



MASTER OF PUBLIC ADMINISTRATION (MPA)
PROGRAM HANDBOOK
2026-2027

Department of Government and Sociology
College of Arts and Sciences
A&S 2-03
Campus Box 018
Milledgeville, GA 31061
478-445-4562



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PREFACE

The MPA Handbook is published annually to provide current information about program requirements, policies, and expectations. It addresses matters essential to the successful completion of the MPA degree.

The curriculum requirements outlined in this edition apply to all students admitted beginning in Fall 2014. This handbook should be used in conjunction with the Georgia College & State University Graduate Catalog, available at www.gcsu.edu/registrar/catalogs. The Graduate Catalog describes the university's policies and procedures governing graduate study. All applicable GCSU policies are incorporated into this handbook by reference.

Although the handbook provides important guidance, no handbook or website can address every question or replace direct consultation with faculty advisors. Faculty advisors are available to assist students in navigating the MPA program and its requirements. Your assigned faculty advisor should be your primary source of information and guidance.

The College of Arts and Sciences reserves the right to revise the policies, procedures, and other information contained in this handbook as appropriate and necessary. Any changes will be communicated promptly to students, faculty, and staff.

The handbook is reviewed and revised annually for use by administrators, faculty, students, and staff. Suggestions for clarifying existing content or adding new topics are welcome. For questions or suggestions, please contact the MPA program at 478-445-4562 or min.kim@gcsu.edu.

NETWORK OF SCHOOLS OF PUBLIC POLICY, AFFAIRS, & ADMINISTRATION (NASPAA)

Georgia College and State University's Master of Public Administration program has received national acclaim for its design and content. The program is accredited with the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). NASPAA is an institutional membership organization that exists to promote excellence in public service education. NASPAA is a specialized accrediting body recognized by the Commission on Recognition of Postsecondary Accreditation to accredit master's level degree programs in public policy, public affairs, and public administration. The membership includes more than 166 accredited programs. NASPAA serves as the national center for information about educational programs and developments in public affairs and administration. Further, NASPAA represents the concerns and interests of its member institutions in national policy on public administration education and research. NASPAA accomplishes these purposes through direct services and by:

- Representing to government and other institutions the objectives and needs of education for public affairs and administration;
- Encouraging curriculum development and innovation and providing a forum for discussion of educational issues;
- Developing appropriate standards for educational programs and reviewing the quality of programs against the standards;
- Undertaking surveys that provide members and the public with information on key educational issues;
- Providing a clearinghouse on graduate education for public affairs and administration in the U.S. and throughout the world; and
- Providing technical assistance on the design and content of graduate programs to its members and foreign universities and institutes.

The MPA program first attained NASPAA accreditation in Spring 1995 and has remained continuously accredited. According to NASPAA's current roster of accredited programs, the program's accreditation cycle extends through the 2029-2030 academic year. Students may consult NASPAA's website for the most current accreditation information.

www.naspaa.org



PROGRAM OVERVIEW

Mission

The MPA program prepares students to ethically and competently serve, manage, and lead in the diverse public sector through teaching, research, and service to the discipline and broader community.

MPA Program Goals

To accomplish our mission, we seek to:

- Prepare students for careers in the public sector
- Promote the diversity of the student body and faculty
- Cultivate faculty committed to teaching, scholarship, and service

Public Service Values

We seek to:

- Pursue the public interest with accountability and transparency
- Serve professionally with competence, efficiency, and objectivity
- Act ethically
- Demonstrate respect, equity, and fairness

MPA Student Learning Outcomes

Students will be able to:

- Demonstrate an understanding of challenges and constraints relevant to governance and external factors.
- Participate in the policy process, communicate policy alternatives, and work effectively with government, nonprofit institutions, corporations, and community stakeholders.
- Define, frame, think critically about and analyze important problems.
- Use analytical tools to analyze, present, and interpret data, including appropriate research design, statistical, and evaluative techniques for organizational and policy decisions.
- Identify public service values and systematically apply them to determine an appropriate course of action.
- Communicate effectively and professionally with diverse audiences.

