Carnegie Mellon University

Graduate Student Handbook for Online Certificates

Academic Year 2025 - 2026

Managing AI Systems

Revised: August 2025

The information contained in this handbook focuses on the resources and policies for students enrolled in an online graduate-level certificate program.

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SECTION 1: Welcome & Introduction

Welcome to the 2025-2026 academic year! We are excited about the year ahead and look forward to working with you to make your CMU journey a memorable experience.

As a member of the CMU community, you have both rights and responsibilities. This handbook provides important and valuable information for your academic experience at Carnegie Mellon University. The first part of the handbook covers the academic policies that govern this program. These policies were developed with a goal of fostering an atmosphere of intellectual growth and discovery. They are intended to both support your academic experience and maintain the integrity of the program. The second part of the handbook provides details of CMU policies and procedures relating to the graduate student experience. These policies apply to all graduate students at CMU and are designed to support your CMU experience.

Please read this handbook carefully. You should be familiar with the contents of this handbook, and use it as a first resource for academic questions or concerns that may arise during the academic year. Your program specialist can help you if you have any questions about any portion of this handbook.

While this handbook is specific to your academic experience in the department, it is just one element of the Graduate Student Handbook Suite. There are several other resources within the suite that you should consult when needed:

- University-Wide Graduate Student Handbook (Office of Graduate & Postdoctoral Affairs)
- The Word Student Handbook

We wish you an exciting and successful academic year!

Jacqueline Speedy
Associate Dean
Heinz College of Information Systems and Public Policy

SECTION 2: Managing AI Systems

At Carnegie Mellon, we believe that anyone (even you) can become confident and capable in adopting AI solutions, regardless of technical expertise. With our Graduate Certificate in Managing AI Systems, you can learn to identify when AI is the answer (because sometimes it's not) and – when it is – how to deploy, scale, and sustain the right AI solution. You will gain foundational knowledge in the language of AI, basic technical concepts, and an understanding of an AI project lifecycle so you can lead AI implementation with confidence.

This program is about more than adopting a technical solution to solve an organizational problem. Using a systems-thinking approach, you will understand how AI impacts the entire organization and how you can drive organizational change around emerging technology. You'll learn how to think about risk, ethics, policy impacts and overall the bigger picture of your AI initiatives.

As a student in the program, you will:

- Learn how AI strategy aligns with organizational goals and objectives
- Gain hands-on experience in understanding the AI project lifecycle, from data collection and model selection to testing and deployment. You will develop the ability to oversee AI initiatives, monitor performance, and make continuous improvements to optimize outcomes.
- Identify and address policy, risk, and ethical implications of AI to ensure regulatory compliance and risk-mitigation as well as fairness, transparency, and accountability.
- Manage organizational change and foster a culture of AI adoption and innovation, as well as effectively address resistance to AI-driven changes.
- Stay at the forefront of AI developments and continue to drive responsible AI management in any professional context

SECTION 3: Key CMU Online Contacts

3.1: Managing AI Systems Leadership

Jackie Speedy, Associate Dean
Rachel Dzombak, Distinguished Service Professor of Design and Innovation

3.2: CMU Online Student Support

Please contact your program specialist with all program and student-related questions. They will direct students to the appropriate resource as needed.

Joe Luna, Program Specialist
joeluna@andrew.cmu.edu
+1 412-501-2686

3.3: CMU Online Technical Support

See below for resources available to you should encounter technical difficulties during the program:

General Technical Issues: Mon - Fri from 9a-5p (ET)
If you encounter technical difficulties, contact your Program Specialist at 412-501-2142 or apply@online.cmu.edu.

First Week of Class: Mon - Thurs from 5:30p - 8:30p (ET)
During the first week of class, we will have *extended support* from our CMU Online help desk should you have difficulty accessing a course for the first time. Email cmuonline-help@andrew.cmu.edu for assistance and we will respond right away.

Specific Course Related Content
If you have difficulty with course material or content, please reach out to your instructor directly for assistance.

