

## Our Mission

Green Mountain College prepares students for productive, caring, and fulfilling lives by taking the environment as the unifying theme underlying its academic and co-curricular programs. This innovative interdisciplinary approach to liberal arts education is grounded in the institution's strong tradition of effective teaching and mentoring, and is complemented by a diversity of community-oriented campus life opportunities. Through a wide range of liberal arts and career-focused majors, the college fosters the ideals of environmental responsibility, public service, global understanding and lifelong intellectual, physical, and spiritual development.

Green Mountain College offers two master's degrees: A master of science in environmental studies (MSES) and a master of business administration (MBA). Both programs are offered through a web based distance-learning model that allows students to live at home and carry on a full-time professional career while working toward their degrees. Our graduate programs emphasize professional development through applied skills while building a secure foundation of theory.

### M.B.A. Program

Green Mountain offers an accredited M.B.A. that emphasizes sustainable business practices. Students learn how to achieve their economic objectives while addressing the needs of employees, their community and other stakeholders. Our program reflects the growing trend among successful companies to focus on the triple bottom line, seeking competitive advantages through practices that are socially responsible and environmentally sound.

The normal time expected to complete your degree is two years, which includes two brief residencies which are strongly encouraged but not mandatory at our Poultney, Vermont campus.

Our program provides M.B.A. students with a solid foundation in the core areas of business administration, including finance, accounting, marketing, organizational leadership, business law, and ethics. But we go a step further, grounding this knowledge in the relationships that define the communities where we live and work.

As one of the nation's pioneer environmental liberal arts colleges, Green Mountain is especially well prepared to produce business leaders who are able to focus on success – without losing sight of the bigger picture.

## M.S. in Environmental Studies

As one of the nation's pioneer environmental liberal arts colleges, Green Mountain offers an excellent opportunity to pursue graduate studies at home. Our online program, accredited by the New England Association of Schools and Colleges, is ideal for working professionals, allowing you to earn your graduate degree while earning a full-time income. Its emphasis on practical application of knowledge will prepare you for professional work, whether you're just launching your career or looking for growth in an established position.

The normal time expected to complete your degree is two years, which includes two brief residencies which are strongly encouraged but not mandatory at our Poultney, Vermont campus.

Our master's program is distinctive in that you are asked to apply the skills and knowledge you are learning to issues in your local area. This enables you to go beyond conventional education and learn to identify and solve problems in your own community. This bioregional approach allows you to combine local or regional knowledge with theory and tools from the field of environmental studies.

Students in this program can expect to gain a solid foundation in environmental science, law, policy, and organizing principles. You will have ongoing interaction with the College's excellent faculty in disciplines as diverse as history, biology, business and economics, geology, communications, philosophy, law, education, English, and natural resource management.

# The Academic Program

## Master of Business Administration

**Program Director: Karen Fleming**

Assistant Professor of Business Management

The M.B.A. requires 37 hours of Green Mountain College graduate credits, 28 of which are drawn from a common core of courses. The remaining nine credits allow students to focus more specifically on one of two concentrations: General Business Administration and Non-profit Organization Management.

### **Program Goals:**

First, the core curriculum targets management-specific knowledge and skills areas:

- Ethical and legal responsibilities in organizations and society.
- Financial theories, analysis, reporting, and markets.
- Creation of value through the integrated production and distribution of goods, services, and information.
- Group and individual dynamics in organizations.
- Statistical data analysis and management science as they support decision-making processes throughout an organization.
- Information technologies as they influence the structure and processes of organizations and economies, and as they influence the roles and techniques of management.
- Domestic and global economic environments of organizations.

Second, in addition to a base of general knowledge and skills, the core targets specific integrative and interdisciplinary capacities:

- The capacity to understand the environmental and social context in which economic activity takes place.
- The capacity to lead in organizational situations.
- The capacity to apply knowledge in new and unfamiliar circumstances through a conceptual understanding of relevant disciplines.
- The capacity to adapt and innovate to solve problems, to cope with unforeseen events, and to manage in unpredictable environments.

**Admission to the M.B.A. program will be based upon a review of the following criteria:**

- Transcripts from each college or professional school previously attended, where applicable indicating degrees earned (a GPA of at least 3.0 is preferred) Bachelor's degree required.

- Letters of recommendation from three individuals who are not relatives and can provide a well-rounded perspective of candidate's background and character. Recommendations can be based on any combination of professional, academic and/or personal relationships; however, the recommendations should address student's capabilities for graduate education, leadership and management. Recommenders may email letter to [mba@greenmtn.edu](mailto:mba@greenmtn.edu) as a Word or PDF document but must also mail the original signed letters directly to GMC.
- A personal essay. The personal statement is an opportunity to describe to the Admissions Committee the following; (1) Why the student would like to pursue a GMC MBA; (2) How the advanced degree will fit into achieving the student's career goals; and (3) How will the student manage competing personal, professional, and academic priorities during their advanced course of study?
- GMAT or "Assessment of Quantitative Skills" essay. Ideally, applicants will submit the results of the Graduate Management Admissions Test (GMAT) taken within the last 5 years. Alternatively, applicants may submit a quantitative skills assessment, including (1) a list of college-level math, statistics, economics, finance, and accounting courses; (2) a listing of quantitative skills currently used in their work; and (3) a description of their experience with spreadsheet and/ or other math-related software.

**Note:** *The M.B.A. program features a rolling admissions policy. Those interested in enrolling can apply at any time during the year.*

*Materials may also be sent electronically to [mba@greenmtn.edu](mailto:mba@greenmtn.edu) . Please make sure the subject line of an electronic application specifies 'Application for MBA Admission'.*

A printable application for the MBA program is available at the following address:

[http://www.greenmtn.edu/graduate\\_studies/mba/pdfs/mba\\_application.pdf](http://www.greenmtn.edu/graduate_studies/mba/pdfs/mba_application.pdf)

An online application for the MBA program is available at the following address:

<http://campus.greenmtn.edu/masters/app>

**Application materials should be sent to the following address:**

Maia Hanron-Sanford, Assistant Director of Admissions  
 Graduate Studies Admissions  
 Green Mountain College  
 One Brennan Circle  
 Poultney, VT 05764

The graduate studies candidates will be notified upon completion of their application and the appropriate Admissions Committee will then review their application. If the committee requires additional information the candidate will be contacted with that request. Upon acceptance the candidate will be forwarded a link to the GMC Graduate Studies

Enrollment Handbook, which contains all the documents that are needed to enroll in the graduate program.

### Requirements for a MBA

#### MBA Core

BUS 5010	Communication Management	1
BUS 5020	Management: A Triple Bottom Line Perspective	3
BUS 5030	Management of People at Work	3
BUS 5040	Information Assets & Technology Management	3
BUS 5050	Marketing & Managing the Customer Relationship	3
BUS 5060	Statistics & Quantitative Methods for Management	3
BUS 5070	Stakeholder Economics & Corp Performance Mgt	3
BUS 5080	Accounting for Managers	3
BUS 5090	Ethical Issues & Legal Environment	3
BUS 5110	Financial Measures of Added Value	<u>3</u>

*Credits: 28*

*Choose one concentration:*

#### General Business Administration Concentration

This concentration prepares students for management of commercial enterprises, emphasizing sustainable business practices. Courses teach students to think critically about conflicts and trade-offs, and to use accountability for social and ecological outcomes as a source of competitive advantage. Courses in this concentration include:

BUS 6010	Leadership, Values, and Decision Making	3
BUS 6020	Competitive & Strategic Management	3
BUS 6090	Field Application Project I	<u>3</u>

*Credits: 9*

#### Nonprofit Organization Management Concentration

This concentration focuses on the business of nonprofit organizations. It is intended for individuals who seek to develop skills in best-practices management and leadership specific to nonprofit organizations, and who want to learn to apply specialized theories, models, and tools to concrete managerial problems in such organizations. Courses in this concentration include:

BUS 6110	Strategic Management of Nonprofit Organizations	3
BUS 6090	Field Application Project I	3

*Choose one of the following two courses:* 3

BUS 6120	Nonprofit Organization Financial Statements & Performance Evaluation	
BUS 6130	Marketing & Brand Management Strategy For Nonprofit Entities	

*Credits: 9*

Total credits for a Master of Business Administration:

37

## MBA Course Descriptions

### **Communication Management**

**BUS 5010**

This course provides new graduate students with an introduction to graduate-level communication strategies for academic success in a distance learning environment. In addition, this course examines issues and organizations that affect business and nonprofit organizations in the external environment of the organization. Topics include communication skills; academic rigor; scholarly practices; individual and group presentation techniques; graduate-level research tools; critical thinking strategies and skills; stress and time management; team work dynamics; an introduction to economics, regulatory, political, social and legal elements in the external environment.