New Student Checklist

New MPA students should complete the following steps before beginning their first semester:

- Activate the MyGCSU account, GCSU email, and Duo authentication.
- Review the MPA Program of Study and confirm the assigned academic advisor.
- Consult the advisor or MPA Coordinator about the first-semester schedule.
- Register through MyGCSU/PAWS and satisfy payment requirements by the published deadline.
- Log in to GeorgiaVIEW before classes begin and review each course site and syllabus.
- Review the Academic Calendar and note registration, add/drop, withdrawal, and graduation deadlines.
- Confirm access to a reliable computer, broadband internet connection, webcam, and headset with microphone.
- Become familiar with the Writing Center, Russell Library, IT Service Desk, and other student-support resources.
- Check the GCSU email account regularly; it is the University's official channel for student communications.

MPA CURRICULUM

The 36-credit MPA program is offered in a convenient online format designed for the busy working professional. The program can be completed in four semesters of full-time study.

Degree Requirements

Students: Capstone Project	Credit Hours
Core Courses	24
Elective Courses	9
PUAD 6700 Capstone Project	3
Total Credit Hours	36

Students: Thesis	Credit Hours
Core Courses	24
Elective Courses	6
Thesis	6
Total Credit Hours	36

Core Courses

Required Core Courses (All Students)	Credit Hours	Semester Offered
PUAD 6538 Public Administration and Public Service	3	Fall
PUAD 6558 Public Personnel Management	3	Fall
PUAD 6578 Public Finance and Budgeting	3	Spring
PUAD 6601 Public Policy Analysis	3	Spring
PUAD 6603 Leadership and Organizational Behavior	3	Fall
PUAD 6605 Quantitative Techniques in Public Administration	3	Fall
PUAD 6606 Research Methods	3	Spring
PUAD 6615 Administrative Ethics	3	Spring
Total Credit Hours	24	

Recommended Course Sequence

The following sequence illustrates one way to complete the 36-credit Capstone Project option in four semesters of full-time study. Actual offerings and individual schedules may vary. Students should confirm their plans with their academic advisor or the MPA Coordinator.

Semester	Suggested Courses	Credits
Fall 1	PUAD 6538, PUAD 6558, PUAD 6603	9
Spring 1	PUAD 6578, PUAD 6601, PUAD 6606	9
Fall 2	PUAD 6605 and two approved electives	9
Spring 2	PUAD 6615, one approved elective, and PUAD 6700	9

Note: Students pursuing the thesis option or an internship should develop an individual sequence with the MPA Coordinator well in advance.

Elective Courses

Elective courses allow students to develop expertise related to their interests and career goals. The PUAD electives listed below are preapproved. A student who wishes to count another graduate course toward the MPA degree must obtain the MPA Coordinator's approval before registering. Current course descriptions and offerings are available through the Graduate Catalog and MyGCSU/PAWS.

PUAD 5401 Public Policy Making
PUAD 5415 Environmental Policy
PUAD 5471 Urban and Regional Planning
PUAD 5581 Bureaucratic Behavior
PUAD 5615 Non-Governmental Organizations & Non-Profit Management
PUAD 5616 Grant Writing & Program Evaluation
PUAD 5617 Non-profit Financial Management
PUAD 5625 International Org & Admin
PUAD 5655 National Security Policy
PUAD 5660 Pub-Priv Partnerships-International Admin
PUAD 6568 Admin Law for the Public Manager
PUAD 6625 Intergovernmental Relations
PUAD 6635 Comparative Administration
PUAD 6940 Independent Research
PUAD 6950 Special Topics
PUAD 6960 Internship and /or Cooperative

Independent Research

An independent research course (PUAD 6940) provides the student the opportunity to explore in detail a subject that is not normally covered in regular course offerings. Usually, the subject to be studied is one that was touched on in a regular course, and the student wants to spend more time and effort investigating the subject.

Students interested in independent research should first discuss their ideas with a full-time MPA faculty member. They should be prepared to explain the proposed topic, its significance, and the intended approach. As a general rule, students must have earned at least 11 graduate PUAD hours, performed satisfactorily in graduate PUAD courses, and reached agreement with a faculty supervisor. The MPA Coordinator's approval is required before registration to ensure that the course fits the approved Program of Study.

