

MS in Project Management

Student Handbook

2015-2016



Business

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INTRODUCTION

The George Washington University School of Business (GWSB) and the Master of Science in Project Management (MSPM) program are pleased to present the following handbook which details the policies, procedures, and guidelines that pertain to the MSPM degree program. MSPM students should familiarize themselves with these policies and procedures and are responsible for adhering to all policies and procedures published in the *University Bulletin*, the *School of Business Bulletin*, as well as in this Student Handbook.

Additional University policies, such as the registration schedule and withdrawal deadlines published each semester by the University Registrar, must also be observed. In addition, recipients of a GW School of Business merit-based aid award must abide by the terms of their award letter.

Exceptions to any of The George Washington University or the GW School of Business's policies and procedures must be secured in writing from the Associate Dean for Graduate Programs or their designee. Any student who is in doubt about how a policy or procedure applies specifically should seek clarification from their academic program advisor.

This handbook may be modified as needed based on modifications or changes in requirements, rules, and fees. The MSPM program is governed by the rules of the School of Business and the George Washington University, and the University reserves the right to make changes in programs without notice. For an official statement of applicable University policies, the University Bulletin is available online at bulletin.gwu.edu.

MSPM PROGRAM ADMINISTRATION

LEADERSHIP

Associate Dean for Graduate Programs

Dr. Vanessa Perry

Associate Professor of Marketing and of Strategic Management and Public Policy

Currently serving in an interim capacity

Faculty Director, Master of Science in Project Management, and Chair, Project Management Academic Committee

Dr. Homayoun Khamooshi

Associate Industry Professor of Decision Sciences

ACADEMIC ADVISING, PROGRAM ADMINISTRATION AND OVERSIGHT

Director, Master of Science in Project Management

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STUDENT RECRUITMENT

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ACADEMIC ADVISING

Our office serves as the academic resource for MSPM students in the GW School of Business. The program director serves as the academic advisor to each student. Students are strongly encouraged to meet with the program director for questions concerning, but not limited to:

- Academic policies
- Administrative procedures
- Approval of electives and/or study abroad programs
- Course planning
- Curriculum requirements
- DegreeMAP questions
- International Services Office requests
- Personal concerns

DEGREEMAP

DegreeMAP is an online planning tool located through GWeb that allows students to independently track their academic progress. Once inside DegreeMAP, students will find an outline of their MSPM degree requirements, including courses completed and those that are outstanding. Prior to registration for the next semester, students should plan to review their academic progress through DegreeMAP to ensure that they are enrolling in courses that will enable them to fulfill their degree requirements and are making adequate academic progress towards the degree.

STUDENT RESPONSIBILITIES

While your academic advisor and professors have specific and significant roles in your education at GW, you -- the student -- have an equally significant role with specific responsibilities. Academic advising is a two-way street and you must be proactive in your relationship with your academic advisor. In the advising relationship, you are responsible for:

Knowing your MSPM degree requirements. The MSPM degree requirements are available online at the MSPM Academic Program webpage. It is your responsibility to familiarize yourself with this information and discuss questions and options with your academic advisor.

Tracking your degree progress. You are expected to utilize the tools available to you in order to plan each semester to make continued academic progress towards graduation and to remain in good standing with the University.

These tools include:

- Academic advisor
- DegreeMAP
- [GWSB Section of Bulletin](#)
- MSPM Student Handbook
- [Registrar's website](#)
- [University Bulletin](#)

Adding and dropping courses. You must register for your classes each semester through GWeb. Accordingly, you must drop from any course you do not attend by the appropriate deadline set by the Office of the Registrar. To drop a course after the Web Add/Drop deadline, you must complete a [Registration Transaction Form](#) and submit it to your academic advisor. Notifying a professor or

academic advisor in person or via email that you are dropping a course does not initiate a course drop in the registration system.

Planning ahead. You should always anticipate your short-term and long-term needs and work with your academic advisor early and often to prepare for and meet those needs. Put those project management skills to work!

Communicating with your professors. Whether you are sick, struggling academically, expecting to miss a class, or seeking career advice, you must initiate communication with your professors. You can speak with the professor after class, make use of office hours, schedule appointments, or communicate via email, telephone, or Skype.

Checking your GWMail. Email is our primary means of communicating with you. You are responsible for reading emails sent to your GWMail account from any University office, faculty, or staff member and responding by the timelines outlined in the email. Students may forward their GWMail account to a personal account.

Knowing and following policies and procedures. The University Bulletin, GWSB Bulletin section, and MSPM Student Handbook are updated each academic year. Policies and procedures are subject to change, it is your responsibility to review the documents for changes.

Taking action and closing the loop. You are responsible for ensuring that any academic or financial action you have requested is completed.

MASTER OF SCIENCE IN PROJECT MANAGEMENT CURRICULUM

Students must successfully complete the following course and program requirements to be eligible for the MSPM degree:

PROGRAM REQUIREMENTS

- Achievement of at least a 3.0 cumulative grade point average at the time of graduation
- Complete all degree requirements within five years

COURSE REQUIREMENTS

To be eligible for graduation, students must complete 36 credits of the following coursework:

Core Courses (27 credit hours)

6261 Introduction to Project & Program Management (3 cr.)	6267 Planning & Scheduling (3 cr. – 6261*, 6202*)
6202 Statistics for Managers (3 cr.)	6259 Project Portfolio Management (1.5 cr. – 6261*, 6202*)
6251 Optimization Models for Decision Making (1.5 cr. – 6202*)	6247 Organization, Management & Leadership (3 cr.)
6252 Risk Analysis for Decision Making (1.5 cr. – 6202*)	6250 Project Management Finance (3 cr.)
6254 Risk Management (1.5 cr. – 6261*, 6202*)	6258 Executive Decision Making (1.5 cr.)
6257 Cost Estimation & Control (1.5 cr. – 6261*, 6202*)	6262 Directed Computational Project Management (3 cr. – 6254*, 6257*, 6267*)

**Indicates prerequisite course(s) that must be completed prior to taking this course.*

Capstone – 6269 Project Management Application (3 credit hours)

The capstone course is taken in the final semester of the program. Prior to registration in capstone, all core courses must be complete. An exception is made for full-time students who may be required to enroll in capstone and outstanding core courses simultaneously. Students enrolled in the distance/online section of the capstone must also complete the residency week (up to five business days on campus in Washington, DC, at the end of the semester) requirement prior to graduation.

