

Office of Student Affairs Faculty/Student Advisement Guide

Welcome to the 2015-2016 Academic Year!

We in the Office of Student Affairs (OSA) have prepared this guide to help faculty understand the student registration and advisement process. It is our hope that this document will serve as an overview for the preparation, registration and advisement of students during the upcoming academic year. More detailed information on student policies and academic progress can be found on the <u>YSN Website</u>. There is also a specific registrar-oriented webpage for faculty at: http://nursing.yale.edu/faculty-registrar. It contains all the links you will need to advise your students, submit grades, and find YSN policies. If you have additional questions, please feel free to contact Barbara Hildebrand, Assoc. Dir/Registrar for Student Affairs at 7-6687 or Barbara.Hildebrand@yale.edu

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I. Course Planning and Preparation

Notification

In order to prepare for the upcoming academic year, OSA needs to know what courses will be offered. Every spring, the Office will contact all the Program Directors in order to acquire the following information about each of the School's courses for the upcoming academic year:

- Will the course be offered?
- Which students are required to take the course?
- Can the course be taken as an elective by:
 - o Other YSN students?
 - o Other Yale graduate Students?
 - o Non-Matriculated Students?
- What are the credits for the course?
- How many hours per week is the course taught in the classroom?
- What kind of classroom is needed for the course?
- Is there a preferred time and day the course should be taught?

Course Scheduling

Once all the information is gathered, OSA begins to layout the overall course schedule for the School using the following process:

- 1. An initial draft is sent from Student Affairs to the Division Chairs for review.
- 2. Division Chairs share this draft with their Specialty Coordinators.
- 3. Faculty MUST review the draft and identify any issues regarding the proposed timeslot and room assignment.
- 4. Edits and suggestions are submitted to Student Affairs by the program directors
- 5. A final draft is then sent to the program directors to share with their faculty and students. It is at this point that program directors can add additional information such as special seminar meetings, clinical schedules, etc. and communicate them to their students
- 6. Final schedules are sent to the students no later than July 1st.

Course Descriptions

In late April, the OSA will contact faculty for updates on the YSN Bulletin. The faculty will be responsible for submitting updated course descriptions that include the proper credit hours and instructors. All changes in course descriptions, objectives, or credit hours must first be approved by the curriculum committee. All course descriptions in the YSN Bulletin must be exactly the same as the course descriptions listed on the course syllabi.

Classes*v2

After all the course information is received, the OSA can then "create" the courses for the upcoming fall semester in the registration system. Courses will be listed on Classes*v2 when all necessary information is given to Student Affairs. Once created (usually by mid-July), faculty can then begin preparing their Classes*v2 site for the fall term. Spring term courses will be ready by the end of November.

Students can be listed on the Classes*v2 sites before the start of the registration period if faculty take the following steps:

- 1) Instructors need to "publish" their sites. This way, students can see it when they log onto Classes*v2.
- 2) Instructors need to set their course to be joinable by "shoppers."

If faculty do both of these, students can join the courses as "shoppers" before their registration is complete. They will thus be able to access the course materials before they are officially enrolled. Also, if the faculty put up their syllabi, those can be browsed separately from the course site.

II. Registration

The Faculty Student Advising System (FSA) allows faculty advisors and registrars to approve student course selections on line during each registration period. The YSN student registration period begins on Friday, August 22^{nd} and ends on Wednesday, September 10^{th} . Please note that students can register anytime throughout this period. Please be aware that it may take students time to clear immunization or financial holds on their account before they are allowed to register.

The FSA system can be accessed through any internet connection. For convenience, the application also provides faculty advisors with online access to student transcripts and advising notes throughout the year. It is not intended to take the place of student advising meetings or any other department approval process for course work. If for some reason faculty advisors are not able to access the internet during the

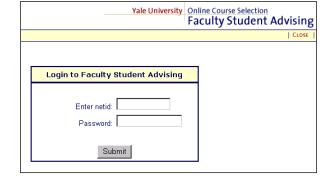
registration period, please contact Barbara Hildebrand at

203-737-6687

To access FSA, go to: https://faculty.yale.edu/fsa.

To login, enter your Yale NetID and password. Click on Submit.