By the end of the second week of the term, the student should submit a prospectus, generally at least one full page, which summarizes the subject to be researched, the significance of the subject, the methodology to be used in the research, and a brief list of works consulted. The supervising faculty member must approve the prospectus before the student proceeds with the research. If there are problems with the prospectus, it is the student's obligation to correct those problems to the instructor's satisfaction. Otherwise, the student will be forced to drop the course. Depending on the timing of the drop, the student may receive only a portion (perhaps none) of his fees back for the course.

The supervising faculty member may require regular progress reports. A detailed bibliography is typically due around midterm, and the final paper is normally due during the last week of the semester. The prospectus, citation style, paper length, and other requirements will be established by the supervising faculty member. Students should expect the workload and grading standards to be comparable to those of other graduate courses.

Internship

Students interested in an internship should begin planning one or two semesters before registration and must consult the MPA Coordinator and Internship Coordinator. The placement, duties, learning objectives, required hours, academic assignments, and evaluation method must be approved in advance. Students may not begin an internship for academic credit until all University and program requirements have been completed.

Completion Options

All MPA students must complete an approved culminating requirement before the degree is awarded. Students complete either the Capstone Project option or the thesis option described below. An internship may be completed for elective credit when approved, but it does not replace the culminating requirement.

Capstone Project

All students must complete either a Capstone Project or a thesis to graduate.

The Capstone Project (PUAD 6700) provides students with an opportunity to demonstrate their mastery of the theory and practice of public administration.

Students apply the knowledge and skills acquired throughout the MPA program to a project of their choosing and prepare a final report that reflects their cumulative learning. The course is intended only for students nearing completion of the Master of Public Administration (MPA) degree.

Prerequisites for PUAD 6700 include PUAD 6606 (Research Methods) or an approved equivalent, completion of at least 27 credit hours in the MPA program, and permission from the MPA program.

The Capstone Project may address a range of applied public or nonprofit management issues. However, it must examine a significant concern in public or nonprofit management and include substantial fieldwork, observation, or data collection. The project may be developed in conjunction with one or more capstone core courses and must integrate public management considerations with the student's concentration area.

Students complete the project under the supervision of the Capstone Project instructor and are expected to consult with other faculty members whose expertise relates to the project's area of focus. Upon completion, the project report will be reviewed by faculty, and the student will present the project as part of a day-long public service colloquium.

Students should begin developing a Capstone Project proposal with their advisor or another faculty member well before the semester in which they plan to enroll in PUAD 6700. Additional information about the course is available on the School's website.

Thesis Option

Students contemplating doctoral study or seeking an in-depth research experience may apply for the thesis option. The thesis option includes 6 credit hours within the 36-credit degree and follows a three-stage sequence culminating in a defense:

- PUAD 6971 Thesis Research Design -- The student will prepare a detailed prospectus of the research topic. The prospectus will include a bibliography, a description of methodology to be used, substantive goals to be achieved, a realistic schedule to be followed, and other details deemed necessary by the Thesis Supervisor. Student must receive a "satisfactory" (S) grade before being permitted to register for PUAD 6972.
- PUAD 6972 Thesis Writing and Development --The student will submit chapters of the thesis to the Thesis Supervisor and Second Reader. Chapters will be read, evaluated, and revised until final approval as to form and content is given. An "S" grade must be earned before the student can move on to PUAD 6973.
- PUAD 6973 Thesis Defense --The student will defend the thesis before a committee composed of the Supervisor, Second Reader, and a third faculty member (either from Government/Sociology or another appropriate

department). A successful defense completes the degree. Part of this course is the submission of the final, approved thesis to the GC Library binding office.

A student interested in the thesis option should apply to the MPA Coordinator, who will decide in consultation with other MPA faculty if the option is appropriate for the student. The Coordinator will work with the student in choosing a Thesis Supervisor and Second Reader (the Thesis Committee) and in selecting a third faculty member to participate in the thesis defense.

A student approved for the thesis option must begin the thesis sequence at least two semesters before the expected graduation date. Each stage must be completed satisfactorily before the student advances to the next. Students should ordinarily take no more than 6 additional non-thesis credit hours in a semester while working on the thesis. Withdrawal from the thesis option requires consultation with the Thesis Supervisor and MPA Coordinator and may require revisions to the Program of Study.