Electives (6 credit hours)

- Three credits of electives must be taken within the Decision Sciences (DNSC) Department.
- The remaining three credits of electives may be fulfilled by taking a 6000+ level course within or outside of the School of Business, following approval of the academic advisor.
- Elective courses must be taken for a letter grade with the exception of courses taken at the GW Law School where courses are letter graded and then converted to a CR on the graduate transcript.
- Up to three non-DNSC elective credit hours can be fulfilled outside of The George Washington University. This three-credit maximum includes approved transfer credits and Consortium coursework.

JOINT DEGREE PROGRAM

The GWSB co-sponsors a MBA/MS in Project Management joint degree program. Students enrolled in joint degree programs pursue studies leading to the awarding of two degrees from George Washington University. To participate in the joint degree program, students must apply to the second program before they complete 24 credit hours or are enrolled in their initial program for 24 months, whichever comes first. Students should consult both their MSPM advisor and the advisor in the MBA program for specific information about requirements for the joint degree program.

CERTIFICATE IN BUSINESS ANALYTICS

MSPM students may complete a Certificate in Business Analytics as a means of fulfilling their elective requirements. In addition to coursework, the certificate requires attendance at seminars and completion of a project. The certificate courses are only offered on campus, online courses are not currently available. Please see the GWSB website for the list of current certificate requirements and offerings.

Core Courses (7.5 credit hours)

6201 Introduction to Business Analytics (1.5 cr.)

6279 Data Mining (3 cr.)

6209 Forecasting for Analytics (1.5 cr.)

6251 Optimization Models for Decision Making (1.5 cr. – required MSPM course)

Electives (1.5 credit hours)

6258 Executive Decision Making (1.5 cr. – required MSPM course)

6259 Project Portfolio Management (1.5 cr. – required MSPM course)

Project or Equivalent

Attendance at Business Analytics Seminars (minimum of two)

Regarding the certificate, please note the following:

- Students must complete DNSC 6202, or an approved equivalent, prior to enrolling in any certificate courses.
- Students must earn a grade of B or higher in DNSC 6202 and all certificate courses to be eligible for the certificate.
- Students must apply to receive the certificate. The certificate is not awarded automatically. Certificates may be awarded prior to completion of the MSPM degree. The certificate is not listed on your transcript.

ACADEMIC POLICIES

ACADEMIC INTEGRITY

The text contained within the “Academic Integrity” section of the handbook was taken from the official Code of Academic Integrity, which may be found at <http://www.gwu.edu/~ntegrity/code.html>. The University’s Code of Academic Integrity takes precedence over the descriptive language provided in the handbook.

Academic Integrity Statement

We, the Students, Faculty, Librarians and Administration of the George Washington University, believing academic honesty to be central to the mission of the University, commit ourselves to its high standards and to the promotion of academic integrity. Commitment to academic honesty upholds the mutual respect and moral integrity that our community values and nurtures. To this end, we have established the George Washington University Code of Academic Integrity.

Academic Dishonesty Definition

Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.

Common examples of academically dishonest behavior include, but are not limited to, the following:

- Cheating - intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise; copying from another student's examination; submitting work for an in-class examination that has been prepared in advance; representing material prepared by another as one's own work; submitting the same work in more than one course without prior permission of both instructors; violating rules governing administration of examinations; violating any rules relating to academic conduct of a course or program.
- Fabrication - intentional and unauthorized falsification or invention of any data, information, or citation in an academic exercise.
- Plagiarism - intentionally representing the words, ideas, or sequence of ideas of another as one's own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information.
- Falsification and forgery of University academic documents - knowingly making a false statement, concealing material information, or forging a University official's signature on any University academic document or record. Such academic documents or records may include transcripts, add-drop forms, requests for advanced standing, requests to register for graduate-level courses, etc. (Falsification or forgery of non-academic University documents, such as financial aid forms, shall be considered a violation of the non-academic student disciplinary code.)
- Facilitating academic dishonesty - intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Academic Dishonesty Reporting

It is the moral responsibility each member of the George Washington University community to respond to suspected acts of academic dishonesty by:

- Consulting the individual(s) thought to be involved and encouraging them to report it themselves, and/or
- Reporting it to the instructor involved, and/or
- Reporting it to the Academic Integrity Council.

Any charges should be made as expeditiously as is reasonably possible (normally within twelve working days except in the summer or during academic breaks and holidays) from the discovery of the infraction.

Charges may be initiated as follows:

- (1) Student Initiated Charge - A student may initiate a charge of academic dishonesty against another student, by referring the case to the faculty member involved and/or to the Academic Integrity Council. If the case is brought directly to the Academic Integrity Council, for action by a Hearing Panel, then the Office of Academic Operations or a designee shall promptly notify the instructor of the involved course.
- (2) Faculty Initiated Charge - When a faculty member initiates a charge or is made aware of a violation which the faculty member determines to be substantive, the faculty member shall contact the Academic Integrity Office in order to discover whether the student has ever been found guilty of a charge of academic dishonesty.
 - a. In first offense cases, the instructor shall either act directly, in consultation with the Department Chair, or refer the case to the Academic Integrity Council for action by a Hearing Panel. An instructor who acts directly must present the student with specific charges and a proposed sanction. Sanctions will be determined in accordance with this Code.
 - b. If the faculty member acts directly then the accused student shall have the right to appeal directly to the Academic Integrity Council, for action by a Hearing Panel, should he or she disagree with the validity of the charge or the appropriateness of the sanction.
 - c. Second offenses shall go directly to the Academic Integrity Council, for action by a Hearing Panel.
 - d. If a faculty member is made aware of a violation which the faculty member determines not to be substantive, the faculty member shall notify the complaining student promptly.
- (3) Administration Initiated Charge

All charges initiated by members of the administration or librarians shall go directly to the Academic Integrity Council, for action by a Hearing Panel.