Note that there is no coverage during University Observed Holidays (e.g., Labor Day)

3.4: Academic Calendar

The Academic Calendar can be found at https://docs.google.com/spreadsheets/d/1741GBziObmA3sCgttfg97qy1VYcXXeNqQV1sgY3deYU/edit?gid=72619106#gid=72619106 and provides information on all deadlines including registration dates, class start dates, add/drop deadlines, exam dates and more.

SECTION 4: Online Graduate Certificate Requirements

4.1: Curriculum

The Graduate Certificate in Managing AI Systems includes four graduate-level, credit-bearing courses taught by expert CMU faculty and features the following course progression:

For Fall 2025 Start:

Semester	Fall 2025	Spring 2026	Summer 2026
Course	AI Foundations Building the AI Organization	Operationalizing AI Systems	Responsible AI

For Spring 2026 Start:

Semester	Spring 2026	Summer 2026	Fall 2026
Course	AI Foundations Operationalizing AI Systems	Responsible AI	Building the AI Organization

All students begin the program with two, concurrent courses: one 7-week course called AI Foundations that provides fundamental AI knowledge, and one semester-long (or 14-week) course that explores one of three topics: operationalizing AI systems, responsible AI, or building an AI organization. This means students will take two courses per week (on different nights), every other week for the first half of the semester and then one course per week, every other week for the second half of the semester.

All courses meet bi-weekly in live-online classes with CMU faculty. Additional content is offered on-demand so you can finish the work on your own time when your schedule allows. Each course will appear on your Carnegie Mellon transcript with the grade earned as evidence of completion. Once you successfully complete all four courses, you will earn a certificate of completion.

4.2: Online Certificate Requirements

To earn a certificate, students are required to complete the courses required per certificate. Certificate courses may be taken simultaneously or sequentially, if coursework is available and prerequisites are met. Course and certificate offerings will vary per semester. Upon finishing the certificate, students will receive a digital Certificate of Academic Achievement.

Students must complete a minimum of 24 units per certificate and successfully complete all required courses to be eligible for the Managing AI Systems Certificate of Academic Achievement. The average grade of 24 units applied to the certificate shall be at least a B (3.0 QPA). Individual course grades below a C- (1.67 QPA) are considered unsatisfactory for the certificate requirement.

4.3: Statute of Limitations

Students must complete all requirements for a graduate certificate within nine semesters (Fall, Spring, Summer) of first enrolling in the certificate program.

Under extraordinary circumstances, such as leave of absence, military or public service, family or parental leave, or temporary disability, a school or college may, upon the relevant department's recommendation and with the written approval of the dean (or designate), defer the lapse for a period commensurate with the duration of that interruption.

4.4: Registration Process

The CMU Online team will register students for their courses. Any questions regarding registration can be directed to your program specialist.

Students with an unpaid balance will not be registered for any future coursework until the current term is paid in full.

4.5: Course Availability

While we will do our best to ensure classes are available, we cannot guarantee course availability in any given semester.

4.6: Protocol for Evaluation of Transfer Credit

Transfer credit is not allowed for online graduate certificate programs.

4.7: Certificate of Academic Achievement Process

When a student has met all the necessary requirements, a Certificate of Academic Achievement is awarded following the end of the semester, after final grades are reviewed. Certificates are digital records of achievements and university credentials. However, requirements for earning a certificate are different from those needed to earn a degree, and a certificate is not equivalent to a diploma.

SECTION 5: CMU Online Policies & Protocols

5.1: Deferral

The program will accept deferral requests for admitted students. An offer of admission is valid for one year. Should you be unable to enroll within one year after your original admitted start term, you will need to reapply.

5.2: Leave of Absence/Withdrawal

https://www.cmu.edu/hub/registrar/leaves-and-withdrawals/

A pause is taken when a student needs to leave the University temporarily, with the firm and stated intention of returning. A withdrawal means a student leaves the University with no intention of returning.

