

# *Population and Public Health Sciences Certificate Handbook*

*Aerospace Medicine*

*Emergency Preparedness*

*Epidemiology*

*Global Health*

*Health Care Management*

*Public Health Leadership*



This handbook is meant to be a resource to students enrolled in certificate programs being administered by the Department of Population and Public Health Sciences at Wright State University (WSU).

Not all policies and procedures are covered in the following pages, but an effort has been made to accurately include those that could impact students wanting to enroll or matriculate in these programs. Please note that policies and procedures governing the Department's certificate programs can change periodically. If you have any questions about the information contained in this handbook or any programmatic question, please do not hesitate to contact the Department's Certificate Program Coordinator.

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## Table of Contents

Overview .....	4
Admission .....	4
Academic Calendar .....	5
Tuition, Program Fee, and Other Charges .....	5
Course Registration .....	5
Program of Study and Certificate Course Requirements .....	6
<i>Certificate in Aerospace Medicine</i> .....	6
<i>Certificate in Emergency Preparedness</i> .....	6
<i>Certificate in Epidemiology</i> .....	7
<i>Certificate in Global Health</i> .....	7
<i>Certificate in Public Health Leadership</i> .....	8
<i>Certificate in Health Care Management</i> .....	9
Student Accounts, Billing, and Payment .....	9
Wright1 Card .....	9
Wright State Accounts (WINGS Express, WINGS, and WSU Email) .....	9
WSU Email Address and Forwarding to Preferred Email .....	10
Research Park, Kettering .....	10
Parking .....	10
Certificate Diploma and Transcript Recording .....	10
Certificate Academic Requirements and Academic Good Standing .....	11
Grading .....	11
Final Course Grade Appeal Procedure .....	12
Academic Integrity and Professionalism .....	12
Transfer Credit for Courses Taken Elsewhere .....	13
Transfer of Certificate Course Credit toward Graduate Degrees .....	13
Pilot .....	14
CaTS and Technology Requirements .....	14
Student Technology Assistance Center (STAC) at the Paul Dunbar Library .....	14
Additional Student Resources .....	15
<i>Career Center</i> .....	15
<i>University Counseling Services</i> .....	15
<i>University Center for International Education</i> .....	15
<i>University Writing Center</i> .....	15
University Policies .....	16
<i>Affirmative Action Policy</i> .....	16
<i>Discrimination and Harassment</i> .....	16
<i>Disabilities</i> .....	16
<i>Diversity</i> .....	16

## Overview

The Department of Population and Public Health Sciences (DPPHS) currently offers six certificate programs through the WSU Graduate School. Since 2002, the Boonshoft School of Medicine and the Raj Soin College of Business have co-sponsored the Health Care Management Certificate program. In 2016-18, five additional programs were added: Aerospace Medicine, Emergency Public Health, Epidemiology, Global Health, and Public Health Leadership. While administered by the Department's faculty and staff, these programs represent a partnership with WSU graduate programs in the College of Education and Human Services, College of Liberal Arts, College of Nursing and Health, College of Science and Mathematics, Raj Soin College of Business, and School of Professional Psychology.

This student handbook describes some of the policies and procedures for the Department's certificate programs. Since most certificate program courses are also offered as part of various masters-level degree programs, additional policies and procedures may be applicable. Please see the [Graduate School's Policy and Procedures Manual](#) which includes additional information that is applicable to all graduate students.

## Admission

Certificate students must first be accepted into the WSU Graduate School with either degree or non-degree status. To be awarded any Department-sponsored certificate, a student must also be formally admitted to a specific certificate program. (Students are not eligible for a certificate if they take the required curriculum but were not enrolled/accepted by a certificate program. Degree students pursuing a concentration with the same curricular requirements as a certificate are also not eligible for a certificate since the achievement of a graduate degree with a concentration supersedes the certificate.)

If a prospective certificate student is not currently enrolled at WSU, he/she can apply [online](#) as a non-degree student through the WSU Graduate School. During the online application process, applicants will have an opportunity to designate the certificate program to which they are interested in applying.

