher Education

MPEA 900: Capstone

4 Foundation Courses (12 credits)

MPEA 600: American Higher Education

MPEA 610: Global Higher Education

MPEA 620: Organization and Administration in Higher Education

MPEA 630: Student Affairs: Orientation to the Profession

5 Elective Courses (15 credits)

For a current list of electives visit the [Course Schedule](#) page.

### **Focus Areas**

The Higher Education Administration program offers two focus areas that enable students to tailor their studies and sharpen their expertise in a particular area of study:

**Administration** – Students will gain an understanding in the governance, structure, and management across different types of higher education institutions.

**Student Affairs** – Students will gain an understanding of the profession of student affairs and how it supports the mission of different types of higher education institutions.

Additionally, you can design your own customized focus area.

## **Program Guidelines: Human Resources Management**

Faculty Director, Ifedapo Adeleye, PhD

<https://scs.georgetown.edu/programs/341/master-of-professional-studies-in-human-resources-management/>

### **Mission Statement**

The Georgetown University Master's in Human Resource Management program educates professionals with the knowledge and analytical skills that will enable them to lead organizational efforts in strategic human resource practices.

### **Learning Goals**

Students who successfully complete the MPS in Human Resources Management will:

1. Explore the core values endemic to the professional world with a particular focus on the connections between applied ethics and human resources and diversity.
2. Understand the foundations of strategic human resource management, workforce planning and employment, and employee and labor relations.
3. Define and understand data and information requirements, data normalization, entity relationships, statistical and time-series data analysis, prediction and decision-making strategies.
4. Develop planning and management strategies based upon environmental analysis, assessment of organizational competencies and weaknesses, and analysis of competitors.
5. Design a research proposal, objectives of research with specificity and particularity, conduct literature reviews, and assess and implement appropriate research methods based upon project needs.

## **MPS Degree Requirements in Human Resources Management**

### ***Students who matriculated prior to Fall 2013***

- The MPS in Human Resources Management is comprised of 30 credits (10 3-credit courses; 1 0-credit course).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible for graduation.
- Students must complete two core courses, Ethics and Capstone, with grades of "B" or better to be eligible for graduation.
- Students must complete MPHR 812: New Student Immersion Lab (0-credit) on a pass/fail basis.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPHR 700: Workplace Ethics

MPHR 809: Capstone

Workplace Ethics (MPHR 700) should be taken in the first or second semester of study. Capstone (MPHR 809) is completed during the final semester. Students must complete MPHR 700 and MPHR 809 with a minimum grade of “B” (3.00) or better in each to be eligible for program completion and graduation.

4 Concentration Courses (12 credits)  
See list of electives and focus areas.

4 Elective Courses (12 credits)  
See list of electives and focus areas.

The HRM program recommends students complete the following courses as part of their elective requirements:

MPHR 696: Foundations of Human Resources Management  
MPHR 725: Human Capital Analytics  
MPHR 802: Strategic Thinking in HR

***Students who matriculated between Fall 2013 and Summer 2017***

- The MPS in Human Resources Management is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete two core courses, Ethics and Capstone, with grades of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)  
MPHR 700: Workplace Ethics  
MPHR 809: Capstone

Workplace Ethics (MPHR 700) should be taken in the first or second semester of study. Capstone (MPHR 809) is completed during the final semester. Students must complete MPHR 700 and MPHR 809 with a minimum grade of “B” (3.00) or better in each to be eligible for program completion and graduation.

1 Foundation Course (3 credits)  
MPHR 502: Research Process & Methods

4 Concentration Courses (12 credits)  
See list of electives and focus areas.

4 Elective Courses (12 credits)  
For a full list of electives visit the course schedule page.

The HRM program recommends students complete the following courses as part of their elective requirements:

MPHR 696: Foundations of Human Resources Management

MPHR 725: Human Capital Analytics

MPHR 802: Strategic Thinking in HR

***Students who matriculated in/after Fall 2017***

- The MPS in Human Resources Management is comprised of 33 credits (11 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete two core courses, Ethics and Capstone, with grades of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPHR 700: Workplace Ethics

MPHR 809: Capstone

Workplace Ethics (MPHR 700) should be taken in the first or second semester of study. Capstone (MPHR 809) is completed during the final semester. Students must complete MPHR 700 and MPHR 809 with a minimum grade of “B” (3.00) or better in each to be eligible for program completion and graduation.

3 Foundation Courses (9 credits)

MPHR 502: Research Process & Methods

MPHR 696: Foundations of Human Resources Management

MPHR 725: Human Capital Analytics

6 Elective Courses (18 credits)

For a full list of electives visit the course schedule page.

The HRM program recommends students complete MPHR 802: Strategic Thinking in HR as part of their elective requirements.

**Electives and Focus Areas**

The Human Resources program offers five focus areas that enable students to tailor their studies and sharpen their expertise in a particular area of study:

Diversity and Inclusion Management\*

International Human Resources Management\*

Strategic Human Capital Management\*

Human Resource Development & Organizational Development

Foundational Human Resources Management

\*Represents a concentration area available to students who matriculated prior to Fall 2017. Students must receive permission from their program on the Declaration of Concentration form to post the concentration on their transcript. With permission from the Faculty Director, students can substitute additional courses within the concentration if necessary.

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certifications related to human resources management through a professional organization, such as the [Society for Human Resource Management](#).

## **Program Guidelines: Integrated Marketing Communications**

Faculty Director, Wendy Zajack, MBA

<http://scs.georgetown.edu/imc>

### **Mission Statement**

The Georgetown University Master's in Integrated Marketing Communications program prepares practitioners to thrive at the intersection of strategy and creativity. Students learn to work across communications disciplines and channels to create and manage brand campaigns that respect consumers and benefit the marketplace.

### **Learning Goals**

Students who complete the MPS in Integrated Marketing Communications will:

1. Learn how to build brands through IMC strategies.
2. Know how to integrate digital strategies into campaign planning.
3. Manage complex IMC campaigns.
4. Be able to develop meaningful insights from research.
5. Learn practical evaluation skills and how to use analytics.
6. Develop their own framework for the ethical considerations in IMC.
7. Gain experience working with clients on real-time IMC challenges.
8. Build relationships with other IMC practitioners.
9. Understand the concept of IMC as it applies to a changing media landscape.

### **MPS Degree Requirements in Integrated Marketing Communications**

To earn an MPS degree in Integrated Marketing Communications, students must successfully complete 11 courses (33 credits total), including: two core courses (six credits total – MPMC-500, Conversations about Ethics and MPMC-900, Capstone); three foundation courses (nine credits total – MPMC-602, IMC Campaign Planning; MPMC-600, Consumer Research & Insights; and MPMC-603, The Brand Concept); and six elective courses (18 credits total).

Students who matriculated to the Integrated Marketing Communications program between Fall 2016 and Summer 2018 must earn a grade of "B" or better in the following courses to be eligible for graduation: IMC Campaign Planning (MPMC-602) and Capstone (MPMC-900) in order to be eligible for graduation.

Students who matriculated to the Integrated Marketing Communications program as of Fall 2018 must earn a grade of "B" or better in the following courses to be eligible for graduation: Conversations about Ethics (MPMC-500), IMC Campaign Planning (MPMC-602), and Capstone (MPMC-900).

All students must maintain a minimum, cumulative grade point average of 3.000. Students who receive a grade of "B-" or lower in the above courses are required to repeat the course with a grade of "B" or better before qualifying for graduation. All students must also complete the MPS degree within five years.

As of summer 2018, the Integrated Marketing Communications program no longer restricts on-campus students from registering for online courses, or online students from registering for on-campus courses. All students are permitted to register for both on-campus and online courses.

Core and Foundation Requirements (15 Credits)\*

MPMC 500: Conversations About Ethics (Core Course, 3 credits)

MPMC 600: Consumer Research & Insights (Foundation Course, 3 credits)

MPMC 602: IMC Campaign Planning (Foundation Course, 3 credits)

MPMC 603: The Brand Concept (Foundation Course, 3 credits)

MPMC 900: Capstone (Core Course, 3 credits)

Elective Courses (18 Credits)\*

MPMC 700: Collaboration Lab (3 credits) (Available online)

MPMC 701: The Creative Brief (3 credits) (Available online)

MPMC 702: The Management of Integrated Marketing Communications (3 credits) (Available online)

MPMC 703: In Search of the Big Idea (3 credits) (Available online)

MPMC 704: Content Strategy (3 credits) (Available online)

MPMC 705: Innovations in IMC: Thinking Ahead in a Rapidly Evolving Industry (3 credits) (Available online)

MPMC 706: Building Your Creative Muscle (3 credits)

MPMC 710: Multi-Channel & Media Mix Strategies in IMC (3 credits)

MPMC 711: Strategic Leadership in IMC (3 credits)

MPMC 878: Design for Communicators (3 credits)

MPMC 881: Digital Marketing (3 credits)

Internship Courses (Optional)\*

MPMC 773: IMC Internship I (1 credit)

MPMC 774: IMC Internship II (1 credit)

The IMC program offers MPMC 773 IMC Internship I and MPMC 774 IMC Internship II for students securing an internship requiring you to receive academic credit. Both of these courses are graded, credit-bearing course options worth one academic credit each. These courses do not take the place of an elective. Upon completion of the degree, you would have 34 or 35 credits in total, respectively.

Prior to being enrolled in either course, you will need to provide the following documentation to the program:

- Official offer letter on company letterhead
- [Internship Memorandum of Understanding](#) - signed by you and the internship organization
- [Curricular Practical Training \(CPT\)](#) form - required for all students on a University-supported Visa



All paperwork and pertinent documentation must be submitted prior to the respective semester's add/drop deadline in order for the student to be enrolled in the course.

Advising Note: Students looking to enroll in either of the internship courses are encouraged to submit paperwork/documentation in advance and at least two weeks before the respective semester's first day of classes in order to allow time for approval and processing.

\*Course offerings are subject to change. Course descriptions can be found on the program website.

Advising Note: Students should complete the required courses (core and foundation) before taking electives with pre-requisites. The exception to this rule is Capstone, which should be taken in the last semester. We strongly encourage students to take MPMC 600 (Consumer Research & Insights) prior to MPMC 602 (IMC Campaign Planning). Students should take both of these courses within their first two semesters as they serve as prerequisites for many electives. The Capstone course is a research-and-writing intensive course and serves as the students' culminating experience in the program; as such, students should plan on making this final course their primary academic focus as they near graduation. A minimum grade of "B" is needed to pass this course. We encourage students to take this course alone during their final semester if possible.

#### **Sample MPS in Integrated Marketing Communications Schedule – Full Time Course Load**

First semester: MPMC 602 (IMC Campaign Planning) + MPMC 600 (Consumer Research & Insights) + MPMC 500 (Conversations about Ethics)

Second semester: MPMC 603 (The Brand Concept) + MPMC-Elective + MPMC-Elective

Third semester: MPMC-Elective + MPMC-Elective + MPMC-Elective

Fourth semester: MPMC 900 (Capstone) + MPMC-Elective

#### **Sample MPS in Integrated Marketing Communications Schedule – Part Time Fast Track Course Load**

First semester: MPMC 602 (IMC Campaign Planning) + MPMC 600 (Consumer Research & Insights)

Second semester: MPMC 500 (Conversations about Ethics) + MPMC 603 (The Brand Concept)

Third semester: MPMC-Elective + MPMC-Elective

Fourth semester: MPMC-Elective + MPMC-Elective

Fifth semester: MPMC-Elective + MPMC-Elective

Sixth semester: MPMC 900 (Capstone)

#### **Sample MPS in Integrated Marketing Communications Schedule – Part Time Course Load**

First semester: MPMC 600 (Consumer Research & Insights)

Second semester: MPMC 602 (IMC Campaign Planning)

Third semester: MPMC 500 (Conversations about Ethics) OR MPMC 603 (The Brand Concept)

Fourth semester: MPMC 500 (Conversations about Ethics) OR MPMC 603 (The Brand Concept)

Fifth – Tenth semester: MPMC-Elective

Eleventh semester: MPMC 900 (Capstone)

More information on degree requirements and tracks based on course loads can be found on the [Degree Requirements](#) page on the program's website.