Students should discuss their plans to leave the University with their program specialist who will refer them to the appropriate resource to develop a plan for completion.

A leave of absence can be taken for up to two consecutive semesters. If a student does not return by the start of the third consecutive semester, they will be automatically withdrawn from the program.

Not all courses are available every semester. If an eligible course is not offered when the student intends to return, then the leave will be extended until an eligible course is available. However, if the student does not return when an eligible course is available, and more than two semesters of leave have passed, the student will be withdrawn from the program.

Students who are automatically withdrawn and wish to return to the program in the future must reapply and will be considered under the current admissions and scholarship policies at that time.

5.3: Drop/Add/Withdraw Procedures

Students taking graduate-level courses must follow the procedures and deadlines for adding, dropping, or withdrawing from courses as identified on the academic calendar. If you are considering dropping, adding, or withdrawing any courses, please contact your program specialist.

Note: Certificate-only students are not eligible for course vouchers.

Information can be found at https://www.cmu.edu/hub/registrar/course-changes/index.html

5.4: Audit Policy

Auditing courses are not permitted for graduate certificate students.

5.5: Applicant Responsibility

It is the responsibility of the applicant to provide all required information on the program application.

As a condition of the enrollment at Carnegie Mellon, applicants admitted to the program must submit final transcripts of their undergraduate or master's degree. Failure to provide an official transcript confirming conferral of an undergraduate degree will nullify admission to the program.

5.6: Confidentiality of Communications

All information provided to students because of their application is considered confidential and should not be communicated to other applicants. Applicants are expected to comply with the confidentiality requirement as a condition of admission.

5.7: "Grandfather" Policy

When policies are changed it is because the department believes the new rules offer an improvement; any such changes that affect currently enrolled students will be discussed at a meeting with those graduate students. However, students currently enrolled whose certificate program is affected by a change in policy may choose to be governed by the older policy that was in place at the time of their matriculation. In case certificate requirements are changed and certain courses are no longer offered, the department will find some alternative courses that allow those students to satisfy the original requirements.

5.8: Force Majeure Clause

Factors outside of the university's control may impact our students' ability to matriculate through their program normally. In the event of a natural disaster, such as but not limited to violent storm, cyclone, typhoon, hurricane, tornado, blizzard, earthquake, volcanic activity, landslide, tidal wave, tsunami, flood, damage or destruction by lightning, drought; plague, epidemic, pandemic, outbreaks of infectious disease or any other public health crisis, including quarantine or other employee restrictions; explosion, fire or other life-altering event that prevents normal matriculation, the program will allow for particular policy changes and will provide students with resources that are specific to the current situation. These changes may be enacted at a central level, campus level, or department level at any point during the academic year.

SECTION 6: Grading & Evaluation

6.1: Grading Scale/System

Grade	Quality Points	
A+	4.33	
A	4.0	
A-	3.67	
B+	3.33	
B	3.0	
B-	2.67	
C+	2.33	
C	2.0	
C-	1.67	
D+	1.33	
D-	1.0	
R	0.0	Failure
W	Non-factorable	Withdrawal
I	Non-factorable	Incomplete

The general grading policy is described on the University's grading policy website: https://www.cmu.edu/policies/student-and-student-life/grading.html.

This policy offers details concerning the University's grading principles for students taking courses and covers the specifics of assigning and changing grades, grading options, drops/withdrawals, and course repeats. It also outlines graduate grading standards

6.2: Department Policy on Grades for Retaking a Course

If a student does not pass a required course, they must retake the course. Retaking a course is also necessary if students do not meet the QPA requirement for the certificate or a specific course.

The new grade will replace the original grade for the calculation of their standing in the certificate program as well as successful completion of the program. The official Carnegie Mellon transcript, however, will reflect all coursework and the resulting QPA. Students are responsible for tuition and fees related to retaken courses.

6.3: Department Policy on Pass/Fail

Courses must be taken for a letter grade as opposed to pass/fail (often called pass/no-pass).