Minimum WSU Graduate School academic requirements include an earned bachelor's and/or advanced graduate degree from an accredited college or university. Department-sponsored certificate programs have an additional requirement that all applicants have a cumulative GPA of 3.0 or higher.

Please note that students must be accepted by both the WSU Graduate School and the certificate program prior to the start of classes to be considered a certificate student. At a minimum, interested applicants should submit a complete application at least two weeks before the start of the semester they intend to begin matriculation.

## Academic Calendar

Students should refer to the [online WSU Academic Calendar](#) for important dates for each semester including course start/stop, holidays/breaks, course registration/drop deadlines, and finals periods. Generally speaking, Spring semester is January thru April and Fall semester is late August thru mid-December. Summer courses are offered in Term A (May thru mid-June), Term B (mid-June thru July) or full Summer term (May thru July). Summer terms do not have a designated finals week. Please note that in most cases, certificate courses are offered only once a year and some may be offered online.

## Tuition, Program Fee, and Other Charges

Non-degree certificate students are part-time students and pay tuition/fees on a per course basis. Their cost is based in part on the number of credit hours multiplied by the tuition rate as set by WSU (see <https://www.wright.edu/bursar/tuition-fees>). In contrast, full-time graduate students (those taking more than 10.5 credits) pay the full tuition amount along with any additional fees. Both full tuition and per course rates are lower for Ohio residents compared to non-residents. Wright State University's Board of Trustees reviews tuition and fees on an annual basis. Rates are generally approved in the spring for the upcoming academic year term, but Wright State University reserves the right to make policy and fee changes at any time.

*It is important to note that most of the Department's graduate courses require the payment of a Program Fee.* This charge is in addition to the full tuition or the per course amount. (At the time of this writing, the amount of the Program Fee is \$149 per credit hour.) Students eligible for any tuition remission are still required to pay the Program Fee.

Other potential costs/fees such as parking will be discussed in the sections below.

At this time, certificate courses, if not taken as part of a degree program, do not qualify for Federal Financial Aid. Students who have employers paying for tuition and other costs will be billed by the University personally.

## Course Registration

We advise students to register as soon as possible so that their completion of the program is not delayed because a course is full. Many courses are only offered once a year.

Course registration is available online prior to the start of a semester; however, most certificate courses require permission for registration. After the students inform the Certificate Program Coordinator of the course(s) they will be taking and in which semester, she will load permissions for that semester.

Students register for courses using [WINGS Express](#). For instructions on how to complete the registration process please see: the [WINGS Express Guide to Registering for Classes](#).

Students need to review the [WSU Academic Calendar](#) to avoid late registration fee information. Waiting longer to register can result in even greater late registration fees or, in some cases the student may not be allowed to enroll for that term.

Students can change their registration (i.e., drop or add courses) on WINGS Express or in person at [RaiderConnect](#) (first floor of Student Union). The [WSU Academic Calendar](#) also includes all relevant deadlines for dropping a course and obtaining a refund.

Students may drop a course without a grade appearing on their record (or withdraw from a course with a "W" appearing on their transcript for the course grade) up to the date specified on the [WSU Academic Calendar](#). Students who stop attending a course and do not make an official withdrawal through WINGS Express (or RaiderConnect) will receive a grade of "F" or "X" at the instructor's discretion. The "X" grade remains on the student's permanent record and is computed in the grade point average as an "F."

### **Program of Study and Certificate Course Requirements**

Each Certificate has a distinct set of course requirements as outlined below. To view the individual course descriptions please go to: <http://www.wright.edu/academics/catalog/courses>

Students will be contacted by the Certificate Program Coordinator about their Program of Study upon acceptance into a certificate program.