Academic Dishonesty Process

- All actions, on any level, shall be recorded with the Office of Academic Integrity. This includes cases handled directly by instructors.
- Deliberation of the hearing shall occur in two stages: the establishment of guilt and the recommendation of sanction. To find a respondent guilty, three-quarter of the voting panel members must agree. If the panel finds a respondent guilty, they shall also make a recommendation of sanction. A sanction other than expulsion can be recommended by three-quarters of the voting panel members. A sanction of expulsion can only be recommended by a unanimous vote of the voting panel members.
- Reports of the Hearing Panel shall include a finding of fact and a determination of the guilt or innocence of the respondent. If the respondent is found guilty, then the report will also include a recommendation of sanction in accordance with this Code (see full policy for further explanation).
- These proceedings should be concluded as expeditiously as possible. The Hearing Panels should strive to have proceedings concluded within seven weeks of the report of the violation. However, failure to do so shall not constitute improper procedure under the Code.

Academic Integrity Sanctions

The following academic sanctions could be issued:

- The recommended minimum sanction in first offense cases shall be failure of the assignment in question. The recommended minimum sanction in repeat violation cases shall be failure of the course. For more serious offenses sanction may be suspension from the University for a specified, minimum time or expulsion from the University. Other sanctions may be appropriate for particular cases.
- Sanctions of suspension or expulsion, as a result of academic dishonesty, may only be determined by a Hearing Panel.

- Attempts to commit acts prohibited by this Code may be punished to the same extent as completed violations.
- Respondents found in violation of this Code may also be removed from certain University programs, in accordance with the regulations and bylaws of that program.

All sanctions except failure of the assignment in question shall be marked on the respondent's permanent record (i.e., transcript) with the phrase "Academic Dishonesty". In the case of failure of the course, the notation shall remain on the transcript of the respondent for a minimum of two years. In the case of suspension or expulsion, the notation shall remain on the transcript of the respondent for a minimum of three years. After the minimum time has elapsed, the respondent may petition the Provost and Executive Vice President for Academic Affairs for the removal of the sanction notation from the transcript. This provision shall not, however, prohibit any program, department, college or school of the University from retaining records of violations and reporting violations as required by their professional standards; the University may retain, for appropriate administrative purposes, records of all proceedings regarding violations of the Code of Academic Integrity.

ACADEMIC STANDING

A minimum grade point average (GPA) of 3.0 is required for award of a MSPM degree, and it must be maintained throughout pursuit of the degree to remain in good academic standing. All graduate courses taken for graduate credit after matriculation as a degree candidate (except those audited, taken for the grade of CR, or transferred from an outside institution) will be used in the calculation of the GPA. Students cannot take additional coursework beyond the credits required for the MSPM degree to raise their GPA to the 3.0 GPA minimum requirement to graduate.

Standards of Satisfactory Academic Performance

All GWSB students must maintain satisfactory academic progress to be eligible to continue enrollment in their MSPM program and to receive federal financial aid. To maintain eligibility students must:

- Maintain a cumulative GPA of 3.0
- Complete all degree requirements within five years of matriculation.

The initial responsibility for recognizing academic difficulty and for taking steps to resolve it rests with the student. Those encountering academic difficulty in courses or other degree requirements are expected to consult with the appropriate faculty member immediately and, if necessary, to seek additional assistance.

Academic Probation

A student whose GPA falls below 3.0 at any point after completing nine credit hours of academic coursework will be placed on academic probation. This probation extends through the period in which the student next attempts 12 credit hours of coursework. Students placed on academic probation may be restricted in the number of credit hours they take during their probation period. The advisor will work with the student to devise an appropriate plan of study.

During this period, the student's performance will be monitored to determine suitability for continued study. A student who fails to raise the cumulative GPA to 3.0 or higher during the period of probation will be suspended.

Please note:

- Incomplete grades are not allowed during the probation period and are grounds for automatic suspension.
- A student who is subject to probation for a second time at any point during the program is automatically suspended.

- Academic probation will be permanently noted on the student's transcript.

Academic Suspension

A student who does not meet the conditions of probation will be suspended. A student who is suspended may request reinstatement to the MSPM program after a lapse of one semester. To be reinstated the student must submit a [Request for Reinstatement](#) to the academic advisor no later than 30 days prior to the start of the academic semester. The student must include documentation that indicates the promise of academic success if reinstated.

If a student is approved for reinstatement, the student will continue on academic probation and must achieve a minimum GPA average of 3.5 in the next 12 credit hours of coursework and a cumulative GPA of 3.0. Reinstated students may be restricted in the number of credit hours they may take upon their return. As a guideline, students reinstated after academic suspension are limited to no more than six credit hours per semester until the end of the probationary period

Should the student fail to achieve the minimum GPA of 3.5 over the 12 credit hours or the cumulative GPA of 3.0, the student will be terminated from the MSPM program and subsequent readmission will be denied (suspension without the option of readmission).

Please note:

- Any outstanding Incomplete (*I*) courses at the time of suspension will automatically earn a grade of *F*.
- Academic suspension will be permanently noted on the student's transcript.

Appeals Regarding Termination of Degree Candidacy

A student's candidacy for a MSPM degree may be terminated (suspension without the option of readmission) by the Associate Dean of Graduate Programs for reasons that include, but are not limited to, failure to make satisfactory academic progress toward the completion of the MSPM degree requirements or findings of academic misconduct.

A student whose degree candidacy has been terminated for any reason will be notified in writing by the Associate Dean of Graduate Programs or their designee for the GW School of Business. The student shall have the right of appeal. The student must present the grounds of appeal to the Associate Dean for Graduate Programs for the GW School of Business in writing within 30 days of the date of the Dean's letter terminating the degree candidacy.

ATTENDANCE

Per the Bulletin, please note the following regarding attendance in classes:

- Students may attend only those classes for which they are officially registered;
- Regular attendance is expected;
- A student may be dropped from any course for undue absence;
- A student suspended for any cause may not attend classes during the period of suspension;
- Students are held responsible for all required coursework for the courses in which they are registered; and
- All absences must be excused by the instructor before provision is made to make up the work missed.

Absences Due to Religious Holidays

The GW Faculty Senate has set guidelines pertaining to the observation of religious holidays. These have become University policy and are as follows:

- Students must notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance;
- Faculty extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations; and
- Faculty who intend to observe a religious holiday arrange at the beginning of the semester to reschedule missed classes.