You will see a Welcome screen that should display your name, your correct email address and some general instructions for using the system, along with registration deadlines.



NOTE: If for any reason you are unable to access the system, email websis@yale.edu.

The system is designed to support the following functions:

- Approve or request revisions of student course schedules submitted from Yale's On line Course Selection system (OCS).
- View an unofficial student transcript.
- View and/or add advising notes that are part of a permanent advising record for each student. These notes are not seen by the student but are part of their academic record, and can be requested by the student.
- View degree milestones and other student data as recorded in the Banner student database.

How to Use the Advisee List

Faculty advisors will see only the students they are advising for registration. Students in the system are grouped by specialty under "Current Role" drop-down menu in the top center of the page. Advisors may have to check each specialty track individually to find all their advisees.



The advising list displays summary data about each advisee and allows you to view and access your students' registration and academic data. Each student's name is a link to the "advisee selection" page for that student. The "Course Selection Status" displays a student's state within the registration cycle. If a student is on leave of absence or is in absentia paying tuition in the current term, that status will also be reflected. The "Status Date" reflects the date of the Status displayed. The advisor is the faculty member who approves the student's registration. These and other columns will be covered in more detail below.



The first step in using the FSA system each term is to set the **Advising Flag** in the first column to "**Yes**" or "**No**" using the drop down menu (which will be settable prior to FSA opening).



This can be done by the advisor or the registrar. This will set a status message in Online Course Selection (OCS) that the students will see each time they log on to set up their schedules. Change the "Advising Required" flag to "Yes" for an advisee if you want the student to have an advising session prior to submitting a schedule. The system does not prevent a student from submitting a schedule without an advising meeting. It is simply a request or reminder message.

The Advising Flags must be set up by the deadline (August 28th) in order to take effect in OCS before registration begins. The deadline has been established to ensure that when students enter Online Course Selection, they receive an unambiguous message that tells them whether they need to meet with their faculty advisor. Once the deadline has passed, you will not be able to change the "Advising Required"

flag. Note, no "Advising Required" flag will be displayed for a student who will not be registering for courses in that term.

- The "Advisee" column lists all of your advisees in alphabetical order. Click on an advisee's name to view the courses selected, or to add advising notes. If the Course Selection status (next column) indicates "Schedule not submitted," then the student has not yet submitted a schedule for review.
- The "Course Selection Status" column indicates an advisee's status in the process of selecting courses and having them approved. The statuses are:

Advisee Status	Meaning
Schedule Not Submitted	advisee has not selected any courses and there is nothing to review
Needs Advisor Approval	advisee has selected his or her courses and the advisor can click on the name to review the course selections
Advisor requests Revision	advisor has not approved the advisee's course selections and has requested revisions by the advisee
Resubmitted to Advisor	advisee has made the revisions the advisor has suggested and these revisions are ready for the advisor's review
Needs Registrar Approval	advisee has selected his or her courses and the registrar can click on the name to review the course selections
Registrar Requests Revision	Registrar has not approved the advisee's course selections and has requested revision by the advisee
Resubmitted to Registrar	advisee has made the revisions the registrar has suggested and these revisions are ready for the registrar's review
Registrar Approved	Registrar has given final approval to the advisee's course selections
Leave of Absence	Student is on a leave of absence for the term
In Absentia	Student is away from campus for the term.



The entire course selection and approval process is similar to a tennis match. At each stage of the cycle, the ball is either in the student's court (selection and/or revision) or in the approver's court. The system will lock the schedule each time the student submits it so that it cannot be changed while it's being reviewed and approved. The ultimate goal is for all eligible students to have the status "Registrar Approved." Once a schedule has completed the entire cycle of approvals, the courses will be automatically entered to the student database.

For Master's, Post Master's and DNSc students at YSN, the course selection is first approved by the advisor, then by the Registrar in Student Affairs. If necessary, the Registrar can approve for an advisor.

- The "**Status Date**" column provides the date and time of the last action taken either by the advisor or the advisee.
- The "Advisor" column indicates the name of the student's advisor for registration.
- The "Entering Year" column indicates the advisee's first year at the school.
- The "View Transcript" column enables you to view the advisee's unofficial transcript.
- The "Notes Exist" column indicates that advisee Notes have been entered for that student.