Advising Note: Summer classes are optional.

**Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to integrated marketing communications through a professional organization.

## **Program Guidelines: Journalism**

Interim Faculty Director, Carole Feldman

<https://scs.georgetown.edu/programs/259/master-of-professional-studies-in-journalism/>

### **Mission Statement**

The Georgetown University Master's in Journalism program is committed to preparing students to be curious, responsible, and successful journalists in the digital age. Through demanding coursework taught by industry leaders and intensive practice, students develop a strong foundation of digital and entrepreneurial skills that are built on the core principles of accurate and fair reporting, sophisticated storytelling, and sound, ethical judgment.

### **Learning Goals**

Students who complete the MPS in Journalism will:

1. Understand the ethical implications of the choices journalists make every day in routinely doing their jobs and living their lives. Students will develop and exercise a core set of journalistic principles and values.
2. Absorb the fundamentals of accurate and fair reporting. Students will understand what qualifies as news, how to go about gathering and verifying information, and how to effectively provide alternate points of view.
3. Acquire strong news writing skills that will enable them to write powerful leads, develop characters and tell compelling stories while meeting strict deadlines.
4. Master multimedia storytelling techniques for multimedia platforms to include print, broadcast, and online. Students will be able to combine the latest reporting and storytelling technology with the time-honored techniques of traditional journalism.

### **MPS Degree Requirements in Journalism**

This MPS degree is comprised of 30 credits (10 courses). Students entering the Journalism program in/after Summer 2012 complete the following: two Core courses (MPJO 500 and MPJO 900); three Foundation courses (MPJO 501, MPJO 505, and MPJO 508); and five Elective courses of their choice. Additionally, students who receive a grade of "B-" ("B minus"; 2.67) or below in any of the Core or Foundation courses are required to repeat them with a grade of "B" or better before qualifying for graduation.

All Journalism students must complete the Core and Foundation Courses (MPJO 500, MPJO 501, MPJO 505, MPJO 508 and MPJO 900), as these courses serve as pre-requisites for advanced electives. All journalism students must also maintain a minimum cumulative GPA of 3.00 (solid "B") for good academic standing and to be eligible to graduate; and earn a 3.00 (solid "B") or better in the Capstone course (MPJO-900). All students must also complete the MPS degree within five years.

Core Courses (6 credits)

MPJO 500: Ethics in Journalism (Core course, 3 credits)

MPJO 900: Capstone (Core Course, 3 credits)

Foundation Requirements (9 Credits)

MPJO 501: Fundamentals of Reporting and News Writing (Foundation course, 3 credits)

MPJO 505: Digital Essentials (Foundation course, 3 credits)

MPJO 508: Photo & Video Storytelling (Foundation course, 3 credits)

Elective Courses (15 Credits)

Elective courses and course descriptions can be found on the Course Details page.

Advising Notes: We strongly encourage students to complete the Core and Foundation courses MPJO 500, MPJO 501, MPJO 505, and MPJO 508 within their first two semesters as they serve as prerequisites for advanced electives. The Capstone course (MPJO 900) is a research-and-writing intensive course and serves as the students' culminating experience in the program; as such, students should plan on making this final course their primary academic focus as they near graduation. A minimum grade of "B" is needed to pass this course. We strongly encourage students take this course alone during their final semester whenever possible.

All MPS students are required to complete the core courses, regardless of the semester in which they were first enrolled.

### **Sample MPS in Journalism Schedule (this is a part-time schedule)**

First semester: MPJO 500 (Ethics in Journalism) + MPJO 501 (Fundamentals of Reporting and News Writing)

Second semester: MPJO 508 (Photo & Video Storytelling) + MPJO 505 (Digital Essentials for Journalists)

Third semester: MPJO-Elective + MPJO-Elective

Fourth semester: MPJO Elective + MPJO Elective

Fifth semester: MPJO Elective + MPJO 900 (Capstone)

### **MPS Journalism Program Guidelines on Internships**

The MPS Journalism Program encourages our students to participate in internships but does not require course credit for them unless you are an international student. If you are not an international student and you select an internship that does not require you receive credit, there is no need to enroll in the internship course. If you choose an internship that does require you receive school/course credit, you will need to register for the one-credit, internship course for the semester you are interning. Internship credits may be taken as a degree overload, in addition to the minimum number of required elective credits. Please see your academic advisor for permission to enroll.

To enroll in an internship course, you will need to email your Program Director (MPSJournalism@Georgetown.edu) with your request to participate in an internship. In this email, please include the company information and department you will be interning with along with a full name and contact details (title with the company, phone, email) for the internship coordinator/contact. Once your request is reviewed, your Program Director will manually enroll you in the course.

By enrolling in and receiving course credit, students are required to pay tuition equal to one-course credit per semester. Along with course credit, the student is expected to complete weekly assignments about their internship that is reviewed by a member of the journalism program staff.

An internship should provide practical or professional experience relevant to graduate study or related fields. An internship generally should last approximately the same period as a semester and will result in one credit that does not count towards your MPS degree. Internships may be paid or unpaid.

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to journalism through a professional organization.

## ***Program Guidelines: Project Management***

Faculty Director, George Moschoglou, PhD

<http://scs.georgetown.edu/departments/48/master-of-professional-studies-in-project-management/>

### **Mission Statement**

The Project Management program will provide students with the skills and tools required for coordinated management of one or more projects in accordance with industry standard guidelines, methodologies, and expectations. Students will engage with a faculty of experienced practitioners to develop the advanced management and leadership skills they need for a successful and impactful career in project management.

### **Learning Goals**

Students who successfully complete the MPS-PM program will:

1. Codify an individual code of ethics in relation to professional codes of conduct;
2. Understand the relationships among scheduling, planning, and prioritization of projects and tasks;
3. Demonstrate the use of industry standard tools and techniques to manage these relationships;
4. Explain the relationship between strategic plans and projects and demonstrate the importance of project management to effective business strategy and success;
5. Validate the importance of proper scope definition and management and analyze the problems inherent in projects where scope is not managed;
6. Define the risk management process, the concept of risk, and how risk differs from planned activities;
7. Evaluate the differences between project management and project leadership, and contrast the differences in the skills required;
8. Analyze the characteristics of a high-performance team and evaluate various approaches to developing and reinforcing high-performance teams, including communication, negotiation, and conflict resolution;
9. Prepare to operate effectively within project governance and oversight structures; and,
10. Compose a set of effective lessons learned throughout a given project and assess the importance of this information for future projects.

### **MPS Degree Requirements in Project Management**

- The MPS in Project Management is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to graduate.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible to graduate.
- The MPS degree must be completed within five years.

To earn an MPS in Project Management, students must successfully complete the following curriculum:

2 Core Courses (6 credits)

MPPM 500: Ethics

MPPM 900: Capstone

5 Foundation Courses (15 credits)

MPPM 520: Project Management Fundamentals

*This course is a prerequisite for MPPM 550; MPPM 600; MPPM 620; MPPM 650*

*Students must successfully complete MPPM 520: Project Management Fundamentals before taking any of the following foundation courses:*

MPPM 550: Project Initiation & Development

MPPM 600: Communication & Collaboration for Managers

MPPM 620: Project Planning

MPPM 650: Project Execution & Delivery

3 Elective Courses (9 credits)

For a current list of electives, visit the Course Schedule page.

Advising Note: In addition to the courses above, students may take up to two electives outside their specific degree program from other MPS programs, provided that they have permission from both their program advisor and the other MPS program. Students will be granted this option on a space-permitting basis.

### **Corresponding Graduate Certificates**

Courses completed in the Lean and Agile Practices Graduate Certificate can be applied towards the MPS in Project Management degree program requirements.

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students may wish to research and seek certification related to project management through a professional organization, such as the [Project Management Institute](#).

Amended 10.3.19

## **Program Guidelines: Public Relations & Corporate Communications**

[scs.georgetown.edu/pr/](https://scs.georgetown.edu/pr/)

### **Mission Statement**

The Georgetown University Master's in Public Relations & Corporate Communications program equips students with the skills needed to respond ethically and effectively to any communications challenge. Students learn to navigate the blurring lines between communications disciplines and be responsible leaders in the digital world.

### **Learning Goals**

1. **Clear Writing:** Program graduates have the ability to write clear, concise, action-oriented language for a range of communications situations and tailored for target audiences.
2. **Strategic Thinking:** Students learn the Georgetown Framework for Strategic Planning and apply it to communications challenges throughout their time in the program, both verbally and in writing. Framework application reflects individual student critical thinking skills, strategic decision-making, and creativity.
3. **Responsible Communication:** Graduates are committed to consistently evaluating and applying their personal code of ethics, which is built on a foundation of ethical paradigms, professional codes of conduct, and industry best practices. Students go beyond basic ethical considerations to authentically use their skills and talents to positively impact the world.
4. **Practical Evaluation:** Students learn about research techniques and can select the most appropriate method given the situation, budget, and timeline. Program graduates also understand the role of research and the importance of using measurable results to evaluate strategic success.

### **Assessment of student learning in the program includes:**

**Ethics:** The Ethics curriculum requires students to explore their values, the origination of their beliefs, and how both impact their decision-making. Students review major philosophers, professional codes of ethics, and contemporary industry case studies. Based on this experience, students create a personal code of ethics, which they use to practically evaluate ethical dilemmas in their professional lives. Students revisit their personal code in Capstone when faced with an ethical challenge. Throughout the program, students practice decision making and analyze complex situations, so they can draw upon clear examples during future professional contexts.

**Strategy:** Students are introduced to strategy in the Elements of Communications Planning course. Within the class, students learn the Georgetown Framework for Strategic Planning and apply their learning by creating an individual plan and responding to multiple challenges throughout the semester. While the model is based on rigorous academic models, it allows for personal adaptation based on the students' experience and professional specialization. The value of strategic communication is reflected and assessed in all program courses. Students revisit strategy in several other elective courses and in Capstone for hypothetical and real client scenarios.



Capstone: During this final course, students must apply the comprehensive skills they have built throughout the program. Students engage clients based on their personal interests, professional connections, or a desire to advance the organization’s mission. After identifying and securing a company or organization of their choosing, students respond to a communications challenge by creating a well-researched, insightful, creative, strategic plan that exemplifies their development as communications professionals throughout the graduate program. Multiple forms of assessment—a quick fire challenge, an ethical response paper, mid-term outline, final plan, and a strategy pitch—review each student's level of competency in all program learning goals. By pairing Capstone advisors with groups of Capstone students, the program ensures multiple levels of support and advice throughout the course, to be sure all graduates leave confident in their skills.

### **Curriculum Description**

The applied curriculum prepares students for leadership roles across sectors. Courses emphasize strategic planning to address critical business objectives and the development of metrics to measure success. The curriculum not only teaches best practices, but also asks students to apply their learning through real world projects. Students learn to think strategically, gain a global perspective on communications and public relations, develop clear and concise writing skills, and become innovative communications leaders.

### **MPS Degree Requirements in Public Relations & Corporate Communications**

#### ***Students who matriculated prior to Fall 2016***

- The MPS in Public Relations and Corporate Communications is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete Capstone (core course) with a grade of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

#### **2 Core Courses (6 credits)**

MPPR 500: Conversations about Ethics: Philosophical, Professional, and Personal

MPPR 950: Capstone

#### **1 Foundation Course (3 credits)**

MPPR 505: Elements of Communications Planning

Advising Notes: MPPR 500 and MPPR 505 should both be completed within the first or second semester of study. MPPR-950 is reserved for degree-seeking students, and is to be taken in the final semester of study after all coursework is completed.