6.4: Department Policy for Incompletes

Students are expected to complete a course during the academic semester in which the course was taken. However, if the instructor agrees, a grade of "I" (Incomplete) may be given when a student, for reasons beyond their control, has been unable to complete the work of a course, but the work completed to date is of passing quality and the grade of incomplete provides no undue advantage to that student over other students.

In awarding an "I" grade, an instructor must specify the requirements for completing the work and designate a default letter grade where no further work is submitted. Students must complete the required course work no later than the end of the following academic semester, or sooner if required by prior agreement. The instructor must record the permanent grade by the last day of the examination period of the following semester or Enrollment Services will administratively assign the default grade.

An "I" grade should only be assigned if a student has completed at least 75% of the coursework, not 75% of the assessment, and only due to unforeseen circumstances, not due to "trouble keeping up" or maintaining balance with other coursework. The student should be completing the same work as everyone else in the course outlined in a written agreement with the faculty that includes deadlines for completion.

Students are responsible for monitoring the status of their grades and taking steps to remove incomplete grades from their academic records. Incomplete grades will prevent certification for graduates.

6.5: GPA Requirements and QPA Requirements for Certificate Completion

To earn the certificate, students must have a grade point average (QPA) of at least 1.67 (C-) in all required coursework. Additionally, the cumulative QPA for all units taken as a graduate-level certificate student at Carnegie Mellon must be at least 3.0.

Coursework with a grade below a C- (1.67 QPA) will not be considered toward graduate-level certificate requirements and will need to be retaken; the new grade will replace the original grade for the calculation of your standing in the certificate program as well as successful completion of the program. Your official Carnegie Mellon transcript, however, will reflect all of your coursework and the resulting QPA. Students are responsible for tuition and fees related to retaken courses.

In addition, students are responsible for tuition and fees related to retaken courses.

6.6: Academic Standing

Good academic standing is defined as having a QPA of at least 3.0. A student will receive a probation letter for a QPA below 3.0 in the most recently completed semester. If a student is not in good academic standing, it is their responsibility to consult with their academic advisor to discuss next steps. Students not in good academic standing for more than one semester could be subject to academic suspension or dismissal from the program/Carnegie Mellon University.

A student can be in good academic standing and on student conduct probation at the same time due to incidents unrelated to their academic performance.

Further information can be found in the Summary of Graduate Student Appeal and Grievance Procedures . Students can appeal any/all of these decisions.

6.7: Course Failure

Students must retake for credit any required courses they fail and must pass the course on the second attempt. Students who do not pass a required course on their second attempt will be dismissed from the program.

6.8: Suspension

University suspension is a forced, temporary leave from the university. There are three types of suspension for students:

- **Academic suspension** is the result of poor academic performance or violation of academic regulations and is imposed by the student's college or academic department
- **Disciplinary suspension** is the result of serious personal misconduct and is imposed by the dean of student affairs.
- **Administrative suspension** is the result of failure to meet university financial obligations and is imposed by Enrollment Services.

SECTION 7: Tuition & Fees

The current tuition rate and other University fees can be found at:
https://www.cmu.edu/online/mais/tuition/index.html

7.1: Tuition Billing & Payment

The tuition rate for all CMU students is set each spring for the following academic year (fall, spring, summer terms).

Tuition will be charged at the per-unit rate each semester a student is enrolled.

Please note the add/drop deadlines each semester. This could impact tuition charges. It is the student's responsibility to meet appropriate deadlines for adding and/or dropping within all colleges/schools at Carnegie Mellon.

Students who take a leave of absence and have completed less than 90 units, or who take a leave for longer than a semester, will be charged at the academic year rate of the program they rejoin upon return.

For more information please contact your program specialist.

7.2: Student Financial Obligation & Past Due Accounts

Students are subject to, and must be aware of, the Carnegie Mellon policy regarding student financial obligation: https://www.cmu.edu/sfs/billing/sfo.html.