The "Show only" boxes enable you to filter the Advisee List according to three criteria:

- The "Entering Year" of advisees. Enables viewing of first-years students, etc.
- The "Course Selection Status" of advisees. For example, you may wish to only see who has not yet submitted a schedule.

How to Use the Advisee Selection Screen

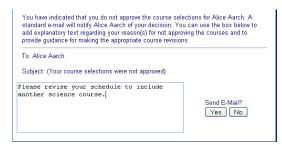


The highlighted "Advisee Selection" tab in the upper left corner indicates that you are viewing data about a particular student. This page shows the student's course selections and any warnings associated with these selections. The line below the tab has buttons that allow you to approve or not approve the advisee's course selections by clicking on the "Yes" or "No" buttons. The default setting on the "Advisee Selection" tab for approving/not approving an advisee's course selections is "Pending." If you are not ready to act on an advisee's courses, no action is required.

Approving an Advisee's Course Selections

If you approve an advisee's course selections, click on the "Yes" button. A pop-up message will ask you to confirm your decision. If you confirm approval, then the "Course Selection Status" for the advisee will automatically be updated to "Advisor Approved" or "Registrar Approved." The "Status Date" will record the day and time of the approval. An email will be sent automatically to the advisee.

Not Approving an Advisee's Course Selections



If you do not approve an advisee's course selections, click on the "No" button. A pop-up e-mail box will appear providing you with the opportunity to identify the reason(s) the advisee's course selections have not been approved. Once you are finished completing the text for the email, you will be able to either send the message to the advisee or cancel the email and return to the advisee's course selections.

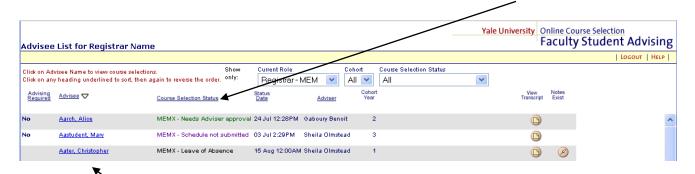
Disapproval of courses will cause the "Course Selection Status" to be

updated to "Advisor requests revision". The "Status Date" will be updated to reflect the day and time of the decision. When the student revises his or her schedule, it will be re-submitted to you.

Steps to Approving a Student's Schedule

To access FSA, go to: http://faculty.yale.edu.

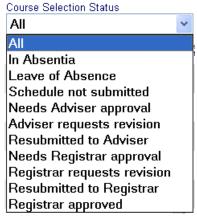
Step 1. Using the Advisee List, determine which students are ready to be approved:



The Course Selection Status dropdown box can be used as a filter to see only those who need approval.

Step 2. Click on the student's name to display the Advisee Selection page.

This page shows the student's current academic information. Click on "View Transcript" to see an unofficial transcript for the academic terms prior to the current term. In the case of a joint degree student, the transcript will only display data for courses taken within the current advising school. Note that a student who has submitted a schedule to be approved will have a "Pending" status.



Step 3. If the schedule is satisfactory, click on "Yes" to approve.



If the schedule needs revising, click on "No" and enter a reason in the box that pops up.

NOTE: If a student has submitted a schedule and wishes to make a change prior to final approval, you can "Reject" the schedule (click on "No") and the schedule will be unlocked for the student to access and change.

Step 4. Return to the Advisee List and continue viewing and approving schedules.

When a schedule is approved by an adviser, its state will automatically change to "Needs Registrar Approval." When a schedule is approved by the registrar, this is the final state and the status will be "Registrar Approved." The schedule will be pushed to the Banner student database twice per day.

Other Features

The "View Transcript" tab permits you to view an advisee's unofficial transcript that includes course work, academic milestones, transfer credits and en route degrees, subject to the data that is collected by your school. You can also view a student's transcript by clicking on the right-hand button on the Advisee List page. The "Notes" tab permits you to view any Notes that have been previously recorded for an advisee.

The "**Add Note**" feature on the yellow menu bar permits you to record any waivers, substitutions to requirements, special permissions, or other special instructions. Enter a note up to the length indicated and then save it. If you need more space, enter another note. *Notes once saved may not be deleted*.