#### **7 Elective Courses (21 credits)**

See list of electives below.

***Students who matriculated between Fall 2016 and Summer 2017***

- The MPS in Public Relations and Corporate Communications is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete MPPR 505: Elements of Communications Planning (foundation course) with a grade of “B” or better to be eligible for graduation.
- Students must complete Capstone (core course) with a grade of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPPR 500: Conversations about Ethics: Philosophical, Professional, and Personal

MPPR 950: Capstone

1 Foundation Course (3 credits)

MPPR 505: Elements of Communications Planning

Advising Notes: MPPR 500 and MPPR 505 should both be completed within the first or second semester of study. MPPR-950 is reserved for degree-seeking students, and is to be taken in the final semester of study after all coursework is completed.

7 Elective Courses (21 credits)

See list of electives below.

***Students who matriculated between Fall 2017 and Summer 2018***

- The MPS in Public Relations and Corporate Communications is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete MPPR 505: Elements of Communications Planning (foundation course) with a grade of “B” or better to be eligible for graduation.
- Students must complete Capstone (core course) with a grade of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPPR 500: Conversations about Ethics: Philosophical, Professional, and Personal

MPPR 950: Capstone

3 Foundation Course (9 credits)

MPPR 502: Communications Research

MPPR 505: Elements of Communications Planning

MPPR 508: Public Relations Writing

Advising Notes: MPPR 500 and MPPR 505 should both be completed within the first or second semester of study. MPPR-950 is reserved for degree-seeking students, and is to be taken in the final semester of study after all coursework is completed.

5 Elective Courses (15 credits)  
See list of electives below.

### ***Students who matriculated as of Fall 2018***

- The MPS in Public Relations and Corporate Communications is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- Students must complete Ethics and Capstone (core courses) with a grades of “B” or better to be eligible for graduation.
- Students must complete MPPR 505: Elements of Communications Planning (foundation course) with a grade of “B” or better to be eligible for graduation.
- The MPS degree must be completed within five years.

2 Core Courses (6 credits)

MPPR 500: Conversations about Ethics: Philosophical, Professional, and Personal

MPPR 950: Capstone

3 Foundation Course (9 credits)

MPPR 502: Communications Research

MPPR 505: Elements of Communications Planning

MPPR 508: Public Relations Writing

Advising Notes: MPPR 500 and MPPR 505 should both be completed within the first or second semester of study. MPPR-950 is reserved for degree-seeking students, and is to be taken in the final semester of study after all coursework is completed.

5 Elective Courses (15 credits)  
See list of electives below.

### **Elective Courses**

Students in this program do not complete a specific concentration. Students may focus their elective courses in one area of communications or create a well-rounded, multidisciplinary curriculum that meets their needs and goals. All courses listed below are available on-ground as listed per the course schedule; courses are available online upon request according to the notations below.

Writing & Speaking

MPPR 885: Speech Writing (3 credits)

MPPR 716: Brand Journalism (3 credits)

MPPR 600: Public Speaking and Pitching (3 credits)  
MPPR 891: Personal Branding (3 credits)

#### Corporate Communications

MPPR 730: Corporate Communications (3 credits) - Available online  
MPPR 888: Corporate Communications Management (3 credits)  
MPPR 810: Crisis Communications (3 credits) - Available online  
MPPR 836: Leadership in Communication (3 credits)  
MPPR 835: Internal Communications (3 credits) - Available online  
MPPR 901: Consulting (3 credits) - Available online only  
MPPR 815: Reputation Management

#### PR & Communications

MPPR 710: Media Relations (3 credits) - Available online  
MPPR 837: Project Management and Budgeting for Communicators (3 credits) - Available online  
MPPR 886: Change Management Communications (3 credits)

#### Digital

MPPR 506: Digital Analytics and Measurement (3 credits) - Available online  
MPPR 755: Digital Communication Strategy (3 credits) - Available online  
MPPR 756: Digital Crisis Management (3 credits)  
MPPR 778: Visual Communications (3 credits)  
MPPR 865: Global Immersion: Digital Strategy (3 credits)

#### Social Impact

MPPR 780: Grassroots Communications (3 credits)  
MPPR 795: Public Affairs: Developing and Managing Successful Campaigns (3 credits)  
MPPR 900: Cause Consulting (3 credits)  
MPPR 906: Activating Audiences for Causes (3 credits)

#### Internships\*

MPPR 863: PR/CC Internship I (1 credit)  
MPPR 873: PR/CC Internship II (1 credit)

#### **\*Internship Enrollment Process**

The PRCC program offers MPPR 863 PR/CC Internship I and MPPR 873 PR/CC Internship II for students securing an internship where academic credit is required. Both MPPR 863 and MPPR 873 are graded, credit-bearing course options worth one academic credit each and do not take the place of an elective. Upon completion of the degree, you would have 31 or 32 credits in total, respectively.

Prior to being enrolled in either course, you will need to provide the following documentation to the program:

- Official offer letter on company letterhead

- [Internship Memorandum of Understanding](#) - signed by you and the internship organization
- [Curricular Practical Training \(CPT\)](#) form - required for all students on a University-supported Visa

All paperwork and pertinent documentation must be submitted prior to the respective semester add/drop deadline in order for the student to be enrolled in the course.

Advising Note: Students looking to enroll in either of the internship courses are encouraged to submit paperwork/documentation in advance and at least one week before the respective semester's first day of classes in order to allow time for approval and processing.

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to public relations and corporate communications through a professional organization.

## **Program Guidelines: Real Estate**

Faculty Director, Glenn Williamson, MA

<https://scs.georgetown.edu/programs/71/master-of-professional-studies-in-real-estate/>

### **Mission Statement**

The Georgetown University Master's in Real Estate program inspires, challenges, and prepares emerging real estate leaders to develop, construct, and invest in innovative, sustainable, and successful projects in local and global markets. A faculty of experienced industry practitioners delivers a comprehensive curriculum with specialized focus areas in development, finance, and construction.

### **Learning Goals**

Upon successfully completing the MPS in Real Estate, students will:

1. Synthesize financial data, demographics, site data, legal and regulatory documents and market analyses to evaluate and justify the feasibility of a project.
2. Interpret historical financial statements and construct a financial pro forma for projected income, expenses, project costs and estimated returns on investment.
3. Demonstrate communication, listening, negotiation, presentation and leadership skills to develop creative solutions that address common problems and meet collective needs
4. Identify ethical issues that arise from given decisions and choose solutions to problems that balance personal and public risks and rewards
5. Recognize and respect the different points of view of multiple stakeholders and various professional disciplines; and find areas of common interest

### **MPS Degree Requirements in Real Estate**

Students admitted prior to Fall 2017 complete the MPS degree that is comprised of 30 credits (10 courses). A minimum cumulative GPA of 3.000 (solid "B") is required of all students to maintain good academic standing and to be eligible to graduate. The MPS degree must be completed within five years.

***The MPRE curriculum for students who matriculated prior to Fall 2017 includes three (3) main components:***

- Two (2) required Core courses – Ethics in Action (MPRE 500) and Capstone (MPRE 950). We strongly recommend that students take Ethics in Action during their first semester. Ethics in Action must be taken prior to Capstone. Students must take Capstone in their final semester. Both courses require a grade of “B” to pass the course and to complete the program requirements.
- Four (4) required Foundation courses in Foundations in Real Estate Accounting (MPRE 641), Foundations in Real Estate Finance (MPRE 621), Foundations in Real Estate Law (MPRE 601), and Foundations in Real Estate Markets (MPRE 631). Real Estate Fundamentals (MPRE 510) is strongly recommended for students seeking an overview of the real estate industry and basic real estate finance skills. Foundations of RE Finance is a

prerequisite for many upper-level electives. Students can request official waivers of a foundation course requirement. Such waivers must be filed with the Academic Affairs & Compliance Office.

- Four (4) upper-level elective courses. As noted above, most (but not all) electives are listed within four Concentrations that may be selected by the student in Real Estate Development, Real Estate Finance, Construction Management, and Global Real Estate. Students may: elect not to declare a concentration; declare one concentration; or declare two concentrations. Students who choose to only take courses online cannot qualify to declare a specific concentration. (Students who wish to declare a second concentration must take an additional 4 electives as noted below).

Students who matriculated in/after Fall 2017 complete the MPS degree that is comprised of 33 credits (11 courses). A minimum cumulative GPA of 3.000 (solid "B") is required of all students to maintain good academic standing and to be eligible to graduate. The MPS degree must be completed within five years.

***The MPRE curriculum for students who matriculated in/after Fall 2017 includes three (3) main components:***

- Two (2) required Core courses – Ethics in Action (MPRE 500) and Capstone (MPRE 950). We strongly recommend that students take Ethics in Action during their first semester. Ethics in Action must be taken prior to Capstone. Students must take Capstone in their final semester. Both courses require a grade of “B” to pass the course and to complete the program requirements.
- Five (5) required Foundation courses in Foundations including Real Estate Fundamentals (MPRE 510), Real Estate Accounting (MPRE 641), Foundations in Real Estate Finance (MPRE 621), Foundations in Real Estate Law (MPRE 601), and Foundations in Real Estate Markets (MPRE 631). Students have the option to test out of Real Estate Fundamentals during their first semester. Students who successfully test out will replace the MPRE 510 course with a fifth elective. Foundations of RE Finance is a prerequisite for many upper-level electives. Students can request official waivers of a foundation course requirement. Such waivers must be approved by the program and filed with the Office of Academic Affairs & Compliance. All required Foundation courses must be completed prior to Capstone.
- Four (4) upper-level elective courses. As noted above, most (but not all) electives are listed within four Concentrations that may be selected by the student in Real Estate Development, Real Estate Finance, Construction Management, and Global Real Estate. Students may: elect not to declare a concentration; declare one concentration; or declare two concentrations. Students who choose to only take courses online may declare a concentration from among two offered online: Real Estate Development and Real Estate Finance. (Students who wish to declare a second concentration must take an additional 4 electives as noted below).

**Concentrations within the Real Estate Program (12 Credits)**

Note: Students must receive permission from their program on the Declaration of Concentration form to post the concentration on their transcript.

Students may declare a concentration from among the four concentrations offered: Real Estate Development, Real Estate Finance, Construction Management and Global Real Estate. Students who wish to declare a concentration should do so by the end of the semester in which they take their fourth (4th) MPRE elective course. Each concentration requires 12 unique credits applied exclusively to that concentration. Electives may count towards either one or two concentrations, affording students some flexibility in their course planning. Students who elect not to declare an official concentration may take any combination of electives to earn the required 12 credits.

Students may decide to take a second concentration by taking an additional four (4) courses for a total of 45 credits in the MPRE program. Each course, however, may only be counted toward one concentration. The student should declare the second concentration after the eighth (8<sup>th</sup>) course by receiving advising and submitting the approved and signed overload form. The Capstone course should still be planned for the final semester to earn the degree. Prior to registering for more courses than the degree requires, students on financial aid and those on a Visa should seek advising from the appropriate office.

Please consult with your program advisor and refer to the MPRE Academic Planning Policies for a complete list of courses including electives that apply to each of the concentrations described more fully below.

#### Real Estate Development

A developer needs to orchestrate the work of multiple contractors and consultants and to negotiate with lenders, investors, property owners, neighbors, and government officials. Courses in this concentration cover both the real estate development process as well as the nuances of particular fields such as office, mixed-use, multifamily, and affordable housing.

#### Real Estate Finance

Many students aim to sharpen their skills in financial analysis as a primary goal for enrolling in the Master's in Real Estate program. This concentration covers the full spectrum of real estate financial topics, including real estate investment, structured finance, capital markets, portfolio management, taxation, corporate real estate, and entrepreneurship.