*1 credit*

### **Management: A Triple-Bottom-Line Perspective**

**BUS 5020**

This course examines issues and functions that managers confront in day-to-day operations. In addition, this course introduces the principles and tools for managerial use in the development, implementation, and review of strategy for organizations. Topics include strategic planning principles and tools; strategic corporate social responsibility; industry analysis; competitive analysis; alternative and implementation strategies; and environmental sustainability and the interests of all the stakeholder groups as sources of competitive advantage. Prerequisite: BUS 5010 Communication Management.

*3 credits*

### **Management of People at Work**

**BUS 5030**

This course examines the human resources function in organizations. Topics include social stewardship perspectives; organizational behavior; optimizing individual performance; leadership and power; global human resources; and human capital development. Prerequisite: BUS 5010 Communication Management.

### **Information Assets & Technology Management**

**BUS 5040**

This course examines the management of a changing technology environment, including processes associated with the identification, acquisition, and implementation of new technology applications to sustain competitive advantage. Topics include knowledge management; stakeholder concerns; and the Internet. Prerequisite: BUS 5010 Communication Management.

*3 credits*

### **Marketing and Managing the Customer Relationship**

**BUS 5050**

This course examines marketing principles by which products and services are designed, priced, promoted, and distributed. Topics include forecasting demand; value proposition, new product management, brand management, price margin management; marketing mix across channels; behavioral marketing; customer relationship management; and strategic marketing planning. Prerequisite: BUS 5010 Communication Management.

3 credits

**Statistics & Quantitative Methods for Management**

**BUS 5060**

This course prepares the manager to use the principles of data analysis and their applications for management problems. Topics include business research, techniques of classification, summarization, and display of data; application of probability models for inference and decision making; and operations research. Prerequisite: BUS 5010 Communication Management.

3 credits

**Stakeholder Economics & Corporate Performance Management**

**BUS 5070**

This course examines principles and tools in economics for managers to use in making organizational decisions. The focus is on the application of economics in operating and planning problems using information generally available to the manager. Topics include pricing; market structures; expansions and recessions; monetary policy; and the new economy. New measures of value added that address sustainability and other stakeholder group impacts are examined. Prerequisite: BUS 5010 Communication Management.

3 credits

**Accounting for Managers**

**BUS 5080**

This course examines the principles of financial and managerial accounting for effective managerial decision-making and assessment of the financial strength of organizations. Discussions will include the essentials of cost accounting; minimizing the costs and risks posed by operations, developing effective operational planning and capital budgeting processes and managing more effectively a firm's investments. Prerequisite: BUS 5010 Communication Management; BUS 5060 Statistics & Quantitative Measures; and BUS 5070 Stakeholder Economics.

3 credits

**Ethical Issues & Legal Environment**

**BUS 5090**

This course examines how the legal environment shapes managerial decision-making and the ethical issues that emerge. Topics include the regulatory environment, contracts, business torts, partnership and corporations, anti-trust, environmental law, employment law, and ethical considerations in business from a stakeholder theory perspective. Prerequisite: BUS 5010 Communication Management.

3 credits

**Financial Measures of Value Added**

**BUS 5110**

This course examines the principles of finance and financial techniques for effective management decision-making in the organization. The focus is understanding, analyzing, and integrating financial information as an aid to making financial decisions. Topics include forecasting; cash and capital budgeting; working capital management; non-profit metrics, and risk management. Prerequisite: BUS 5080 Accounting for Managers.

3 credits

**Leadership, Values, and Decision Making**

**BUS 6010**

This course explores successful and controversial issues surrounding how and why senior leaders set and deploy organizational values, short and long-term directions, and performance expectations that create a balanced value and sustainability. The focus is on organizational learning; social and environmental stewardship leadership; and overall budgetary, financial, and market performance. Prerequisite: Completion of core course sequence.

*3 credits*

**Competitive and Strategic Management: A Stakeholder Approach** **BUS 6020**

This course examines the development of "stakeholder management" as it has come to be applied in strategic management. The course examines recent work on stakeholder theory and suggests how stakeholder management has affected the practice of management. Prerequisite: BUS 6010 Leadership, Values, and Decision Making.

*3 credits*

**Field Application Project I (nonprofit organizations)** **BUS 6090**

The field application project is a capstone course in which the graduate student evidences the ability to apply GMC MBA learning to an applied project that integrates finance, marketing and other functional disciplines to result in a strategy design and implementation plan that supports organizational effectiveness. The student will work with an instructor to achieve a project approval and completion plan. Prerequisite: Completion of first year courses.

*3 credits*

**Strategic Management of Nonprofit Organizations** **BUS 6110**

This course examines the unique concerns of nonprofit business management. Topics include the daily role of boards of directors; fund development and marketing; public and government relations; educational programs and certification; information services; and human resources management.

*3 credits*

**Nonprofit Organization Financial Statements & Performance Evaluation** **BUS 6120**

This course examines the fundamentals of financial management and performance evaluation for nonprofit organizations. Topics include nonprofit financial statements preparation and analysis; and performance evaluation by board, donors, funders and other stakeholders' perspectives.

*3 credits*

**Marketing and Brand Management Strategy for Nonprofit entities** **BUS 6130**

This course applies the marketing discipline to the nonprofit sector. Topics include brand management; alliances; marketing goals and planning; and tactical implementation.

*3 credits*

# Master of Science in Environmental Studies

## **Program Director: Jim Harding**

Associate Professor of Natural Resources Management

The environmental studies M.S. requires 39 hours of GMC graduate credits. Twenty-four of those credit hours represent a common core of courses that provides a background in the major fields associated with environmental studies.

Building on this core are two concentrations: Conservation Biology and Writing & Communications. In exceptional cases, students may also chart their own course through a self-designed concentration, arranged in close consultation with a faculty advisor.

## **Program Goals:**

To provide all of our graduate students with a solid foundation in environmental science, history, philosophy, law, policy, and organizing principles

- To encourage ecological citizenship by helping students develop the habit of applying theoretical knowledge to local issues.
- To integrate students into their local communities of environmental professionals by guiding them through service-based practica and original thesis research.
- To help create an intellectual atmosphere at Green Mountain College in which faculty and students—both graduates and undergraduates—are inspired by the examples of significant independent research and community involvement.

**Admission to the Master of Science program will be based upon a review of the following criteria:**

- All undergraduate and graduate level transcripts (a GPA of at least 3.0 is preferred) Bachelor's degree required.
- Current résumé
- Three letters of reference (at least one of which would preferably come from a former professor and another from a professional in the field of interest)  
Recommenders may email letter to [masters@greenmtn.edu](mailto:masters@greenmtn.edu) as a Word or PDF document but must also mail the original signed letters directly to GMC.
- A portfolio that demonstrates interest and experience in the proposed field of study

The portfolio must include a 500-word essay that identifies the applicant in the following ways: professional and/or academic interest in pursuing the degree; academic and experiential preparation; expectations of the program; and a sense of how this graduate program might be contextualized by the natural and social environments in which the student lives. Portfolios may include relevant research, artwork, writing samples, and any other material that might help the Admissions Committee determine the applicant's ability to meet with success in the proposed field of graduate study.

While GRE scores are welcome, they are optional. In addition, a minimum of two years of experience in the field of study is preferred, though not required.

Students interested in the Conservation Biology track are expected to have studied Biology, Ecology, Chemistry, and Statistics as undergraduates. If students have not previously taken courses in these subjects, in most cases they will be allowed to do so during their first year of study.

Students interested in Self Designed studies must submit a Self Designed Concentration proposal. An outline will be forwarded to each student requesting consideration for this study.

**Note:** *The Master of Science in Environmental Studies features a rolling admissions policy. Those interested in enrolling can apply at any time during the year.*

Materials may also be sent electronically to [masters@greenmtn.edu](mailto:masters@greenmtn.edu) . Please make sure the subject line of an electronic application specifies 'Application for MSES Admission'.