CONTINUOUS ENROLLMENT, REINSTATEMENT, AND READMISSION

Once entered in a degree program, a student is expected to be enrolled continuously and actively engaged in fulfilling the requirements for the degree each semester of the academic year until such time as the degree is conferred. A student is considered to be continuously enrolled when registered for courses through GW or when registered for an approved leave of absence.

Students who fail to register, fail to return from a leave of absence as scheduled, fail to return from a suspension as scheduled, voluntarily withdraw, or are otherwise absent without authorization from the University for one or more semesters must make a formal application for reinstatement. Students will only be approved for reinstatement if they are able to meet the University's policy of continuous enrollment by retroactively registering for up to two leaves of absence. If reinstatement is denied, the student must apply for readmission. If readmitted, the student is subject to the rules and regulations in force at the time of return. Students who fail to register for three or more semesters are required to reapply to the MSPM program.

Students who are readmitted can only apply coursework completed within five years from the semester of re-matriculation into the MSPM program towards the MSPM degree requirements. Core courses completed prior to the five year date must be retaken. Elective courses completed prior to the five-year date will not be applied towards the MSPM degree requirements.

ADVANCED ACADEMIC STANDING AND COURSE WAIVERS

Students may apply for course waivers for designated courses by meeting one or more of the following criteria:

1. Provide evidence of successfully completing graduate-level coursework equivalent to core (non-elective) courses.
A copy of the course syllabus and an official transcript showing the grade earned are required. Up to six credit hours may be waived.
2. Provide evidence of an active PMI Project Management Professional (PMP)[®] certification
A copy of the certification showing active status is required. Up to three credit hours may be waived.
3. Provide evidence of successfully completing the Master's Certificate in Project Management offered by ESI International.
A copy of the official transcript from ESI showing the conferral of the certificate is required. Certificate must have been earned within five years of applying to the MSPM program. Up to nine credit hours may be waived. Credit waiver may not be combined with other available credit waivers.

Students must complete the [Advanced Academic Standing Application](#) form, attach the required documentation, and submit the form and documentation to their academic advisor before the first day of

the semester in which they matriculate. If approved, the student does not need to complete the waived course(s) at GWSB, and so the total number of credits required to complete the program will be reduced.

Equivalent coursework must meet the following criteria:

- Completed at a regionally accredited institution
- Graduate-level and credit-bearing
- Completed within five years from the date of matriculation into the MSPM program
- The student must have earned a grade of *B* or better

Please note:

- Undergraduate coursework or degrees are not eligible for core course waiver consideration.
- The maximum total number of credit hours that may be waived is nine and is reserved for those who completed the Master's Certificate in Project Management through ESI International. The maximum total number of credits that may be waived for those who have not completed the ESI Master's Certificate is six.
- Certifications or certificates other than those listed above will not be considered for advanced academic standing or course waivers.

GRADES

Grades are made available to students through the Office of the Registrar after the close of each semester.

The following grading systems are used:

- *A* Excellent
- *B* Good
- *C* Satisfactory
- *F* Fail

Other grades that may be assigned are: *A-*, *B+*, *B-*, *C+*, and *C-*.

Symbols that may appear include:

- *AU* Audit
- *I* Incomplete
- *IPG* In Progress
- *W* Authorized Withdrawal
- *Z* Unauthorized Withdrawal
- *CR* Credit
- *NC* No Credit

Per the Bulletin, the symbol of *Z* is assigned when students are registered for a course that they have not attended or have attended only briefly, and in which they have done no graded work. At the end of the academic year, students' records are reviewed; if there is more than one *Z* per semester, a student's record will be encumbered until released by the student's advisor or academic dean. The symbol of *Z* is not a grade but an administrative notation.

GRADE CONFIRMATION LETTERS

Students may request grade confirmation letters from their advisor to support tuition reimbursement requests via their employers. Grade confirmation letters may only be sent to students when the final official grades are posted to the GWeb Info Systems site, grades issued via Blackboard are not official and may not be used to issue the letters. To receive a grade confirmation letter, the student must send a request via email to their advisor with the following information: student's name, GWid, semester and year, course name, course subject and number code, number of credit hours, and the grade.

COURSE REPETITION FOR CREDIT

Except for courses that specifically state that repetition for credit is permitted, such as experimental courses numbered 6290, a candidate for a degree at this University may not repeat a course in which a grade of C- for graduate students or better was received, unless required to do so by the MSPM program.

In addition, a student who takes a course as an auditor (no academic credit) may not repeat it later for credit. A person who has been admitted to GW may be registered, with the permission of the instructor, as an auditor in a class. An auditor is not required to take active part or to pass examinations. A student may not change from audit to credit status or vice versa after the end of the eighth week of classes.

GRADE GRIEVANCE

If a student thinks that a grade is the result of arbitrary and capricious academic evaluation, a student may pursue resolution through the [Grade Grievance Process](#). Students must follow the grade grievance procedures and meet all of the posted deadlines.

A copy of the full policy can be found on the [GWSB website](#) and a brief overview is below:

- Student should seek an acceptable resolution through a discussion with the instructor of the course. This discussion must be initiated within one month of the posting of the course grade.
- If a satisfactory resolution is not reached, student should seek an acceptable resolution through a discussion with the appropriate Department Chair.
- If a satisfactory resolution is not reached, the student should file and submit an official [Notification of Grade Grievance Form](#) to the Associate Dean for Graduate Programs within four months after the student's final course grade has been posted. The notification must include all relevant documentation.
- The Associate Dean will forward the matter to the Chair of the GWSB Dean's Council who will appoint a Grade Grievance Hearing Committee within three weeks of receiving the [Notification of Grade Grievance Form](#).
- The Grade Grievance Hearing Committee will make a final determination regarding the allegation of arbitrary and capricious grading. The Committee is the final appellate body for grade grievances in GWSB.
- If the student believes that in some identifiable manner the procedures detailed above have not been followed by this Committee, the student may request in writing (detailing procedural violations) that the GWSB Dean's Council review the procedural aspects of the case.

Note: As outlined in the full policy, students are responsible for providing adequate written documentation. Only grade disagreements of two levels or more may be submitted to the Dean's Council. For example, a request to have a grade changed from a B+ to an A- (one level) is not material and will not

be reviewed while a request to change a *B+* to an *A* (two levels) is material and will be reviewed by the committee.