The "**Send Email**" feature opens a window in your default email system and pre-populates the "To:" line with the student's Yale email alias. You can then send an email at any time, not just during registration.

The "Advisee List" link permits you to return to the list of all your advisees.

Logout when you are finished using the system.

Waivers/Challenges

Student need to request to waive or challenge out of a given course. In order to do that, they need to submit a Waiver/Challenge Request electronically at http://nursing.yale.edu/waive-or-challenge-courses. The form is completely electronic. The student fills out the information online and uploads pertinent course syllabi and transcripts for the instructor's review. The instructor will get an email with the information and a link to view the attachments. All the instructor has to do is forward the email to fredericka.grant@yale.edu stating whether the request was approved or denied. Instructions are included in the email the instructor receives.

Please note: Even if a student waives or challenges out of a YSN course, they still need to register for that course! This way, they receive YSN credit for the course and it is listed on their transcript. A grade of "CRW" is given for waived courses and grades of either (PX, HPX, or HX) are given for challenged courses.

Praxis Advisors

The praxis is now an elective option for master's students at YSN. If students decide to write a praxis or thesis, they must register for an Independent Study (N704) with the title: Scholarly Inquiry Praxis. They should register for this in their final year of study. It is important

that academic advisors make sure students have contacted the faculty before registering for their praxis section.

Independent Studies

If a student wants to register for an Independent Study (N704), they will need to submit an Independent Study request electronically at http://nursing.yale.edu/independent-study.

Typically the student works with the instructor beforehand to develop the syllabus (or "contract") for the independent study. When the student completed the online request, it should include the course syllabus that indicates: course name, description, number of credits, clinical hours (if applicable), schedule, evaluation procedure, etc. The form is completely electronic. The student fills out the information online and uploads the course syllabus for the instructor's review. The instructor will get an email with the information and a link to view the attachments. All the instructor has to do is forward the email to fredericka.grant@yale.edu stating whether the request was approved or denied. Instructions are included in the email the instructor receives. A copy of this electronic request is also sent to the student's academic advisor for approval.

Students will register for a "generic" N704 through the online system for zero credits, and faculty advisors can approve that registration. Once OSA receives an approved Independent Study request, the Registrar will change the course title and assign the appropriate number of credits.

Late Registration

If students need to change their registration after the School's two week registration period, the will need to submit an electronic Add/Drop Form (http://nursing.yale.edu/adddrop-course-0). The form is completely electronic. The instructor will get an email with the add/drop request. All the instructor has to do is forward the email to fredericka.grant@yale.edu stating whether the request was approved or denied. Instructions are included in the email the instructor receives. A copy of this electronic request is also sent to the student's academic advisor for approval.

Students from Other Schools

Students from other schools at Yale are allowed to take elective courses at YSN with the course instructor's permission. These students need to get the course instructor's permission by completing a "Registration Form for Students Enrolled in Other Schools at Yale". Form are online at: http://nursing.yale.edu/student-forms. Once students complete the form they need to get the course instructor's signature and submit the form to OSA for final approval.

III. Academic Advisement

The Faculty Student Advising system (FSA) allows faculty advisors to access student academic information quickly. It is important for faculty to know such information as:

- Student enrollment status (full-time v. part-time)
- Program of study (GEPN v. RN v. Post Masters v. PhD)
- Year in the program (Cohort)
- Academic history/courses taken

All this information is listed in the FSA system. A current transcript is also available for view in FSA.

Faculty Advisors must also know the program's "plan of study" for both full-time and part-time students. These plans will be available on the School's Website (under the specific specialty/program). It is imperative that faculty have these on hand when advising students. It is critical in the course registration and approval process that the students are registering for the proper courses in the correct sequence.

When advising full-time students, plans of study need to be followed. Outside of registering for additional elective courses, full-time students have no room to deviate from the plan. Conversely, part-time students have a bit more flexibility when it comes to their overall registration. Faculty advisors can work with part-time students on their schedule if there are reasons for deviating from the established plan of study. However, advisors need to be aware of such issues as courses that are offered in alternative years and course prerequisites.

