



*GEORGETOWN UNIVERSITY*  
*School of Continuing Studies*

*Graduate Academic Catalog*  
*Academic Year 2026-2027*  
*Fall 2026, Spring 2027, Summer 2027*

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## **Policy Disclaimer**

The information in this catalog is intended for informational purposes only and does not constitute a legal contract between Georgetown University and any person or entity.

Georgetown University reserves the right to update policies, procedures, admissions requirements, curriculum, course offerings and requirements, course delivery modes or methods (i.e. virtual, in-person, etc.), the academic and semester calendar, schedule, 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 SCS 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.

## 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.

### Minimum Requirements for the Professional Studies Graduate Certificate

The requirements for all Graduate Certificate programs include the following:

- 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. **All coursework must be completed at SCS.** Transfer credit or courses taken within other schools at the University cannot count toward Graduate Certificates.

# Program Guidelines: Graduate Certificate in Competitive Business Intelligence

## Mission Statement

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

## Learning Goals

1. Analyze competitive market strategies by applying advanced frameworks, data analytics, and intelligence methodologies to assess product, market, and industry trends.
2. Apply artificial intelligence, data-driven decisionmaking, and digital transformation tools to enhance the collection, processing, and interpretation of competitive business intelligence.
3. Incorporate cybersecurity and cyber threat intelligence into competitive assessments, recognizing the strategic significance of information security for organizational resilience and advantage.
4. Synthesize intelligence outputs into strategic recommendations and communicate findings effectively to diverse stakeholders, including executives, customers, and professional networks.
5. Address the impact of disruptive technologies and global market shifts, aligning intelligence practices with organizational strategy and decision-making needs.

## Certificate Requirements

To qualify for the Graduate Certificate in Competitive Business Intelligence, students meet the minimum requirements:

- Complete 12 credits (4 courses) within two years of beginning the program
- Maintain a minimum cumulative GPA of 3.000

Courses that count toward the Graduate Certificate include the following:

MPAI 730/6730: Competitive Intelligence Organizational Design  
MPAI 735/6735: Global Competitive Intelligence  
MPAI 740/6725: Information Science for Competitive Intelligence  
MPAI 650/6650: Business Intelligence, Big Data & Analytics  
MPAI 750/6750: Information Security  
MPAI 775/6775: Cyber Threat Intelligence  
MPIT 6600: Disruptive Technology & Organizational Change

MPIT 5900: Strategic IT Governance and Resource Management  
MPIM 6710: AI Leadership & Market Analysis  
MPIM 6720: AI & Data-Driven Decision Making

These requirements cannot be waived or substituted under any circumstances. **All coursework must be completed at SCS.** Transfer credit or courses taken within other schools at the University cannot count toward Graduate Certificates.

### **Corresponding Master of Professional Studies (MPS) Degree Programs**

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

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

## **Mission Statement**

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

## **Certificate Requirements**

To qualify for the Graduate Certificate in Cybersecurity Risk Management, students meet the minimum requirements:

- Complete 12 credits (4 courses) within two years of beginning the program.
- Maintain a minimum cumulative GPA of 3.000

The core and foundation courses that count toward the Graduate Certificate include the following:

MPCR 500/5000: Ethics in Cybersecurity  
MPCR 750/5750: Information Security\*  
MPCR 620/5620: Cybersecurity Governance Framework  
MPCR 661/5661: Information Assurance and Risk Management\*  
MPCR 605/5605: Security Architecture and Design  
MPCR 610/5610: Information Security Laws and Regulatory Compliance  
MPCR 615/5615: Communication Strategy for Information Security Professionals  
MPCR 600/5600: Disruptive Technology and Organizational Change

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

These requirements cannot be waived or substituted under any circumstances. Additionally, Graduate Certificate students are prohibited from enrolling in the MPS Capstone course. **All coursework must be completed at SCS.** Transfer credit or courses taken within other schools at the University cannot count toward Graduate Certificates.

### **Corresponding Master of Professional Studies (MPS) Degree Programs**

Courses completed in the Cybersecurity Risk Management Graduate Certificate program can be applied towards the MPS degrees in Cybersecurity Risk Management and Information Technology Management.

*Note: Students who complete MPCR 500/5000 to earn the Graduate Certificate must earn a grade of B or better for the course to be counted towards the MPS in Cybersecurity Risk Management degree.*

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

## **Mission Statement**

The Graduate Certificate in Lean and Agile Practices provides technology professionals with techniques, skills, and tools that enable them to build an Agile discipline. Additionally, the program eases the traditional Project Manager role transformation into the new paradigm of agility.

## **Certificate Requirements**

To qualify for the Graduate Certificate in Lean and Agile Practices, students meet the minimum requirements:

- Complete 12 credits (4 courses) within two years of beginning the program
- Maintain a minimum cumulative GPA of 3.000

The courses required for the certificate are as follows:

MPPM 735/5850: Fundamentals of Agile PM  
MPPM 740/6740: Lean-Agile with Scrum and Kanban  
MPPM 755/6755: Agile Frameworks for Lean Enterprises  
MPTM 760/6760: DevOps Essential

## **Corresponding Master of Professional Studies (MPS) Degree Programs**

Courses completed in the Lean and Agile Practices Graduate Certificate can be applied towards the MPS degrees in Project Management, Information Technology Management, and Technology 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.

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

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

The minimum school-wide requirements for the MPS degree are described below; however, each program may have additional and/or stricter requirements specific to their major. Students must contact their academic program with any questions they have about program-level requirements.