#### Construction Management

Real estate professionals need to understand basic principles of design and construction, including the construction process and how to use different contracting methods to allocate risk and rewards among the various players in that process. This concentration offers courses in development, construction project management, and sustainability, the latter of which has become a critical design component for tenants and investors alike.

#### Global Real Estate

The rapid globalization of the real estate industry has accelerated the flow of capital and the exchange of ideas and best practices in major markets around the world. This concentration



focuses on both inbound and outbound investment and includes courses with opportunities for students to travel and network with companies overseas.

**Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. More information about some of these professional organizations is available [here](#).

## **Program Guidelines: Sports Industry Management**

<https://scs.georgetown.edu/programs/361/master-of-professional-studies-in-sports-industry-management/>

### **Mission Statement**

Georgetown University's MPS in Sports Industry Management provides students with a comprehensive understanding of the sports industry through a practical and experiential learning model grounded in the principles of responsibility, ethics, and service. Students engage with a faculty of experienced practitioners to develop the business management and leadership skills they need for a successful and impactful career in the global sports industry.

### **Learning Goals**

Students in the SIM program have the opportunity to expand their knowledge of sports management within one of two separate concentrations, or a combination of both. Experts serving as adjunct professors from across the sports industry will measure the student's ability to execute the following:

1. Describe the efficacy of sport management core content areas in practical use for managerial positions.
2. Explain the ethics and professional obligations affecting sport management professionals concerning to diversity and global awareness.
3. Assess data to verify student mastery of sport management principles and competencies towards preparation for transition to working for professional employers.
4. Design a system of research protocols towards examining current issues in sport management.
5. Construct graduate level quality in all written and oral communication.
6. Assess the practical application of sport management principles towards producing industry relevant scholarship.

### **MPS Degree Requirements in Sports Industry Management**

- The MPS in Sports Industry Management is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to graduate.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible to graduate.
- The MPS degree must be completed within five years.

As of fall 2018, new program requirements were introduced for the Sports Industry Management program. Students must complete the degree requirements in place at the time of matriculation.

***Students who matriculated prior to Fall 2018 must complete the following requirements:***

2 Core Courses (6 credits)

MPSM 500: Applied Ethics in Sports\* (Ground/Online)

MPSM 900: Capstone\* (Ground/Online)

2 Foundation Courses (6 credits)

MPSM 510: Sports Leadership and Management (Ground/Online)

MPSM 520: Social Responsibility and Globalization of Sports (Ground/Online)

4 Concentration Courses (12 credits)

Complete all courses in one concentration.

Strategic Marketing, Communications & Digital Media\*\*

Students will concentrate on coursework in Marketing, Public Relations, Sales and Digital Media.

Business, Management & Operations\*\*

Students will concentrate on coursework in Finance, Law, Event Planning and Economics.

\*\*Represents a concentration area available to students who matriculated prior to fall 2018.

Students must receive permission from their program on the Declaration of Concentration form to post the concentration on their transcript. Declaring a concentration is not required.

2 Elective Courses (18 credits)

For a current list of electives, visit the Course Details page.

***Students who matriculated as of Fall 2018 must complete the following requirements:***

2 Core Courses (6 credits)

MPSM 500: Applied Ethics in Sports\* (Ground/Online)

MPSM 900: Capstone\* (Ground/Online)

4 Foundation Courses (12 credits)

MPSM 510: Sports Leadership and Management (Ground/Online)

MPSM 520: Social Responsibility and Globalization of Sports (Ground/Online)

MPSM 600: Strategic Sports Marketing (Ground/Online)

MPSM 700: Sports Business and Finance (Ground/Online)

4 Elective Courses (12 credits)

For a current list of electives, visit the Course Schedule page.

Advising Notes:

\*MPSM 500 should be completed within the first or second semester of study. MPSM 900 must be taken in the final semester of study and can be completed in conjunction with other coursework.

Most courses will be offered in both place-based (“Ground”) and Online versions. Core and Foundation courses will be offered every semester. Elective course offerings will vary throughout the year and may not be offered in both as noted below.

### **Focus Areas and Elective Courses**

The Sports Industry Management program offers focus areas for those who matriculated as of Fall 2018 to enable students to tailor their studies and sharpen their expertise in a particular area of study by choosing 3 courses within each grouping:

#### **Sports Communications**

Understand how to leverage brands, databases, the internet, market research, technology, and media relationships to develop marketing strategies, execute targeted promotional tactics, and garner long-term consumer loyalty.

MPSM 610 – Sports Communications and Public Relations

MPSM 630 – Sports Digital Media

MPSM 851 – FOX Sports University

MPSM 853 – Business of Sports Media

#### **Sports Business & Sales**

Develop a foundational knowledge of business management and sales while understanding how to employ analytical and planning tools and strategies that maximize profitability and productivity.

MPSM 620 – Sports Sales, Sponsorship, and Revenue Development

MPSM 630 – Sports Digital Media

MPSM 710 – Sports Law, Contracts, and Negotiations

MPSM 720 – Sports Event Planning and Facility Management

MPSM 730 – Sports Economics and Global Brand Management

MPSM 842 – Sports Entrepreneurship

#### **College Sports Administration**

Explore the intricacies of collegiate athletics with hands-on experiential learning focused on managing events, social media, and partnership activations.

MPSM 630 – Sports Digital Media

MPSM 720 – Sports Event Planning and Facility Management

MPSM 851 – FOX Sports University

MPSM 852 – Intercollegiate Athletics

### **Electives/Internships**

In addition to the core and foundation courses, students are required to complete a combination of electives and/or internship courses. To receive credit for the internship courses, students must work a minimum of 20 hours per week for the entirety of the semester at their internship organization. Registration for some elective courses requires departmental approval with preference given to current, continuing students. Elective courses differ by semester and offerings are subject to change from year to year. Students are permitted to take courses from the

concentration or focus area they are not completing to serve as electives. Students on a Georgetown Visa may take an internship after their first year of full-time study and should consult with the Assistant Dean of International Students & Scholars Services for internship timing.

MPSM 800: Internship Practicum I (Ground/Online)\*\*\*

MPSM 810: Internship Practicum II (Ground)\*\*\*

MPSM 841: Citi Open Externship (Ground)\*\*\*

MPSM 842: Sports Entrepreneurship in a Global Marketplace (Ground)

MPSM 844: Sports Analytics (Ground)

MPSM 845: Global Games: Olympics and World Cup (Ground/Online)

MPSM 848: Washington Redskins Gameday Operations Externship (Ground)\*\*\*

MPSM 851: FOX Sports University (Ground)

MPSM 853: The Business of Sports Media (Ground)

\*\*\*Students may only apply 6 credits of experiential learning (internship/externship) towards their degree. Students are responsible for all academic and financial outcomes associated with course registrations even if the course will not be applied towards program/degree requirements.

### **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. Though not required, students may wish to research and seek certification related to sports industry management through a professional organization.

## **Program Guidelines: Systems Engineering Management**

Faculty Director, Maria F. Trujillo, PhD

<https://scs.georgetown.edu/programs/360/master-of-professional-studies-in-systems-engineering-management/>

### **Mission Statement**

The Georgetown University Master's in Systems Engineering Management program prepares students to be leaders who apply interdisciplinary systems thinking and leadership methodologies to solve complex issues facing organizations and society.

### **Learning Goals**

Students who complete the Master of Professional Studies (MPS) in Systems Engineering Management (SEM) will:

1. Explore the core values endemic to the professional world with a particular focus on the connections between applied engineering and practical management
2. Understand and manage the development of complex technical and organizational systems
3. Have the ability to lead and manage projects
4. Understand how a firm uses technology for competitive advantage in satisfying its business strategy
5. Have the ability to engage in creative problem-solving
6. Analyze business problems to better formulate strategy, tactics, plans, and policies
7. Engage with relevant ethical principles and apply core concepts to the engineering industry throughout the program's duration
8. Design a research proposal that contains: the objectives of research with specificity and particularity, a literature review, and a means to assess and implement appropriate research methods based upon project needs
9. Have the ability to contribute to industry innovation and research

### **MPS in Systems Engineering Management**

The MPS degree in SEM is comprised of 30 credits (10 courses). Of the 30 credits, six are required Core credits, 12 required Foundation credits, and 12 elective credits. In addition, MPS SEM candidates must have a cumulative GPA of at least 3.000 and finish the program within five years of first registration.

Core and Foundation Requirements (18 credits)

MPSE 500: Ethics (Core Course, 3 credits)

MPSE 505: Fundamentals of Systems Engineering (Foundation Course, 3 credits)

MPSE 510: System Architecture and Design (Foundation Course, 3 credits)

MPSE 515: Systems Integration (Foundation Course, 3 credits)

MPSE 520: Project Management of Complex Systems (Foundation Course, 3 credits)

MPSE 900: Capstone (Core Course, 3 credits)

Advising Notes: Applied Ethics (MPSE 500) and Capstone (MPSE 900) cannot be waived or substituted. MPSE 500 should be completed within the first or second semester of study. MPSE 900 is reserved for degree-seeking students, and must be taken in the final semester of study after all coursework is completed. Students must complete MPSE 500 and MPSE 900 with a “B” (3.00) or better in each to be eligible for program completion and graduation.

**Sample Elective Courses (12 Credits)**

MPSE 700: Financial Management in Systems Engineering (3 credits)

MPSE 701: Decision and Risk Analysis (Stevens) (3 credits)

MPSE 702: Advances in System of Systems Engineering (Stevens) (3 credits)

MPSE 703: Simulation and Modeling (3 credits)

MPSE 704: Systems Thinking (3 credits)

MPSE 710: Strategy and Innovation (3 credits)

MPSE 711: Public Policy and Systems Engineering (3 credits)

MPSE 712: Managing Complex Systems Change (3 credits)

MPSE 720: Advanced Topics in Systems Engineering Management (3 credits)

Advising Note:: SEM Students may take a maximum of 6 elective credits outside of the SEM program in other SCS programs with program approval.

**Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. More information about some of these professional organizations is available [here](#).

## **Program Guidelines: Technology Management**

Faculty Director, Maria F. Trujillo, PhD

<https://scs.georgetown.edu/programs/77/master-of-professional-studies-in-technology-management/>

### **Mission Statement**

The Georgetown University Master's in Technology Management program educates students to be ethical stewards of technology. Graduates will gain leadership skills and business acumen that will enable them to champion technological innovation in their organizations.

### **Learning Goals**

The curriculum for the Technology Management program will ensure that students have a strong understanding of the system development life cycle, information security management, project management, database design principles, and more. Students will also explore application of techniques related to acquiring, accounting for, and allocating an organization's financial assets. The academic experience will prepare students to tackle business problems that managers and executives face as they make technology decisions for their organizations, customers, or clients.

Students who complete the MPS in Technology Management will:

1. Understand and make connections between applied ethics and areas such as technology, business management, and law;
2. Learn methods of gathering, analyzing, and prioritizing business requirements with a focus on the ease of use for IT staff and end-users alike;
3. Learn theories and practical techniques related to acquiring, accounting for, and allocating an organization's financial assets as it relates to technology.
4. Obtain a mastery of the broad field of technology management through a wide range of courses;
5. Develop professional competencies in the discipline through a curriculum that demonstrates leadership, management, and strategy;
6. Apply a balanced mix of theory and real world practical knowledge in the discipline of technology management.

### **MPS Degree Requirements in Technology Management**

- The MPS in Technology Management is comprised of 30 credits (10 courses).
- Students must maintain a minimum cumulative GPA of 3.000 (solid "B") to remain in good academic standing and to be eligible to graduate.
- Students must complete the two core courses, Ethics and Capstone, with grades of "B" or better to be eligible to graduate.
- Transfer credit is not accepted for Core or Foundation courses.
- The MPS degree must be completed within five years.