[\*Certificate in Aerospace Medicine\*](#) **Additional Information Coming Soon!**

For more information and how to apply please contact Dr. Thomas Jarnot, M.D., at [thomas.jarnot@wright.edu](mailto:thomas.jarnot@wright.edu) or Dr. Sheri Gladish, M.D., at [sheri.gladish@wright.edu](mailto:sheri.gladish@wright.edu)

[\*Certificate in Emergency Preparedness\*](#)

To achieve the [Certificate in Emergency Preparedness](#) **students must successfully complete the following three courses:**

1. Principles of Emergency Management (PPH 7640)
2. Public Health Crisis and Consequence Management (PPH 7650)
3. Public Health Terrorism Preparedness (PPH 7660)

### Certificate in Epidemiology

To achieve the Certificate in Epidemiology, **admitted students must complete two required courses (PPH 6100 Biostatistics for Health Professionals and PPH 6200 Public Health Epidemiology) and any three approved courses.** A list of approved and recommended courses includes:

#### Advanced Epidemiology (Disease and Exposure-specific Epidemiology)

Applied Epidemiology (PPH 7150)

Issues in Aging (PPH 7220)

Maternal and Child Health (PPH 7210)

Public Health Epidemiology II (PPH 7170 or PPH 7920)

#### Research Design and Methodology

Community Assessment (PPH 7410)

Applied Public Health Research Design and Analysis (PPH 7110)

Using Geospatial Technologies in Public Health (PPH 7130)

#### Intermediate and Advanced Methods in Biostatistics

Advanced Statistical & Epidemiology Methods Using SPSS (PPH 7160)

Applied Statistics Practicum (PPH 7920: Special Topics in Public Health)

Public Health Epidemiology II (PPH 7920: Special Topics in Public Health)

If a student proposes a WSU course not on the list above, then the student must provide a rationale for taking the elective prior to enrolling. The Epidemiology Certificate Director will make the final decision on whether the course is approved.

### Certificate in Global Health

Students may choose to complete the Certificate in Global Health **by completing one required course and two electives (9 credit hours) OR by completing the same three courses along with a global health practicum (11 credit hours).** The 11 credit hour option is recommended for those pursuing a global health career because it also includes a global health internship through Child Family Health International ([www.cfhi.org](http://www.cfhi.org)).

#### **Required Course**

1. Global Health (PPH 7710)

#### **Recommended electives** (or other proposed electives with approval of the Director)

1. International Human Rights (PLS 6520)
2. International Organizations (PLS 6770)
3. Community Assessment (PPH 7410)
4. Public Health Ethics and Policy (PPH 7310)
5. Problems in Population Health (PPH 7520)
6. Global Health Systems (PPH 7720)
7. Model United Nations Seminar (PLS 6860)

[Certificate in Public Health Leadership](#)

To achieve the Certificate in Public Health Leadership (PHL), **students must successfully complete Strategic Leadership in Health Care (PPH 7510) along with one course from two of the following subject areas:** communications; ethics; finance & budgeting; grant writing; management or marketing. A list of recommended courses is included below and the student is free to propose any related course subject to the approval of the certificate director.

Communications

Health Awareness and Advocacy Communications (PPH 7430)

Ethics

Ethics and Leadership in Public Service (URS 6230)

Leadership and Ethics (MBA 7500)

Public Health Ethics and Policy (PPH 7310)

Finance & Budgeting

Financial Management of Health Service Organizations (FIN 7500)

Public Budgeting & Fiscal Management (URS 7010)

Grant Writing

Fundraising and Grant Writing (URS 6340)

Management

Fundamentals of Project Management (MGT 7710)

Health Program Planning and Evaluation (PPH 7420)

Managing Human Resources in Public Service (URS 7040)

Organizational Development and Change (MGT 7060)

Problems in Public Health (PPH 7520)

Seminar in Human Resource Management (MGT 7030)

Strategic Planning and Program Evaluation (URS 7020)

Marketing

Marketing Strategy (MBA 7600)

*In the event a PHL student is concurrently working toward or has already earned a Health Care Management Certificate, then only credit for PPH 7510 can count toward the PHL certificate.*

