



*GEORGETOWN UNIVERSITY*  
School of Continuing Studies

*Academic Catalog and Program Requirements*  
*SCS Graduate Programs*  
*2022-2023*

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The University may update its policies, procedures, admissions requirements, curriculum, course offerings and requirements, course delivery modes or methods (including whether virtual or in person), arrangement of courses, academic and semester calendar, schedule, and duration graduation or degree requirements, conditions for eligibility for financial aid, tuition rates and fees, and resources and programming offered to students at any time for any reason. Any updates made to the Academic Catalog will be communicated to students. It is the responsibility of each student to keep well-informed with respect to the policies and requirements in this catalog and all other policies of the University, school, and program in which they are enrolled. This academic catalog applies to current students and is not a contract.

## **Program Guidelines: 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 a certificate program who would like to continue into a corresponding degree program must submit the Graduate Certificate Completion Request form to their program for approval by the last day of classes (per the SCS full semester academic calendar) in the semester in which the student is planning to complete the certificate. Pending program approval, the student will matriculate into the corresponding degree program upon successful completion of the certificate requirements. Upon matriculation to a degree program students must meet all of the academic standards and program requirements laid out for the degree.

Students who successfully complete a certificate but fail to indicate their intention to matriculate into the corresponding degree program by the deadline must submit an admissions application to be considered for a degree program. If a student completes a certificate but decides to pursue a degree at a later time, they must submit an admissions application to be considered for a degree program. For more information about the admissions 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 admissions process, please contact the SCS Admissions office.

### ***Professional Studies Graduate Certificate 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, PhD

Learn more about the program on the Graduate Certificate in [Competitive Business Intelligence webpage](#).

### ***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***

1. Analyze competitive market strategies through analysis of related product, market, or share trends.
2. Synthesize current business intelligence or trend data to support recommendations for action.
3. Communicate with customers, competitors, suppliers, professional organizations, or others to stay abreast of industry or business trends.
4. Manage the timely flow of business intelligence information to users.
5. 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, PhD

Learn more about the program on the Graduate Certificate in [Cybersecurity Risk Management webpage](#).

### ***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***

1. Design and implement a cybersecurity governance framework.
2. Develop and deploy an effective employee awareness and training campaign.
3. Identify, assess, and manage cybersecurity risks across the organization.
4. Analyze the impact of emerging technologies on organization network and infrastructure security.
5. Integrate regulations and compliance requirements with cybersecurity strategies.
6. Advocate and articulate cybersecurity investments.
7. Communicate effectively with IT professionals and key business stakeholders.
8. 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, PhD

Learn more about the program on the [Graduate Certificate in Lean and Agile Practices webpage](#).

### ***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.

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

- Applied Intelligence, AI
- Cybersecurity Risk Management, CRM
- 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
- Supply Chain Management, SCM
- Systems Engineering Management, SEM
- Technology Management, TM
- Urban & Regional Planning, URP

The minimum school-wide requirements for the MPS degree 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's Jesuit 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 and 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. Craft professional, creative, and persuasive messages that convey complex ideas and relevant solutions.

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
- A minimum grade of B in Ethics and 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 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 in 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.

All MPS majors require a grade of “B” (3.00) or better in Ethics and Capstone; 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 (see repeating a course policy in the SCS Academic Rules & Regulations) to prevent degree candidacy termination. Both grades remain on the student’s transcript and are factored into the cumulative GPA. Students who are unable to earn the required grade upon repeating the course will be terminated from the program without right of appeal.

### ***Foundation Course Requirements***

In addition to the required Core courses (Ethics 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 traditional 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.

### **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 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 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, MPS 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

Learn more about the program on the [MPS in Applied Intelligence webpage](#).

### ***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. Apply analytical techniques to challenge or provide alternative perspectives to existing views on complex intelligence issues.
2. Integrate global perspective and international best practices to intelligence analytical products.
3. Employ ethical decision frameworks to respond to moral dilemmas in applied intelligence fields.
4. Prepare intelligence analytic products based on industry standards to enhance organizational effectiveness and provide alternative perspectives on increasingly complex problems.
5. Apply the intelligence cycle to support policy-making or decision-making processes.
6. Adapt to highly technology-driven intelligence fields by integrating various technologies across the five collection disciplines to enrich analytical products.
7. Communicate complex intelligence analysis with objectivity to a wide range of stakeholders.

### ***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 are taken.

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

#### ***Students who matriculated prior to Fall 2021***

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.

***Students who matriculated in/after Fall 2021***

2 Core Courses (6 credits)

MPAI 500: Ethics

MPAI 900: Capstone

5 Foundation Courses (15 credits)

MPAI 600: Introduction to Applied Intelligence

MPAI 610: Psychology of Applied Intelligence

MPAI 620: Applied Intelligence Communications

MPAI 630: Understanding Intelligence Collection

MPAI: 640: Advanced Analytical Techniques

4 Elective Courses (12 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.

The asterisk (\*) 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.

### ***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.

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

Faculty Director, Frederic Lemieux, PhD

Learn more about the program on the [MPS in Cybersecurity Risk Management webpage](#).