GRADE OF “F”

When a student receives a grade of *F* in a core, required, or elective course completed at George Washington University or through Consortium, it becomes a part of the student’s permanent record and is calculated into the student’s GPA. The grade of *F* remains on the student’s transcript and will not be replaced and/or removed after the course is retaken.

Students given the grade of *F* in a core or other required course must repeat the course in the next semester in which the course is offered or when determined through consultation with the program’s director and must achieve at least the grade of *B*. If the grade earned in the second attempt is below a *B*, the student will be terminated from the MSPM program (suspended without the option for readmission).

INCOMPLETE GRADES

Students are expected to complete all coursework by the end of the module or semester in which a course is taken. In special circumstances, an instructor may grant a student permission to delay submission of work up to one calendar year after the course ends by recording an Incomplete (*I*). Granting a grade of *I* is fully at the discretion of the faculty member teaching the course.

To be considered for a grade of *I*, students must provide to their instructor a satisfactory explanation of their inability to complete the required coursework for reasons beyond their control and an outline as to how they will complete the remaining coursework in a timely manner. Students may request a grade of *I* only if their prior performance and class attendance in the course have been satisfactory. If a student fails to request an Incomplete by the date when grades must be turned in, the student’s work will be graded based on work completed up to this date.

Coursework must be completed by the date agreed on by the instructor and the student, but no later than one calendar year from the end of the course. When work for the course is completed, the instructor will submit a grade change and the new grade will replace the grade of *I* on the transcript. The grade of *I* cannot be changed by reregistering for the course at GW or by taking its equivalent elsewhere.

If the coursework is not completed by the deadline, or within one calendar year, whichever comes first, the grade converts to the grade of *F* and will be reflected as *IF* on the student’s transcript and subject to the Grade of *F* policy. In cases of well-documented extenuating circumstances, an instructor and a student may jointly petition the Associate Dean for Graduate Programs for additional time in which to complete the remaining coursework.

This policy will apply whether or not the student has continued to enroll at GW. The sole exception is that students who receive an “Incomplete” in their final semester of enrollment, but who are able to graduate without those credits, will retain an “Incomplete” indefinitely. Upon graduation the transcript will be closed and no further grade changes will be made.

LEAVE OF ABSENCE

Students who find it necessary to interrupt their studies may request a personal leave of absence by completing a [Registration Transaction Form](#). If a personal leave of absence is requested after the start of the semester, students will be subject to the refund schedule set by the Office of the Registrar.

When requesting a personal leave of absence, students should be aware of the following:

- No more than two semesters of leave are allowed during a student’s tenure in the MSPM program.

- Students who do not return after taking personal leave must apply for reinstatement. If reinstatement is denied, students must reapply to the program and, if approved, will be subject to the requirements and regulations at the time of readmission.
- The five-year limit to complete the MSPM program is not extended for those who utilize the available leaves of absence.
- A personal leave of absence will not confer registration or residency status needed to qualify for financial aid or visa requirements.
- The right to use of University facilities is suspended while the leave is in effect.

Leave of Absence Due to Military Deployment and/or Activation

Students who are serving in a military reserve unit or the National Guard and who are called to active duty may request a military leave of absence by completing the [Military Leave of Absence Request Form](#). It is the responsibility of the student to present activation evidence to the advisor and the Office of Student Accounts and to request the appropriate refund. Military leave allows those called to active duty to interrupt their studies for a specified period of time based on approval of a leave of absence by the Associate Dean of Graduate Programs, generally limited to one calendar year. Military leave does not count towards the two semester limit of personal leave outlined above.

Students who receive orders to deploy prior to or early in a semester are automatically entitled to a full refund of all tuition and fees paid toward the expenses of that academic term. If called to active duty after the mid-term examinations or after other substantial graded work has been completed, the student will have the option of either taking a full refund of tuition of fees or taking an Incomplete in his or her courses. Students who opt to take an Incomplete must follow the policies and procedures in place for students requesting a grade of Incomplete.

Returning from a Leave of Absence

Students returning on schedule from an approved personal or military leave of absence will be eligible for early registration for the semester in which they are scheduled to return. If a student needs to request a second leave of absence, or have received orders that their deployment is being extended, the student must submit a new [Registration Transaction Form](#) or [Military Leave of Absence Request Form](#). Students returning from leave must be registered no later than the add/drop deadline set by the Office of the Register for the semester in which they are scheduled to return.

NON-DEGREE COURSEWORK

Students may apply up to six credit hours of GW non-degree coursework taken prior to official admission to the MSPM program toward their MSPM degree core course requirements. Students who have completed coursework as a non-degree student must submit an [Advanced Academic Standing Application](#) to their academic advisor for review prior to the first day of the semester of matriculation. Requests received after the first day of the semester of matriculation will not be considered.

Non-degree coursework must be:

- Equivalent to a core, required course
- Graduate-level and credit-bearing
- Not applied to a previous degree
- Taken within five years at the point of matriculation
- Completed with a grade of *B* or better

Please note:

- Assignment of non-degree credit is subject to evaluation by the MSPM program.
- The number of credit hours waived will be equal to the number of credits actually taken.
- Courses not equivalent to core courses will not be considered.

POLICY EXCEPTIONS

A student seeking an exception to a University, School of Business, or MSPM program policy due to extenuating circumstances must submit a [Policy Exception Request](#). A policy exception request must be accompanied by documentation of extenuating circumstances. Students should not assume that policy exception requests will be approved. Until a student receives written confirmation that an exception has been approved, the student should operate under the assumption that it will be denied (i.e., the student should continue to attend class, submit assignments, consider alternatives, etc.).

Requests involving medical issues:

- Requests involving physical health must be accompanied by documentation from a medical professional. Such documentation will be considered, but it does not solely determine the outcome of the request.
- Requests involving mental health must have the support of the University Counseling Center (UCC). Support of the UCC will be considered, but it does not solely determine the outcome of the request.

The following requests will not be considered:

- Requests for exceptions to University, School, or Program policy on the basis of not knowing the policy. Students can access important policy information through the GW Bulletin, the School of Business web site, the MSPM Student Handbook, or by contacting their academic advisor.
- Requests to withdraw from a course after the GW deadlines on the basis of poor academic performance.