The thesis must follow the current Graduate School formatting, approval, defense, and submission requirements. Students should obtain the current guidelines before beginning the thesis and confirm all deadlines with the MPA Coordinator, Thesis Supervisor, and Graduate School.

Students should understand that a thesis is a finished piece of work that reports on a study of some significance to the overall discipline and practice of public administration. It is not just a long term paper. Students who are not prepared to spend a large portion of their lives for at least one academic year working on a specific project should not seriously contemplate the thesis option. On the other hand, the thesis is a worthwhile experience for those who are contemplating doctoral level work.

PROGRESSION AND GRADUATION

Advisement

Students are advised in accordance with the procedures outlined in the Georgia College & State University Graduate Catalog. Academic advising is a shared responsibility among students, faculty, and staff. Through regular communication and a network of institutional resources, advisors provide information and guidance to support students' successful completion of degree requirements. The advising process also helps students develop the self-understanding necessary to make informed decisions about their academic, career, and personal goals.

Students receive their academic advisor's contact information upon admission. Regular meetings with the assigned advisor are strongly encouraged to discuss course selection, degree requirements, academic progress, and plans for completing the program.

For program-related advising questions or additional assistance, contact the MPA Coordinator, Dr. Min Kim, at min.kim@gcsu.edu.

Course Registration

Newly admitted graduate students receive initial registration instructions from the Graduate Office and the MPA Coordinator. Continuing students register through MyGCSU/PAWS when their registration period opens. Current dates and deadlines are published on the [Registrar's registration webpage](#) and in the [Academic Calendars](#).

Before registering, students should:

- Review the MPA Program of Study and DegreeWorks audit.
- Consult the academic advisor or MPA Coordinator about course selection and progress toward graduation.
- Review the current course schedule in MyGCSU/PAWS.
- Confirm that prerequisites and program-permission requirements have been satisfied.
- Resolve registration holds before the assigned registration time.
- Identify alternate courses in case a preferred course is full or unavailable.

The Capstone Project, internship, independent research, and thesis courses require advance planning and approval. Courses outside the approved MPA curriculum require prior approval to count toward the degree.

Students should register on their earliest available date. If a waitlist is available, joining it does not guarantee enrollment. Students are responsible for monitoring their GCSU email and registration status.

After registering, students should verify their schedule in PAWS and satisfy all tuition and fee-payment requirements by the published deadline. Students may not participate in or receive credit for a course unless officially registered. Schedule changes must be completed by the deadlines in the Academic Calendar. Dropping a course after the initial add/drop period may result in a grade of "W," affect attempted credit hours or financial aid, and result in no refund. Leaving the final or only course requires the University's withdrawal process. See the Registrar's [Add/Drop Procedures](#) for details.

Program questions: Dr. Min Kim, MPA Coordinator, min.kim@gcsu.edu

Registration assistance: GCSU Registrar's Office, 478-445-6286

Withdrawal, Leave, and Readmission

Students whose employment, health, military service, or personal circumstances may interrupt enrollment should contact their academic advisor or the MPA Coordinator as early as possible. Dropping one course while remaining enrolled is different from withdrawing from all courses. Students seeking to withdraw from every course in a term must use the University's official withdrawal process in MyGCSU/PAWS. Deadlines and academic and financial consequences vary according to the date of the request. See the Registrar's [Withdrawal Procedure](#).

Before dropping or withdrawing, students should consult the MPA Coordinator and, when applicable, the Financial Aid Office. Students returning after an absence should confirm whether readmission is required and whether changes to the Program of Study are necessary. All degree work must be completed within the time limit established in the Graduate Catalog.

Academic Progression

To remain in good academic standing with the University and the MPA program, students must maintain a high level of academic performance. Students are responsible for understanding the academic standards outlined in the Graduate Catalog.

Grades of "C" are not considered satisfactory at the graduate level. The following academic standards apply:

- A student admitted with conditional or provisional status who earns a grade of "C" will be dismissed from the MPA program.
- A student in regular admission status must maintain a cumulative grade point average of at least 3.00 to graduate.
- A failing grade in any course will result in dismissal from the program.
- An MPA student whose cumulative GPA falls below 3.00 at the end of a semester will receive an academic warning from the University.