To earn an MPS in Technology Management, students must successfully complete the following curriculum:



2 Core Courses (6 credits)

MPTM 500: Ethics in Technology Management

MPTM 900: Capstone Course

3 Foundation Courses (9 credits)

MPTM 600: Managing Technology

MPTM 700: Systems Requirements

MPTM 800: Financial Analysis for Technology Managers

4 Concentration Courses (12 credits)\*

For a current list of concentration courses, visit the Course Schedule page.

*Students must receive permission from their program on the Declaration of Concentration form to post the concentration on their transcript.*

1 Elective Course (9 credits)

For a current list of elective courses, visit the Course Schedule page.

\*Students who do not wish to declare an official concentration (from those listed below) complete the required Core and Foundation Credits and 15 Elective Credits chosen from courses among any of the concentrations.

Advising Notes: Ethics in Technology Management (MPTM 500) should be completed within the first or second semester of study. Capstone (MPTM 900) is reserved for degree-seeking students, and must be taken in the final semester of study after all coursework is completed.

## **Concentration Areas**

Information Security Concentration

Explore enterprise security, privacy, information security assessment and management, and cybersecurity.

Project Management Concentration

Gain the technical knowledge and leadership skills needed to successfully plan, manage, and execute complex projects for IT professionals.

Health Information Technology Concentration

Examine the challenges faced by IT leaders in the healthcare industry.

System Design and Management Concentration

Gain a deeper understanding of the processes behind analyzing and designing enterprise-wide systems.

Comprehensive

An overview of multiple areas of expertise to carry out technological change and innovation in organizations

## International

A global perspective on how to manage diverse organizations in a flat world, the effect of technology in international development and global innovation.

## **Corresponding Graduate Certificates**

Courses completed in the Lean and Agile Practices and Competitive Business Intelligence Graduate Certificates can be applied towards the MPS in Technology Management degree program requirements.

## **Licensure Disclosure**

This program does not provide any professional licensure or certification, nor is it intended to prepare students to sit for any specific professional licensing or certification exam(s). Though not required, students in these programs may wish to research and seek certifications through professional organizations in their field. More information about some of these professional organizations is available [here](#).

## **Program Guidelines: Urban & Regional Planning Program**

Faculty Director, Uwe Brandes, M.Arch.

<https://scs.georgetown.edu/programs/356/master-of-professional-studies-urban-and-regional-planning/>

### **Mission Statement**

The Georgetown University Urban & Regional Planning program trains leaders to plan, finance, and develop neighborhoods, cities, and regions that are livable, sustainable, and equitable. Housed in downtown Washington, D.C., the program prepares future professionals to advance the practice of responsible urban development in cities around the world.

### **Program Overview**

Our program explores the local processes of urbanization on a global scale, with an emphasis on responsible professional leadership. The curriculum is organized in conformance with the Planning Accreditation Board's North American standards for graduate programs in urban planning. The program empowers each student to complete the degree in alignment with their needs, interests and aspirations, while emphasizing Georgetown University's traditions of academic excellence within the context of Georgetown's Jesuit values. Each student chooses to pursue the degree at their own pace, including the option to pursue accelerated full-time status (15-month duration), a normal full-time status (2-year duration) or part-time status which allows a student to concurrently engage in professional internships or employment (3-year duration). Each student is free to change their academic status on a semester-to-semester basis in support of their personal goals. Students are required to complete a final capstone project which must be orally presented to a dedicated faculty review committee.

### **Program Features**

1. A degree which embraces the urban planning profession and its interdisciplinary foundational knowledge, including economic and community development, urban design of the built environment and international urban development.
2. A curriculum that facilitates case-study learning and student-driven inquiry as embodied in the tradition of academic excellence at Georgetown University.
3. The flexibility for students to tailor their study in a manner which directly supports their personal professional development strategy.
4. Embrace of state-of-the-art professional urban planning practices through a faculty composed of both academic researchers and professional practitioners.
5. Engagement with thought leaders who embody professional excellence in local, regional and international urban development organizations.
6. Headquartered in a technology-enabled modern campus in downtown Washington, D.C. with program sponsored access to geo-spatial software and hardware.

### **Learning Goals**

Candidates who complete the degree will be able to:

1. Conduct research associated with the preparation of comprehensive plans for neighborhood, urban, and regional communities
2. Synthesize the economic, social, and ecological elements of a community for the purpose of urban development
3. Analyze community sustainability goals and their alignment with state, federal, and international policies
4. Interpret the legal frameworks of local land use regulations, including municipal zoning and growth management regulations
5. Create urban development strategies utilizing public-finance mechanisms, public-private partnerships, and market-driven investments
6. Plan infrastructure, transportation, energy, and natural resource systems with a consideration for future impact
7. Communicate with urban stakeholders, including mediation and deliberation
8. Reflect critically on the professional ethics associated with the management of urban development

### **Degree Requirements**

- The degree requires 42 credits through enrollment in 14 courses.
- Students must maintain a minimum cumulative GPA of 3.000 to remain in good academic standing and to be eligible for graduation.
- Students must complete two core courses, Ethics and Capstone, with grades of “B” or better to be eligible for graduation.
- Core and foundation courses may not be waived or transferred in.
- The MPS degree must be completed within five years.
- Methods in Urban Planning Research (MPUP-520) must be completed in the first semester.
- Urban & Regional Planning Capstone (MPUP-950) must be completed in the final semester.

### **Core Courses (2 courses; 6 credits)**

Core courses represent a dedicated study of professional norms and practice of urban planning and include the subject of the professional ethics in urban planning practice (MPUP-500), as well as a dedicated final capstone project (MPUP-950) which allows students to demonstrate their proficiency in a problem-oriented subject of their choosing. For more information on the capstone project, please see below.

### **Foundation Courses (5 courses; 15 credits)**

Foundation courses represent the base knowledge which underpins the urban planning discipline. Subjects include:

- Methods in Urban Planning Research (MPUP-520 required in the first semester of enrollment)
- Urban Planning History and Theory (MPUP-510)
- Urban Economics (MPUP-530)
- Legal Foundations of Land Use and Planning Practice (MPUP-550)
- Comprehensive Planning for a Sustainable Future (MPUP-540)

### **Concentration Courses (4 courses; 12 credits)**

The program includes subject matter concentrations which enable students to tailor their studies and deepen their expertise in a particular area of the professional discipline. Students must receive approval from the Faculty Director to complete the Declaration of Concentration form which enables the concentration to be posted on the student's transcript. The areas of subject matter concentration include:

- Urban Design & Land Use - This concentration targets the physical planning and development of the built environment with an emphasis on urban infrastructure, transportation planning, the public realm and the development controls which establish regulatory frameworks for real estate investment in cities. Related subjects include environmental sustainability, historic preservation and place making.
- Housing, Community & Economic Development - This concentration targets the socio-economic performance of neighborhoods, cities and regions with an emphasis on the attraction of private investment, the key performance indicators of community vitality and the provision of affordable and market-subsidized housing. Related subjects include community resilience, cultural planning and place management.
- International Development - This concentration explores urban planning and development in rapidly urbanizing regions with an emphasis on rapid urbanization, the regularization of informal settlements and the institutionalization of sound local planning practices. Related subjects include multi-lateral lending practices, planning for secondary cities and international knowledge management.

### **Elective Courses (3 courses; 9 credits)**

Students may choose from special electives offered within the program, or may obtain permission from the Faculty Director to enroll in courses in other degree programs at Georgetown University or at other partner universities in the Consortium of Universities of the Washington Metropolitan Area. Recent special elective courses offered within the program include:

- Contemporary Critical Theory of Urban Planning
- Approaches to Understanding the Modern City in a Globalized Economy
- New Urban Technologies and Data Sources
- Urban Planning Leading Public Health Outcomes
- Partnerships for Public and Private Investments in Big Cities
- Urban Revitalization Planning in Communities with Weak Economies

### **Independent Study (Up to 2 courses; 6 credits)**

Independent study represents an opportunity to self-design a semester-long course structured to pursue an internship in an external professional organization, or, to conduct independent academic research. Students may pursue up to two independent study courses and may choose to design an Independent Study in conjunction with the Capstone in a manner which enables a year-long academic thesis.

**Capstone Project (3 credits)**

Capstone represents an opportunity for each student to apply the comprehensive knowledge and skills acquired in the program to a contemporary urban planning problem of their choosing. Students work with a dedicated academic advisor and are required to present their findings to a review committee composed of program faculty and invited professionals.

**Professional Licensure**

The program curriculum has been designed to prepare students to seek professional certification through the American Institute of Certified Planners. There is no mandatory professional licensure to practice urban planning in the United States, except in the state of New Jersey. Students who seek to practice planning in New Jersey are encouraged to review the specific requirements for professional licensure prior to completing the program. Recent industry studies indicate that urban planners with professional licensure earn a premium on average of 15-20% more than their peers without licensure.

## **Master of Arts in Liberal Studies**

### ***Program Guidelines: Master of Arts in Liberal Studies (MALS)***

Faculty Director, Charles McNelis, Ph.D.

<https://scs.georgetown.edu/programs/46/master-of-arts-in-liberal-studies/>

### **Mission Statement**

The Graduate Liberal Studies Program in the School of Continuing Studies (SCS) at Georgetown University rests on the belief that human life and human action have meaning and that human beings, throughout their lives, must seek it out and live by its implications. Graduate Liberal Studies courses which engage students in reading, reflection, writing, and discussion are meant to bring them the range of knowledge and vision to lead wise and rewarding lives.

### **Association of Graduate Liberal Studies Programs: (AGLSP)**

One hundred and thirty colleges and universities, large and small, public and private, have followed Wesleyan's leadership, adopting the philosophy of Graduate Liberal Studies, and they offer graduate degrees primarily known as Masters of Arts in Liberal Studies (MALS), Master of Liberal Studies (MLS), and Master of Liberal Arts (MLA). Other degree designations are possible, such as Master of Humanities, as long as the program carrying the name clearly exemplifies the philosophy of Graduate Liberal Studies. The Association of Graduate Liberal Studies Programs (AGLSP; [aglsp.org/](http://aglsp.org/)) is an organization that embodies and fosters that philosophy.

### **Religious Studies and Theology Honor Society**

Liberal Studies students who select courses from the areas of the Humanities or Religious Studies or courses offered through the Center for Islam and Muslim/Christian Relations are eligible for the annual selection and induction into Theta Alpha Kappa National Honor Society for religious studies and theology. The eligibility requirements are as follows:

- Completion of five courses (15 credits) in theology/religious studies
- 3.5 or higher cum GPA in theology/religious studies courses
- 3.0 or higher cum GPA in all courses completed

### ***Academic Standing***

#### **Good Academic Standing**

Students with a cumulative and semester GPA of 3.000 (solid "B") or better are considered in good academic standing. Good academic standing is required to be considered for some special requests at the School-level (such as participation in the Consortium of Universities) and for other requests at the program-level (such as approval for certain internships and independent studies). Georgetown does not round the GPA; thus, a student with a 2.999 cumulative GPA would not be allowed to graduate and would be terminated from the program. There are no exceptions to this minimum academic standard.

### **Academic Warning**

Students with a semester GPA under 3.000 but a cumulative GPA of 3.000 or better are placed on academic warning; unless they meet the conditions for academic probation or termination.

### **Academic Probation**

Students are placed on academic probation when (1) they earn one grade of “C” or lower in a single semester; or (2) when their cumulative GPA falls below 3.000. Unless they meet the criteria for termination or dismissal, students remain on probation until their cumulative GPA improves to a 3.000 or better. Students placed on probation due to earning a grade of “C” or lower remain at-risk of termination or dismissal upon earning an additional grade of “C” or lower, regardless of their cumulative GPA.