REINSTATEMENT

A student seeking reinstatement to the MSPM program due to academic suspension or failure to be continuously enrolled must submit a [Request for Reinstatement](#). The reinstatement request must be accompanied by documentation that indicates academic success if reinstated. Documentation that will be considered includes, but not limited to: a letter outlining any extenuating circumstances and a plan of study; military deployment orders; medical documentation; and official transcripts of coursework completed at another institution while away from GW. Documentation will be considered, but it does not solely determine the outcome of the request.

Reinstatement requests must be submitted no later than 30 days prior to the semester in which you would like to return. Students who have failed to be continuously enrolled may only apply for reinstatement if they have been away from the University for no more than one calendar year. In addition, students who have failed to be continuously enrolled must register for a leave of absence each semester they have been away from the University, associated fees will apply. Students who do not have enough leave (students have a maximum of two semesters of leave available to them) to cover their absences will be denied reinstatement. Instead, students in this situation will be required to apply for readmission and will be subject to the rules and regulations in force at the time of return.

Requests involving medical issues:

- Requests involving physical health must be accompanied by documentation from a medical professional. Such documentation will be considered, but it does not solely determine the outcome of the request.

- Requests involving mental health must have the support of the University Counseling Center (UCC). Support of the UCC will be considered, but it does not solely determine the outcome of the request.

TIME LIMIT TO COMPLETE DEGREE

Students admitted to a MSPM program are allowed no more than five years from the point of matriculation to complete all degree requirements and graduate. If it becomes apparent that a student will not complete all MSPM degree requirements and graduate within the time allowed, the student may petition the Associate Dean of Graduate Programs for an extension of time to complete the MSPM degree.

Students admitted to the joint MSPM/MBA program are allowed no more than seven years from the point of matriculation to complete all degree requirements and graduate. If it becomes apparent that a student will not complete all joint degree requirements and graduate within the time allowed, the student may petition the Associate Dean of Graduate Programs for an extension of time to complete the joint degree.

To request an extension of time, students must complete a [Policy Exception Form](#) and submit the form to their academic advisor for submission to the Dean. If approved, the student must maintain registration during the authorized period of extension. Please be aware, personal leaves of absence are not allowed during the approved extension period.

TRANSFER OF CREDIT

Students may apply for up to a total of three (3) credit hours of coursework taken outside of The George Washington University to be applied toward the MSPM's general elective requirements. If approved, the credits will apply toward the MSPM degree requirements and the total number of credits needed to complete the MSPM degree will be reduced commensurate with the number of transfer credits approved.

To request the transfer of credit, students must complete the [Transfer Credit Approval Form](#) and submit it to their academic advisor. The form along with the course syllabus and an official transcript showing the grade earned are required for review.

The requested course must meet the following criteria:

- Be business or project management related
- Graduate-level and credit-bearing
- Completed at a regionally accredited institution
- Not applied to a previous degree
- Completed within five years from the date of matriculation
- Earned a grade of B or better

Please note:

- Grades earned at another institution will not be factored into the GW GPA.
- Assignment of transfer credit is subject to evaluation by the MSPM program. If the grade earned is below the minimum required for transferring credit, *B* or its equivalent, or the course is repetitious, no credit will be assigned.
- The number of credit hours transferred will be equal to the number of credits actually taken.

VOLUNTARY WITHDRAWAL

A student who wishes to withdraw from the MSPM program must make the request in writing to their academic advisor and to GW via the [Complete Withdrawal Form](#) available from the Office of the Registrar. In addition, if the student is enrolled in courses during the semester from which withdrawal is requested, the student must complete the “Withdraw” section of the [Complete Withdrawal Form](#). All charges for courses from which the student withdraws are subject to the refund policy found at the Office of the Registrar’s website. Failure to submit the request to withdrawal in writing to their academic advisor and GW can result in an extended financial obligation and the permanent recording of grades of F (Failure) on the student’s transcript.

Fall and Spring Module Courses:

- Students can request to drop a module course with no academic penalty through the end of the fourth week of module classes. The dropped course will not appear on the student’s transcript.
- Students wishing to withdraw *from the MSPM program* after the end of the fourth week but before the end of the sixth week of module classes will have a notation of W (Authorized Withdrawal) assigned to any module course in which they are enrolled.
- Students wishing to withdraw *from the MSPM program* after the end of the sixth week of module classes will receive a letter grade for any module course in which they are enrolled.

Fall and Spring Full Semester Courses:

- Students can request to drop a semester course with no academic penalty through the end of the fourth week of semester classes. The dropped course will not appear on the student’s transcript.
- Students wishing to withdraw *from the MSPM program* after the end of the fourth week but before the end of the eighth week of semester classes will have a notation of W (Authorized Withdrawal) assigned to any semester course in which they are enrolled.
- Students wishing to withdraw *from the MSPM program* after the end of the eighth week of semester classes will receive a letter grade for any semester course in which they are enrolled.

Summer Session and Module Courses:

- Students can request to drop a course with no academic penalty through the end of the first week of summer session/module classes. The dropped course will not appear on the student’s transcript.
- Students wishing to withdraw *from the MSPM program* after the end of the first week but before the end of the fourth week of summer session/module classes will have a notation of W (Authorized Withdrawal) assigned to any module course in which they are enrolled.
- Students wishing to withdraw *from the MSPM program* after the end of the fourth week of module classes will receive a letter grade for any summer session/module course in which they are enrolled.

REGISTRATION

A student is considered to be continuously enrolled when registered for courses through GWeb Information System. The Schedule of Classes and registration procedures are posted on the Office of the Registrar website, which is available in advance of each semester. Students are personally responsible for ensuring they register themselves each required term and that their registration is accurate and complete. Students should review their schedules each semester via GWeb to verify their accuracy.

CONSORTIUM

GW participates in the Consortium of Universities of the Washington Metropolitan Area, which provides students the opportunity to take courses not offered at GW. The George Washington University offers its students the opportunity to enroll in courses at American University, The Catholic University of America, Gallaudet University, George Mason University, Georgetown University, Howard University, Marymount

University, Trinity University, University of the District of Columbia and the University of Maryland-College Park.