Students should consult the Graduate Catalog for complete information about GPA requirements, academic standing, dismissal, and academic renewal policies.

Graduation

Students should use their MPA Program of Study worksheet or DegreeWorks to monitor their progress toward completing all degree requirements. Additional information about DegreeWorks is available at www.gcsu.edu/registrar/degreeworks.

Students should apply for graduation two semesters before they expect to complete their coursework, as specified in the Graduate Catalog. For example, a student planning to graduate at the end of the spring semester should apply by the end of the preceding summer semester.

To be eligible for graduation, students must complete all requirements in the approved Program of Study, including either the Capstone Project or the thesis option. Students should verify their DegreeWorks audit and resolve discrepancies with the MPA Coordinator before the final semester.

University graduation policies and procedures are provided in the Graduate Catalog and on the [Registrar's graduation webpage](#). Questions about graduation requirements may be directed to the student's academic advisor or the Office of the Registrar.

RESOURCES

Online Learning Expectations

MPA courses are delivered online and may include asynchronous activities, scheduled synchronous meetings, or both, as specified by the instructor. Students are expected to participate regularly, meet all course deadlines, communicate professionally, and review GeorgiaVIEW and GCSU email frequently. Attendance and participation requirements are established in each course syllabus.

Students must maintain reliable access to a computer, broadband internet connection, webcam, and headset with microphone. Students should not rely on a mobile phone as their only device for completing coursework. Technical problems should be reported promptly to the instructor and the appropriate support office; they do not automatically excuse missed work.

Course recordings, instructional materials, and communications are provided for enrolled students and may not be copied, posted, or shared without authorization. The availability of recordings is determined by the instructor and does not replace required participation.

GeorgiaVIEW Learning Management System

MPA courses are delivered online and use GeorgiaVIEW as the learning management system. Because coursework is completed in an online environment, students are expected to have the computer skills necessary to access course materials, submit assignments, participate in discussions, and communicate with instructors and classmates.

For assistance with GeorgiaVIEW, contact the Center for Teaching and Learning (CTL). Support is available Monday through Friday, from 8:00 a.m. to 5:00 p.m.

- Phone: 478-445-2520
- Location: Library, Room 375
- Email: ctl@gcsu.edu

Writing Center Resource

The Georgia College & State University Writing Center provides free writing support to undergraduate and graduate students in all disciplines. Writing consultants work collaboratively with students at any stage of the writing process, including understanding assignments, brainstorming, developing and organizing ideas, drafting, revising, formatting, documenting sources, and polishing final work.

The Writing Center's goal is to help students strengthen their skills and confidence as writers. Consultants provide individualized guidance and feedback; they do not simply proofread or edit papers for students.

Appointments are available in person, virtually through Microsoft Teams, and asynchronously through written feedback by email. The asynchronous option may be particularly helpful for online MPA students. Appointments generally have a 10-page limit, although students working on longer documents may schedule additional sessions when permitted.

Students may schedule an appointment through the “Scheduling with the Writing Center” link in MyGCSU. Hours vary by semester and are posted on the [Writing Center website](#).

- Location: Arts & Sciences Building, Room 2-56A
- Phone: 478-445-3370
- Email: writing.center@gcsu.edu

Additional information specifically for graduate writers is available on the [Graduate Student Resources webpage](#).

Graduate Library Services

The Ina Dillard Russell Library provides specialized research support for graduate students. Jeff Dowdy, Graduate Librarian, is available to assist students with:

- Identifying and using appropriate library resources
- Developing research strategies
- Locating scholarly and peer-reviewed sources
- Conducting literature reviews
- Managing citations and documenting sources

Students may contact Jeff Dowdy at 478-445-0978 or jeffrey.dowdy@gcsu.edu. General library assistance is also available at 478-445-4047 or ask@gcsu.libanswers.com.

GALILEO Digital Library

[GALILEO](#), Georgia’s virtual library, provides access to scholarly journals, databases, ebooks, newspapers, and other research materials. MPA students are expected to develop proficiency in locating, evaluating, and properly citing peer-reviewed sources.