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

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 Master of Professional Studies Graduate Degree**

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

- A minimum cumulative GPA of 3.000.
- One Core course in Ethics with a grade of B or better.
- One Core Capstone course with a grade of B or better.
- Foundation course requirements as outlined by the 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. **Transfer credit cannot be used to satisfy the Core Course requirements.** Similarly, Core courses cannot be waived under any circumstances.

All MPS majors require a grade of B or better in Ethics and Capstone, as both courses are required for graduation. Review the individual program requirements for minimum grade requirements in foundation courses.

Students who earn a B- 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*, 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), academic programs have foundation and major requirements. Foundation requirements are courses that provide students with the academic background needed for success within those programs. In some cases, programs require students to earn minimum grades of B 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 Catalog.

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

Certain MPS major programs offer concentrations and/or focus areas.

A concentration is a collection of four or more courses (minimum of 12 credit hours) within an academic program that results in a transcript notation indicating the concentration that was completed. Some majors require students to complete an official concentration for the degree; other programs allow more flexibility with recommended courses for students to build expertise within a focus area.

A focus area is a collection of elective courses within an academic program that allows students to explore various topical areas. Students may elect to complete all courses within a particular focus area or across several focus areas. The completion of a focus area is not reflected on a student's academic transcript.

For 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.

### **Minimum Requirements for the Executive Master of Professional Studies Degree**

The Executive Master of Professional Studies (EMPS) degree is 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. Students must successfully complete all courses and residencies, earn a minimum grade of B or better in the designated core courses, and earn a minimum cumulative GPA of 3.000 to be eligible for graduation.

# Program Guidelines: Artificial Intelligence Management

## Learning Goals

Students who successfully complete the MPS in Artificial Intelligence Management will demonstrate the ability to:

1. Develop adaptive and innovative AI strategies that not only enhance customer experiences but also foster cross-functional collaboration within the organization.
2. Manage AI projects by applying a wide range of project management principles and techniques, ensuring efficient and effective execution.
3. Analyze and integrate the cultural nuances of human-AI interactions to design AI solutions that are inclusive and cater to diverse user groups.
4. Utilize ethical frameworks and decision-making models to navigate moral complexities and legal considerations inherent in the use of artificial intelligence.
5. Integrate technological know-how, development methodologies, data strategies, and leadership acumen to collaboratively drive the development and integration of AI solutions.
6. Evaluate the relevance and quality of primary and secondary data sources to inform AI strategy formulation and assess its impact on business outcomes, organizational transformation, and customer experience.
7. Creatively apply AI to design solutions that not only enhance organizational processes and collaboration but also adhere to strict governance and security standards.
8. Articulate the benefits and objectives of AI adoption in a clear and compelling manner, catering to the diverse understanding levels of various audiences and stakeholders.

## Degree Requirements

To earn the MPS in Artificial Intelligence Management, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

The course requirements are as follows:

- 2 Core Courses\*
  - MPIM-5000: Ethical Artificial Intelligence (3 credits)
  - MPIM-7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPIM-5600: Introduction to Artificial Intelligence (3 credits)
  - MPIM-5610: Innovation Management and AI Strategy (3 credits)
  - MPIM-5620: AI Governance and Compliance (3 credits)
  - MPIM-5630: Communication Strategies (3 courses)
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

### **Focus Areas**

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

*Strategy and Leadership*

*AI Development and Integration*

### **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: Applied Intelligence

## Mission Statement

The Master of Professional Studies program in Applied Intelligence 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.

## Degree Requirements

To earn the MPS in Applied Intelligence, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

### *Students who Matriculated Prior to Fall 2021*

- 2 Core Courses\*
  - MPAI-500/5000: Ethics (3 credits)
  - MPAI-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPAI-600/5600: Introduction to Applied Intelligence (3 credits)
  - MPAI-610/5610: Psychology of Applied Intelligence (3 credits)
  - MPAI-620/5620: Applied Intelligence Communications (3 credits)
  - MPAI-630/5630: Understanding Intelligence Collection (3 credits)
- 5 Elective Courses (15 credits)\*\*
  - A current list of approved Electives can be found on the SCS website.

### ***Students who Matriculated in or After Fall 2021***

- 2 Core Courses\*
  - MPAI-500/5000: Ethics (3 credits)
  - MPAI-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPAI-600/5600: Introduction to Applied Intelligence (3 credits)
  - MPA-610/5610: Psychology of Applied Intelligence (3 credits)
  - MPAI-620/5620: Applied Intelligence Communications (3 credits)
  - MPAI-630/5630: Understanding Intelligence Collection (3 credits)
  - MPAI-640/5640: Advanced Analytical Techniques (3 credits)
- 5 Elective Courses (12 credits)\*\*
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Ethics and all Foundation Courses must be completed before any Elective Courses are taken.

### **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.

**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

## 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.

## Degree Requirements

To earn the MPS in Cybersecurity Risk Management, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

The course requirements are as follows:

- 2 Core Courses\*
  - MPCR-500/5000: Ethics in Cybersecurity (3 credits)
  - MPCR-900/7990: Capstone (3 credits)
- 7 Foundation Courses
  - MPCR-750/5750: Information Security (3 credits)
  - MPCR-620/5620: Cybersecurity Governance Framework (3 credits)
  - MPCR-605/5605: Security Architecture and Design (3 credits)
  - MPCR-610/5610: Info Security Laws and Regulatory Compliance (3 credits)
  - MPCR-615/5615: Communication Strategy for Info Security Professionals (3 credits)
  - MPCR-600/5600: Disruptive Technology and Organizational Change (3 credits)
- 2 Elective Courses (6 credits)

- A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

### **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 500/5000 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

## Mission Statement

The Master of Professional Studies program in Design Management & Communications provides students with the creative skills and tools to effectively communicate with and manage design teams. Students 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.