### ***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:

1. Design adapted cybersecurity and risk mitigation strategies for organizations.
2. Create cybersecurity solutions that integrate international perspectives on threats, vulnerabilities, and regulations.
3. Employ ethical decision frameworks to respond to moral dilemmas in cybersecurity.
4. Apply cybersecurity governance frameworks that integrate regulations and compliance requirements relevant to diverse industry sectors.
5. Evaluate relevant and credible cyber intelligence products in order to assess and manage cybersecurity risks across the organization.
6. Analyze the potential impact of integrating new technologies on organization information network and infrastructure security.
7. Communicate complex cybersecurity challenges effectively and advocate for investment of resources to diverse stakeholders.

### ***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.

### ***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.

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

Faculty Director, Wendy Zajack, MBA

Learn more about the program on the [MPS in Design Management & Communications webpage](#).

### ***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. Apply creative and critical thinking skills in designing visual communication strategies reflective of organizational goals to inform and influence customer behavior
2. Engage within diverse teams to integrate values of inclusivity in the development of globally accessible design strategies.
3. Develop strategies incorporating Jesuit values, industry standards, and one's personal ethics in design communications.
4. Produce strategies based on design thinking, visual principles, and audience psychographics to develop and implement solutions reflective of organizational goals.
5. Formulate insights from research, and credible, reliable, and valid resources to create design concepts that influence actions and perceptions.
6. Compose design strategies using relevant tools and technology to develop innovative solutions that serve diverse target audiences.
7. Analyze the needs of diverse target audiences and responsibly inform them through design solutions.

### ***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 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](#).

***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.

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

Faculty Director, Tim Frazier, PhD

Learn more about the program on the [Executive Master's in Emergency & Disaster Management webpage](#).

### ***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.

***EMPS EDM 2022/2023 Travel Dates***

All information in the table below—including statements of tuition and fees, course offerings, locations, dates, and deadlines—is subject to change without notice or obligation.

Course: MPEM-500 Theory & Legal Framework 6 credits	Course Dates: August 24 – October 13, 2022	Residency Location: Hawaii	Onsite Dates: September 19 -24, 2022
Course: MPEM-600 Natural Disasters 6 credits	Course Dates: October 14 – December 6, 2022	Residency Location: Puerto Rico	Onsite Dates: November 28- December 3, 2022
Course: MPEM-700 Terrorism & WMD 6 credits	Course Dates: January 11- March 2, 2023	Residency Location: London, UK and Paris, France	Onsite Dates: February 20-25, 2023
Course: MPEM-800 U.S. Support to a Foreign Disaster 6 credits	Course Dates: March 3 - May 2, 2023	Residency Location: Washington, D.C.	Onsite Dates: April 10-15, 2023
Course: MPEM-900 Capstone 6 credits	Course Dates: May 22 - August 19, 2023	Residency Location: Washington, D.C.	Onsite Dates: August 14-19, 2023

### ***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 costs 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.



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

Faculty Director, Tim Frazier, PhD

Learn more about the program on the [International Executive Master's in Emergency & Disaster Management webpage](#).

### ***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.

***EMPS IEDM 2022/2023 Travel Dates***

All information in the table that follows—including statements of tuition and fees, course offerings, locations, dates, and deadlines—is subject to change without notice or obligation.

Course: MPEM 501 Theory & Regional Collaboration Framework 6 credits	Course Dates August 24 – October 13, 2022	Residency Location Washington, D.C.	Onsite Dates October 2-7, 2022
Course: MPEM 601 Natural & Technological Hazards & Disasters 6 credits	Course Dates October 14 – December 6, 2022	Residency Location Muscat, Oman	Onsite Dates November 5-10, 2022
Course: MPEM 701 Terrorism & Man-Made Disasters 6 credits	Course Dates January 11 – March 2, 2023	Residency Location London, UK and Paris, France	Onsite Dates February 20-25, 2023
Course: MPEM 801 Public Health & Humanitarian Crises 6 credits	Course Dates March 3 – May 2, 2023	Residency Location Amman, Jordan	Onsite Dates April 23-28, 2023
Course: MPEM 901 Capstone 6 credits	Course Dates May 22 – August 19, 2023	Residency Location Doha, Qatar	Onsite Dates August 5-10, 2023

### ***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 costs 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.

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

Faculty Director, Tim Frazier, PhD

Learn more about the program on the [MPS in Emergency & Disaster Management webpage](#).

### ***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.

### ***Learning Goals***

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

1. Critically evaluate the policies and practices of emergency and disaster management to generate professional recommendations for disaster prevention and future crisis management.
2. Integrate social and cultural aspects of disaster preparedness and response in designing solutions to serve and collaborate with diverse global actors in intercultural settings.
3. Develop effective practices for working within the parameters of local, state, federal, and international rules, regulations, and procedures to respond ethically, and in a humanitarian manner, to emergencies and disasters.
4. Combine theory, industry knowledge and practice, and research to create and implement a range of emergency and disaster management strategies.
5. Analyze and interpret data from a variety of reliable, credible, and valid sources to inform data-driven decision-making and resource management.
6. Creatively use relevant technologies to prevent, detect, respond to and recover from emergency situations.
7. Analyze cultural and behavioral communication perspectives to develop effective communication strategies using relevant technologies.

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

- The MPS in Emergency & Disaster Management is comprised of 33 credits (11 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 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.