*In these cases, the PHL student must choose two non-HCM courses from unique subject areas.*

*In other words, for a student to achieve both certificates, the student must take at least 4 approved courses along with PPH 7510.*



### [Certificate in Health Care Management](#)

To achieve the Certificate in Health Care Management (HCM) students must complete the following three courses:

1. Health Resource Management and Policy (PPH 6500)
2. Strategic Leadership in Health Care (PPH 7510)
3. Financial Management of Health Service Organizations (FIN 7500)

*In the event a HCM student is concurrently working toward or has already earned a Certificate in Public Health Leadership, then only credit for taking PPH 7510 can count toward the HCM certificate's three course requirement. The Certificate Director must approve any course substitutions.*

### **Student Accounts, Billing, and Payment**

The WSU Bursar's Office generates electronic billing statements on the last day of each month for all student accounts that have activity during the month. Please note that billing statements are available online only. Students and authorized users are notified by e-mail that a billing statement is available for viewing. Students view and pay statements by logging into [WINGS Express](#).

### **Wright1 Card**

A Wright1 Card (or university ID) is issued to any student, faculty or staff member at WSU. Your Wright1 Card can be used to check out books or media in person from WSU libraries. For more information and the benefits of having a Wright1 Card, please see: [Benefits of Wright1 Card](#).

### **Wright State Accounts (WINGS Express, WINGS, and WSU Email)**

[WINGS Express](#) is WSU's online portal for registration, grades, financial aid, and student account billing. Students access this account with their University ID (UID) and PIN. (This PIN never expires.)

[WINGS](#) is a customizable portal that can be used to view announcements, access Pilot, access WINGS Express, view course resources (i.e., course reserve materials), access WSU email, etc. You use your CAMPUS Username and password to access this portal. The format of your CAMPUS Username is "w" followed by 3 numbers and 3 letters.

When they enroll, students are issued a WSU email account which is a component of Microsoft Office 365. Besides email, Office 365 provides cloud-based access to Wright State's official calendar service and a suite of Office Web Apps like Word and Excel. Your WSU email has the format: *lastname.#@wright.edu* and your password is the same as your WINGS password.

### **WSU Email Address and Forwarding to Preferred Email**

Wright State University, the Department, and the WSU faculty use the WSU email system to send official communications to students. **It is very important that you check your WSU email account regularly. Students have the option of forwarding WSU email to a preferred email account.** Please click on this link for further information: [Email forwarding](#).

### **Research Park, Kettering**

The majority of certificate and PPH courses are currently taught at the Department's Education Center at Research Park in Kettering, OH. The address is 3123 Research Blvd, Suite 200, Kettering, OH 45420 and no parking permit is needed.

Students admitted to the Department's programs are welcome to use its office suite to meet and study during regular business hours (8:30 am to 5:00 pm Monday through Friday). Students attending classes are eligible to stay on the night of their class past 5:00 pm to prepare for class. Please note that lobby doors are locked at 7:00 pm when classes are in session (Monday through Thursday).

### **Parking**

Parking for courses taken at Research Park is free of charge.

For courses on Main Campus, a parking permit must be purchased. Permits can be purchased for a specific semester or for the entire year through [WINGS Express](#). Permits are required in all parking lots from 6:00 am until 10:00 pm, Monday through Thursday, and from 6:00 am until 4:00 pm on Friday (yellow-lined spaces). Handicap, state vehicle, and specifically assigned reserved spaces, and resident lots are restricted at all times. Temporary Visitor Parking Permits can be obtained from the Visitor Lot 2 in front of the Student Union.

See <https://www.wright.edu/parking-and-transportation> for maps, parking regulations, parking permit costs, and how to pay/appeal a citation.