A printable application for the MSES program is available at the following address:

[http://www.greenmtn.edu/graduate\\_studies/ms\\_es/pdfs/mSES\\_application.pdf](http://www.greenmtn.edu/graduate_studies/ms_es/pdfs/mSES_application.pdf)

An online application for the MBA/MSES program is available at the following address:

<http://campus.greenmtn.edu/masters/app>

**Application materials should be sent to the following address:**

Maia Hanron-Sanford, Assistant Director of Admissions  
Graduate Studies Admissions  
Green Mountain College  
One Brennan Circle  
Poultney, VT 05764

The graduate studies candidates will be notified upon completion of their application and the appropriate Admissions Committee will then review their application. If the committee requires additional information the candidate will be contacted with that request. Upon acceptance the candidate will be forwarded a link to the GMC Graduate Studies Enrollment Handbook, which contains all the documents that are needed to enroll in the graduate program

**Requirements for a MS in Environmental Studies**

**MSES Core**

BIO 5010	Natural Systems Ecology	3
ENV 5011	Environmental Policy & Law	3
ENV 5015	Environmental History & Philosophy	3

ENV 5020	Environmental Leadership & Community Involvement	3
ENV 5040	Bioregional Theory and Practice	3
ENV 6010	Practicum	3
ENV 6020	Research Methods & Thesis Planning	3
ENV 6030	Thesis	<u>3</u>
		<i>Credits: 24</i>

### **Concentration**

Students will declare one of the following concentrations:

1. Conservation Biology
2. Writing & Communications
3. Self-Designed

*Credits: 15*

**Total credits for a Master of Science in Environmental Science: 39**

### **MSES Concentrations**

#### **1. Conservation Biology**

This track is designed to help students who anticipate working as professionals in most environmental fields, where knowledge of both science and policy are essential. In addition to the core credits required of all majors, students on the Conservation Biology track will take six credits of context courses and another nine credits of applied courses. These applied courses will be chosen in close consultation with the student's advisor, so as best to create a comprehensive program tracking the student's interests and career plans.

#### **Context Courses**

*Choose two courses:*

BIO 6040	Conservation Biology	3
BIO 6050	Conservation Genetics	3
BIO 6082	Biogeography	3
ENV 6050	Environmental Administrative Law	3

#### **Applied Courses**

*Choose three courses:*

The remaining nine credit hours are free electives. Students may choose to take additional context courses or other courses or independent studies.

#### **2. Writing & Communications**

This program is designed to help students who intend to work as professional communicators in the environmental field. In addition to the core credits required of all majors, students on the Writing & Communications track will take six credits of context courses and another nine credits of applied courses. These courses will be chosen in close

consultation with the student's advisor, so as best to create a comprehensive program tracking the student's interests and career plans.

### **Context Courses**

*Choose two courses:*

CMJ 6040	Environmental Communications	3
CMJ 6050	Professional Writing Advocacy	3
ENG 6040	Traditions of Natural History Writing	3
ENG 6070	Field Journaling	3

### **Applied Workshops**

*Choose three courses:*

The remaining nine credit hours are free electives. Students may choose to take additional context courses or other courses or independent studies.

### **3. Self-Designed**

This final track is intended to help students earn an MS in Environmental Studies by working with an advisor to craft a curriculum tailored to their own needs. In addition to the core credits required of all majors, students on the Self-Designed track will take an additional fifteen credits, striving for balance between essential contexts and local application. These courses will be chosen in close consultation with the student's advisor, so as best to create a comprehensive program tracking the student's interests and career plans.

## **MSES Course Descriptions**

### **Biology (BIO)**

#### **Natural Systems Ecology**

**BIO 5010**

This course provides a rigorous overview of six major organizing areas for study of ecology: physiological ecology, dynamics of energy and element cycles, population ecology, population interactions, community ecology, and evolutionary ecology—the latter especially as it relates to conservation issues. Each major section of the course begins with one or more case studies, then proceeds to the theoretical underpinnings that allow us to understand the ecological processes in question. Students will read a body of current literature and produce a significant paper centered on ecological issues of their bioregion. Prerequisite: BIO 2025 Ecology or the equivalent.

*3 credits*

#### **Conservation Biology**

**BIO 6040**

In this course students will study the history and application of conservation biology, a new field in the life sciences. Specific topics will include how has the field emerged and changed, the specific areas of study that made this field possible (biogeography, for example), historical and legal landmarks, current challenges, common lab and field techniques, design of study, and limitation of certain techniques. Students will read a significant body of current literature in the field and produce a paper that applies their knowledge of conservation biology to a problem in their local bioregion. Prerequisite: BIO 5010 Natural Systems Ecology.

*3 credits*

### **Conservation Genetics**

**BIO 6050**

Students in this course will explore the evolutionary genetics of natural populations (small and large) and study how genetic diversity is characterized, maintained, or—as is often the case—lost due to inbreeding depression and population fragmentation. The course will move from theory to practice to examine speciation, phylogenetic tree construction, management of wild and captive populations, and population viability analysis. Students will read a body of current literature in the field and produce a significant paper focused on conservation issues in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology and BIO 3019 Genetics, or the equivalent.

*3 credits*

### **Mammalogy**

**BIO 6070**

This course provides an opportunity for the advanced study of mammalian biology. Topics will include evolution, classification, reproduction, ecology, behavior, morphology, and aspects of physiology especially related to environmental adaptations including echolocation, hibernation, and adaptations to extreme environments of heat, cold, and salinity. Students will read a body of current literature in the field and produce a significant paper focused on issues pertaining to mammalian populations in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 1021 Biodiversity or BIO 1022 The Structure of Life, or the equivalent of one of these.

*3 credits*

### **Botany**

**BIO 6072**

Beginning with a review of the principles of plant systematics and taxonomy, this course will train students in the techniques of obtaining, analyzing, and interpreting species, population, and habitat data. Students will collect, preserve, and identify specimens of major plant groups (both native and invasive) found in the student's local ecosystem. Contemporary issues in plant genetics and biodiversity conservation will be reviewed in the context of bioregional and international habitat loss. Students will read a body of current literature in the field and produce a significant paper focused on plant communities in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology.

*3 credits*

### **Forest Ecology**

**BIO 6074**

This course explores the primary ways in which organisms interact with abiotic components of North America's various forest communities, from northern hardwood

forests to temperate rainforests. Of particular interest are the processes—both natural and anthropogenic—that determine how organisms are distributed throughout a forest community. By gathering data and applying generalized patterns in their local ecosystems, students will develop a hands-on knowledge of ecosystem processes that provides a fundamental context for understanding modern ecosystem management. Students will read a body of current literature in the field and produce a significant paper focused on issues pertaining to forests in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 1021 Biodiversity or BIO 1022 The Structure of Life, or the equivalent of one of these.

*3 credits*

### **Ichthyology**

**BIO 6076**

For students interested in aquatic systems, this course provides advanced study of fish biology and the management of recreational and commercial populations. Topics will include, evolution, taxonomy, reproductive biology, physiology, life history theory, population structure, and management. Students will read a body of current literature in the field and produce a significant paper focused on issues pertaining to fish populations in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 1021 Biodiversity or BIO 1022 The Structure of Life, or the equivalent of one of these.

*3 credits*

### **Ornithology**

**BIO 6078**

This course provides an opportunity for the advanced study of the biology of birds. Topics will include evolution, behavior, taxonomy, reproduction, migration, and physiology. Moreover, because bird populations commonly cross national borders, international policy that affects bird populations will also be examined. Students will read a body of current literature in the field and produce a significant paper focused on issues pertaining to bird populations in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 1021 Biodiversity or BIO 1022 The Structure of Life, or the equivalent of one of these.

*3 credits*

### **BIO 6080 Entomology**

**BIO 6080**

Insects are critically important to natural and artificial ecosystems (crop systems), both as predators and prey. This course provides for advanced study of this very large group of animals. Topics will include evolution, taxonomy, ecology, physiology, population dynamics (with an emphasis on effects of pesticide use), and the role of aquatic insects in monitoring stream water quality. Students will read a body of current literature in the field and produce a significant paper focused on issues pertaining to insect populations in their bioregion. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 1021 Biodiversity or BIO 1022 The Structure of Life, or the equivalent of one of these.

*3 credits*

### **Biogeography**

**BIO 6082**

This is an advanced course in the study of historic and current organism distributions. It treats both the patterns of these distributions and the possible causes suggested by these

patterns. Because causes of distribution range from geologic to evolutionary processes, the study of biogeography is necessarily very broad, therefore, this class examines questions of distribution in historic, evolutionary, ecological, and geological perspectives. The last segment of the course will be devoted to the role biogeography plays in conservation of species and systems. Students will research regional problems and bring their expertise to bear by proposing a potential solution. Prerequisite: BIO 5010 Natural Systems Ecology; BIO 3019 Genetics or the equivalent.

*3 credits*

## **Chemistry (CHE)**

### **Topics in Environmental Chemistry**

**CHE 6070**

This course examines the chemical basis, solutions, and repercussions of various contemporary environmental concerns. Using laboratory and field-sampling techniques, students will investigate pollution in air, water, soil, and vegetative and animal specimens, with particular emphasis on local impacts of industrial pollution, acid rain deposition, and background-level contamination. Using current research and relevant literature, students will use, as appropriate, investigative techniques including electrochemistry, spectroscopy, chromatography and titration. In addition to technique mastery and data analysis, students will learn chemical tracing techniques and systems.

Prerequisite: BIO 5010 Natural Systems Ecology; CHE 1021 General Chemistry I, CHE 1022 General Chemistry II and CHE 2021 Organic Chemistry I required; CHE 2022 Organic Chemistry II and CHE 3021 Green Chemistry highly recommended.