### ***Students who matriculated prior to Fall 2020***

2 Core Courses (6 credits)

MPDM 500: Ethics and Critical Decision Making

MPDM 900: Capstone

4 Foundation Courses (12 credits)

MPDM 600: Theory and Legal Framework

MPDM 610: Project Management and Budgeting for Emergencies and Disasters

MPDM 620: Risk Perception Awareness

MPDM 630: GIS for Emergency and Disaster Management

5 Elective Courses (15 credits)

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

***Students who matriculated in/after Fall 2020***

2 Core Courses (6 credits)

MPDM 500: Ethics and Critical Decision Making

MPDM 900: Capstone

5 Foundation Courses (15 credits)

MPDM 600: Theory and Legal Framework

MPDM 610: Project Management and Budgeting for Emergencies and Disasters

MPDM 620: Risk Perception Awareness

MPDM 630: GIS for Emergency and Disaster Management

MPDM 680: Methods for Emergency & Disasters and Humanitarian Crisis Management

4 Elective Courses (12 credits)

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

***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.

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

Faculty Director, Erinn Tucker-Oluwole, PhD

Learn more about the program on the [MPS in Global Hospitality Leadership webpage](#).

### ***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. Apply creative and analytical skills to recommend and implement strategic thinking design solutions for various sectors of the hospitality industry.
2. Collaborate with diverse actors to assess and analyze global hospitality competencies using sustainable development goals, cultural intelligence, and diversity, inclusion, access and equity frameworks.
3. Integrate Jesuit values and ethical industry practices to design hospitality solutions for US, and global markets.
4. Integrate hospitality theory, practice, and problem-solving techniques to address organizational challenges.
5. Synthesize credible, valid, and reliable information from multiple sources to apply data driven decision-making to hospitality assets and operations.
6. Apply industry relevant technology and tools to analyze business problems, formulate strategies, develop business plans, and inform policies for hospitality organizations.
7. Design communication initiatives and persuasive messaging to support the needs of the hospitality industry's stakeholders, leaders and workforce.

### ***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 MPH L course, indicated by the same course number (e.g., MPH L-510). Students may not take two courses that are equivalent to meet degree requirements. For example, students may not complete MPH M 510 and MPH L 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 MPH M 510)

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

MPHL 530: Sales & Marketing and Communications for Hospitality Management (equivalent to MPH M 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 GHM 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 to 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.



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

Faculty Director, Stephanie Kim, PhD

Learn more about the program on the [MPS in Higher Education Administration webpage](#).

### ***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. Apply creative and analytical skills in formulating evidence- based recommendations and solutions to higher education administrative challenges.
2. Apply knowledge of higher education systems, policies, and practices and work effectively with diverse actors in the United States and across global contexts.
3. Develop an ethical framework to guide decision-making that advances social justice in higher education.
4. Integrate higher education theory and research with administrative practices and processes to develop and execute solutions to complex problems.
5. Analyze and interpret data and trends for assessment, planning, and decision making in higher education.
6. Creatively use relevant technological tools to address challenges and opportunities within higher education.
7. Synthesize the needs and perspectives of diverse stakeholders to communicate complex ideas and solutions across internal and external audiences.

### ***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.

### ***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.

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

Faculty Director: Ifedapo Adeleye, PhD

Learn more about the program on the [MPS in Human Resources Management webpage](#).

### ***Mission Statement***

Georgetown University's Master of Professional Studies in Human Resources Management equips professionals with the advanced knowledge, analytical skills, and practical tools required to design and execute talent, HR, and organizational solutions that positively impact society and stakeholders they serve.

### ***Learning Goals***

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

1. Apply creative and critical thinking in designing solutions to improve the employee experience and build organizational capabilities.
2. Develop strategies and processes to attract, engage, and retain a diverse and global workforce.
3. Create HR programs and initiatives that foster an ethical organizational culture, and embed social responsibility and sustainability in the workplace.
4. Integrate and apply broad-based HR knowledge to craft solutions to complex people and business problems.
5. Analyze and interpret data rigorously, and leverage relevant research, metrics and analytics to advance evidence-based HR practice.
6. Evaluate and select appropriate technology solutions to improve HR service delivery and create business value.
7. Communicate HR solutions, initiatives and messages clearly and persuasively to diverse audiences and stakeholders.

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

#### ***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 between Fall 2017 and Summer 2021***

- 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.

***Students who matriculated in/after Fall 2021***

- 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: HRM 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.

**3 Foundation Courses (9 credits)**

MPHR 502: Research Methods and Data Analysis for Human Resources

MPHR 696: Fundamentals 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 focus areas that enable students to tailor their studies and sharpen their expertise in a particular area of study:

Strategic Human Capital Management

Talent and Organization Development

Diversity, Equity and Inclusion

Global Human Resources Management

HR Analytics and Technology

***Concentration Areas***

Students who matriculated to the program prior to Fall 2017 have the option of completing one of the concentration areas listed below. 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.

Diversity and Inclusion Management  
International Human Resources Management  
Strategic Human Capital Management

***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.

Our curriculum is aligned with the professional standards and competencies set forth by SHRM. Students in SHRM aligned programs are eligible to apply for the SHRM Certified Professional (SHRM-CP) exam in their final year under a special student eligibility provision. To learn more about the exam and eligibility criteria, please visit the [SHRM Certification website](#).