### **Certificate Diploma and Transcript Recording**

Upon satisfactory completion of any certificate program of study, the program will notify the WSU Graduate School of this accomplishment. The student's transcript will reflect the same date for awarding of the certificate that the university uses in conferring degrees for that term. While non-degree students are not eligible to participate in the WSU Graduation ceremony, certificate completers will receive a formal certificate diploma and padded cover. These are both personalized and require 4-6 weeks to produce. If you would prefer to pick up your certificate diploma from the Department, please contact the Certificate Program Coordinator before the end of your graduating semester.

## Certificate Academic Requirements and Academic Good Standing

Per Graduate School policy [9.2], all graduate students are expected to maintain a minimum cumulative grade point average of 3.0. (This minimum GPA includes all courses and not just certificate courses, if applicable.) Certificate students with either non-degree or certificate enrollment status must have a 3.0 cumulative graduate grade point average the semester in which they complete nine semester hours of graduate credit. Failure to meet this grade point average requirement will result in dismissal from the certificate program and the WSU Graduate School. [GS Policy 1.15 & 1.19]

Because graduate certificates have a limited scope of credit hours, no course with a grade of “C” or below can be applied towards a graduate certificate. If a student would like to repeat a graduate course for which the grade received was below a “B” within the program, then they should be aware of the Graduate School’s policy on course repeats. (See <http://www.wright.edu/graduate-school/policies-and-procedures-manual-course-repeats>)

In summary, a certificate student is in good academic standing if the above requirements are met.

Students who have not completed at least one course within 3 semesters are considered to be in inactive status and, must reapply for admission to the Graduate School and to their certificate program. [GS Policy 3.22]

Certificate students must complete all requirements for a certificate within five years. The time limit is defined as beginning from the beginning date of the earliest course taken at Wright State University within the courses applied toward the certificate as determined by the program of study. The time limit excludes a leave of absence granted in advance for adequate cause by the certificate program director and the Dean of the Graduate School. [GS Policy 10.22]

## Grading

Academic achievement in WSU Graduate School courses is indicated by the following letter grades and points used in calculating grade point averages:

Grade	Level Grade	Points per Credit Hour
A	Highest	4
B	2 <sup>nd</sup> Highest	3
C	3 <sup>rd</sup> Highest	2
D	Lowest	1
F or X*	Failed	0

\*A grade of “X” indicates that a student failed to complete the course and did not formally withdraw.

### **Final Course Grade Appeal Procedure**

For courses taught within the Department, a formal appeals process exists to address issues concerning final course grades. (Other Departments may have different appeals procedures.) Any student appealing final grades made by faculty members is required to be very clear and explicit about the alleged grading violation and how this placed them at an unfair disadvantage relative to other students so graded or evaluated. The process and procedures for these appeals are as follows:

1. Within 14 calendar days of the posting of the final grade, the student will meet with or email the course director to discuss their concern. Concerns will not be considered if raised more than 14 calendar days after the final grade is posted.
2. If the concern is unresolved after the student meets with the faculty member, within seven (7) calendar days after the consultation with the course director the student may submit a written appeal by completing the **Final Course Grade Appeal Form** and forwarding it to the director of the DPPHS degree program or certificate program in which the student is enrolled.
3. Within 14 calendar days of receiving the written appeal the program director, certificate director, or faculty member appointed for the review if a student is not enrolled in a DPPHS program of study, will email the decision to the student with a request that the student respond within seven (7) calendar days. If the student fails to respond, or responds that they accept the decision, the program director, certificate director, or appointed faculty member will email the student and the course director to document the concern submission, review, and final outcome. A copy of the email is retained in the student's file.
4. If the student responds that they do not accept the decision of the reviewing program director, certificate director, or appointed faculty member and wishes to appeal further, the program director, certificate director, or appointed faculty member will convene a Mediation Committee. This committee will consist of the program director, certificate director, or appointed faculty member, the DPPHS Chair (or designee) and a student representative. The Mediation Committee will review the issue and render a decision within 21 calendar days of the student's response (see #3). The Mediation Committee will communicate its decision in writing to the student and the involved faculty member. This communication is retained in the student's file.

The decision of the Mediation Committee is final.