## Degree Requirements

To earn the MPS in Artificial Intelligence Management, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

The course requirements are as follows:

- 2 Core Courses\*
  - MPDM-500/5040: Ethical Design (3 credits)
  - MPDM-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPDM-520/5042: Visual Communications (3 credits)
  - MPDM-550/5043: Design Management and Strategy (3 credits)\*
  - MPDM-600/5041: Design Thinking (3 credits)
  - MPDM-620/5003: Design Leadership (3 credits)

- 5 Elective Courses (15 credits)\*\*\*
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*MPDM-550/5053: Design Management and Strategy must be completed with a grade of B or better. Transfer credit cannot be applied toward this course, and the course cannot be waived.

\*\*\*Ethics and all Foundation Courses must be completed before any Elective Courses are taken.

### **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

## Mission Statement

The MPS program 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.

## Degree Requirements

To earn an MPS in Emergency & Disaster Management, students must successfully complete the following curriculum:

### *Students who Matriculated Prior to Fall 2020*

- 2 Core Courses\*
  - MPDM-500/5000: Ethics and Critical Decision Making (3 credits)
  - MPDM-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPDM-500/5600: Theory and Legal Framework (3 credits)
  - MPDM-610/5610: Project Management and Budgeting for Emergencies & Disasters (3 credits)

- MPDM-620/5620: Risk Perception Awareness (3 credits)
- MPDM-630/5630: GIS for Emergency and Disaster Management (3 credits)
- 5 Elective Courses (15 credits)
  - A current list of approved Electives can be found on the SCS website.

***Students who Matriculated in or After Fall 2021***

- 2 Core Courses\*
  - MPDM-500/5000: Ethics and Critical Decision Making (3 credits)
  - MPDM-900/7990: Capstone (3 credits)
- 5 Foundation Courses
  - MPDM-500/5600: Theory and Legal Framework (3 credits)
  - MPDM-610/5610: Project Management and Budgeting for Emergencies & Disasters (3 credits)
  - MPDM-620/5620: Risk Perception Awareness (3 credits)
  - MPDM-630/5630: GIS for Emergency and Disaster Management (3 credits)
  - MPDM-680/5925: Methods for Emergency & Disasters (3 credits)
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Ethics and all Foundation Courses must be completed before any Elective Courses are taken.

**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

## Mission Statement

The Master of Professional Studies in Higher Education Administration strengthens 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

Students who complete the MPS Higher Education Administration 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.

## Degree Requirements

To earn the MPS in Higher Education Administration, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

The course requirements are as follows:

- 2 Core Courses\*
  - MPEA-500/5000: Ethical Leadership and Decision Making (3 credits)
  - MPEA-900-7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPEA-600/5100: American Higher Education (3 credits)
  - MPEA-610/5200: Global Higher Education (3 credits)
  - MPEA-620/5300: Organization and Administration in Higher Ed (3 credits)
  - MPEA-630/5400: Student Affairs: Orientation to the Profession
- 5 Elective Courses (15 credits)

- A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

### **Focus Areas**

The Higher Education Administration program offers three 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.

#### *Diversity, Equity & Inclusion*

Students will gain an understanding of issues of diversity, equity, and inclusion across higher education institutions.

Students can design their own focus area by registering for a variety of elective courses offered within the program and across the School of Continuing Studies, with written 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: Human Resources Management

## Mission Statement

The Master of Professional Studies program 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.

## Degree Requirements

To earn the MPS in Human Resources Management, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

### ***Students who Matriculated Between Fall 2017 and Summer 2021***

- 2 Core Courses\*
  - MPHR-700/5000: Workplace Ethics (3 credits)
  - MPHR-809/7990: HRM Capstone (3 credits)
- 3 Foundation Courses
  - MPHR-502/5200: Research Methods & Data Analytics in HR (3 credits)
  - MPHR-696/5100: Foundations of Human Resources Management (3 credits)
  - MPHR-725/5300: Human Capital Analytics (3 credits)
- 6 Elective Courses (18 credits)
  - A current list of approved Electives can be found on the SCS website.

## ***Students who Matriculated in or After Fall 2021***

- 2 Core Courses\*
  - MPHR-700/5000: Ethical Leadership and Decision Making (3 credits)\*\*
  - MPHR-809/7990: HRM Capstone (3 credits)
- 3 Foundation Courses
  - MPHR-502/5200: Research Methods & Data Analysis in HR (3 credits)
  - MPHR-696/5100: Fundamentals of Human Resources Management (3 credits)
  - MPHR-725/5300: Human Capital Analytics (3 credits)
- 6 Elective Courses (18 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*The ethics course must be completed in either the first or second semester of the program.

### **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 Resources Leadership*  
*Coaching and Talent Development*  
*Diversity, Equity and Inclusion*  
*Global Human Resources Management*  
*HR Analytics and Technology*  
*Employment Law and Investigations*

### **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.

The curriculum is aligned with the professional standards and competencies set forth by the Society for Human Resource Management (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 (<https://www.shrm.org/certification/Pages/hr-certification.aspx>).

# Program Guidelines: Integrated Marketing Communications

## Mission Statement

The MPS program in Integrated Marketing Communications program prepares practitioners to thrive at the intersection of strategy and creativity. Students 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.

## Degree Requirements

To earn the MPS in Integrated Marketing Communications, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

### ***Students who Matriculated Between Fall 2016 and Summer 2018\*:***

- 2 Core Courses
  - MPMC-500/5020: Conversations about Ethics (3 credits)
  - MPMC-900/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPMC-602/5022: Foundations of IMC: Campaigns
  - MPMC-600/5021: Consumer Insight
  - MPMC-603/5023: The Brand Concept (3 credits)
- 6 Elective Courses (18 credits)
  - A current list of approved Electives can be found on the SCS website.