*3 credits*

## **Communications (CMJ)**

### **Environmental Communications**

**CMJ 6040**

Through readings and online discussion of communication theory, audience and rhetorical analysis, and persuasion in the mass media, students will identify mechanisms and professional practices required to communicate environmental and science policy issues. Case studies of key environmental issues in various bioregions and organizations will provide a sampling of communication models, including informational and public policy reports, objective and persuasive media reporting, and advocacy campaigns. Students will research and conduct an environmental communications campaign that incorporates public policy and planning processes, assessment of scientific data and claims, and audience analysis. This project will incorporate a pre-campaign analysis of audience and core concepts; the authoring of a coordinated body of messages, publications, and media; a timeline and budget; and an assessment process to evaluate the campaign's success.

Prerequisite: Proficiency in writing and analysis demonstrated by prior coursework or evaluation of writing sample.

*3 credits*

**Professional Writing and Advocacy****CMJ 6050**

This course will focus on writing, editing, and communication analysis for professional writers, with an emphasis on writing informational and persuasive text for public information and advocacy campaigns. Students will learn about analysis and practice of writing style and content, publishing standards, audience analysis, and integration of information design and persuasive theory. They will also conduct academic and institutional research and interviews as they gather the information and supporting evidence required to report, write, and edit documents for popular and technical audiences. Writing assignments will include text and scripts to be revised for and integrated into a variety of media and contexts, including environmental impact statements, public testimony, and media information releases. Prerequisite: CMJ 6040 Environmental Communications, or equivalent.

*3 credits***Grant Writing Workshop****CMJ 6070**

Students in this class will begin by researching private foundations, public grants, and other grant-making funding sources, and determining application opportunities and requirements. Students will then practice drafting proposals to a variety of grant-making institutions, with focus on statements of need, program descriptions, and budgets. Finally, students will focus on grant-related maintenance strategies, including tracking implementation guidelines and match requirements, drafting grant reports, and monitoring multi-year or multiple-partner projects. Prerequisite: CMJ 6040 Environmental Communications or equivalent.

*3 credits***Policy and Assessment Workshop****CMJ 6073**

Students in this class will focus on learning to read, analyze, and compose public policy documents, as well as on responding appropriately to those documents through a variety of forums. With specific emphasis on the legislative and administrative process, students will learn to identify both the appropriate method for influencing policy decisions and the vital time lines and pressure points needed to exact appropriate influence. Students will practice drafting legislation, comments to agency action, legal memos and analyses, public news release on important issues, and longer commentary designed to explain policy issues to the public. Prerequisite: ENV 5011 Environmental Policy and Law, CMJ 6040 Environmental Communications or ENV 6050 Environmental Administrative Law highly recommended.

*3 credits***Science Writing Workshop****CMJ 6075**

This course focuses on reporting and writing science articles for technical and general-interest publications. After study of general writing principles based on the work of such science writers as Rachel Carson, Loren Eiseley, Stephen Jay Gould, and Jared Diamond, students will identify a range of science articles in a specific field and summarize topic

selection, writing style, structure, and use of explanatory and inquiry techniques. Based on their own expertise and interest, students will select a specific topic or topics, arrange interviews with researchers and policy experts, and write a series of articles for a variety of audiences. Articles will integrate research abstracts, field reporting, interviewing, and analysis of science and technology in the context of social and natural systems.

Prerequisite: CMJ 6040 Environmental Communications or equivalent.

3 credits

### **Web Design Workshop**

**CMJ 6079**

The newest communication medium promises a convergence of media tools but a wide divergence of audience focus. This course addresses the challenge of focusing and authoring a targeted message to a dispersed and virtual audience by creating interactive messages, discourse communities, and graphic support for text-based messages. Students will work with a range of software tools and standards-based publishing techniques in the production of interactive web pages, with particular focus on evolving standards in streaming media, database-supported websites, and XML authoring. Students will integrate text, graphics, and dynamic media as they plan, prototype, publish, and manage a course website. Prerequisite: CMJ 6050 Professional Writing and Advocacy or equivalent.

3 credits

### **Documentary Media Workshop**

**CMJ 6081**

This course explores the documentary process, with a focus on narrative and persuasive methods for conveying the relationship between social and environmental issues. Course texts will include narrative nonfiction, the photo-essay, and documentary video to provide a historical context on the role of imagery in social-change movements and to serve as models for the production of documentary media projects. Students will identify a narrative conflict or focus located in a specific social and natural context, develop a project treatment or storyboard, and apply a variety of media, including digital photography and/or video, to author and publish a documentary project. Student projects and project reviews will demonstrate the ethical practices required of documentary journalists, the role of documentary media as an explanatory and analytic tool, and the relationship between documentation and persuasion. Prerequisite: CMJ 6040 Environmental Communications or equivalent.

3 credits

## **English (ENG)**

### **Traditions of Natural History Writing**

**ENG 6040**

From the *Systema Naturae* of Carl Linnaeus to the works of contemporary writers such as Barry Lopez, Annie Dillard, and Gary Paul Nabhan, this course will explore the many ways in which scientists and writers have represented, classified, and drawn insights from the nonhuman world. Supplemental readings in environmental history and philosophy will provide students with the context necessary to theorize how and why modes of literary naturalism changed when they did. While students will become familiar with Thomas Lyon's "Taxonomy of Nature Writing" and use its principles to analyze a broad selection of

texts, they will also learn to diagram the chains of narrative strategies and rhetorical approaches in classical and contemporary examples of natural history writing, leading toward the production of an article-length critical analysis. Prerequisite: Proficiency in writing and analysis demonstrated by prior coursework or evaluation of writing sample.

*3 credits*

### **Field Journaling**

**ENG 6070**

This course's emphasis on discovering, carefully observing, and accurately recording information in the field provides a natural foundation for further environmental writing workshops. Guided by naturalists such as Clare Walker Leslie, Ann Zwinger, and Frederick Franck, students not only will practice sustained field inquiry—with special emphasis on sketching as a technique of identification and classification—but they will also consider the epistemological implications of their habits of perception. Throughout the class, students will create thorough profiles of objects and organisms discovered in the field; coursework will culminate in a portfolio of these profiles, prefaced by a reflective essay exploring the challenges and insights encountered during the process of dedicated field investigation. Prerequisite: BIO 5010 Natural Systems Ecology or equivalent.

*3 credits*

### **Environmental Creative Nonfiction Workshop**

**ENG 6075**

At the heart of this workshop is the question of how to manufacture and sustain narrative momentum in a piece of nonfiction environmental prose. Students will select topics from their own bioregions for sustained investigation and reflection, then compare potential narrative frames for each topic. They will work through a sequence of drafts each week, experimenting with various points of view, opening gambits, plot structures, voices, and points of entry into the narrative. Online workshops will provide a setting for guided critiques and multiple revisions, culminating in a portfolio of twenty-five pages of polished work. As in all of our workshops, students will learn about the process of publishing their work, identifying possible homes for their essays and producing appropriate cover letters. Prerequisite: ENG 6040 Traditions of Natural History Writing or equivalent; ENG 6070 Field Journaling is highly recommended.

*3 credits*

### **Environmental Poetry Workshop**

**ENG 6080**

While the inspiration that leads to the production of poetry cannot be taught, the craft that makes such inspiration transferable can. Beginning with an introduction to the varieties of environmental poetry, students will analyze the interplay of sound, imagery, narrative, rhythm, and authorial presence in selected works from such contemporary poets as Gary Snyder, Pattianne Rogers, William Stafford, and Mary Oliver. As the students determine the possibilities enabled by different approaches, comparing their interpretations with ecocritical analyses from relevant journal articles, they will also record their own impressions of the world beyond their walls, producing a minimum of twenty pages that will then be critiqued in online workshop and revised accordingly. As in all of our workshops, students will learn about the process of publishing their work, identifying possible homes for their poems and producing appropriate cover letters. Prerequisite:

ENG 6040 Traditions of Natural History Writing or equivalent; ENG 6070 Field Journaling is highly recommended.

*3 credits*

### **Environmental Fiction Workshop**

**ENG 6085**

While setting is an important element of most fiction, clearly something more than an evocative landscape is implied by the phrase, “environmental fiction.” Students in this workshop will consider the possibilities while reading stories by such writers as Marilynne Robinson, Wendell Berry, Alice Walker, and T.C. Boyle, as well as the relevant ecocritical articles in professional journals. In addition, they will be plotting and drafting their own stories in an online workshop setting, experimenting with various combinations of structure and characterization, setting and narrative point of view. After exchanging guided critiques and revising accordingly, students will produce a portfolio of at least twenty-five pages of polished fiction by the end of the course. As in all of our workshops, students will learn about the process of publishing their work, identifying possible homes for their stories and producing appropriate cover letters. Prerequisite: ENG 6040 Traditions of Natural History Writing or equivalent; ENG 6070 Field Journaling is highly recommended.