7.3: Sponsored Billing & Third-Party Payments

If an outside entity, government or a third party is paying for all or part of your educational expenses, you should participate in the University's Sponsored Billing Process.

7.4: Department Fees

As part of your enrollment in the online graduate certificate programs at Carnegie Mellon University, you may be responsible for certain departmental fees that help support the services, platforms, and resources provided throughout your academic experience.

All current and applicable departmental fees are outlined clearly on the program's Welcome Website: https://www.cmu.edu/online/welcome/tuition/index.html

Please review this page regularly, as fees are subject to change from term to term.

7.5: Requirements for the Continuation of Funding (if applicable)

To be eligible for institutional financial aid, all students are required to maintain Satisfactory Academic Progress toward the completion of a degree.

7.6: Course Drop for Non-Payment

Students should either pay their account balance in full or have an approved payment plan (Nelnet, sponsored billing arrangement, VA benefits) in place by the published payment due dates each term.

If that deadline is not met, all account balances must be resolved by the day before the semester add/drop deadline (per the CMU Online Calendar) of the current term to remain enrolled in their courses.

If a student does not complete payment by the add/drop deadline of each term:

- The student will be dropped from all enrolled courses for that term.
- The student will be placed on a leave of absence or deferred to the next available term or withdrawn from the program, depending on the situation.

Students with extenuating circumstances are encouraged to reach out to their program specialist before the deadline to discuss options available to them.

SECTION 8: Additional Information

8.1: Computing Services

We want all online graduate students to have a smooth computing experience in their CMU coursework. If you are having any technical or technology difficulties, please email cmuonline-help@andrew.cmu.edu.

New students should access the Getting Started Guide on the Computing Services website: https://www.cmu.edu/computing/start/students.html

8.2: Student Information Online

https://www.cmu.edu/hub/sio/about.html
Student Information Online (SIO) serves as the student's secure profile. Students should ensure it is kept up-to-date with their most recent contact information and emergency contact information. An Andrew User ID and password are needed in order to log in to SIO.

Within SIO, students are able to:

- View grades, QPA and enrollment status
- Order transcripts and verifications
- View student account invoices and activity
- Make payments via Online Banking and designate a bank account for electronic refunds
- Manage family and friend contact information and invite individuals to view student account invoices, make payments, and order verifications through My Plaid Student

8.3: Canvas Learning Management System

https://www.cmu.edu/canvas/

Canvas is your portal to your online course experience. Log into Canvas to find a comprehensive view of your course that includes: weekly agendas, online interactive exercises, synchronous class Zoom links, and more.

In addition, Canvas may be used for orientation materials, to share important information and resources (like this handbook), and for onboarding tasks essential to a students' success within the program.

8.4: Box File Storage & Collaboration

https://www.cmu.edu/computing/services/comm-collab/collaboration/box/

Box is an enterprise-level file storage and basic collaboration service. It provides an easy-to-use and protected way for CMU affiliates to consolidate files into 1TB of personal online storage. Users can upload and manage content using a browser or supported app from any web-enabled device.

8.5: Google Workspace for Education

https://www.cmu.edu/computing/services/comm-collab/google-for-ed.html

Google Workspace for Education is a cloud-based suite of applications geared toward education, providing members of the CMU community with solutions for communication, collaboration and storage.

Students automatically receive a CMU Google Mail account when their Andrew User ID is created. Google Mail, or Gmail, is an integrated cloud-based solution for email, calendar, contacts, notes and tasks offered by Google.

8.6: Course Evaluations

The Carnegie Mellon community relies on input and feedback to help drive improvement. Student participation in this evaluation process is essential and the faculty and administration take this process very seriously. Evaluation results aid in (1) better decision making for future students considering registering for specific courses, (2) shaping/improving courses for future iterations, and (3) providing a primary tool used for tenure and promotion decisions for faculty. The expectation is that students will complete all of their course evaluations and use the document to provide honest, constructive and comprehensive information for the faculty member(s). Evaluations are online and may be completed at any time during the evaluation period.