### **Academic Integrity and Professionalism**

It is expected that each WSU student abide by a standard of behavior that will establish a firm foundation for future professional conduct and respect for the academic environment at the WSU Graduate School.

This standard prohibits any form of intellectual dishonesty and requires the demonstration of respect for the rights and well-being of others, including all students, faculty, staff, and members of the WSU community.

Academic Misconduct is defined as an act that violates the standards of the Academic Integrity Policy as described in the WSU Code of Student Conduct or in any behavior specifically prohibited by a faculty member in the course syllabus or class discussion.

This includes, the use of materials on any exam or assignment that are not permitted by the instructor; plagiarism; and any other acts or omissions which constitute a submission of someone else's work as your own without proper credit or reference.

By choosing to enroll at WSU, every student is required to adhere to the Code of Student Conduct which established standards of student academic and behavior. The Code also provides significant detail on what constitutes an infraction and procedures for enforcement. For more detailed information please see:

<http://www.wright.edu/community-standards-and-student-conduct>

### **Transfer Credit for Courses Taken Elsewhere**

Students may transfer courses (credits) completed at another academic institution to their Wright State academic record and can apply those courses toward the requirements of certificate programs. Credit may be applied for courses taken prior to a student's admission or while they are enrolled in a DPPHS certificate program.

To be allowed to transfer graduate credit:

1. The Certificate Director must review and approve the transfer of credit. A course syllabus and official transcript must be provided by the student for this review.
2. The student must have been admitted and enrolled as a graduate student at the institution where the graduate credit was completed. In addition, the student must be or have been in good standing at that institution. The grade for the course under consideration must be a "B" or better, or equivalent as determined by the Graduate School.
3. The non-certificate course for which the student is requesting graduate credit must have been completed within the past five years.
4. Students may transfer no more than 33% of the credit hours required for the certificate.

### **Transfer of Certificate Course Credit toward Graduate Degrees**

Please note that should students in non-degree or certificate status be accepted into WSU degree status at a later date, a maximum of one-half (50%) of the graduate hours required for the degree may be transferred. For example, if a program of study stipulates that fifty graduate hours are

required for the award of a master's degree, then up to twenty-five hours of graduate course work completed in a non-degree status may be applied toward the requirements of that degree. Degree programs may set lower non-degree credit hour limits for completion of a degree program.

### **Pilot**

Course content is located online in WSU's Learning Management system, [Pilot](#). Pilot is accessible through most web browsers such as the latest version of Explorer, Safari, Firefox, and Chrome. Most certificate courses use Pilot in varying degrees with some using it to post course materials, administer quizzes and exams, and other online courses using it as the main interface with students.

### **CaTS and Technology Requirements**

CaTS, short for Computing and Telecommunications Services, is WSU's computing office. CaTS provides service and support for all campus technology and software, including accounts, Internet access, and computer labs. It is also responsible for managing and supporting many of the online services you'll use, such as Office 365, WINGS, and WINGS Express.

While technology requirements of each course vary, students are required to have either a laptop or desktop computer and Internet access. While enrolled at WSU as a certificate student you have access to discounted software purchases and free laptop rentals. For details see <https://www.wright.edu/information-technology/services/personal-software-purchases>.

### **Student Technology Assistance Center (STAC) at the Paul Dunbar Library**

The Student Technology Assistance Center in the Paul Laurence Dunbar Library provides Wright State students with the tools to make productive use of multimedia.

In the STAC, students can create original academic and creative works using Windows or Macintosh computers and the latest software applications. The STAC employs trained student mentors who share a wealth of experience, skills, and backgrounds. In a unique peer-to-peer learning environment, knowledgeable mentors are always available to assist students with their projects.