***Students who Matriculated in or After Fall 2018\*:***

- 2 Core Courses
  - MPMC-500/5020: Conversations about Ethics (3 credits)
  - MPMC-900/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPMC-602/5022: Foundations of IMC: Campaigns
  - MPMC-600/5021: Consumer Insight
  - MPMC-603/5023: The Brand Concept (3 credits)
- 6 Elective Courses (18 credits)
  - A current list of approved Electives can be found on the SCS website.
- Optional Internship Courses\*\*
  - MPMC-773/7951: IMC Internship I (1 credit)
  - MPMC-774/7952: IMC Internship II (1 credit)

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Both of the internship courses are designed for students who have internships that require them to receive academic credit. Internship courses are graded but do not count toward elective credit. Upon completion of the degree, students who earn internship credit will graduate with either 34 or 35 credits.

All requests for internship experiences 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.

For more information about the policies and guidelines pertaining to internships, please see *Internships and On-Site Practical Experiences for Credit* in the most current SCS Academic Rules & Regulations (<https://scs.georgetown.edu/resources-current-students/student-handbooks/>).

## **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: Information Technology Management**

### **Mission Statement**

The MPS program in Information Technology Management prepares students to acquire advanced technological knowledge and management skills required to lead complex IT projects, design, integrate, optimize, and secure modern information systems.

### **Learning Goals**

Students who complete the MPS in Information Technology Management will:

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

### **Degree Requirements**

#### ***Students who Matriculated Between Prior to Fall 2026:***

To earn the MPS in Integrated Marketing Communications, students must complete 36 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPIT-5000: Ethics in IT Management (3 credits)
  - MPIT-7900: Capstone(3 credits)
- 6 Foundation Courses\*\*
  - MPIT-5600: Introduction to IT Management (3 credits)
  - MPIT-5650: Strategic Planning & Financial Management (3 credits)
  - MPIT-5700: Requirement Analysis and System Design (3 credits)
  - MPIT-5750: Enterprise Modernization & Technology Insertion (3 credits)

- MPIT-5800: Communication for IT Managers (3 credits)
- MPIT-5850: IT and Data Governance Strategy
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*MPIT-5600 and MPIT-5800 must be completed before enrolling in any of the four remaining Foundation Courses.

### ***Students who Matriculated in/after Fall 2026***

To earn the MPS in Integrated Marketing Communications, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPIT-5000: Ethics in IT Management (3 credits)
  - MPIT-7900: Capstone(3 credits)
- 4 Foundation Courses
  - MPIT-5900: Strategic IT Governance and Resource Management (3 credits)
  - MPIT-5950: IT Leadership and Communication (3 credits)
  - MPIT-5700: Requirement Analysis and System Design (3 credits)
  - MPIT-5750: Digital Transformation and Technology Strategy (3 credits)
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

### **Focus Areas**

Students can select elective courses from one of four focus areas. Students are not required to select a focus area and can instead mix-and-match four electives across specialties in the following disciplinary areas, limited to the courses that apply to the corresponding graduate certificates:

*AI & Digital Technology*  
*Project Management*  
*Business Intelligence*  
*Cybersecurity*

**Corresponding Graduate Certificates**

Courses completed in the Competitive Business Intelligence Graduate Certificate, Cybersecurity Risk Management Graduate Certificate, and Lean & Agile Graduate Certificate can be applied towards the MPS in Information Technology Management degree.

**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

## Mission Statement

The Master of Professional Studies program in Journalism 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.

## Degree Requirements

To earn the MPS in Journalism, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPJO-500/5000: Ethics In Journalism (3 credits)
  - MPJO-900/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPJO-501/5001: Reporting and News Writing (3 credits\_

- MPJO-505/5003: Digital Essentials (3 credits)
- MPJO-508/5008: Photo & Video Storytelling (3 credits)
- 5 Elective Courses (15 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

### **Program Guidelines on Internships**

Students are encouraged to participate in internships but are not required to earn course credit for them. International students must receive course credit for internships, and some organizations require all students, regardless of their citizenship status, to receive course credit for internship work.

The Journalism program offers MPJO-860/7951: Internship I and MPJO-861/7952: Internship II for students who need to earn academic credit. Both courses are graded and worth one credit. Internship credits may be taken as a degree overload, in addition to the minimum number of required elective credits.

Internship courses do not count toward degree requirements. Upon completion of the degree, students may have earned 31 or 32 credits in total, respectively. For more information about the policies and guidelines pertaining to internships, please see *Internships and On-Site Practical Experiences for Credit* in the most current SCS Academic Rules & Regulations (<https://scs.georgetown.edu/resources-current-students/student-handbooks/>).

### **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

## Mission Statement

The Master of Professional Studies in Project Management program provides 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 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 in Project Management 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.

## Degree Requirements

To earn the MPS in Project Management, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

### ***Students Who Matriculated Prior to Fall 2020***

- 2 Core Courses\*
  - MPPM-500/5000: Ethics (3 credits)
  - MPPM-900/7940: Capstone (3 credits)
- 5 Foundation Courses
  - MPPM-520/5520: Project Management Fundamentals (3 credits)\*\*
  - MPPM-550/5570: Projection Initiation & Development (3 credits)

- MPPM-600/5600: Communication & Collaboration for Managers (3 credits)
- MPPM-620/6620: Project Planning (3 credits)
- MPPM-650/5600: Project Execution & Delivery (3 credits)
- 3 Elective Courses (9 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Students must successfully complete MPPM-520/5520 before taking any additional Foundation courses.