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

Faculty Director, Wendy Zajack, MBA

Learn more about the program on the [MPS in Integrated Marketing Communications webpage](#).

### ***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. Use creative and critical thinking techniques in developing brand strategies to influence the actions and perceptions of target audiences.
2. Collaborate with diverse actors in creating global marketing plans and strategies that result in nuanced representations of target audiences.
3. Apply strategies to incorporate Jesuit values, industry standards, and one's personal ethics in integrated marketing solutions.
4. Combine marketing principles and industry best practices in crafting and executing solutions to address complex organizational challenges.
5. Leverage industry-relevant research tools and insights to develop strategies that influence audience actions and perceptions.
6. Creatively use tools and technology to recommend initiatives and design innovative integrated marketing solutions.
7. Evaluate the needs of diverse target audiences to compose authentic, simple, and humane marketing messages that resonate with consumers.

### ***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.

## **Program Guidelines: Journalism**

Interim Faculty Director, Carole Feldman

Learn more about the program on the [MPS in Journalism webpage](#).

### ***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. Analyze and apply the fundamentals of fair and accurate reporting to determine what qualifies as news, how to gather and verify information, and how to integrate multiple perspectives in telling stories.
2. Evaluate and respond effectively to the global news environment by collaborating with diverse participants to develop story ideas and to report, produce and disseminate the news using diverse viewpoints.
3. Create a code of ethics reflective of Georgetown's Jesuit values and industry standards to inform story development, reporting, and news dissemination.
4. Integrate and apply industry-specific knowledge, theory, and practice to report and present news and information, with an emphasis on collaboration to develop and implement solutions to real-world ethical and reporting challenges.
5. Obtain and synthesize information from a variety of sources to acquire the background and context necessary to assess credibility and bias so as to develop truthful and effective storytelling.
6. Acquire and master technologies and varied storytelling techniques to report, produce, and deliver the news across multiple media formats.
7. Analyze the needs and perspectives of diverse stakeholders when crafting the story telling discourse through text, video, audio and digital media.

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

- The MPS in Journalism degree 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.
- Students must complete all foundation courses, Reporting and News Writing; Digital Essentials; Photo & Video Storytelling with grades of "B" or better to be eligible to graduate.

- All core and/or foundation courses—aside from Capstone, which is taken during the final semester of the program—must be completed before any elective courses are taken.
- The MPS degree must be completed within five years.

#### 2 Core Courses (6 credits)

MPJO 500: Ethics in Journalism

MPJO 900: Capstone

#### 3 Foundation Courses (9 Credits)

MPJO 501: Reporting and News Writing

MPJO 505: Digital Essentials

MPJO 508: Photo & Video Storytelling

#### 5 Elective Courses (15 Credits)

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

#### **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.

All requests for internships/on-site practical experience should be submitted to the academic program for review no later than two weeks prior to the first day of classes. Requests received after that deadline may not be reviewed or approved. Students are responsible for meeting all deadlines and requirements. More information about internship policies and guidance can be found under *Internships and On-Site Practical Experiences for Credit* in the SCS Academic Rules & Regulations.

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.

## **Program Guidelines: Project Management**

Faculty Director, George Moschoglou, PhD

Learn more about the program on the [MPS in Project Management webpage](#).

### ***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. Apply creative and critical thinking to align projects with strategy and integrate them across an organization to achieve enterprise goals and objectives.
2. Apply project management practices in a distributed setting to successfully lead projects within a global context and demonstrate intercultural competence.
3. Integrate personal codes of ethics and professional conduct, ethical decision-making frameworks, and Jesuit values to inform project management decision-making processes.
4. Apply project management theory and practice, as well as adaptive approaches, to foster continuous organizational improvement and meet strategic goals and objectives.
5. Evaluate relevant and credible information from a variety of sources to inform data-driven decisions related to operating effectively within project governance and oversight structures.
6. Develop and employ strategies to integrate and manage technology based on organizational needs.
7. Communicate complex project management plans, reports, and analyses across diverse teams and stakeholders to create a collaborative project environment.

### ***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:

### ***Students who matriculated prior to Fall 2020***

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.

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.

***Students who matriculated in/after Fall 2020***

2 Core Courses (6 credits)

MPPM 500: Ethics

MPPM 900: Capstone

5 Foundation Courses (15 credits)

MPPM 520: Project Management Fundamentals

MPPM 570: Project Initiation & Planning

*Students must successfully complete MPPM 520: Project Management Fundamentals before taking MPPM 570.*

MPPM 600: Communication & Collaboration for Managers

MPPM 650: Project Execution & Delivery

*Students must successfully complete MPPM 570: Project Initiation & Planning before taking MPPM 650,*

MPPM 735: Agile PM Fundamentals

3 Elective Courses (9 credits)

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

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 in these programs may wish to research and seek certifications through professional organizations in their field.



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

Faculty Director: Kerry L. O'Grady, Ed.D.

Learn more about the program on the [MPS in Public Relations & Corporate Communications webpage](#).