### **Academic Termination of Degree Candidacy**

MALS candidates are automatically terminated from the degree program for any of the following reasons and are not permitted to take additional courses:

1. Upon earning two grades of "C" (2.00) or lower, as all grades, including grades of “F” (0.00) and “U”, are calculated in determining the cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. If the student’s GPA is below a 3.00 at the completion of eight courses (24 credits attempted).
3. If the student fails to complete and submit a thesis by the final deadline and does not confirm in writing with the program administration a request to withdraw from MALS Thesis Writing before the grade submission deadline of Continuous Registration.
4. Being unable to complete program guidelines within the time limit for degree completion.

### **Academic Dismissal (Provisional, Non-Degree Students)**

When academic standing is reviewed at the end of each full semester, provisional, non-degree students are automatically academically dismissed academically under any of the following conditions:

1. Upon accumulating one grade of “B-” (2.67) or lower at any point, regardless of their cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. If they are unable to complete individual program requirements with acceptable grades during the allotted time period of one academic year (fall/spring/summer).

Provisional students who are ineligible to become degree-seeking students and are therefore dismissed may not appeal the dismissal.

### ***MALS Degree Requirements***

#### **Students who matriculated prior to Fall 2019**



- Students have the option of completing the 30-credit thesis degree plan or the 36-credit coursework degree plan.
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- The MALS degree must be completed within seven years of beginning the program.

### **Curriculum Structure**

MALS candidates elect to complete either (a) the 30-credit/Thesis degree plan, or (b) the 36-credit/Coursework degree plan.

#### **30-Credit/Thesis Degree Plan**

Students who select the 30-credit/Thesis plan complete the following requirements within seven years of first registration:

- Six credits: Two Foundational courses at three credits each, which should be among the first four to six courses completed
- 21 credits: seven elective courses at three credits each.
- LSHV-981 “Thesis Proposal” course at zero credit after completing 21 credits, and before, with or after the eighth and/or ninth course, with a minimum GPA of 3.000
- Three credits: final three credit Thesis Writing, LSHV-982, scheduled with mentor
- Attend the Graduate Liberal Studies writing workshop within the first year of enrollment
- Submission and completion approval of a master’s thesis that will be published through Georgetown University’s library and through ProQuest
- A course with a “C” grade (in one elective, Foundational or the Thesis course) may be earned and posted to the degree provided that the overall average at the completion of 30 credits (10 credit-bearing courses and one zero credit course as outlined here) still establishes a cumulative GPA of 3.000

#### **36-Credit/Coursework Degree Plan**

New and returning students who are pursuing the 36-credit/Coursework plan complete the following requirements within seven years of first registration:

- Six credits: Two Foundational courses at three credits each, which should be among the first four to six courses completed.
- For continuing students who have declared a curricular field: 18 credits (six courses at three credits each) in the student’s curricular field of study; may include the two Foundational courses; 12 additional elective credits (four courses at three credits each).
- For students admitted after Fall 2013: 30 credits (ten elective courses at three credits each).
- Attend the Graduate Liberal Studies writing workshop within the first year of enrollment.
- A course with a “C” grade (in one elective, or Foundational course) may be earned and posted to the degree provided that the overall average at the completion of 36 credits (12 courses as outlined here) still establishes a minimum cumulative GPA of 3.000.

Upon completion of the eighth course, the student selects four additional courses to reach a total of 36 credits to satisfy the requirements for the MALS degree. The student must have earned a 3.0 cum GPA at the completion of the 24 credits to be approved to register for the additional four courses to complete the degree.

## Students who matriculated in/after Fall 2019

- The Master of Arts in Liberal Studies degree is comprised of 30 credits.
- Students must successfully defend a thesis in order to be eligible for graduation.
- Students must maintain a minimum cumulative GPA of 3.000 (solid “B”) to remain in good academic standing and to be eligible for graduation.
- The MALS degree within must be completed within seven years of beginning the program.

## Curriculum Structure

### 4 Foundation Courses (12 credits)

1. **LSHV 400 - MALS FND: Science and Society**
  - a. This course will introduce the student to basic issues in the scientific method and the relation to social and material impacts and policy.
2. **LSHV 401 - MALS FND: Norms and Ethics**
  - a. This course will introduce basic methods and issues around moral and ethical concerns and enduring challenges of the human pursuit of the good life across cultures.
3. **LSHV 402 - MALS FND: Social Sciences**
  - a. This course will introduce basic methods and issues in government, economics, sociology, history, American studies, anthropology, psychology, political science, etc.
4. **LSHV 403 - MALS FND: Humanities**
  - a. This course will introduce basic methods and issues in various humanities disciplines (theology, literature, performing arts, etc.).

### 4 Elective Courses (12 credits)

Students may select from elective course offerings within the MALS program or in another Georgetown University graduate program, pending the necessary program, faculty, and departmental approvals.

For a full list of electives visit the [Course Schedule page](#).

### 2 Thesis Courses (6 credits)

The final requirement consists of either a thesis or portfolio project. The course will be conducted as follows:

1. Taken in the fall as a dedicated research/writing seminar (3 credits)
2. In the spring, the student will enroll in a 3 credit tutorial with a faculty mentor. In addition, all students in the cohort will meet for a few common meetings. Each student will participate in a thesis/project capstone “defense” meeting with the faculty mentor, the MALS director, and a third “reader.”

### **Thesis Process and Requirements (*prior to Fall 2019*)**

For students completing a thesis, it is important to note that no student may enroll in more than 27 credits before registering for the MALS Thesis Proposal Workshop, LSHV-898, which is taken after the completion of seven MALS courses and before, with or after the 8th and/or 9th courses and completed prior to enrolling in the three-credit MALS Thesis Writing, (LSHV-982-01) course and the writing of the three-credit thesis. Twenty-seven credits (nine courses) and zero credit Thesis Proposal Workshop must be completed prior to the semester the student enrolls in the MALS Thesis Writing course.

The MALS Thesis Writing course is the final required course for students, and may not be taken with any other course. See the Graduate Liberal Studies Thesis Guidelines booklet for complete information regarding the process, forms, and procedures used to prepare and submit the MALS Thesis. Please note that the MALS Thesis Writing (three credit) course and the MALS Continuous Registration (zero credit, \$500 tuition) course each constitute half-time status (full-time status for international students) and that the MALS Thesis Proposal Workshop taken with one three-credit course constitutes half-time status (full-time for international students). A minimum letter grade average of “B” or better (a cumulative grade point average of 3.0 quality points), the MALS Thesis Proposal Workshop, and the completion of 27 credits are required for enrollment in the three credit MALS Thesis Writing course.

### **Thesis Proposal Workshop (LSHV-981-sections vary)**

Near the conclusion of the degree (after the completion of the seven MALS courses (21 credits) and before, with or after the 8th and/or 9th courses) MALS candidates in the 30 credit/Thesis plan prepare a thesis proposal. To accomplish this, they are required to complete the Thesis Proposal Workshop in the semester in which they plan to prepare and submit for approval a thesis proposal. This is a zero credit, zero tuition course.

The Thesis Proposal Workshop, taken in conjunction with a three-credit course, constitutes half-time status (full-time for international students). The MALS Thesis Proposal Workshop consists of four, two-hour classes. Students must attend all four class meetings. The result of this Workshop will be an approved Thesis Proposal. The student should have a tentative thesis topic and a thesis mentor confirmed prior to registering for the Workshop.

The student’s Thesis Committee is made up of the thesis mentor chosen by the student, the student’s Thesis Proposal Workshop professor, and the Graduate Liberal Studies Program Assistant Dean. Successful completion of the thesis proposal and its approval will result in a Pass (“S”) grade for the Workshop. Students who must Withdraw (“W”) from the Workshop or Fail (“U”) the Workshop, may only register for the Workshop one more time. Students who withdraw from the MALS degree program and are re-enrolled or re-admitted at a later date may start the MALS thesis preparation process one more time even if prior to their interruption of their degree and withdrawal they had previously passed (“S”) the Thesis Proposal Workshop.

The Thesis Proposal Workshop is a time when students actively pursue the creation and organization of a thesis topic, with the approval of a mentor. If a mentor is not a Graduate Liberal Studies faculty member, prior to enrolling in the Workshop the student must contact the program administration and discuss his/her selection of the mentor. Then (if selection is

approved) the student sends the name and contact information of this mentor by email to the program administration to facilitate program communication and stipend payment for this mentor.

During the Workshop, students join with other students and the professor(s) offering the Workshop to do the research necessary to create a statement of the nature, purpose, theme, and interdisciplinary of the proposed thesis topic, and indicate the human values and ethics at stake in the thesis' argument; list an outline of the proposed sections of the thesis; and list the schedule agreed upon between the student and the mentor to accomplish these goals and successfully complete the thesis.

Prior to registering for the Workshop, students should begin planning for their thesis. It is important to remember that the thesis is a proposition or an argument. The proposal must deal with a very focused subject and explore it fully. The proposal topic usually evolves from the student's coursework, an idea, or argument the student wishes to study and research further.

The choice of a mentor may come in one of two ways:

1. If the student has had a professor with whom s/he would particularly like to work, then the thesis topic must be a subject that is a part of that professor's special expertise. The student should contact the professor, discuss the topic, and confirm the availability of the professor to serve as his/her mentor, as early as possible, and prior to enrollment in the Workshop.
2. If the student has a topic that s/he really desires to explore and does not know who could be a mentor for that topic, then, in consultation with administration of the Graduate Liberal Studies Program or Program faculty, the student seeks out a professor who would be well versed in that subject. If none is available, including professors outside the Graduate Liberal Studies Program, that would mean that the topic could not be pursued. The Graduate Liberal Studies administration, in consultation with Liberal Studies faculty, offers a thorough search on behalf of the student to find the appropriate mentor before indicating that the topic cannot be used.

Discussion of the thesis topic early on before working out a thesis proposal is advisable. Faculty members may already have theses they are monitoring; thus they may have to turn down requests for mentoring as they can and should only mentor a few students each semester.

The thesis topic must be related to the student's curricular field (if a particular field was chosen) and the student is encouraged to contact the Graduate Liberal Studies administration for validation of the thesis topic per curricular field (for continuing or returning students in the 30 credit/Thesis track).

Students are encouraged to contact the Associate or Assistant Dean for additional advice and assistance in preparing to write the thesis. The thesis is the culmination of the thirty credit/Thesis degree plan.

### **Thesis Writing Course, LSHV-982-01**

Following the approval of the thesis proposal, and upon successful completion of 27 credits, a student registers for the three credit Thesis Writing (LSHV-982-01) course offered during the fall or spring semesters. A student registers for Thesis Writing following the successful completion of LSHV 981, the Thesis Proposal Workshop (usually the fall or spring semester following the Workshop) in accordance with the schedule determined between the student and the mentor regarding the writing and completion of the thesis requirement.

Registration in the Thesis Writing course constitutes half-time status (full-time for international students). The Thesis Writing course is the final three credit course for Master's candidates pursuing the 30-credit/Thesis plan. There are no class sessions for the Thesis Writing course; rather the student and mentor meet and communicate regarding the preparation, completion, and approval of the thesis following the schedule outlined in the thesis proposal.

The Thesis Writing course is for the actual production of the thesis and carries three credits with regular semester tuition charges and is assigned a letter grade by the student's mentor reflecting the academic quality of the thesis. The grade is posted to the student's transcript upon the written approval of the mentor, and the program administration on behalf of the School of Continuing Studies. The expected length of the thesis text is at least 80 pages.

### **Thesis Writing Time Limit & Continuous Registration**

Current research and scholarship are fundamental to the completion of a successful thesis. MALS students who pursue the 30-Credit/Thesis plan will therefore be held to a firm timeline to help them achieve this goal. Theses are often completed in one semester.