Please note the following in regards to Consortium courses:

- Students may complete a maximum of three credit hours outside of the School of Business to be used towards their MSPM general elective requirement. This maximum includes approved transfer credit, Consortium coursework, and graduate-level courses completed at GW outside of the GWSB.
- Courses must be graduate-level, credit-bearing, and letter graded.
- Students may not enroll through the Consortium for courses that are available at GW.
- Courses are subject to the GWSB Transfer Policy.
- Students participating in Consortium must be in good academic standing.
- Students may not audit Consortium courses.
- Tuition for courses registered through the Consortium will be billed at GW MSPM tuition rates and paid to GW.
- Course records and grades for Consortium registrations will appear on the GW transcript.
- Students are subject to the withdrawal fees set by the GW Office of the Registrar.

More information on Consortium registration can be found on the [Consortium page](#) at the Office of the Registrar website.

INDEPENDENT STUDY

MSPM students who have a special interest in a specific topic may be permitted to undertake an independent study under the personal direction of a GW faculty member, in accordance with the rules of the appropriate department. Credit for the independent study is limited to either 1.5 credit hours or 3 credit hours dependent on the coursework completed.

To request an independent study, students and their faculty advisor must complete the [Independent Study Form](#) and submit the form and course outline to their academic advisor no later than two weeks prior to the start of the selected semester. Students may petition to complete a maximum of two independent studies in two separate semesters during their tenure in the MSPM program.

Independent Study coursework must not duplicate courses that are traditionally offered at the University. The final work product must be developed with the Independent Study faculty advisor. The faculty advisor may be any full-time GW professor; however, that professor must have knowledge of the issue or topic the student will explore in the independent study. Independent Study may be conducted under the guidance of a part-time or adjunct GW faculty member only with the approval of the Project Management Academic Committee.

The responsibilities for the faculty advisor include:

- Sign the student's [Independent Study application](#).
- Meet with the student regularly during the semester.
- Assign appropriate readings, review the progress towards the final product regularly, and assist the student with revisions.
- Submit a grade at the end of the semester.*

** The Independent Study course will be assigned to the Department Chair. The faculty advisor will contact the Chair to submit a grade.*

Academic Requirements:

- Project and Research Paper - Students must complete a business-related paper and project. The project is to be developed over the course of the semester in conjunction with the faculty advisor. The faculty advisor has final approval on all aspects of the project and the resulting paper.
- Readings - Decisions regarding what books and articles must be read are to be determined by the student and the faculty advisor. Faculty advisors may assign readings or they may approve readings that students suggest if they feel the content is appropriate and relevant. In addition, faculty advisors have the authority to set deadlines and assign any related work.
- Faculty-Student Meetings - The faculty advisor and student will meet regularly throughout the semester.

GRADUATION POLICIES AND PROCEDURES

AWARDING OF THE DEGREE

The GW School of Business awards MSPM degrees in January, May, and August. To be considered for degree clearance and to graduate, students are required to file an electronic Application for Graduation via GWeb by the published deadline. Students whose grades are not posted or whose grades are missing from a previous semester will be ineligible for the awarding of the degree until all grades are posted by the appropriate instructor(s). Students missing grades must contact the instructor of the course directly to have the grades posted. Students who require confirmation of their MSPM degree requirements prior to the final posting should contact their academic advisor for the options available.

To be eligible for the awarding of the MSPM degree a student must:

- Meet the admission requirements of the MSPM program in which they are registered.
- Complete satisfactorily the scholarship, curriculum, residence, and other requirements for the degree as stated in the University Bulletin.
- Be free from all indebtedness to the University.
- Be enrolled in the semester of which the degree is to be conferred.
- Complete all degree requirements by the last day of final examinations for that semester.

Students applying for graduation must apply by:

- **Fall graduation:** October 1
- **Spring graduation:** February 1
Students graduating in the summer with nine or fewer credit hours remaining may opt to participate in the Commencement Ceremony prior to finishing their remaining requirements. Students who choose to do this must apply to graduate no later than March 15.
- **Summer graduation:** July 1

DIPLOMAS

The MSPM program faculty and staff are responsible for ensuring all MSPM students have met the University and MSPM degree requirements for graduation. Degree clearance is typically completed eight weeks after the end of the semester in which the student applied to graduate.

Once the MSPM degree is awarded, Graduation Services will order your diploma. The delivery of the diploma takes an additional six weeks following the awarding of the degree, and 12 weeks in total. If your diploma address will change after graduation, you must update your address via GWeb or by submitting a [Change of Address Form](#).

Students who have not received their diploma 12 weeks after their graduation date should review their unofficial transcript on GWeb to verify that the MSPM degree was awarded. If awarded, students should contact Graduation Services.

Students whose MSPM degrees were not awarded should contact their academic advisor for assistance.

TRANSCRIPTS

Official student transcripts are issued upon written request by the student who has paid all charges, including any student loan installments, due the University at the time of the request. A nominal fee is charged for each official transcript. Contact the Office of the Registrar to request official transcripts.

Unofficial copies of transcripts are available to students, by written request, at a nominal fee. In addition, students have access to their unofficial student record through GWeb.

GWSB CELEBRATION AND UNIVERSITY COMMENCEMENT CEREMONY

The GW School of Business Celebration and the University Commencement are held in May and are open to students who have:

- Graduated the preceding summer semester.
- Graduated the preceding fall semester.
- Applied to graduate in the current spring semester.
- Applied to graduate in the upcoming summer semester and who need no more than nine credit hours to complete their MSPM degree requirements.

Summer graduates who elect to attend the preceding May celebration and ceremony must apply for graduation via GWeb no later than March 15.

GW School of Business Celebration

The GW School of Business Celebration brings graduating students together to recognize their achievements. Students wear their cap and gown and each name will be read as the students cross the stage. In addition, there will be a photographer on hand to capture the moment.

Detailed information concerning the GW School of Business Celebration can be found by visiting the GWSB Celebration website.

The George Washington University Commencement

The George Washington University Commencement brings students of all schools together for the awarding of their degrees. Individual names are not called. Instead, graduates rise as their degrees are called out by the deans and the GW President confers the degrees.

Detailed information concerning the Commencement Ceremony can be found by visiting the [GW Commencement website](#).