### ***Mission Statement***

The Georgetown University Master's in Public Relations and Corporate Communications program equips students with the skills to build meaningful relationships, write to persuade, and ethically navigate challenges and opportunities for organizational success. Students complete the program prepared to be responsible leaders across a variety of communications disciplines and change makers as informed citizens of the world.

### ***Learning Goals***

1. Employ creative and critical thinking in designing communication solutions reflective of organizational goals.
2. Develop public relations strategies for and with diverse actors reflecting principles of equity, inclusion, and global perspective
3. Create communication solutions embodying a personal code of ethics, Jesuit values, and relevant industry standards.
4. Apply public relations theory, professional practice, and research to target, educate, and influence key publics with innovative communication solutions.
5. Retrieve industry relevant information from a variety of credible, valid, and reliable sources to support data-driven communication plans.<sup>[P]<sub>SEP</sub></sup>
6. Use industry tools, software, and platforms in formulating creative communication strategies to enhance engagement and build relationships with diverse audiences.
7. Identify the needs and perspectives of diverse audiences in developing communication solutions to clearly, succinctly, and humanely persuade key publics to act.

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

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

***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 Courses (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)

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

***Students who matriculated between Fall 2018 and Summer 2021***

- 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 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: Public Relations Ethics: An Exploration into Theory, Integrity, and Care for the Whole Person

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)

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

### *Students who matriculated in/after Fall 2021*

- 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 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: Public Relations Ethics: An Exploration into Theory, Integrity, and Care for the Whole Person

*This course is a prerequisite for several electives. See guidance below under “Elective Courses.”*

MPPR 950: Capstone

*Students register for Capstone in their final semester of study. Students are permitted to register for Capstone and a maximum of 2 elective courses in their final semester.*

## 3 Foundation Course (9 credits)

MPPR 502: Research Methods for PR Practitioners

*This course is a prerequisite for MPPR 505: Elements of Communication Planning (foundation course) and several electives. For more information about elective courses, see guidance below under “Elective Courses.”*

MPPR 508: Public Relations Writing

*This course is a prerequisite for MPPR 505: Elements of Communication Planning (foundation course) and several electives. For more information about elective courses, see guidance below under “Elective Courses.”*

MPPR 505: Elements of Communications Planning

*Students must successfully complete MPPR 502 and MPPR 508 **before** registering for this course.*

*This course is a prerequisite for several electives. See guidance below under “Elective Courses.”*

## 5 Elective Courses (15 credits)

The PRCC program offers a variety of elective courses, some of which have prerequisite requirements. MPPR 500: Public Relations Ethics: An Exploration into Theory, Integrity, and Care for the Whole Person, MPPR 502: Research Methods for PR Practitioners, MPPR 508: Public Relations Writing, and MPPR 505: Elements of Communications Planning serve as

prerequisites for several electives. As such, students are strongly encouraged to register for the aforementioned core and foundation courses when they are offered so that they have the requisite coursework required to proceed through the curriculum.

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

### **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 requests for internships/on-site practical experience should be submitted to the academic program for review no later than two weeks prior to the first day of classes. Requests received after that deadline may not be reviewed or approved. Students are responsible for meeting all deadlines and requirements. More information about internship policies and guidance can be found under *Internships and On-Site Practical Experiences for Credit* in the SCS Academic Rules & Regulations.

### ***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.

## **Program Guidelines: Real Estate**

Faculty Director, Glenn Williamson, MA

Learn more about the program on the [MPS in Real Estate webpage](#).

### ***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 plan, evaluate and justify the feasibility of real estate projects.
2. Integrate global perspectives and international best practices relevant to the real estate industry and effectively collaborate with diverse actors in intercultural settings in the U.S. and overseas.
3. Critique ethical issues that arise from real estate management decisions and incorporate an ethical approach to balance the risks and rewards of real estate projects.
4. Apply theory, research, techniques and professional experiences to balance risk and reward, and develop creative solutions related to development, construction, and investment in innovative real estate projects.
5. Gather and interpret data from a range of reliable, credible, and valid sources to inform decision-making and optimize returns on investment.
6. Explore and apply relevant tools and technologies to examine contemporary real estate practices and develop sustainable solutions.
7. Communicate real estate management solutions, initiatives, and messages clearly and persuasively to a range of diverse audiences and stakeholders.

### ***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.

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

Faculty Director, La Quita D. Frederick, Ed.D.

Learn more about the program on the [MPS in Sports Industry Management webpage](#).

### ***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. Apply creative and critical thinking in composing business strategies and solutions to meet sector-specific needs within the sports industry.
2. Analyze contemporary sports management issues and construct global engagement strategies in collaboration with diverse actors.
3. Incorporate industry-relevant ethical standards, socio-cultural considerations, and Jesuit values to inform decisions around evolving issues in the sports industry.
4. Integrate relevant research and professional practice in constructing sports management and leadership strategies to address specific needs across industry sectors.
5. Synthesize industry-relevant practice, information, research, and data from a variety of credible, valid, and reliable sources to inform strategic decisions for sports organizations.
6. Utilize relevant tools, software, and platforms in constructing original solutions to address operational initiatives within the sports industry.
7. Identify the perspectives of diverse stakeholders in composing clear, concise, and compelling verbal, visual, and written communications to convey relevant sports management ideas and solutions.