### ***Students Who Matriculated In/After Fall 2020***

- 2 Core Courses\*
  - MPPM-500/5000: Ethics (3 credits)
  - MPPM-900/7940: Capstone (3 credits)
- 5 Foundation Courses
  - MPPM-520/5520: Project Management Fundamentals (3 credits)  
*This course must be completed before taking MPPM-570/5570 and MPPM-650/5600.*
  - MPPM-570/5570: Project Initiation and Planning (3 credits)  
*This course must be completed before taking MPPM-650/5650.*
  - MPPM-600/5600: Communication and Collaboration for Managers (3 credits)
  - MPPM-650/5650: Project Execution & Delivery (3 credits)
  - MPPM-735/5850: Agile Project Management Fundamentals (3 credits)
- 3 Elective Courses (9 credits)
  - For a current list of electives visit the Course Schedule page on the SCS website.
  - Students may take up to two electives in other MPS programs, provided that they have permission from their program advisor and the other MPS program(s).

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

## **Primary Modality and Course Registration Requirements**

### **Students who matriculated prior to Fall 2025**

Students who matriculated prior to Fall 2025 may register for courses offered in any modality (on-campus or online), regardless of the primary modality designation indicated at the time of admission.

### **Students who matriculated in/after Fall 2025**

Students who matriculated into the on-campus program (based on the primary modality selected at the time of admission) in/after Fall 2025 may only register for on-campus Core and Foundation courses. However, elective courses may be completed on-campus, online, or a combination of both, regardless of the primary modality designation indicated at the time of admission.

### **Corresponding Graduate Certificates**

Courses completed in the Lean and Agile Practices Graduate Certificate can be applied towards the MPS in Project Management 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: Public Relations & Corporate Communications

## Mission Statement

The Master of Professional Studies 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

Students who successfully complete the MPS in Public Relations and Corporate Communications program will:

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.
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.

## Degree Requirements

To earn the MPS in Public Relations and Corporate Communications, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPPR-500/5000: PR Ethics: Integrity and Care (3 credits)
  - MPPR-950/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPPR-502/5002: Research Methods for PR Practitioners (3 credits)
  - MPPR-508-501: Public Relations Writing (3 credits)
  - MPPR-505-5003: Elements of Communication Planning (3 credits)\*\*
- 5 Elective Courses (15 credits)\*\*\*
  - For a current list of electives visit the Course Schedule page on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Students must successfully complete MPPR-502/5002 and MPPR-508/5001 before registering for Elements of Communication Planning (MPPR-505/5003).

\*\*\*The PRCC program offers a variety of elective courses, some of which require completion of MPPR-500/5000, MPPR-502/5002, MPPR-508/5001, and MPPR-505-5003 serve as prerequisites for several elective courses. As such, students are strongly encouraged to register for the aforementioned core and foundation courses as soon as possible.

### **Internship Elective (Optional)**

The Public Relations and Corporate Communications program offers MPPR-863/7951: PRCC Internship I, MPPR 873-7952: PRCC Internship II and MPPR-7953:PRCC Internship III for students securing an internship where academic credit is required. These courses are graded, credit-bearing course options worth one academic credit each and only take the place of an elective upon completing the three separate internship credit courses. Upon completion of the degree, students would have 31,32 or 33 credits in total, respectively.

For more information about the policies and guidelines pertaining to internships, please see Internships and On-Site Practical Experiences for Credit in the most current SCS Academic Rules & Regulations (<https://scs.georgetown.edu/resources-current-students/student-handbooks/>).

### **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

## Mission Statement

The Master of Professional Studies program in Real Estate 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 comprised of foundational courses and flexible options for specialized concentrations and focus areas.

## 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 multicultural 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 develop creative solutions related to development, construction, and investment in innovative real estate projects.
5. Gather and interpret data from a range of reliable and credible 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 diverse range of audiences and stakeholders.

## Degree Requirements

To earn the MPS in Real Estate, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPRE-500/5000: Ethics in Action (3 credits)
  - MPRE-950/7990: Capstone (3 credits)
- 5 Foundation Courses
  - MPRE-510/5100: Real Estate Fundamentals (3 credits)\*\*
  - MPRE-631/5200: Foundations in Real Estate Markets (3 credits)
  - MPRE-601/5300: Foundations in Real Estate Law (3 credits)

- MPRE-641/5400: Real Estate Accounting (3 credits)
- MPRE-621/5500: Foundations in Real Estate Finance (3 credits)
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Students have the option to test out of MPRE-510/5100: Real Estate Fundamentals during their first semester. Students who successfully test out of MPRE-510/5100 will replace the course with a fifth elective.

### **Concentrations**

A concentration is a collection of four or more elective courses (minimum of 12 credit hours) within an academic program that allows students to explore a designated course of study in a given topical area. Completion of a concentration results in a transcript notation indicating the designated course of study has been completed.

Students are not required to complete a concentration; instead they may select electives from concentration and/or focus areas (see below) to complete their degree requirements. Students who elect to complete a concentration and would like the concentration notated on their transcript must submit the *Declaration of Concentration* form in accordance with the stated guidelines and deadlines.

### **Students who matriculated prior to Fall 2026**

Students who matriculated into the program prior to Fall 2026 have the option of completing up to two concentrations in order to meet their elective requirements for the program:

- Real Estate Development
- Real Estate Finance
- Construction Management
- Global Real Estate

### **Students who matriculated in/after Fall 2026**

Students who matriculated into the program in/after Fall 2026 have the option of completing up to two concentrations in order to meet their elective requirements for the program:

- Real Estate Development
- Real Estate Finance

### **Focus Areas (All Students)**

A focus area is a collection of elective courses within an academic program that allows students to explore various topical areas. Students may elect to complete all courses within a particular focus area or across several. The completion of a focus area is not reflected on a student's academic transcript.