*3 credits*

### **Natural History Writing Workshop**

**ENG 6090**

In this course students will learn how to convey information about local ecology in ways that are entertaining and accessible to an audience of interested laypeople. In a sense, then, this is a course in translation: the relevant geological and biological facts of a region must be extracted from professional journals and textbooks, stripped of jargon, and recast in fresh and lively prose. Students will find models in the work of authors such as John McPhee and Terry Tempest Williams on their way to producing an essay that has the primary purpose of educating an audience about some aspect of the local environment. Guided workshops will help students work through such typical problems as how to make geological time easily comprehensible and how to draw readers into fields of knowledge usually left to scientists. By the end of the course, students will produce a portfolio of at least twenty-five pages of polished natural history writing. As in all of our workshops, students will learn about the process of publishing their work, identifying possible homes for their essays and producing appropriate cover letters. Prerequisite: ENG 6040 Traditions of Natural History Writing; ENG 6070 Field Journaling is highly recommended.

*3 credits*

## **Environmental Studies (ENV)**

### **Environmental Law and Policy**

**ENV 5011**

This course is an introduction to the laws and policies pertaining to issues such as population, energy, pollution, land management, waste disposal, economic growth, and ecosystem management, as well as some of the theoretical underpinnings of how economic and ecological burdens and benefits are distributed within society. Students will consider historic and modern common-law mechanisms for managing land use, and modern

environmental statutes including federal land management regimes, consumer protection statutes, pollution prevention regimes, and the intersection of energy regulation and transportation law with environmental laws. Using the National Environmental Policy Act's Environmental Impact Statement process as an organizing principle, students will consider a variety of environmental issues, statutes, and case law concerning environmental regulation in the United States. Prerequisite: GOV 1013 American Government, HIS 1059, HIS 2016, HIS 3023 Modern American History, ENV 2011 Public Policy & the Environment, or equivalent coursework.

*3 credits*

### **Environmental History and Philosophy**

**ENV 5015**

This course provides a systematic historical and philosophical analysis of prevailing Western perspectives of the environment. Drawing on the work of historians such as Max Oelschlaeger, Carolyn Merchant, and Donald Worster, students will begin by exploring the Classical and Judeo-Christian roots of Western thought, after which they will consider how attitudes toward the nonhuman world have evolved since the collapse of the hierarchically structured Medieval world and in the wake of modern science. Students will trace current debates in environmental ethics and history through journals of record in these fields, honing their skills in research and argumentation before defending their own solutions to environmental problems in their local bioregions.

Prerequisite: PHI 3045 Environmental Philosophy or permission of the instructor.

*3 credits*

### **Environmental Leadership and Community Involvement**

**ENV 5020**

This course will examine theories of leadership, group and community dynamics, grassroots and community organizing, and methods of dispute resolution. Students will first examine historic social conflicts and the mechanisms that ultimately resolved those conflicts, with particular focus on the labor, consumer, and environmental movements, and international differences in the ways such movements played out in disparate political and social systems. Through extensive use of case studies and simulations, students will compare traditional methods of resolving disputes (from violence to litigation) to Alternative Dispute Resolution processes (negotiation, mediation, arbitration, etc.), and analyze decision-making by parties, judges, policy-makers, and neutral third-party decision makers. Prerequisite: ENV 2015 Environmental Advocacy, Public Policy and Corporate Responsibility, REC 1032 Leadership & Group Dynamics, or commensurate experience.

*3 credits*

### **Bioregional Theory and Practice**

**ENV 5040**

The central goal of this course is to provide students with the experience and direction necessary to understand the multidimensional complexity of their home bioregions in a comprehensive fashion. This will require that each student research the natural and cultural histories of her local ecosystem, compiling a thorough annotated bibliography of resources that provide an enhanced understanding of the region's geology, botany, and wildlife biology, as well as human population dynamics, cultural practices, and

environmental impacts. As a part of this project, students will identify contemporary environmental issues and professional resources in the local bioregion.

*3 credits*

**Regional Analysis of Global Environmental Issues**

**ENV 5070**

This course will provide an overview of the science behind several major global environmental issues within the context of the physical environment of Earth, and link these issues to local and regional manifestations. Topics of interest may include global climate change, resource extraction, water & air quality, urbanization, geohazards, and pollution; however, the topic selection will be student driven. The main goal of the course is for students to engage in rigorous analyses of regional data that can be compared with global trends and analyses. Students will obtain primary data & peer-reviewed journal articles, research and analyze global case studies and trends, develop their own regional case studies, and participate in peer-review discussion of regional examples.

*3 credits*

**Practicum**

**ENV 6010**

The practicum is an applied experience in which the student is expected to integrate herself into a community of professionals in her local bioregion. The student will construct a working and learning environment in which knowledge and skills gained from graduate courses (and personal experiences) are brought to bear on a significant issue or set of issues, within the context of the student's Environmental Studies concentration. Final products of the practicum will vary, depending upon track and goals as stated by the student in the practicum proposal. Prerequisite: Completion of core and context courses; approval of practicum proposal by graduate committee prior to enrollment.

*3 credits*

**Research Methods and Thesis Design**

**ENV 6020**

Prior to beginning the thesis, each student will work with an advisor to identify thesis possibilities and design an original project that addresses a significant environmental issue from the perspective of the student's area of concentration. Students concentrating on Conservation Biology will learn to apply the scientific method to environmental problems by drafting a thesis prospective that contains a problem statement and the appropriate research design and proposed methods. Students concentrating on Writing and Communications will research and evaluate existing publications relevant to their chosen topics, while exploring publishing opportunities and making the case for how their proposed thesis will contribute to the literature.

*3 credits*

**Thesis**

**ENV 6030**

Each student will complete a significant, original scholarly or creative work in her area of concentration. (Specific requirements for each thesis will be negotiated in meetings with the student's thesis committee.) After approval of prospectus by the thesis committee, the student enrolls in ENV 6030 and independently produces an original thesis that applies what the student has learned to her local ecosystem. Ideally, in addition to contributing to the body of work already available in relevant areas of knowledge, the thesis will also

contribute to the student's career goals. Prerequisite: ENV 6020 Thesis Design and Preparation. 3 credits

### **Risk Assessment**

**ENV 6040**

This course will examine the process of risk assessment as it is employed by the Environmental Protection Agency and other federal agencies in assessing risks associated with carcinogens, toxic chemicals, and land management practices. Students will dissect risk assessment procedures and learn to evaluate and critique scientific information. In addition to reviewing the scientific method and technical risk assessment procedures, students will review administrative and legal cases concerning risk assessment, and begin to address risk management decision-making in the political and social sphere. Prerequisite: ENV 5011 Environmental Policy and Law, BIO 1021 Biodiversity, BIO 1022 The Structure of Life, CHE 1021 General Chemistry I, CHE 1022 General Chemistry II, GLG 1011 Introduction to Geology, GLG 2031 Soils or GLG 2041 Geomorphology, or equivalent. MAT 1015 Introduction to Statistics highly recommended.

3 credits

### **Environmental Administrative Law**

**ENV 6050**

This class examines how administrative agencies at the federal and state levels make environmental policy decisions, and how other agencies, corporations, nonprofits, and private individuals can influence those decisions. The class analyzes the administrative process, rule-making and adjudicative procedures, official notice-and-comment standards, and judicial review of agency decisions. Students will also study how legislative directives are translated into regulations, and the limitations on agency action. Prerequisite: ENV 5011 Environmental Law and Policy.

3 credits

### **Public Resource Management**

**ENV 6070**

Students in this course will focus on the management of federal lands throughout the United States, and the method by which different agencies manage this land. Students will review public policy and current management regimes for forests, grasslands, mineral and coastal resources with primary focus on the lands administered by the United States Forest Service and agencies within the Department of Interior. The course will review multiple management options for these areas, including resource-extraction, recreation, wildlife management and wilderness management regimes, and consider the statutes that control—and sometimes conflict with—such management strategies.

Prerequisite: ENV 5011 Environmental Policy and Law; ENV 6050 Environmental Administrative Law is highly recommended.

3 credits

### **Wildlife Law**

**ENV 6073**

This course will review the major statutes and agencies that control and manage wildlife at the state, national, and international levels. With particular emphasis on the intersection of multiple management agencies and statutory responsibilities, students will consider the network of competing protections and jurisdictions that impact wildlife management in

the United States. The class will also consider larger biodiversity protection regimes that sometimes conflict with traditional wildlife management. Specific emphasis will be placed on research requirements around wildlife, including collection permits, endangered species and invasive transportation regulations, and international treaties concerning the ban or control of transportation of artifacts and samples.

Prerequisite: ENV 5011 Environmental Policy and Law; BIO 6070 Mammalogy or BIO 6078 Ornithology is highly recommended.