Faculty Course Evaluations (FCEs) are used to improve the quality of teaching and learning at Carnegie Mellon through feedback to both individual faculty members and promotion committees.

Responses to the FCE provide information on students' perceptions of their engagement, learning outcomes, the instructor's behavior and course activities. This feedback will help guide changes in future iterations of the course and/or the instructor's teaching.

Responses also serve as one measure of the quality of faculty member's teaching that is used to evaluate faculty for promotion and tenure.

8.7: Graduate Student Appeal & Grievance Procedures

https://www.cmu.edu/graduate/policies/appeal-grievance-procedures.html

Graduate students will find the Summary of Graduate Student Appeal and Grievance Procedures on

the Graduate Education Resource webpage. This document summarizes processes available to graduate students who seek review of academic and non-academic issues. When an informal resolution cannot be reached, however, a graduate student who seeks further review of the matter is to follow the formal procedures outlined in the procedures. These appeal and grievance procedures shall apply to students in all graduate programs of the University. Students should refer to the department-specific information in this handbook for department and college information about the administration and academic policies of the program.

8.8: Office of International Education

https://www.cmu.edu/oie/index.html

The Office of International Education is the primary resource for any questions regarding international student status for students at Carnegie Mellon University. Online students are not eligible for F-1 or J-1 visas through CMU.

8.9: Student Privacy Rights

Under the Family Education Rights and Privacy Act (FERPA), students have the right to:

- Inspect and review their education records
- Request an amendment to their education records if they believe they are inaccurate or misleading
- Request a hearing if their request for an amendment is not resolved to their satisfaction
- Consent to disclosure of personally identifiable information from their education records, except to the extent that FERPA authorizes disclosure with their consent
- File a complaint with the U.S. Department of Education Family Policy Compliance Office if they believe their rights under FERPA have been violated.

8.10: Policy on Photo & Video Release

Students will be asked to sign a photo and video release form. Student photos and videos may be used in internal and external communications.

8.11: Remote Proctoring Software

As a condition of participation in this program you may be required to use remote proctoring software during examinations and/or other assignments. Remote proctoring software may include audio and/or video recording of you and your surroundings. By participating in the program, you acknowledge and understand that audio and/or video recordings may be made during the use of remote proctoring software and that such recordings may capture the video from the camera on your device, as well as any background audio. You are solely responsible for choosing an

appropriate location from which to participate in examinations or assignments that require the use of remote proctoring software.

8.12: Intellectual Property

https://www.cmu.edu/policies/administrative-and-governance/intellectual-property.html

All Carnegie Mellon students are expected to adhere to the Intellectual Property guidelines as set forth in this policy.

8.13: Notes for International Students

As part of a global university with locations and students from around the world, Carnegie Mellon welcomes the diverse perspectives that international students bring to our programs.

To help ensure you are fully prepared for the admissions process and, if admitted, for success as a student, this section provides detailed information about requirements for international applicants.

Student Visas

Since this program is fully online, enrollment in this program will not qualify students for any type of visa to enter or remain in the United States for any purpose.

Time and Attendance Requirement

Classes for the program will be taught on the U.S. Eastern Time Zone schedule, and students must be available to attend all live classes, regardless of location.

U.S. Sanctions; U.S. Sanctioned Countries

Individuals who are the target of U.S. sanctions or who are ordinarily resident in a U.S. sanctioned country or who live or expect to live in a U.S. sanctioned country while participating in the program are not eligible for admission to this program due to legal restrictions/prohibitions and should not apply. U.S sanctioned countries are currently Belarus, Cuba, Iran, North Korea, Russia, Syria and the following regions of Ukraine: Crimea, Donetsk and Luhansk. In addition, all or a portion of this program may not be available to individuals who are ordinarily resident of certain countries due to legal restrictions.