The Real Estate program offers the following focus areas:

- Construction Management\*
- Global Real Estate\*
- Housing Attainability

\*Students who matriculated prior to Fall 2026 have the option of completing Construction Management and/or Global Real Estate as a focus area or a concentration.

### **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

## Mission Statement

The Master of Professional Studies program 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

Upon successfully completing the MPS in Sports Industry Management, students will:

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.

## Degree Requirements

To earn the MPS in Sports Industry Management, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

### ***Students who Matriculated Prior to Fall 2026***

- 2 Core Courses\*
  - MPSM-500/5000: Applied Ethics in Sports (3 credits)
  - MPSM-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPSM-510/5100: Sports Leadership and Management (3 credits)
  - MPSM-520/5200: Social Responsibility and Globalization of Sports (3 credits)
  - MPSM-600/5300: Strategic Sports Marketing (3 credits)
  - MPSM-700/5400: Sports Business and Finance (3 credits)

- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

### ***Students who Matriculated In/After Fall 2026***

- 2 Core Courses\*
  - MPSM-500/5000: Applied Ethics in Sports (3 credits)
  - MPSM-900/7990: Capstone (3 credits)
- 4 Foundation Courses
  - MPSM-510/5100: Sports Leadership and Management (3 credits)
  - MPSM-700/5400: Sports Business and Finance (3 credits)
  - MPSM-720/5500: Sports Venue and Event Management (3 credits)
  - MPSM-710/5600: Sports, Law, Contracts, and Negotiations (3 credits)
- 4 Elective Courses (12 credits)
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

### **Focus Areas**

A focus area is a collection of elective courses within an academic program that allows students to explore various topical areas. Students may elect to complete all courses within a particular focus area or across several. The completion of a focus area is not reflected on a student's academic transcript.

The Sports Industry Management program offers the following focus areas:

- Athletics and Administration
- Social Responsibility and Activism in Sports
- Sports Business and Analytics
- Sports Marketing, Communications and Media

### **Internships**

Students may complete credit-bearing internship electives in order to meet their program and degree requirements. To receive credit for an internship, students must be registered for the appropriate credit-bearing course, successfully complete all associated coursework, and work a minimum of 20 hours per week for the entirety of the semester at their program-approved internship organization.

Students may apply a maximum of 6 credits of experiential learning (internship/externship) towards their degree.

## **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

## Mission Statement

The Master of Professional Studies program in Supply Chain Management equips 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 improve the organization's supply chain.
7. Develop communication strategies, messages, and presentations that integrate stakeholder perspectives and facilitate organizational change.

## Degree Requirements

To earn the MPS in Supply Chain Management, students must complete 33 credits with a minimum GPA of 3.000 within five years of entering the program.

### ***Students who Matriculated Prior to Fall 2024***

- 2 Core Courses\*
  - MPSC-500/5000: Ethics and Corporate Responsibility (3 credits)
  - MPSC-990/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPSC-520/5520: Intro to Operations and Supply Chain Management (3 credits)
  - MPSC-530/5530: Supply Chain Cost and Financial Analysis (3 credits)
  - MPSC-5575: Supply Chain Design & Project Management (3 credits)  
*Students who previously completed one of the two 1.5 credit foundation courses must register for the second 1.5 credit course. Students who have not taken either 1.5 credit course must take MPSC-5575.*
- 3 Required Courses from Areas of Emphasis (9 credits)
  - MPSC-600/6000: Supply Chain Analytics & Technologies (Planning Emphasis)
  - MPSC-700/7000: Strategic Sourcing & Contracting (Procurement Mgmt Emphasis)

- MPSC-800/7800: Distribution Strategy & Logistics Mgmt (Logistics & Fulfillment Mgmt Emphasis)
- 3 Elective Courses (9 credits)\*\*
  - A current list of approved Electives can be found on the SCS website.

### ***Students who Matriculated In/After Fall 2024***

- 2 Core Courses\*
  - MPSC-500/5000: Ethics and Corporate Responsibility (3 credits)
  - MPSC-990/7990: Capstone (3 credits)
- 3 Foundation Courses
  - MPSC-520/5520: Intro to Operations and Supply Chain Management (3 credits)
  - MPSC-530/5530: Supply Chain Cost and Financial Analysis (3 credits)
  - MPSC-5575: Supply Chain Design & Project Management (3 credits)

*Students who previously completed one of the two 1.5 credit foundation courses must register for the second 1.5 credit course. Students who have not taken either 1.5 credit course must take MPSC-5575.*
- 3 Required Courses from Areas of Emphasis (9 credits)
  - MPSC-600/6000: Supply Chain Analytics & Technologies (Planning Emphasis)
  - MPSC-700/7000: Strategic Sourcing & Contracting (Procurement Mgmt Emphasis)
  - MPSC-800/7800: Distribution Strategy & Logistics Mgmt (Logistics & Fulfillment Mgmt Emphasis)
- 3 Elective Courses (9 credits)\*\*
  - A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\*Elective Courses may be chosen from any area of emphasis. Students may also request to take up to two elective courses in another MPS program deemed relevant to the Supply Chain Management program learning outcomes as evaluated by the Faculty Director and with written permission.

### **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*

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

### **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

## Mission Statement

The Master of Professional Studies program in Technology Management 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

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.