*3 credits*

### **Watershed Management and Protection**

**ENV 6075**

This course considers the way watersheds and watershed boundaries are used for ecological, land use, and social planning units throughout Vermont and the United States. By focusing on an ecosystem approach to resource planning, contemporary watershed management strategies contrast with previous efforts to address individual pollution and land-use issues through more fragmented approaches. Using watershed planning in Vermont as a case study, students review water allocation issues, pollution problems, wetlands and estuarine conservation, and endangered species protection through the laws governing watershed planning, as well as the tools necessary to plan and implement watershed management strategies. Students will leave the class with a functional knowledge of American water law, an understanding of watershed and basin assessment and planning processes, and a variety of strategies to address typical impairments.

Prerequisite: ENV 5011 Environmental Policy and Law; ENV 6040 Risk Assessment, ENV 6050 Environmental Administrative Law, CMJ 6073 Policy Assessment Workshop, and CHE 6070 Topics in Environmental Chemistry are highly recommended.

*3 credits*

### **Land Use Planning and Management**

**ENV 6077**

This course reviews traditional legal controls over land in the United States, including zoning ordinances and subdivision regulations at the local level, and state-wide planning initiatives found in states such as Vermont and Oregon. Students will consider those land-use laws and societal factors that contribute to blighted inner cities and suburban sprawl, and consider modern planning techniques including urban growth boundaries, transferable development rights, and specific strategies like traffic-calming techniques and urban redevelopment zones. Prerequisite: ENV 5011 Environmental Policy and Law; ENV 6040 Risk Assessment, ENV 6050 Environmental Administrative Law, and/or CMJ 6073 Policy Assessment Workshop are highly recommended.

*3 credits*

## **Academic Resources**

From the moment students enroll at Green Mountain College a rich and vigorous array of academic support services are available to enhance the learning experience.

### **Griswold Library**

The heart of the academic community is Griswold Library. Renovated in 1999, the library offers a variety of services to students, faculty, staff and community members.

The library actively collects both print and non-print materials. In addition to books, print periodicals, indices, videos, DVDs and micro-reproductions, the library provides access to a vast and ever-growing array of on-line research services such as electronic journals, books, newspapers, legal documents and research documents. Special collections include the Welsh Collection, Vermontiana and the college's archives. The college's participation in interlibrary loan programs assures that all students and faculty have access to the collections of libraries from around New England and the world.

Students in our distance learning graduate program will have access not only to some of the finest environmental studies and sustainable business faculty in the country, but also to GMC's Griswold Library, whose resources include more than 24,000 on-line book titles, robust electronic research tools including Lexis-Nexis Academic Universe, JSTOR, Proquest Research Library, and Oxford Reference Online Premium, more than 1,000 current and back-filed periodicals, Interlibrary Loan services, and the 72,000-volume main collection (available to distance learners). Reference and research assistance from professional library staff is also available.

### **Computer Facilities and Information Technology**

Every Green Mountain College graduate student is provided with an e-mail account, Internet access, and access to the campus network. All students are networked through the campus servers, providing 24-hour access to the on-line research services to which the library subscribes.

## **Academic Policies**

### **Graduation Requirements**

To qualify for a degree, a student shall meet the following conditions:

1. The student must be enrolled in a specific program of study and be committed to such a program on the last day of drop/add in the final semester of study during which the degree will be awarded.
2. To receive a degree, students must declare their candidacy no later than the first day of their last term.
3. Only bona fide candidates, as certified by the Registrar prior to graduation, may receive degrees at commencement exercises. Students who complete their degree requirements in the summer or after the fall semester will qualify for degrees at the next scheduled commencement.
4. The student must register for courses that satisfy the degree requirements as printed in the graduate catalog. The College will honor the commitments made in the Catalog issue of the year a student is first matriculated. If a student's matriculation is interrupted voluntarily or involuntarily, the student is required to meet the requirements of the Catalog current at the time of readmission.
5. The student must earn a minimum of 37 semester hours of credit.

6. The student must successfully complete all general requirements in an approved program of study.
7. The student must achieve a minimum cumulative grade point average of 2.00.
8. The student must fulfill all financial obligations due to the College, including the graduation fee.

*\*Students may petition the Dean of Faculty for permission to participate in commencement only if they meet the following conditions:*

- a. *The student is registered for all their remaining credits at GMC in the summer immediately following commencement.*
- b. *The student has a maximum of 3 credits remaining to finish their degree requirements.*
- c. *The student has a minimum cumulative GPA of 2.0.*
- d. *The student's financial obligations to the College have been met.*

## **Enrollment Status**

### **Full-Time Matriculant**

Defined as being enrolled in a course and seeking a degree.

### **Non-Matriculant**

Applications are accepted for admission on a non-matriculated basis. Non-matriculated students must provide an official transcript indicating a bachelor's degree completion and a non-matriculate student application.

Non-matriculated graduate students may register on a course by courses basis as long as space allows. Their ability to enroll in classes depends on whether there is space available in the program. Non-matriculated admission does not guarantee admission into the graduate program as a matriculated student. To become a matriculated student they have to fulfill the application requirements for new matriculated students.

Credits earned during non-matriculated participation can be used toward their master's degree if they wish to become a matriculated student.

Non-matriculated students are not eligible for institutional aid or federal financial aid and payment must be received at the time of registration.

Students may register for courses up until one week prior to the start of the course. If a student fails to register by the deadline, they may contact the Registrar's Office to register late. Students will have until the third day of the course to register late. A \$25.00 late fee will be assessed for all late registrations.

### **Grading System**

Credits are granted in semester hours. Grades of Pass (P) or Withdrawal (W) carry no negative quality point conditions, and such credits attempted are not used in calculating

averages. A grade of Pass (P) indicates a grade of C- or better. A grade of No Pass (NP) indicates that the student has not passed the course, but is not used in calculating averages.

Grade	Quality Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
D+	1.3
D	1.0
D-	0.7
F	0.0

### **W (Withdrawal)**

Recorded on the permanent record to indicate that the student withdrew from the course. This designation has no impact on the student's grade point average.

The last day to Withdraw from a course.

Students will have until the last day of week 4 to withdraw from a course. After this day, the student will receive whatever grade they have earned in the course.

### **I (Incomplete Work)**

Given only at the end of the term. The following are appropriate reasons for giving an

1. The student is ill and this can be satisfactorily documented.
2. There is a death or illness in the student's family and this can be satisfactorily documented.
3. The student had to participate in an internship and was unable to complete some course work.
4. Extenuating circumstances.

The steps below will be adhered to when granting an incomplete:

A student may request an incomplete within three business days subsequent to the last day of class. Any appropriate documentation must be supplied within five business days of the request.

Using the appropriate incomplete form, an instructor will contract with the student for a deadline to clear an incomplete which must be completed within 3 weeks of the last day of the course.

If a faculty member becomes ill, dies, or leaves the institution, then any final decision about grades will be determined by the program director..

The Academic Standards Committee may consider a student's appeal and recommend steps for resolution when a dispute arises in the process of granting an incomplete under the categories listed above

When incompletes are completed, the action appropriate for the student's standing becomes effective as soon as possible: Academic Honors, Warning, Probation, etc.

### **R (Repeated Course)**

Used on semester grade reports and permanent records to indicate that a course has been repeated. Students wishing/needing to repeat a course may do so only under the following conditions:

1. A student may repeat (at Green Mountain College) any course failed at Green Mountain College provided the course is offered during the student's tenure/
2. A student may repeat (at Green Mountain College) any course passed at Green Mountain College one time only.
3. All grades a student receives at Green Mountain College will appear on the permanent record.
4. In computing the cumulative grade point average, the best grade received at Green Mountain College will be used.
5. If a course is repeated after receipt of a passing grade, no gain in total credit will occur.
6. Upon proper approval of the Registrar in advance, a student may repeat at another accredited college/university a course failed at Green Mountain College. If the student receives a grade of C- or better, the student may transfer in the credit to satisfy program/credit requirements.
7. If a student chooses to repeat a course and withdraws from the course during the published drop period a grade of W will be entered on the student's permanent record.

### **Grade Point Averages**

Grade point averages are computed by multiplying the number of credits attempted in each course by the number of quality points awarded for the letter grade. Total quality points are then divided by the total number of credits attempted minus those designated as Pass/Transfer.

### **Grades**

Grades are officially recorded at the end of each course. Students will have access to their unofficial transcripts online through the College's ExWeb. A final grade may not be changed by reexamination or additional work.

### **Attendance**

In order to be in attendance during an online week, students must post at least one message on two separate days during the online week. If students miss one week or more, they may be automatically withdrawn and will not be eligible to receive credit or earn a letter grade. Please note that the attendance requirement is different from the participation requirement.