As well, if an individual is admitted to the program and subsequently, the individual becomes the target of U.S. sanctions, ordinarily resident of a U.S. sanctioned country or lives in a U.S. sanctioned country while participating in the program (or otherwise becomes ordinarily resident of country in which the program is not available due to legal restrictions), the individual's continued enrollment in the program may be terminated and/or restricted (due to U.S. legal restrictions/prohibitions) and the individual may not be able to complete the program.

Licensure in Various Jurisdictions

From time to time Carnegie Mellon reviews the licensing requirements of various jurisdictions in order to assess whether Carnegie Mellon may be precluded from making the program available to applicants that are residents of one or more of these jurisdictions prior to Carnegie Mellon obtaining the relevant license(s). Affected applicants from these jurisdictions, if any, will be notified prior to enrollment if Carnegie Mellon determines that it is unable to make the program available to them for this reason.

Value Added Tax (VAT) and Other Taxes

The tuition, required fees and other amounts quoted for this program do not include charges for applicable Taxes (hereinafter defined). The student is responsible for payment of all applicable Taxes (if any) relating to the tuition, required fees and other amounts required to be paid to Carnegie Mellon for the program, including any Taxes payable as a result of the student's payment of such Taxes.

Further, the student must timely make all payments due to Carnegie Mellon without deduction for Taxes, unless the deduction is required by law. If the student is required under applicable law to withhold Taxes from any payment due to Carnegie Mellon, the student is responsible for timely (i) paying to Carnegie Mellon such additional amounts as are necessary so that Carnegie Mellon receives the full amount that it would have received absent such withholding, and (ii) providing to Carnegie Mellon all documentation, if any, necessary to permit the student and/or Carnegie Mellon to claim the application of available tax treaty benefits (for Carnegie Mellon review and completion, if warranted and acceptable).

Taxes mean any taxes, governmental charges, duties, or similar additions or deductions of any kind, including all use, income, goods and services, value added, excise and withholding taxes assessed by or payable in the student's country of residence and/or country of payment (but does not include any U.S. federal, state or local taxes).

8.14: Online Etiquette

Being a student in an online environment requires you to be mindful of how you communicate with your professors and peers. With the lack of non-verbal cues, it is important to remember the following etiquette guidelines for facilitating effective communication between students and professors. (Adapted from Kent State)

- **Avoid Strong or Offensive Language**
  Because the reader cannot hear voice inflections in the written word, it is easy for your writing to be misinterpreted. If you are trying to make a point, read and re-read your comments to make sure the reader is not offended. Although the intent of humor and sarcasm are to keep conversations interesting, they are often misinterpreted and can be offensive to the reader. You can avoid these pitfalls by keeping your writing matter of fact and professional.

- **Keep your Writing Focused and on Point**
  Online courses require a lot of reading and writing. Be considerate when writing – keep

sentences brief and to the point. Avoid wordy paragraphs that confuse the reader.

- **Read then Write**
  You will be tempted to jump right in and begin posting! However, to avoid repeating comments or questions, please first take the time to read the posts and comments of fellow students and professors before you write and post.

- **Double Check Before You Send**
  Once you hit the "send" button, there is no going back! Be sure to double-check your comments to make sure your writing clearly conveys your intent.

- **You are still in a Classroom**
  Although you are learning via an online environment, you are still in a classroom. As such, appropriate classroom behavior is expected and mandatory. It is important to respect your peers and professors, just as you would in an on-ground classroom.

- **Language**
  Avoid writing in all capital letters – the reader will interpret this as shouting. Do not write as you would when you are texting. Remember, you are in an academic environment, complete sentences with correct spelling and grammar are expected. You will get to know your peers through your online interaction with them. You may find it helpful to convey emotions (ex: 🙂) but avoid overuse.

- **Remember Other People's Privacy**
  Before giving out other people's personal information (e-mail, phone number, address etc.), ask permission.

- **Keep Attachments and File Size Manageable (if possible!)**

- **Use of Inappropriate Material will not be tolerated**
  Do not forward inappropriate information such as spam, virus warnings, chain letters, or jokes, etc. to classmates or professors. Additionally, the sharing of pornographic material is forbidden.