### ***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.

## **Program Guidelines: Supply Chain Management**

Faculty Director, Linda Dunn, MBA

Learn more about the program on the [MPS in Supply Chain Management webpage](#).

### ***Mission Statement***

The program's mission is to equip students with the knowledge, tools, and skills necessary to build and manage fully integrated, global supply chains that drive better business performance.

### ***Learning Goals***

Students who complete the MPS in Supply Chain Management will:

1. Design, improve, and integrate supply chain processes with internal and external partners to improve performance.
2. Assess supply chain, operational, and cross-cultural methods and technological advancements to achieve agility, resilience, and risk management for a global supply chain.
3. Formulate a supply chain corporate social responsibility plan that addresses key stakeholders' needs and creates competitive advantage.
4. Apply theory, research, professional experiences, and techniques to design a logistics management strategy responsive to the organization's business requirements.
5. Assess, interpret, and discern the quality of data to make informed decisions.
6. Evaluate industry relevant tools, systems, and technology to
7. improve the organization's supply chain.
8. Develop communication strategies, messages, and presentations that integrate stakeholder perspectives and facilitate organizational change.

### ***MPS Degree Requirements in Supply Chain Management***

- The MPS in Supply Chain Management is comprised of 33 credits.
- 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.
- The MPS degree must be completed within five years.

To earn an MPS in Supply Chain Management, students must successfully complete 33 credits, including:

Core Courses (6 credits)

MPSC 500: Ethics and Corporate Responsibility in Supply Chain

MPSC 990: Capstone

Foundation Courses (9 credits)

MPSC 520: Introduction to Operations and Supply Chain Management

MPSC 530: Supply Chain Cost and Financial Analysis

MPSC 546: Supply Chain Design

## MPSC 547: Project Management

Required Courses from Areas of Emphasis (9 credits)

Planning emphasis: MPSC 600: Supply Chain Analytics & Technologies

Procurement Management emphasis: MPSC 700: Strategic Sourcing & Contracting

Logistics & Fulfillment Management emphasis: MPSC 800: Distribution Strategy & Logistics Management

### Areas of Emphasis

**Planning:** Planning activities include those processes related to predicting, preparing, and aligning resources to meet future business needs.

**Procurement Management:** Procurement management activities cover the areas related to the sourcing, negotiating, contracting, acquiring products and/or services, and ongoing supplier relationship management.

**Logistics & Fulfillment Management:** Logistics & fulfillment management includes activities related to inbound and outbound transportation and warehousing, as well as the execution of orders and any returns.

### Elective Courses (9 credits)

Students complete 9 credits of elective coursework which may be chosen from any of the areas of emphasis or additional elective options. Students may request to take up to two elective courses in another MPS program deemed as relevant to the Supply Chain Management program learning outcomes as evaluated by the Faculty Director and with written permission.

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

### ***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.

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

Faculty Director, Frederic Lemieux, PhD

Learn more about the program on the [MPS in Systems Engineering Management webpage](#).

### ***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 Degree Requirements 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.

## **Program Guidelines: Technology Management**

Faculty Director, Frederic Lemieux, PhD

Learn more about the program on the [MPS in Technology Management webpage](#).

### ***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. Design and adapt systems, policies, and procedures in alignment with user needs of the technology and in support of the organization's mission.
2. Collaborate with diverse actors to assess the impact of emerging technology and global trends on organizational processes, operations, and overall competitiveness.
3. Apply an ethical framework to align technologies, security risk and digital assets with organizational objectives.
4. Integrate frameworks from project management, information security, data management, and digital applications to solve complex IT problems.
5. Evaluate information to determine its credibility, validity, and reliability in order to inform strategic decisions about enterprise architecture and systems requirements.
6. Appraise performance of information technology systems to identify opportunities for continuous improvement and to make recommendations for enhancing IT infrastructures.
7. Develop a communication strategy to clearly and persuasively convey IT initiatives to diverse audiences and stakeholders.

### ***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.

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

Faculty Director, Uwe S. Brandes, M.Arch.

Learn more about the program on the [MPS in Urban & Regional Planning webpage](#).

### ***Mission Statement***

The Georgetown University Urban & Regional Planning Program educates students to plan, finance, and develop places, neighborhoods, cities, and regions to become livable, equitable, meaningful and sustainable. Housed in downtown Washington, D.C., we prepare future leaders to advance the best practices of responsible urban development in cities around the world.

### ***Program Overview***

Our program advances immersive student-driven learning which embraces a place-based and geo-spatial understanding of urbanization on a global scale. We prioritize the knowledge, skills and values of responsible professional practice through a distinguished faculty of scholar-practitioners and a tailored curriculum conforming to the Planning Accreditation Board's North American standards. The interdisciplinary curriculum is organized in three thematic areas comprised of physical planning, community economics and international development. Each student is encouraged and empowered to pursue personal professional development objectives, while embracing Georgetown University's values and traditions of academic excellence. Students navigate the curriculum on an individualized path, choosing to advance their studies on an accelerated full-time status (15-months), full-time status (2-years) or part-time status (3-years). Students are actively supported to take advantage of unparalleled access to global and local institutions in Washington, D.C., by pursuing immersive professional internships, independent study projects or concurrent full-time employment. All students are required to present and defend an original work of research or a professional capstone project in order to graduate from the program. Upon graduation, students join the global network of Georgetown alumni seeking to serve the global common good.