## Additional Student Resources

### *Career Center*

The Career Center at Wright State University is committed to helping students and alumni develop career and life planning skills, acquire experience, master job search strategies, and seek rewarding employment. The Career Center facilitates mutually beneficial relationships between employers, faculty and staff, students and alumni in order to meet the dynamic needs of today's workplace. The Career Center administers programs in career exploration, student employment, cooperative education & internships, and career employment job search & development. Visit their website: <http://www.wright.edu/career-center>

### *University Counseling Services*

Counseling and Wellness Services is a unit of the School of Professional Psychology and functions in cooperation with the division of Student Affairs as Wright State University's counseling center. The mission of Counseling and Wellness Services is to promote optimal health through the provision of quality service and training to the Wright State University community in a welcoming environment that appreciates multiculturalism and diversity. They are located in the basement of the Student Union and are open from 8:30 am to 5:00 pm Monday through Friday.

### *University Center for International Education*

The University Center for International Education (UCIE) acts as a catalyst for international education at Wright State University. The UCIE coordinates exchange and study abroad opportunities for students and sponsors events and programs that promote cross-cultural understanding.

### *University Writing Center*

The mission of the University Writing Center (UWC) is to help Wright State University students become more skilled, confident, independent writers, thereby enhancing their abilities as writers in educational, professional, civic, and personal settings.

Students, faculty, and staff of Wright State University may come to the UWC for writing consultations free of charge. Trained undergraduate and graduate writing consultants from across the disciplines will assist with any type of writing, including papers for any course, scholarship essays, and job applications. Writing consultants provide one-on-one assistance; however, **consultants do not write or edit others' work**. The UWC conducts face-to-face sessions by appointment or on a walk-in basis. Visit their website at: <https://www.wright.edu/university-college/academic-help/writing-center>

## University Policies

### *Affirmative Action Policy*

Wright State University is committed to affirmative action and equal opportunity for all. University policies have been developed to ensure that all phases of university operations support and confirm these beliefs. These policies are available in The Wright Way, the official university policy manual, in the University Library, and electronic links provided here: <http://www.wright.edu/equity-and-inclusion>

### *Discrimination and Harassment*

It is the policy of Wright State University that no member of the academic community (which includes all Wright State University faculty, students, residents, and staff, paid or voluntary, fully- or partially-affiliated) may in any respect discriminate against or harass any other member of the academic community (or any applicant for admission or employment) on the basis of the latter person's race, sex (including gender identity/expression), color, religion, ancestry, national origin, age, disability, genetic (DNA) information, veteran status, military status, or sexual orientation. This policy is consistent with all state and federal regulations.

### *Disabilities*

Extending the opportunities of higher education to people with disabilities is a high priority at Wright State. The Office of Disability Services offers services, programs and activities that allow students with disabilities to participate in all facets of university life, according to their unique abilities and interests. For more information, please visit the Office of Disability Services at 180 University Hall, Phone: 937-775-5680, website: <http://www.wright.edu/disability-services>

### *Diversity*

*Adopted by the Wright State University Board of Trustees, March 28, 1991*

Wright State University celebrates diversity. Our daily life is made rich by the diversity of individuals, groups, and cultures. The interplay of the diverse stimulates creativity and achievement in all facets of our existence.

Respect, tolerance, and goodwill are the keystones to enjoying the diversity of our world. We are all linked to each other in a world created for all of us to share and enjoy. Each member of humanity has a potential contribution to make to the whole. It is our duty to encourage and promote that contribution.

Wright State University is committed to achieving an intellectual, cultural, and social environment on campus in which all are free to make their contribution. We will achieve an



environment in which every student may think, learn, and grow without prejudice, without intimidation, and without discrimination. We will achieve an environment in which personal dignity and respect for the individual are recognized by all.

Wright State University promotes the acceptance and appreciation of every individual regardless of race, gender, age, ethnicity, ability or disability, sexual orientation, socioeconomic status, religious affiliation, or national origin. We encourage appropriate activities and events that foster learning about the diversity of our world.

Wright State University will be a model for our geographic region, exemplifying that a human community can exist that celebrates diversity, enjoys the richness that diversity brings to our lives, and grows stronger with every new member.