BETA GAMMA SIGMA HONOR SOCIETY

Beta Gamma Sigma is an honor society for collegiate schools of business and is the only honor society for MSPM students. Individuals who have distinguished themselves through outstanding performance in the study of business and management by ranking in the top 15% of the MSPM program in each academic graduating year are invited to join the society. Students are selected solely based on their GPA as of the fall

semester of the graduating academic year. The academic year consists of the preceding summer, the preceding fall, and the current spring terms.

Students who are eligible for membership are invited individually. Award letters are sent from the GWSB Dean's Office in the spring inviting those selected to become a member of Beta Gamma Sigma and to attend an induction ceremony and banquet. Only students who have graduated the previous August or January, or are graduating in May, are considered.

More information on the organization can be found on the Beta Gamma Sigma website.

LATIN HONORS

Latin honors are awarded to students graduating with bachelor's degrees from GW. Latin honors are not awarded to students graduating with degrees other than bachelor's degrees.

OTHER UNIVERSITY POLICIES

UNIVERSITY POLICY ON EQUAL OPPORTUNITY

The George Washington University does not unlawfully discriminate against any person on any basis prohibited by federal law, the District of Columbia Human Rights Act, or other applicable law, including without limitation, race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, or gender identity or expression. This policy covers all programs, services, policies, and procedures of the University, including admission to education programs and employment.

For more information on the University Policy on Equal Opportunity please see the *University Bulletin* located at bulletin.gwu.edu

STUDENT CONDUCT

All students, upon enrolling and attending The George Washington University, are subject to the provisions of the *Guide of Student Rights and Responsibilities*, which outlines student freedoms and responsibilities of conduct, including the Code of Student Conduct, and other policies and regulations as adopted and promulgated by appropriate University authorities. Sanctions for violation of these regulations may include permanent expulsion from the University. Regulations or requirements applicable only to a particular program, facility, or class of students, may not be published generally, but such regulations or requirements shall be published in a manner reasonably calculated to inform affected students.

ETHICAL PRINCIPLES

The George Washington University dedicates itself to furthering human well-being. To do this, the University must maintain the confidence of the local, national, and worldwide communities. For the University to maintain this confidence, trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University should strive to maintain the highest level of ethics in all of their actions on behalf of the University, and must comply with University policies as well as external laws and regulations. This Statement of Ethical Principles sets forth standards of ethical conduct to which all persons acting on the University's behalf should aspire. The Statement should be used as a general guide in making ethical decisions in all situations, especially those where the "right" answer is not always clear.

These standards are intended to provide a summary of ethical principles of conduct and to encourage each of us to maintain heightened awareness of their existence. These Principles are also stated, clarified and

implemented in several separate policies and procedures of the University. Violations of University policies will be subject to disciplinary action as provided in those policies. Please see www.policy.gwu.edu for the latest full listing of University policies.

Integrity and Respect: The University community is diverse -- in race, background, age, religion, and in many other ways. The personal actions of each community member establish and maintain the culture of tolerance and respect for which we strive. The University is committed to free inquiry, free expression, and the vigorous discussion and debate on which the advancement of its educational mission depends. At the same time, trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University should respect the rights and dignity of others regardless of their differences, and must conscientiously comply with nondiscrimination policies adopted by the University.

Responsibility and Accountability: University trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University should assume and exercise responsibility appropriate to their positions and roles. We are accountable to each other, to the University, and to ourselves for our actions and our decisions not to act. When roles or responsibilities are unclear, we should take it upon ourselves to obtain clarity. We should exercise sound professional judgment in the performance of our responsibilities, to the best of our ability.

Conflicts of Interest and Commitment: All trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University hold positions of trust, and should conduct their activities accordingly. Activities that impair or appear to impair the ability to perform our duties or affect independence and objectivity of judgment in the discharge of our responsibilities to the University should be avoided. We should demonstrate sensitivity in identifying potential conflicts of interest, whether of a financial, personal, or professional nature. Conflicts of interest must be disclosed, reviewed, and appropriately managed or eliminated in accordance with the reporting and other provisions of applicable University policies.

Harassment and Abuse of Power: The University supports an environment in which harassment of others is not tolerated. Trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University may not use positions of authority to violate or to influence others to violate laws, regulations or University policies.

Stewardship: As stewards of University resources, all trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University have a responsibility to ensure that all University resources are used prudently, ethically, and for their designated purposes. We have a responsibility to contributors to the University, including federal, state, and local governments, to treat University property with care, and to expend funds prudently. We should avoid waste and improper use, and should not use tangible or intangible University assets, funds, property, or facilities for our personal benefit or for the benefit of a non-University organization without proper approval. Our acts should reflect the recognition of a special obligation to use University property responsibly and consistent with the tax-exempt status conferred on the University in light of its educational, research, and service missions. It is imperative that those with access to confidential, proprietary, or private information not make unauthorized disclosures or use of this information.

Reporting: All trustees, senior officials, faculty, principal investigators, staff, student employees, and others acting on behalf of the University are expected to report violations of laws, regulations or University policies to appropriate University officials, e.g., the employee's dean, department chair or other supervisor, senior University administrator, University Compliance & Privacy Office, or Office of General Counsel. Confidentiality of individuals reporting violations of these standards will be maintained to the extent possible.

RIGHT TO DISMISS STUDENTS

The right is reserved by the University to dismiss or exclude any student from the University, or from any class or classes, whenever, in the interest of the student or the University, the University Administration deems it advisable.

RIGHT TO CHANGE RULES AND PROGRAMS

The University reserves the right to modify or change requirements, rules, and fees. Such regulations shall go into force whenever the proper authorities may determine. The right is reserved by the University to make changes in programs without notice whenever circumstances warrant such changes.

UNIVERSITY POLICY ON THE RELEASE OF STUDENT INFORMATION

The Family Educational Rights and Privacy Act (FERPA) applies to institutional policies governing access to and release of student education records.

The University may release the following directory information upon request: name, local address including email, and telephone number; name and address of emergency contact; dates of attendance; school of enrollment; field of study; enrollment status; credit hours earned; degrees earned; honors received; participation in University-recognized organizations and activities. A student who does not wish such directory information released must file written notice to this effect in the Office of the Registrar.

The University's full policy statement on the release of student information is published in the [*Guide to Student Rights and Responsibilities*](#), available on the Office of the Registrar website.