## Degree Requirements

To earn the MPS in Technology Management, students must complete 30 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPTM-500/5000: Ethics in Technology Management (3 credits)
  - MPTM-900/7900: Capstone Course (3 credits)
- 3 Foundation Courses
  - MPTM-600/5600: Managing Technology (3 credits)
  - MPTM-700/5700: Systems Requirements (3 credits)
  - MPTM-800/5800: Financial Analysis for Technology Managers (3 credits)
- 4 Concentration Courses (12 credits)\*\*
  - A current list of approved Concentration Courses can be found on the SCS website.
- 1 Elective (3 credits)

- A current list of approved Electives can be found on the SCS website.

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\* Students who opt not to declare one of the approved concentrations take 15 Elective Course credits in lieu of the aforementioned Concentration Course requirement.

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

### **Concentrations**

Students have the option to declare an approved concentration. They must receive permission from the program via the Declaration of Concentration Form. Concentrations appear on students' transcripts when all degree requirements are fulfilled.

- *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 Concentration*  
An overview of multiple areas of expertise to carry out technological change and innovation in organizations
- *International Concentration*  
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 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

## Mission Statement

The Master of Professional Studies program in 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.

## Learning Goals

Students who complete MPS in Urban & Regional Planning will:

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.

## Degree Requirements

To earn the MPS in Urban & Regional Planning, students must complete 42 credits with a minimum GPA of 3.000 within five years of entering the program.

- 2 Core Courses\*
  - MPUP-500/5000: Ethics and Planning Practice (3 credits)
  - MPUP-950-7990: Urban & Regional Planning Capstone (3 credits)
- 5 Foundation Courses
  - MPUP-510/5200: Urban Planning History & Theory (3 credits)
  - MPUP-520/5100: Planning & Research Methods (3 credits)\*\*
  - MPUP-530/5400: Urban Economics & Land Uses (3 credits)
  - MPUP-540/5500: Planning a Sustainable Future (3 credits)
  - MPUP-550/5300: Legal Foundations of Planning (3 credits)
- 3 Electives

*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. Students may also enroll in courses offered through the Consortium of Universities of the Washington Metropolitan area.*

- Dedicated electives offered within the program:
  - MPUP-535/6101: Digital Skills Practicum (3 credits)
  - MPUP-660/6210: Contemporary Urban Theory
  - MPUP-803/6010: Urban Development Practicum
- Independent Study (6 credits)  
*This course may take the form of an internship in a professional organization or as a course to advance academic knowledge.*

\*Each Core Course must be completed with a grade of B or better. Students who earn a B- or lower in these courses will have one opportunity to retake the courses. If a student does not earn at least a B after the second attempt, they will be terminated from the program without right of appeal.

\*\* MPUP-520/5100: Planning and Research Methods must be taken in the first semester of study.

### **Concentrations**

Three thematic concentrations guide a student's discretionary coursework. Students who have successfully completed any four courses (12 credits) 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-602/6520: Low-Carbon Cities

MPUP-605/6110: Geospatial Analysis I

MPUP-610/6120: Geospatial Analysis II

MPUP-704/6330: Entitlements for Redevelopment

MPUP-711/6320: Cultural Resources Planning

MPUP-751/6630: Transit-Oriented Development

MPUP-760/6310: Land Use Controls

MPUP-765/6610: Transportation Planning

MPUP-766/6620: Quantifying Urban Mobility

MPUP-770/6530: Resilient Urban Systems

MPUP-780/6030: Placemaking & Management

MPUP-800/7900: Planning Studio

MPUP-805/6140: New Urban Technologies  
MPUP-810/6050: Civic Leadership in Practice

*Housing, Community & Economic Development*

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

MPUP-601/6040: Participatory Planning  
MPUP-605/6110: Geospatial Analysis I  
MPUP-610/6120: Geospatial Analysis II  
MPUP-651/6220: Housing Policy in the U.S.  
MPUP-660/6210: Contemporary Urban Theory  
MPUP-661/6640: Big Investments in Big Cities  
MPUP-680/6420: Economic Development Practice  
MPUP-720/6510: Planning for Health  
MPUP-740/6130: Advanced Quantitative Methods  
MPUP-750/6430: Public Private Partnerships  
MPUP-751/6630: Transit-Oriented Development  
MPUP-755/6410: Affordable Housing Strategies  
MPUP-780/6030: Placemaking & Management  
MPUP-790/6740: Global Metropolitan Planning  
MPUP-800/7900: Planning Studio  
MPUP-805/6140: New Urban Technologies

*International Development*

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

MPUP-605/6110: Geospatial Analysis I  
MPUP-610/6120: Geospatial Analysis II  
MPUP-703/6230: Approaches to the Modern City  
MPUP-715/6710: Global Urbanization  
MPUP-730/6730: Placemaking in Global Travel  
MPUP-740/6130: Advanced Quantitative Methods  
MPUP-751/6630: Transit-Oriented Development  
MPUP-780/6030: Placemaking & Management  
MPUP-790/6740: Global Metropolitan Planning  
MPUP-800/7900: Planning Studio  
MPUP-802/6720: Pacific Cities Sustainability  
MPUP-805/6140: New Urban Technologies

## **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. 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: EMPS in Global Sports Operations & Strategy**

### **Learning Goals**

Students who complete the EMPS in Global Sports Operations & Strategy will demonstrate the ability to:

1. Demonstrate the ability to analyze complex issues in professional sports organizations, developing innovative strategies that enhance organizational effectiveness and adaptability.
2. Evaluate the impact of global trends and cultural differences in professional sports operations, and apply this understanding to create inclusive strategies that address diverse market needs.
3. Assess ethical dilemmas in professional sports governance, compliance, and operations, articulating well-reasoned assessments and arguments that reflect a commitment to integrity, fairness, and social responsibility.
4. Apply systematic problem-solving techniques to real-world challenges in professional sports organizations, demonstrating the ability to devise actionable solutions and decisions that drive organizational success.
5. Utilize various research methods and analytical tools to gather, evaluate, and synthesize information relevant to professional sports operations and infrastructure ensuring informed decision-making.
6. Identify and leverage emerging technologies in the professional sports industry, using digital tools to enhance operational efficiency and improve fan engagement.
7. Communicate effectively in diverse formats (written, oral, digital) to convey strategic business insights and proposals in the professional sports environment, ensuring clarity and persuasiveness in stakeholder engagement.