### **Continuous Registration (LSHV 988)**

Students who receive an "I" in LSHV-982, "Thesis Writing" must register in Continuous Registration (LSHV-988) in the next semester via MyAccess to maintain their academic standing and prevent being withdrawn for failure to register. However, before being allowed to register for Continuous Registration, students must receive written permission from their thesis mentor and the program administration. A \$500 tuition charge is associated with Continuous Registration, and it has half-time status. Students who are withdrawn for failure to register and then permitted a return at a later date will be assessed this fee (and late fees) for all missed semesters.

### ***Continuous Registration (Final Thesis Extension)***

The student with an "I" in Thesis Writing who does not submit a final thesis in that next consecutive calendar offering of Continuous Registration has one last semester of Continuous Registration to complete the thesis writing and submission. The student may request this second semester of Continuous Registration under extenuating circumstances, with demonstration of substantial – though partial – work completed, and with written approval from their thesis mentor and the program administration. A \$500 tuition charge is associated with this course, but it does not have half-time status. No additional semesters will be allowed beyond this one to write the thesis.

Continuous Registration sections are zero credit and this enrollment status may have implications on student loan or Visa status. Students should connect with their Financial Aid advisor and International Programs advisor regarding their continuing status. Although this is a zero credit course, it is designed to keep the student's status active in the system as s/he is actively continuing the pursuit of this degree, and carries with it services to and access across Georgetown University

Requests for Thesis Writing extensions beyond the two consecutive semesters of Continuous Registration will not be considered. Students will not be approved for a Leave of Absence once they have entered Thesis Writing. Students are withdrawn from Georgetown University for failure to register in every Fall and Spring semester where there is no course registration in MyAccess.

A student who is unable to complete and submit a final Thesis by the deadline of his/her second (and final) semester of Continuous Registration may request to be either (a) withdrawn from Thesis Writing course at no refund and apply the already earned MALS credits toward the pursuit of the 36-credit plan, or (b) withdrawn from the Thesis Writing course and from the MALS program entirely.

If the student does not confirm in writing with the program administration of his/her request to withdraw from LSHV-982 before the grade submission deadline of that last Continuous Registration semester, the "I" for LSHV-982 will be changed to an "F" grade and the student's degree candidacy will be automatically terminated.

### **Thesis Final Deadlines**

Thesis Completion and Approval Recommended Schedule:

- April 1 for students enrolled in MALS Thesis Writing in the fall semester
- November 1 for students enrolled in MALS Thesis Writing in the spring semester

If these dates fall on a weekend, the following Monday will be the due date.

Failure to complete the thesis by the final deadline will result with the "I" for LSHV-982 to be changed to an "F" grade. This failure to complete the thesis will be confirmed in writing by the thesis mentor. The student's degree candidacy will be automatically terminated.

## Doctor of Liberal Studies

### *Program Guidelines: Doctor of Liberal Studies (DLS)*

Director of Doctor of Liberal Studies, Ariel Glucklich, PhD  
[glucklia@georgetown.edu](mailto:glucklia@georgetown.edu)  
202-687-4513

### **Mission Statement for Graduate Liberal Studies**

Building on the mission statements of Georgetown University and on the School of Continuing Studies (SCS), the Graduate Liberal Studies Degree (GLS) programs (DLS and MALS degrees) at Georgetown University rest on the belief that human life and human action have meaning and that human beings, throughout their lives, must seek it out and live by its implications. Liberal Studies courses – which engage students in reading, reflection, writing, and discussion – are meant to bring students the range of knowledge and vision to lead wise and rewarding lives.

### *Learning Goals of the Program*

Students in the DLS program will:

- be led to determining specific research interests in the humanities and/or social sciences that will contribute to their personal and, perhaps, professional development;
- learn rigorous interdisciplinary inquiry, i.e., how to engage various disciplines in the humanities and/or social sciences and integrate them in addressing topics related to their individual research interests;
- gain knowledge of the methodologies, traditions, theoretical frameworks, and styles of argument of various disciplines in the humanities and/or social sciences sufficient to be able to engage those disciplines for their particular research interests;
- master “research best-practices” by becoming familiar with library resources and research technology;
- master skills for analytical and critical inquiry appropriate to graduate-level research
- engage in intensive writing assignments of varied character and length in order to develop proficiency appropriate to graduate-level research;
- develop oral communication and argumentation skills commensurate with postgraduate education and standards of professional discourse;
- develop the competence to consciously reflect on and assess their own scholarly development and that of their classmates with the aid of both faculty and peer review;
- develop the ability to integrate their graduate level skills of research, analysis, argumentation, and effective communication through the writing of a thesis in their area of interest in the humanities and/or social sciences.

### *DLS Style Guide & Thesis Guidelines*

The Graduate Liberal Studies Program requires that students adhere to Kate Turabian’s A Manual for Writers of Term Papers, Theses, and Dissertations, (9<sup>th</sup> Edition) as the manual of style for thesis preparation. In addition to the Turabian style guide, students must follow the SCS

Guidelines for MALS and DLS Thesis Writers. These guidelines specify the procedural requirements that must be met for the Doctoral thesis to be formally accepted by the DLS Director. Submission of an improperly prepared thesis may delay the award of the degree or lead to termination of degree candidacy.

### ***Academic Standing***

#### **Good Academic Standing**

Students with a cumulative and semester GPA of 3.000 (solid “B”) or better are considered in good academic standing. Good academic standing is required to be considered for some special requests at the School-level (such as participation in the Consortium of Universities) and for other requests at the program-level (such as approval for certain internships and independent studies). Georgetown does not round the GPA; thus, a student with a 2.999 cumulative GPA would not be allowed to graduate and would be terminated from the program. There are no exceptions to this minimum academic standard.

#### **Academic Warning**

Students with a semester GPA under 3.000 but a cumulative GPA of 3.000 or better are placed on academic warning; unless they meet the conditions for academic probation or termination.

#### **Academic Probation**

Students are placed on academic probation when (1) they earn one grade of “C” or lower in a single semester; or (2) when their cumulative GPA falls below 3.000. Unless they meet the criteria for termination or dismissal, students remain on probation until their cumulative GPA improves to a 3.000 or better. Students placed on probation due to earning a grade of “C” or lower remain at-risk of termination or dismissal upon earning an additional grade of “C” or lower, regardless of their cumulative GPA.

#### **Academic Termination of Degree Candidacy**

DLS candidates are automatically terminated for any of the following reasons and are not permitted to take additional courses:

1. Upon earning two grades of "C" (2.00) or lower, as all grades, including grades of “F” (0.00) and “U”, are calculated in determining the cumulative GPA. For the purpose of evaluating academic standing, a grade of “U” is considered the same as an “F”.
2. Upon failing the Qualifying Examination upon the second attempt.
3. Upon failing to complete or to defend the Thesis Proposal upon registering for the course a second time.
4. Upon failing to complete or to defend the Thesis.
5. Being unable to complete program guidelines within the time limit for degree completion.

### ***DLS Degree Requirements***

Students pursuing the DLS degree complete the following requirements within seven years of first registration.



#### Coursework: 36 Credits

- Foundational Courses: Four Courses (12 credits)
  - The DLS program launched new foundational courses in Fall 2018. Students must take the foundational course offerings that were in place at the time of their matriculation to the program.
- Elective Courses: Eight Courses (24 credits)
  - Directed Reading: Three Courses Maximum (9 credits)

#### Qualifying Advancement

- DLS Qualifying Examination Preparation: LSHV-990 (0-credits)

#### Thesis Advancement

- DLS Thesis Proposal Prep/Thesis Writing: LSHV-995 (0-credits)
- DLS Thesis Writing: LSHV-996 (0-credits)
  - Register for DLS Thesis Writing in all subsequent Fall / Spring semesters if thesis has not yet been submitted for publication
- Approval through ProQuest of a completed doctoral thesis that will be published through Georgetown University's library and through ProQuest

### ***Curriculum Structure***

#### **Required Foundational Courses**

During the first four regular semesters in the program, students are required to complete, usually in sequence, the four Foundational courses. These courses are designed specifically to develop students' understanding and mastery of interdisciplinary approaches to academic research, argumentation, and values reflection, as well as the ability to communicate such mastery in effective academic writing and oral presentation. The purpose of the Qualifying Examination at the conclusion of coursework is to offer students the opportunity to demonstrate that they have achieved a level of proficiency in these areas that warrants advancement to the thesis.

The approach taken in the Foundational courses is multi-disciplinary. Their goal is to make students aware of the complex historical, philosophical and broadly cultural dynamics of Western and Asian civilizations by careful analysis of selected episodes of important cultural events and products, so as to identify the multiple interactions of the subject matter of traditional academic disciplines in such episodes.

The Foundational courses will challenge students to stretch their intellectual imaginations, expand their knowledge, and develop basic competencies well beyond the range of their chosen area of research focus. Rather than being intended to deepen or expand students' knowledge of, and expertise in, a specific issue or topic area, the Foundational courses emphasize those habits of mind and styles of inquiry that are necessary to achieve the sort of interdisciplinary originality that measures achievement appropriate to the doctoral level. The Foundational courses are in this way the cornerstone of student preparation for the qualifying exams required for advancement to the thesis. The Foundational courses consist of the following:

### **Students who matriculated prior to Fall 2018**

- Foundational Course 1: “DLS Foundational Introductory Colloquium: Liberal Studies: Perspective and Method” (LSHV 601, 3 credits)
- Foundational Course 2: “Love, Death, and God: From the Bible through the Renaissance” (LSHV 602, 3 credits)
- Foundational Course 3: “The Rise of the Modern Spirit” (LSHV 603, 3 credits)
- Foundational Course 4: “The Challenge of Postmodernism” (LSHV-604-01, 3 credits)

### **Students who matriculated in or after Fall 2018**

- Foundational Course 1: “Human Thought (1000BCE-1000CE)” (LSHV 601, 3 credits)
- Foundational Course 2: “Postmodernism and Contemporary Thought” (LSHV 602, 3 credits)
- Foundational Course 3: “Beyond the Humanities” (LSHV 603, 3 credits)
- Foundational Course 4: “Advanced Research Methods” (LSHV-604-01, 3 credits)

### **Elective Requirements**

Students are expected to meet degree requirements by completing electives offered by the DLS program. In the event that a student has a thesis interest that cannot be met by the current course offerings, students may request permission from the Director of the DLS program to complete a Directed Reading or to register for a course through the Consortium of Universities of the Washington Metropolitan Area. The Director of the DLS program has full discretion and authority for approving or denying requests based on academic merit and/or the student’s registration eligibility based on the stated policies and guidelines.

#### ***Directed Readings***

Students are limited to a maximum of three (9-credits) of Directed Readings as part of their academic plan. Directed Readings must be approved by the Director of the DLS program as part of the student’s curricular plan and directly related to the thesis topic. If approved, Directed Reading courses must be guided by a Georgetown University faculty member from any University department; exceptions to this requirement will be considered on a case-by-case basis pending the academic merit of the request.

#### ***Consortium Courses***

With written approval from the Director of the DLS program students may register for a course through the Consortium of Universities of the Washington Metropolitan Area. Students must meet all eligibility guidelines and requirements as set forth in the SCS Academic Rules and Regulations (<https://scs.georgetown.edu/resources-current-students/student-handbooks/>) in accordance with the guidelines set forth by the Office of the University Registrar. Students who fail to obtain written permission from the DLS program will have the courses excluded on transcript and will be unable to count them towards their cumulative GPA, credit count, and degree requirements.

### **Qualifying Examination: LSHV-990**

The qualifying examination is based on the student's coursework and research interests. With the student, the DLS Director will ask an additional faculty member to administer the exam. Normally this faculty member should be one with whom the student has done coursework in an area relevant to the student's area of thesis research. This faculty member is asked to assist in the preparation and grading of the Written and Oral Qualifying Examination.