Students accessing GALILEO from off campus should select Georgia College & State University and sign in using their institutional credentials. GCSU and other University System of Georgia institutions now use single sign-on access; students generally do not need to retrieve a semester-specific GALILEO password from PAWS. Additional login guidance is available through [GALILEO Support](#).

Students who need assistance using GALILEO or other library databases should contact the Russell Library or the Graduate Librarian.

Turnitin

Turnitin is a similarity-checking and feedback tool integrated with GeorgiaVIEW. Instructors may require students to submit written work through Turnitin to identify similarities between a submission and material contained in Turnitin's databases.

Course instructors will explain any Turnitin requirements in the syllabus or assignment instructions. Students are responsible for reviewing their similarity reports when access is provided, correcting citation or attribution problems, and ensuring that all submitted work complies with University and course academic-integrity requirements. A Turnitin similarity score does not, by itself, determine whether plagiarism has occurred.

Academic Integrity and Responsible Use of Artificial Intelligence

MPA students are expected to submit original work, acknowledge all sources, and comply with the Graduate Catalog, the Bobcat Code, and course-specific academic-integrity requirements. Plagiarism, unauthorized collaboration, fabrication or falsification of information, and submitting the same work in more than one course without permission are prohibited.

The use of generative artificial intelligence is governed by the instructor's directions for each course and assignment. When its use is permitted, students remain responsible for the accuracy, originality, confidentiality, and proper attribution of submitted work. AI-generated citations, quotations, facts, data, and analyses must be independently verified. Students should ask the instructor before using an AI tool when the applicable expectations are unclear.

Technology Resources

Georgia College & State University provides students with access to a variety of technology resources. The Ina Dillard Russell Library offers laptops, iPads, cameras, microphones, projectors, and other equipment for checkout, subject to availability. Students should consult the [Student Technology Resources webpage](#) for current equipment information and checkout procedures.

The Russell Library also provides services such as photo and poster printing, 3D printing, engraving, button making, and lamination. Availability, fees, and service procedures may change; students should contact the library or review its current information before submitting a project. These services are documented in GCSU's [2025 Fact Book](#).

GCSU students have access to Microsoft 365 through MyGCSU, Adobe Express, and educational pricing from participating computer vendors. Additional software and virtual computing resources are available through Thundercloud, which provides remote access to many applications used in campus computer labs. Current information is available on the University's [Student Technology Resources](#) and [Virtual Resources](#) webpages.

For technology assistance, contact the GCSU IT Service Desk:

- Submit a support request: AskIT@gcsu.edu
- Phone: 478-445-7378
- Email: AskIT@gcsu.edu
- In-person location: Chappell Hall, Room 100

Current hours and additional support information are available on the [IT Service Desk webpage](#).

Accessibility and Student Wellbeing

Students who need academic accommodations should contact the [Student Disability Resource Center](#) as early as possible. Accommodations are coordinated through the Center and are not retroactive. Contact: 478-445-5931 or disability@gcsu.edu. GCSU provides wellbeing resources for graduate and online students, including online and on-demand options. Current services are listed on the [Graduate Student Wellbeing Resources webpage](#). Students experiencing an emergency should contact local emergency services.

Career and Professional Development

The [GCSU Career Center](#) assists students with career exploration, resumes and cover letters, internship and job searches, interview preparation, and career advising. Students may use Handshake to search for opportunities and schedule appointments. MPA students are also encouraged to participate in public-service professional associations, conferences, and networking opportunities.

Key Contacts

Office	Primary Assistance	Email	Phone
MPA Coordinator	Dr. Min Kim	min.kim@gcsu.edu	478-445-4562
Registrar's Office	Registration and records	registrar@gcsu.edu	478-445-6286
IT Service Desk	Technology support	AskIT@gcsu.edu	478-445-7378

Center for Teaching and Learning	GeorgiaVIEW support	ctl@gcsu.edu	478-445-2520
Writing Center	Writing consultations	writing.center@gcsu.edu	478-445-3370
Russell Library	General library assistance	ask@gcsu.libanswers.com	478-445-4047
Disability Resource Center	Academic accommodations	disability@gcsu.edu	478-445-5931
Career Center	Career and internship assistance	career.center@gcsu.edu	478-445-5384