### ***Learning Goals***

Students who complete the degree will be able to:

1. Develop analysis skills through applied methods of stakeholder engagement and systems thinking to design urban planning strategies.
2. Deploy global best practices in urban planning to design solutions reflective of unique cultural contexts of neighborhoods, cities and regions and collaborate with diverse actors in intercultural settings.
3. Design urban development strategies which ethically respond to the goals and values of diverse communities.
4. Apply qualitative, quantitative, spatial analysis and scenario-based methods to address complex urban problems.
5. Retrieve and appraise primary and secondary resources to support data-driven urban planning strategies.
6. Utilize geographic information systems, data visualization methods, and relevant emerging technologies to advance place-based urban analysis.

7. Address the needs of diverse stakeholders through building persuasive written, oral, and graphic communications of a professional standard.

### **MPS Degree Requirements in Urban & Regional Planning**

- 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 the professional standard of care in the practice of urban planning:

MPUP 500: Ethics and Planning Practice

MPUP 950: Urban & Regional Planning Capstone

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

Foundation courses represent the knowledge underpinning the practice of urban planning:

MPUP 510: Urban Planning History and Theory

MPUP 520: Methods in Urban Planning Research

MPUP 530: Economics for Planners

MPUP 540: Planning a Sustainable Future

MPUP 550: Legal Foundations of Planning

### **Concentration Courses (12 credits)**

Three thematic concentrations guide a student’s discretionary coursework. Students who have successfully completed any four courses within a concentration may apply to the Faculty Director to have that concentration appear on their final transcript. Alternatively, students may choose to organize their coursework through dedicated subject matter themes, such as urban mobility, community health, public-private development or new urban technologies.

#### *Urban Design & Land Use*

This concentration explores the planning and administration of the built environment.

- MPUP 602: Green Building Development
- MPUP 605: Introduction to GIS
- MPUP 610: Advance Applications in GIS
- MPUP 704: Planning Buildings
- MPUP 711: Planning for Preservation

- MPUP 751: Transit-Oriented Development
- MPUP 760: Land Use Controls
- MPUP 765: Transportation Planning
- MPUP 766: Quantifying Urban Mobility
- MPUP 770: Resilient Urban Systems
- MPUP 780: Placemaking & Management
- MPUP 800: Planning Studio
- MPUP 805: New Urban Technologies
- MPUP 810: Civic Leadership in Practice

### *Housing, Community & Economic Development*

This concentration targets the socio-economic performance of neighborhoods, cities and regions.

- MPUP 601: Participatory Planning
- MPUP 605: Introduction to GIS
- MPUP 610: Advance Applications in GIS
- MPUP 651: Housing Policy in the U.S.
- MPUP 660: Contemporary Urban Theory
- MPUP 661: Big Investments in Big Cities
- MPUP 680: Economic Development Practice
- MPUP 720: Planning for Health
- MPUP 740: Advanced Quantitative Methods
- MPUP 750: Public Private Partnerships
- MPUP 751: Transit-Oriented Development
- MPUP 755: Affordable Housing Strategies
- MPUP 780: Placemaking & Management
- MPUP 790: Global Metropolitan Planning
- MPUP 800: Planning Studio
- MPUP 801: Urban Revitalization
- MPUP 805: New Urban Technologies

### *International Development*

This concentration explores urban planning and development in cities outside of the United States.

- MPUP 605: Introduction to GIS
- MPUP 610: Advance Applications in GIS
- MPUP 703: Approaches to the Modern City
- MPUP 715: Global Urbanization
- MPUP 730: Placemaking in Global Travel
- MPUP 740: Advanced Quantitative Methods
- MPUP 751: Transit-Oriented Development
- MPUP 780: Placemaking & Management
- MPUP 790: Global Metropolitan Planning
- MPUP 800: Planning Studio
- MPUP 802: Pacific Cities Sustainability
- MPUP 805: New Urban Technologies

**Elective Courses (9 credits)**

Students may choose from any concentration courses offered within the program, or with special permission from the Faculty Director, students may enroll in courses in other degree programs at Georgetown University. Students may also enroll in courses offered at universities participating in the Consortium of Universities of the Washington Metropolitan Area. Dedicated elective courses offered within the program:

- MPUP 535: Digital Skills Practicum
- MPUP 660: Contemporary Urban Theory
- MPUP 803: Urban Development Practicum

**Independent Study (6 credits)**

Independent study represents an opportunity for a student to custom design a semester-long course of inquiry. The course may take the form of an internship in a professional organization, or may be organized in a manner to advance academic research. Students may enroll in a maximum of two independent study courses. Students may align the Independent Study in the semester preceding Capstone, in order to pursue a two-semester academic thesis.

MPUP 901: Urban Planning Independent Study

**Professional Licensure**

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. 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.



## **Program Guidelines: Master of Arts in Liberal Studies**

Faculty Director, Charles McNelis, PhD

Learn more about the program on the [Master of Arts in Liberal Studies webpage](#).