At the completion of each examination, the completed examination report form and grade is sent to the Office of the University Registrar. The report will indicate if the student passed or failed the examination. The Examining Board may award a "Fail," a "Pass," "High Pass," or "Pass with Distinction."

In the event that a student's performance on the qualifying examination is not satisfactory, the student will be permitted a second attempt, if the student has not met the conditions for academic termination. If the student is unable to pass on the Qualifying Exam on the second attempt they will be academically terminated from the program. A final grade of pass or fail will be entered after each attempt.

### **Specifics Concerning the Qualifying Examination**

Students are required to have finished pending Incompletes prior to registering for the Qualifying Exam. The DLS Director coordinates the preparation of, and determines the format for the examination. The examination content is determined by the Examining Committee. It is the student's responsibility to register for Qualifying Exam and to obtain guidance from the DLS Director about the examination process.

### **Written Qualifying Examination**

Two examination questions will be administered for the Written Qualifying Examination. The purpose of comprehensive examinations is to demonstrate a student's mastery of interdisciplinary inquiry and values reflection techniques as well as broad familiarity and competence with the literature in his or her field of study. One of the Qualifying Examination questions addresses issues from the Foundational courses in the Program, and the other question is tailored to the student's individual, anticipated thesis focus in the Program.

Students must receive a pass on each exam to pass the exam essay. (Examiners who think one essay is a failure and the other a pass should count the exam as failing.)

### **Guidelines for the Written Qualifying Examination**

1. Identify the features or aspects you plan to target in your essay. The committee will be looking for evidence of analytical skills.
2. Present your position clearly and defend it against a sample of the better counter-arguments, if the question requires it. The committee will be looking for cogent argumentation and skillful replies to opposing views.
3. The committee will also be looking for evidence of both independent critical judgment and familiarity with the best that has been written on the matter you are discussing, whether it is a review from the Foundational courses or your proposed area of research for your thesis.

### **Oral Qualifying Examination**

The Oral Qualifying Exam provides the student an opportunity to demonstrate his or her mastery of the material. This will be scheduled approximately one to two weeks after the written exam. The student will participate in the Oral Qualifying Examination conducted by the professors who wrote and graded the Written Qualifying Examination. The Oral Exam focuses on the Written Exam but may also explore other areas within the student's program.

At the conclusion of the Oral Examination, the candidate will be asked to leave the room while the Board deliberates and determines the grade. At the conclusion of the deliberation, the candidate will be invited back into the room to receive the result. The Examining Board may award "Fail," "Pass," "High Pass," or "Pass with Distinction."

The Oral Qualifying Examination may be repeated one time in the Fall or Spring term with the approval of the DLS Director. The successful completion of the Qualifying Exam, in addition to the other requirements, qualifies the student for Doctoral Candidacy and to start preparation of the final requirement, the doctoral thesis. Next the student registers for the DLS Thesis Proposal Prep/Thesis Writing course LSHV-995-01 (Fall or Spring terms, half-time status) and commences work on his/her Thesis Proposal.

### **Doctoral Thesis Proposal & Writing: LSHV-995**

At the beginning of each semester (fall and spring), a required thesis proposal writing workshop will be announced and held by the Director. Students are permitted to register for a maximum of two semesters of Thesis Proposal & Writing. Students who do not successfully defend their proposal by the end of the second semester of Thesis Proposal Writing will be academically terminated from the program. A tuition charge of \$1,000 will be assessed for each semester of registration. This registration carries no credit but confers half-time student status.

If a language other than English is necessary for a student's Doctoral Thesis, the language competence is demonstrated by a department test. If special course registration is deemed necessary for the Doctoral Thesis (i.e., language, statistics, computer course), the student should work with the DLS Director to make arrangements. Tuition will not be more than the DLS rate.

Students who have passed the qualifying examination must register the following semester (summer does not count), in DLS Thesis Proposal & Writing. Use MyAccess to register into LSHV-995 for the 1st term of thesis preparation/writing, and then LSHV-996 for the 2nd and all subsequent terms of thesis writing.

### **Criteria for the Proposal Workshop**

The DLS candidate then reviews carefully the The Graduate Liberal Studies Guidelines for Thesis Writers found at

[https://static.scs.georgetown.edu/upload/kb\\_file/WebFiles/LS%20Documents/Graduate\\_Liberal\\_Studies\\_Thesis\\_Guidelines.pdf](https://static.scs.georgetown.edu/upload/kb_file/WebFiles/LS%20Documents/Graduate_Liberal_Studies_Thesis_Guidelines.pdf)

Prior to the first scheduled meeting of this workshop, students must submit to the DLS Director the name of the faculty member who has agreed to serve as the Chair of their Doctoral Thesis Committee.

The DLS Thesis Proposal Workshop usually includes an evening session and is offered each Fall and Spring. With the assistance of the DLS Director as needed, the student determines the tentative thesis topic and the three faculty members representing research areas appropriate to the topic during the Thesis Proposal Workshop course.

Concern for values belongs to the identity of the Liberal Studies Program. Consequently, it forms an essential part of the Program's plan of education. The Program, therefore, requires that the values issues imbedded in the Doctoral thesis' central topic or topics be explicitly highlighted and addressed in a significant way. For the purpose of this requirement, "values" means the relation between the central themes of the thesis and the relevant aspects of the Humanistic tradition as profiled in the Foundational courses.

Upon determining the topic and Thesis Committee and by mid-semester, the student must set a date for the "oral defense" of the completed Thesis Proposal by an examining board. By the end of LSHV-995, the proposal will include: an explanation and an outline of the topic of study; a preliminary bibliography; a suggested table of contents; and any special methodologies. The DLS Director, in conjunction with the DLS Executive Committee, and the student determine three faculty members representing research areas appropriate to the Doctoral Thesis who are asked to constitute a Doctoral Thesis Committee (one member of which is the Chair and two members serve as Readers) for each candidate.

### **Thesis Proposal Defense**

The Chair of the student's Committee must approve the proposal as "ready to defend," and then arranges the time and the place for the defense. The student is responsible for providing a copy of the proposal approved by the Committee Chair at least one week prior to the date scheduled for the defense. Normally, the defense is to be held within six months of the qualifying examination.

The purpose of this defense is to maintain the standard common to doctoral programs at Georgetown and to reduce the change of a lost investment of time and money by the student. The burden is on the student to give adequate answers to reasonable questions and to show by these answers that the thesis topic has the depth and importance to merit a doctoral degree and that s/he has the strategic control and erudition to bring the project to a successful conclusion.

The Director sends a copy of the Thesis Proposal and the Thesis Proposal Defense evaluation forms to the Thesis Committee as well as to the additional faculty member chosen to participate in the proposal defense at least a week before the date of the defense. The Proposal Topic Defense will assess the following:

The Topic:

- Whether the topic itself has sufficient depth and academic importance to merit the attention of a Doctoral thesis;
- Whether the topic involves values issues of sufficient depth and importance to merit the attention of a Doctoral thesis in a Liberal Studies Degree Program.

The Student:

- Whether the student has sufficient knowledge of the topic and the field to which it belongs to be able to build a defensible doctoral level case;
- Whether the student has the skills to identify and take a defensible stand on the values issues raised by the topic.

The members of the Committee provide the Director with a written report on and an evaluation of the defense as soon as possible. The person appointed by the Director is to provide a separate report and evaluation. The Director, having taken the reports into consideration, is then to make a decision either to let the project to forward without a condition, or let it go forward subject to a condition, or reject it. If the Director rejects the project, the student is guaranteed a second defense opportunity within but not beyond the end of the following semester. Rejection of the project at this second defense proposal automatically terminates the student's candidacy in the DLS program.

Doctoral Thesis Writing: LSHV-996

Upon successful completion of DLS Thesis Proposal Prep/Thesis Writing, students register in DLS Thesis Writing, (LSHV 996 in their first semester and all subsequent semesters). Students must successfully defend their thesis within 7-years of matriculating to the program; those who fail to do so will be academically terminated from the program for failing to meet degree requirements within the completion deadline.

The thesis is expected to demonstrate a level of competence and academic rigor in the field of interdisciplinary studies comparable to, though distinct from, the equivalent level of competence and rigor expected in a Ph.D. dissertation in a disciplinary field. Topics are limited to the liberal arts and social sciences and must be approved by the DLS Director. The Doctoral thesis represents the creative synthesis of primary sources and secondary materials.

### **Criteria for Evaluating the Written Doctoral Thesis**

The doctoral thesis will be evaluated upon the following criteria:

- It provides an adequate account of the current state of its subject in the relevant literature and is critically engaged with that scholarship where appropriate;
- It makes an original and important contribution to the related literature;
- Its argument is elegant and compelling;
- Its organization and literary style meet a high standard for professional writing;
- The student's oral defense responds competently to questions and objections;

### **Guidelines for Grading the Written Doctoral Thesis**

- Distinction is merited when, in the opinion of a majority of the thesis committee, the Thesis is outstanding in all of these criteria. No thesis, otherwise eligible for Distinction, will receive that report unless the quality of the values component merits Distinction on its own.

- Pass is merited when, in the opinion of the majority of the thesis committee, the Thesis is at least adequate but not outstanding in all of these criteria. No thesis will be given a Pass if its values component does not merits a Pass on its own.
- Fail is merited when, in the opinion of the majority of the thesis committee, the Thesis is inadequate in any of these criteria.

### **Oral Defense of the Written Doctoral Thesis**

A final oral defense is required for all doctoral theses and must be scheduled at least two weeks before the thesis deadline, November 1<sup>st</sup> for Fall; April 1<sup>st</sup> for Spring. The student must provide paper copies of the thesis to his/her Thesis Readers (2), the Thesis Chair and the DLS Director by the thesis deadline.

### **Format for the Oral Thesis Defense**

The general format for the defense begins with a welcome to all present and introductions as appropriate of the Thesis Committee members. Next the thesis Chair introduces and invites the student to make about a 20 minute presentation of the thesis. Next the two readers and the thesis chair may each pose questions to the candidate and offer comments regarding the thesis and finally each of the members of the DLS Committee may offer comments or ask questions. The DLS Director brings the defense to a close and escorts the student to a waiting area with the committees review the defense.

### **Guidelines for Evaluating the Oral Thesis Defense**

Every doctoral thesis defense is followed by a closed meeting of the committee during which the members deliberate and decide whether or not the defense was successful. The candidate will be considered to have passed the Doctoral Thesis defense when the committee members certify by majority vote that the defense was “successful.” That is, the student’s Thesis Committee must certify that the candidate has satisfactorily addressed any questions about and shortcomings in the thesis, and that no major revisions are required.

The results of an Oral Defense conducted before the Doctoral Thesis Committee are sent to the University before the student can be cleared for graduation. The report indicates passing with Distinction, Pass, or Failure. Students who fail the defense of thesis for the second time will be dismissed from the program without the doctoral degree.

### **Steps after the Oral Defense**

It is common for the Doctoral Thesis Committee to require the student who has successfully passed the final defense to make additional revisions to the text of the Doctoral Thesis before it is presented to the DLS Director and SCS Office of Academic Affairs & Compliance for final approval and online submission to ProQuest.

The student must submit a copy of thesis online for approval before the student is given final clearance for graduation. When a student has passed the oral defense, s/he must then submit her/his thesis online for final review, as discussed in the ProQuest link below. The student who cannot submit the thesis in a timely manner (within the same semester as when the Oral Defense took place), must register for LSHV 998, “DLS Thesis Submission,” a 0-credit/0-tuition course.

A Doctoral Thesis submitted in partial fulfillment of the requirements for a May or December degree must have faculty approval from the School of Continuing Studies and be accepted by the DLS Director on behalf of the Graduate School no later than the first working day of May or December. All other degree requirements must be met by this deadline, including receipt by the University Registrar of the Thesis Defense report and the thesis grade.