### **Degree Requirements**

The EMPS in Global Sports Operation and Strategy is designed as a cohort model. The curricular guidelines are as follows:

- The program consists of five 6-credit modules (30 credits). The modules must be completed in sequential order as outlined below.
- 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— Sports Governance: Ethical Issues, Legal Frameworks, and Financial Strategies and Playbook to Success: A Global Sports Capstone— with a minimum grade of B to be eligible for graduation.

- The EMPS degree must be completed within one year.

<b>Course</b>	<b>Course Dates</b>	<b>Residency Dates*</b>	<b>Residency Location</b>
MPSO 7100:: Strategic Leadership: Building Future-Ready Sports Organizations	Fall Module A	No residency	
MPSO 7200: Business Sports Operations: Strategy, Systems, and Success	Fall Module B	November 2-7, 2026	Manchester, England
MPSO 7300: Sports Governance: Ethical Issues, Legal Frameworks, and Financial Strategies	Spring Module A	No residency	
MPSO 7400: Future Frontiers: Emerging Technologies and Innovations in Professional Sports	Spring Module B	April 5-11, 2027	Washington, DC New York, NY
MPSO 7990: Playbook to Success: A Global Sports Capstone	Summer	No residency	

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

### **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.

# Master of Arts in Liberal Studies

## Mission Statement

The Master of Arts in Liberal Studies program 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.

## Learning Goals

Students who complete the Master of Arts in Liberal Studies 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

## Degree Requirements

To earn the Master of Arts in Liberal Studies (MALS), students must complete 30 credits and a thesis with a minimum GPA of 3.000 within seven years of entering the program.

- 4 Foundation Courses (12 credits)
  - LSHV-400/LSHV-7000: MALS FND: Science and Society
  - LSHV-401/LSHV-7001: MALS FND: Norms and Ethics
  - LSHV-401/LSHV-7002: MALS FDN: Social Sciences
  - LSHV-403/LSHV-7003: MALS FDN: Humanities
- 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.
- 2 Thesis Courses (6 credits, taken in sequence)
  - LSHV-800/LSHV-7990: MALS Thesis Proposal
  - LSHV-802/LSHV-7991: MALS Thesis Writing

### **MALS Thesis Proposal (LSHV 800/LSHV 7990)**

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/LSHV 7991. 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*, 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/LSHV 7991)**

The MALS Thesis Writing course must be taken upon completion of the MALS Thesis Proposal course (LSHV 800/LSHV 7990) 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*, 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.

# Doctor of Liberal Studies

## Mission Statement

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

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

## Doctor of Liberal Studies Degree Requirements

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

To earn a Doctor of Liberal Studies, students must successfully complete the following curriculum:

### Foundational Courses (12 credits)

Four Courses 3-credit courses

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 (24 credits)**

Eight 3-credit courses

Directed Reading: Three Courses Maximum (9 credits)

### **Qualifying Advancement**

DLS Qualifying Examination Preparation: LSHV 990/LSHV 9997 (0-credits)

### **Thesis Advancement**

DLS Thesis Proposal Prep/Thesis Writing: LSHV 995/LSHV 9998 (0-credits)

DLS Thesis Writing: LSHV 996/LSHV 9999 (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.

### **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/LSHV 8000, 3 credits)
- Foundational Course 2: Love, Death, and God: From the Bible through the Renaissance (LSHV 602/LSHV 8001, 3 credits)
- Foundational Course 3: The Rise of the Modern Spirit (LSHV 603/LSHV 8002, 3 credits)
- Foundational Course 4: The Challenge of Postmodernism (LSHV 604-01/LSHV 8003, 3 credits)

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

- Foundational Course 1: Human Thought (1000BCE-1000CE) (LSHV 601/LSHV 8000, 3 credits)
- Foundational Course 2: Postmodernism and Contemporary Thought (LSHV 602/LSHV 8001, 3 credits)
- Foundational Course 3: Beyond the Humanities (LSHV 603/LSHV 8002, 3 credits)
- Foundational Course 4: Advanced Research Methods (LSHV 604-01/LSHV 8003, 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/LSHV 9997)**

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/LSHV 9998(Fall or Spring terms, half-time status) and commences work on his/her Thesis Proposal.

### **Doctoral Thesis Proposal & Writing (LSHV 995/LSHV 9998)**

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/LSHV 9998 for the 1st term of thesis preparation/writing, and then LSHV 996/LSHV 9999 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/LSHV 9998, 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/LSHV 9999)**

Upon successful completion of DLS Thesis Proposal Prep/Thesis Writing, students register in DLS Thesis Writing, (LSHV 996/LSHV 9999 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.

## **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.

## **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 1st for Fall; April 1st for Spring. The student must provide copies of the thesis to their 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 while the committee reviews 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 their 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 the Graduate School of Arts and Sciences for final approval and online submission to ProQuest.

The student must submit a copy of the thesis online for approval before the student is given final clearance for graduation. When a student has passed the oral defense, they must then submit their thesis online for final review, as discussed in the ProQuest link below.

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.