## **Participation**

Participation is very important in online courses. Participation consists of messages that students post above and beyond graded assignments. This generally means the messages that students send as replies to messages from classmates and the instructor.

Participation will be counted only in the main discussion list. Messages posted in the drop-box, Chat Room, or in Learning Team newsgroups will not count towards class participation scores. Please note that both quantity and quality are important considerations when it comes to participation. A message that says simply, "I agree," for example, would not constitute participation since it does not add anything of substance to the discussion.

## **Withdrawal and Leave of Absence**

Students wishing to take a leave of absence or choosing to withdraw from Green Mountain College should initiate the process with the Office of Graduate Studies. The process includes an exit interview with the appropriate Program Director or his/her designee and the completion of paperwork that assists the student in taking care of all campus business prior to leaving. All paperwork must be returned to the Office of Graduate Studies. The official date of leave or withdrawal will be set as the last known academic activity date (i.e. class attendance).

If a student leaves the College without initiating the withdrawal process, the College is entitled to determine the official date of withdrawal. It is the student's responsibility to take care of all business and College-related matters prior to leaving Green Mountain College.

A student may request to take a Leave of Absence from their program by following the same procedure outlined above. Leaves will only be granted for medical reasons or other extenuating circumstances to those students in good academic and financial standing with the college.

## **Administrative Withdrawals**

Student postings are required on a minimum of two days per week. When no participation occurs, an automatic warning will be emailed to the student on day 6. On day 1 of the following week, the student will automatically be emailed that he or she has missed one week, and that if another week is missed, the student will be withdrawn. Faculty approval is required to finalize the withdrawal.

## **Academic Standing**

Students must maintain a 2.0 cumulative GPA to be considered in good standing. If the cumulative GPA falls below 2.0, the student will be placed on academic probation with the possibility of dismissal. Students dismissed for academic cause may apply to the Office of Graduate Admission for readmission. Readmitted students will return to the College on

academic probation and may be expected to meet requirements of the Catalog current at the time of readmission.

### **Readmission**

Green Mountain College will not automatically readmit a student who has withdrawn from the College or whose LOA has lapsed. Students who desire to reenter Green Mountain College following a withdrawal must initiate a process for reentry into the College by completing the Application for Readmission form and submitting it to the Office of Graduate Admission. The appropriate Program Director will consider the student's reentry on an individualized basis.

### **Credits From Other Institutions**

#### **Transfer Students**

A student who has attended another accredited institution prior to entering Green Mountain College must provide official transcripts to the Graduate Studies Admissions office for evaluation. Credits for acceptable course work must carry a grade of C- or better for the student who has a cumulative transfer GPA of 2.00 or higher. For those students whose cumulative GPA is less than a 2.00, all acceptable course work must carry a grade of C or better. Quality points are not transferable. A maximum of 7 credits may be transferred into the MBA program. A maximum of 9 credits may be transferred into the MSES program.

#### **Transfer Credit After Matriculation**

A student who elects to attend a session at another accredited institution with the object of clearing credit deficiencies from the record or for the purpose of accelerating an educational program must confer with the Registrar prior to session enrollment. If a student fails to seek such approval, the credits earned elsewhere may not be applied to a degree program at Green Mountain College. Credits for acceptable course work must carry a grade of C- or better and appear on an official transcript. Quality points are not transferable. The College may limit the number of credits a matriculated student may transfer from another institution.

#### **Transfer Credit After the Normal Period of Enrollment**

If a student should fail to qualify for a degree after the normal period of enrollment, the Academic Standards Committee may be petitioned to accept both credits and quality points from an accredited institution to meet degree requirements. This arrangement must be negotiated at least 12 weeks prior to the next commencement date.

### **Registration Procedures**

Once a student has submitted all necessary documents to the Graduate Studies Admissions office and placed their deposit, they will be automatically registered for their first course. For subsequent course registrations, the Registrar's Office will notify students through email with instructions on where to find the necessary website. Students will be able to register online with a username and password that is provided by the Registrar's Office.

After the student has registered online, they will be able to review their registration history online.

Students must register for all classes through the College's Web Registration Module. Students may register for courses up until one week prior to the start of the course. If a student fails to register by the deadline, they may contact the Registrar's Office until the third day of class to register late. A \$25.00 late registration fee will accompany all late registrations. (See **Other Fees and Charges**)

### **Academic Integrity**

Green Mountain College expects all members of its community to conduct themselves with honor and integrity. All members of the community are encouraged to assist the College by reporting suspected violations of academic integrity to appropriate administrators, faculty, or staff. Behavior that is detrimental to the College's role as an educational institution is not acceptable and requires attention by all citizens of its community. To minimize academic dishonesty, both students and instructors should take all necessary measures to prevent its occurrence.

Students have an obligation to themselves and to their fellow students to uphold the integrity of their institution and of higher learning itself by:

1. Refusing to participate, either directly or indirectly, in acts of dishonesty, and
2. Discouraging such acts by others. One who collaborates with another in an act of dishonesty shares the guilt of the offense.

The Faculty has a responsibility to assist in protecting the integrity of the degrees, which the College grants by:

1. Informing students of the cheating/plagiarism policy and of any specific interpretation of that policy particular to a given course, and
2. Making every effort to ensure that work submitted by students honestly represents their own efforts.

Cheating, in all of its manifestations, is a dishonest activity and contrary to the basic goals of learning. Students must be fully aware of what constitutes academic dishonesty; claims of ignorance, of unintentional error, or of academic or personal pressures cannot be used to justify or rationalize dishonest acts.

### **Sanctions**

Each instructor has the authority and responsibility of determining the assessment of penalties for academic dishonesty within the context of their course. If a breach of conduct is particularly serious it may warrant action beyond the context of the course in which case an instructor may refer the case to the Dean of Faculty.

The following is a list of the types of behaviors that are defined as examples of academic dishonesty and are therefore unacceptable. Attempts to commit such acts also fall under the term academic dishonesty and are also subject to penalty.

**The following acts constitute prohibited conduct:**

**Plagiarism**

Presenting as one's own work the work of another person (e.g., the words, ideas, information, data, evidence, organizing principles or style of presentation of someone else). Plagiarism includes paraphrasing or summarizing without acknowledgement, submission of another's work as one's own, the purchase of prepared research or completed papers or projects, and the unacknowledged use of research sources gathered by someone else. Failure to indicate accurately the extent and precise nature of one's reliance on other sources is also a form of plagiarism. The student is responsible for understanding the consequences for violating College regulations.

Examples of plagiarism include: failure to acknowledge the source(s) of even a few phrases, sentences or paragraphs; failure to acknowledge the source(s) (quoted, paraphrased or summarized) of major sections of passages in the paper or project; failure to acknowledge the source(s) of a major idea or the source(s) for an ordering principle central to the paper's or project's structure. In the preparation of research papers, reports, essays, compositions and speeches, students will generally utilize information gained from others. It is absolutely necessary to acknowledge these resources.

**Cheating on examinations**

Giving or receiving unauthorized help before, during, or after an examination. Examples of unauthorized help include collaboration of any sort during an examination (unless specifically approved by the instructor); collaboration before an examination (when such collaboration is specifically forbidden by the instructor); the use of notes, books, or other aids during an examination (unless permitted by the instructor); arranging for another person to take an examination in one's place; looking upon someone else's examination during the examination period; intentionally allowing another student to look upon one's exam; the unauthorized discussing of test items during the examination period; and the passing of any examination information to students who have not yet taken the examination.

**Multiple Submission**

Submitting substantial portions of the same work for credit more than once, without prior explicit consent of the instructor(s) to whom the material is being (or has in the past been)

**Forgery**

Imitating another person's signature on academic or other official documents (e.g., the signing of an adviser's name to a registration form). Misrepresenting or fabricating information in an academic exercise or assignment (e.g., the false or misleading citation of courses, the falsification of experimental or computer data, etc.).

**Sabotage**

Destroying, damaging, or stealing another's work or working materials (including lab experiments, computer programs, term papers, or projects).

**Unauthorized Collaboration**

Collaborating on projects, papers, or other academic exercise if regarded as inappropriate by the instructor(s). Although the usual faculty assumption is that work submitted for credit is entirely one's own, standards on appropriate collaboration vary widely among individual faculty and different disciplines. Students who want to confer or collaborate with one another on work receiving academic credit should make certain of the instructor's expectations and standards.

**Bribery**

Offering or giving any article of value or service to an instructor or College staff member in an attempt to receive a grade or other benefits not legitimately earned or not available to other students in the class.

**Theft, Damage or Misuse of Library or Computer Resources**

Removing uncharged library materials from the library, defacing or damaging materials, intentionally displacing or hoarding materials within the library for one's unauthorized private use, or other abuse of reserve-book privileges; using the College or another person's computer accounts, codes, passwords, or facilities without authorization; damaging computer equipment; or interfering with the College's computer operating system.