### ***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

### ***Learning Goals***

Upon completing the Master of Arts in Liberal Studies program, you will:

1. Examine perennial and current problems and recurring questions that we pose about our own identities, our past and future, our unique national experiences and conflicts, international behavior, and our place in a threatened environment.
2. Understand the social ideals and values that unite us as humans and attempt to address the needs of a hurried, often fragmented world
3. Analyze new ideas and develop new insights about our common life and mutual understandings
4. Demonstrate awareness of human values as encompassing what constitutes human life and meaning, what it means to be a rational and free person, and what contributes to human flourishing and well-being

5. Recognize the human values and ethics emphasized in one or more areas of study available to liberal studies, namely, in American and international studies; the classical, medieval, and modern worlds; religious studies; literature; philosophy; visual culture; social and public policy; science and society; and/or professional ethics
6. Conduct 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 your individual research interests
7. Engage in intensive writing assignments of varied character and length in order to demonstrate proficiency appropriate to graduate-level scholarship
8. Demonstrate the competence to consciously reflect on and assess your own scholarly development and that of your classmates with the aid of both faculty and peer review
9. Practice the goals of Jesuit education, i.e., education of the whole person and education of "people for others" in leadership and service to the community

### ***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 requirements upon repeating a course once. Termination for this reason is final and without right of further appeal.
5. 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.

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

### ***Thesis Process and Requirements***

#### ***(Students who matriculated prior to Fall 2019 pursuing the 30-credit option)***

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.

### ***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 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.”

All degree-seeking students in the MALS program are expected to produce a master’s thesis upon completion of the required foundational and elective courses. The six credit master’s thesis requirement is divided into two separate courses offered in two separate semesters (fall and spring), which should be taken in sequence:

- LSHV 800 (MALS Thesis Proposal) - 3 credits
- LSHV 801 (MALS Thesis Writing) - 3 credits

#### **MALS Thesis Proposal (LSHV 800)**

During the MALS Thesis Proposal course, students work directly with the Master of Arts in Liberal Studies faculty director to produce an annotated bibliography (including the state of the question and the 20 most important works on the topic) and thesis statement, which prepare students for thesis writing in the subsequent semester. Students are expected to attend all class sessions, meetings with the University librarians for research consultations and any additional meetings determined by the faculty director.

Students must successfully pass this course in order to advance to LSHV 801. Those who do not pass on the first attempt are permitted to repeat the course one time at their own expense (see *repeating a course policy* in the SCS Academic Rules & Regulations). Students who are unable to pass the course upon repeating it will be academically terminated from the program without the right of further appeal.

The deadlines for all course assignments for the fall/spring semesters are as follows:

- Fall semester
  - October 1 - Completion of initial library consultation
  - November 1 - Annotated bibliography submitted (10-15 pages)

- December 1 - Thesis statement submitted (approximately 250 words) and formation of thesis committee (including thesis mentor, thesis reader and faculty director)
- Spring semester
  - March 1 - Completion of initial library consultation
  - April 1 - Annotated bibliography submitted (10-15 pages)
  - May 1 - Thesis statement submitted (approximately 250 words) and formation of thesis committee (including thesis mentor, thesis reader and faculty director)

### **MALS Thesis Writing (LSHV 801)**

The MALS Thesis Writing course must be taken upon completion of the MALS Thesis Proposal course (LSHV 800) in the subsequent fall or spring semester and is the final curricular requirement for the Master of Arts in Liberal Studies degree. In the MALS Thesis Writing course, students will work directly with their appointed thesis mentor to produce a master's thesis and participate in a thesis defense. Students are expected to work directly with their thesis mentor and library representatives to actively write and produce the thesis argument. At the commencement of the thesis writing semester, students will develop milestones in consultation with the thesis mentor to ensure consistent progress.

The deadlines for the submission of the final thesis draft are as follows: April 1 (spring semester) and November 1 (fall semester). Concerning the thesis defense, students must defend their master's thesis on or before May 5 (spring semester) and December 5 (fall semester). The thesis defense can be held in person or virtually (via Zoom web conferencing), and all members of the thesis committee (thesis mentor, thesis reader, faculty director) must be present for the defense.

Students must successfully pass this course in order to complete the degree. Those who do not pass on the first attempt are permitted to repeat the course one time at their own expense (see *repeating a course policy* in the SCS Academic Rules & Regulations). Students who are unable to pass the course upon repeating it will be academically terminated from the program without the right of further appeal.

## **Program Guidelines: Doctor of Liberal Studies**

Faculty Director, Charles McNelis, PhD

Learn more about the program on the [Doctor of Liberal Studies webpage](#).

### ***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:

1. Be led to determining specific research interests in the humanities and/or social sciences that will contribute to their personal and, perhaps, professional development
2. 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
3. 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
4. Master “research best-practices” by becoming familiar with library resources and research technology
5. Master skills for analytical and critical inquiry appropriate to graduate-level research
6. Engage in intensive writing assignments of varied character and length in order to develop proficiency appropriate to graduate-level research
7. Develop oral communication and argumentation skills commensurate with postgraduate education and standards of professional discourse
8. 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
9. 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 twice.
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 the 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 term of thesis writing. Students must successfully defend the Thesis proposal by the end of the second semester of registration for the course. Those who fail to do so will be academically terminated from the program.

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

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 embedded 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 chance 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 go 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 PhD 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 merit 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.