**Confidentiality of Records**

The following Green Mountain College policy in regard to student records is established in conjunction with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment).

**I. Records of an Academic Nature**

A file folder for each current student is maintained in the Registrar's Office. This record consists of the student's application for admission, secondary school transcripts; transcripts of coursework transferred from other colleges, and standardized test scores. In addition, current information such as grades, academic status, attendance, and Green Mountain College courses are included in the record. These file folders are retained for a period of approximately 10 years after the last date of attendance.

Members of the faculty and administrative officers have access to the above records as needed for the purpose of evaluation of student achievement and determining special needs of individual students for educational counseling.

**II. Placement Records**

The Career Counseling Office also maintains a file on each student who officially registers for the placement service. The file contains the registration form completed by the student,

a completed copy of the student's resume, and references provided by persons at the request of the student. The Dean of the Faculty has access to the above records for the purpose of evaluation of student achievement as well as for determining special needs of individual students is required for educational staff.

### **III. Access Rights to Other than Students, Faculty, & Administrative Staff**

A. Authorized Federal officers auditing federally supported education programs and state officials to whom information from student records is required by statute to be disclosed.

B. College officers processing a student's financial aid application

C. Official accrediting organizations financial records of parents.

D. Confidential material of record before January 1, 1975, if such material is not used for purposes other than for which it was specifically intended.

### **VI. Students Right to Waiver of Access**

The student may waive his/her right of access to confidential academic statements (i.e., recommendations) by signing the appropriate waiver form. The waiver shall be valid only if:

A. Upon the student request, the names of all persons making confidential recommendations must be provided.

B. Such recommendations or statements are used only for the purpose for which they were specifically intended. The College may not demand such a waiver as a condition of admission, award of financial aid, or the receipt of any other services and/or benefits.

### **VII. Challenges to the Content of Educational Records**

A hearing may be requested by students to challenge the content of educational records, in order to ensure that the records are not inaccurate, misleading, or otherwise in violation of the privacy or other rights of students, and to provide an opportunity for the correction or deletion of any such inaccurate or misleading or otherwise inappropriate data contained therein and to insert in such records a written explanation of the student in regard to the content of such records. Such hearings would be conducted by the Provost on the content of educational records and by the Dean of Student Life on placement records.

### **VIII. Directory Information**

A. Information including student's name, address, telephone number, date and place of birth, major field(s) of study, participation in officially recognized activities and sports, weight and height of athletic team members, dates of attendance, degrees and awards received, most recent educational institution attended, and other similar information is classified as directory information at Green Mountain College and may be released to the public for specific purposes at the discretion of the College.

B. To prevent disclosure of any or all categories of directory information, the student must submit in writing a Request to Prevent Disclosure of Directory Information. A new form for nondisclosure must be completed for each academic year.

*NOTE: The above guidelines are related to the Family Educational Rights and Privacy Act of 1974. The complete document is available for use by all at the Griswold Library.*

### **Transcripts**

Two transcripts will be issued free of charge and upon request to matriculated students. Additional transcripts are \$5.00 each. Requests for such transcripts must be made in writing to the Registrar and be signed by the student. Verbal requests cannot be accepted. No transcripts will be issued if the student has any outstanding financial obligations to the College.

### **Nondiscrimination Policy**

Green Mountain College does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, age, disability, or veteran's status in its recruitment, admissions, or employment activities.

### **Campus Computing Policy and Code of Ethics**

Every user of Green Mountain College's computing facilities has the fundamental right to network privacy. Each user of the campus network is accorded the privilege of a fair share of computing resources, including a personal network folder, a GMC email account, and a reasonable portion of shared Internet bandwidth. Use of computing resources is a privilege, not a right, and is granted with restrictions and responsibilities for their use. Misuse of College computer resources and violations of this Computing Code will result in revocation of this privilege. Each user code and associated password belongs to an individual. All use must be in accordance with the policies set forth in this document, and more explicitly with the policies found on the Information Technology website: <http://campus.greenmtn.edu/it/>. Network logon and password information is confidential and is never to be shared. Electronically stored files are presumed to be private and confidential unless the owner has explicitly made them available to the public. Use of the network or electronic mail facilities for transmitting anonymous, rude, abusive, harassing, or malicious messages is unethical and will result in suspension of network access.

While GMC's computing systems and network are vigorous and safe, they are not invulnerable to deliberate abuse. Knowledge of a special password or any weaknesses in the established security systems must not be used to deliberately degrade or impair GMC's computing systems, its network, its personal computers, nor deprive other users of any GMC computing resources.

When necessary for the maintenance of a system or network, GMC Computer personnel may restrict availability of shared resources. It may also be necessary to enter a user's .les to investigate and correct reported problems. Use of resources associated with College

computer accounts for direct financial gain, for instance selling or commercial consulting, is unethical and not permitted.

Additional information about IT Services is available on this College web site:  
<http://campus.greenmtn.edu/it/>.

## **Financial Information**

Contact: Business Office

MBA Tuition - \$23,125 based on 37 credits at \$625 per credit

MSES Tuition- \$21,450 based on 39 credits at \$550 per credit

## **Billing Schedule and Payment of Charges**

The Business Office services all student financial accounts with the College. The primary functions of the Business Office include student billing and collection, student refunds, payment options and student account management. In addition, they provide assistance to students in resolving questions about and difficulties with their billing.

Once a student is registered into a course the Business Office is notified and provides the student with a Graduate Program Invoice.

Students will receive their tuition bill from the Business Office either electronically or by mail.

**ALL** student accounts and financial aid issues **MUST** be resolved prior to the first day of class. If these issues are not resolved, online students will not be given full access to the online course. If a student has not cleared their financial obligations by the third day of class, all access to the course will be terminated.

## **Payment Options**

- Credit Cards – The College accepts VISA, MasterCard and Discover.
- Payment can be made by cash or check.
- Accounts may be settled with financial aid funds.

## **Refund Policy**

Students will be reimbursed for any class they drop prior to the first day of class. There will be no reimbursement for a class after the first day.

## **Lock-in rates & expirations of Lock-in rates for tuition**

Tuition rates will be locked in at the tuition rate that was in effect at the time that the graduate student was admitted into the program until the student completes the graduate program or unless the student skips more than three consecutive courses within their

program. If the student misses three courses and decides to return to the program, the tuition rate that they will be charged will be the current per credit rate.

### **Other Fees and Charges**

An application fee of \$30.00 must accompany paper applications. Electronic applications are free.

A late registration fee of \$25.00 will be assessed for any registration that occurs less than one week prior to the start of the course up until three days after the start of the course. Late registration fees must be paid electronically at the time of registration.

### **Refund Policy**

The following refund schedule reflects the requirement that the College commit its financial resources to its faculty and services for the entire year.

### **Students Refund Policy for Recipients of Federal Financial Aid**

Students receiving federal financial aid will receive a refund based on the current policy specified by Title IV regulations. When students use financial aid to pay for tuition and fees, any refundable amount is returned to the appropriate Title IV program (i.e., Pell Grant, Federal Supplemental Educational Opportunity Grant, and PLUS and Stafford loans). The full amount of a student's refund will be used to restore funds to the Title IV federal account from which aid was received, regardless of any unpaid balance that may still be owed to the College. Students considering withdrawing from the College during a semester are encouraged to contact the Financial Aid Office.

Students seeking Financial Aid must complete a FAFSA. All requested documentation should be returned to the Financial Aid Office before the start date in order to ensure that the student's financial situation is in order and he or she can be granted full online access. If the student fails to turn in the requested documentation, it may cause a reduction in previously awarded financial aid.

Students must register to be eligible to receive institutional financial aid. To remain eligible for awarded financial aid for subsequent years, students must maintain satisfactory academic progress and/or the required 2.0 minimum GPA.

### **Federal Financial Aid Guidelines – Graduate Program**

All students applying for federal financial aid must be matriculated. A matriculated student is defined as being enrolled in a credited course.. If a student enrolls in a course and then withdraws from the course, withdrawal calculations are done and a percentage of the disbursed financial aid must be returned and any incurred costs are the sole responsibility of the student to pay based on federal guidelines.

No refunds for tuition, are given for administrative withdrawals,

including, but not limited to, disciplinary action that results in the suspension or dismissal of a student.

**Refund Policy for Recipients of Federal Financial Aid:** When students use financial aid to pay for tuition, fees, and on-campus housing and board, any refundable amount is returned to the appropriate Title IV program (i.e., Pell Grant, Federal Supplemental Educational Opportunity Grant; and PLUS, and Stafford loans) based on the current policy specified by Title IV regulations. The full amount of a student's refund will be used to restore funds to the Title IV federal account from which aid was received, regardless of any unpaid balance that may still be owed to the College. Students considering withdrawal from the masters program during a course "term" are encouraged to contact the Financial Aid Office.