Incomplete Grades

When advising students and signing off on their registration and enrollment selections, please be sure to view their academic transcript on the FSA system and make sure they do not have any outstanding incomplete grades. Incomplete grades are listed as "INC" on the transcript. Incompletes received in the fall semester must be converted to final grades by February 1 of the following semester. Incompletes received in the spring semester or in the summer term must be converted to final grades by October 1 of the following academic year. The policy regarding incomplete grades (Policy #12) can be found on YSN website at:

http://nursing.yale.edu/policies12. If an incomplete grade is found on a student's record, please contact Barbara Hildebrand, Assoc. Dir/Registrar for Student Affairs at 7-6687 to check on its status.

Meeting with Advisees

Faculty advisors should meet with their advisees at least once a semester at the beginning of the term to go over their registration. It is encouraged that advisors reach out to their students at the midpoint of each semester to see how they are progressing.

Portfolio Requirement

There is a Portfolio Requirement for all Master's students.

A portfolio is a presentation (either written or electronic) of elements of learning that have occurred throughout the student's professional education. It is based on the assumption that adult learners are self-directed and take responsibility for their own educational choices. Self-directed learning and reflection as well as demonstration of competencies are key components of a portfolio. A portfolio enables students to prepare for the increasingly complex challenges of licensure, certification, privileging and job placement upon graduation. The content of the Master's Portfolio, which may vary according to the clinical specialty and individual student, should include the following: a Curriculum Vitae, list of clinical sites and preceptors, clinical case and time logs (as generated via the Typhon Group Nurse Practitioner Student Tracking System), presentations, publications and any honors the student may have received. In addition, evidence of clinical scholarly writing is **required** in the Master's Portfolio. Specifically, students **must** include either one of the following:

1. a set of three written documents from course work activities including a) a research critique, b) a case study and c) an evidence based paper on a clinical topic

OR

2. a written scholarly praxis suitable for publication or a Master's Thesis. Those students choosing this option are expected to elect N704 Independent Study and to work closely with a faculty member in the development of their praxis or Thesis.

The Portfolio is regularly reviewed by the student's academic advisor, who then approves the final Portfolio prior to Commencement.

Academic advisors will see additional course tabs on ClassesV2 that read "Class of 2017 Portfolios", "Class of 2018 Portfolios", etc. Within the tabs you will see individual course folders for each of your advisees for that class. Each individual folder would be managed by the student, and accessed (read only) by the student's academic advisor. There will also be an electronic approval form on each tab that each academic advisor should complete for each graduate.

Enhancing the Advisement of Graduate Students

Although there is an abundance of literature published on academic advising, one article published in *The Journal of the National Academic Advising Association* (Bloom, et al., 2007) identified 5 areas of graduate student advisement that can be important factors in the success of our students.

1. Care for Students and their Success

This is the most important aspect that came out of Bloom's (2007) study. Advisors need to consider the goals and welfare of the student in order to guide the person successfully. Students have more positive experiences when they feel that their advisor is partnering with them. "The advisor [that] considers the good of her pupil will always be more highly regarded than an advisor that views her pupil as a resource" (Bloom, 2007, pg. 31). Nutt (2000) stresses the importance of communication in academic advisement.

2. Be Accessible

"Advisors have difficulty demonstrating that they care if they are not available to their students" (Bloom, 2007, pg. 31). Although YSN faculty have numerous responsibilities and commitments, reliable accessibility through email and phone help to make students feel comfortable approaching them when problems or concerns arise with their studies.

3. Individually Tailor Guidance for Each Student

Since every student has different goals, learning styles and academic strengths, advisors should be cautious not to "standardize" every situation for their advisees. Please keep in mind such variables as academic history, academic workload, employment, family situation, health, and professional goals when advising students. "The skilled graduate advisor is able to individually tailor, facilitate, and critique each student's progress through the curriculum and the research" (Bloom, 2007, pg. 32).

4. Serve as a Role Model

Some YSN faculty have the unique advantage of serving students in both the classroom, and clinical setting. This gives them a chance to educate them not only through lesson plans, but through actions. As Bloom points out, "The advisor plays a key role in establishing a healthy, productive learning atmosphere, and in many fields learning is accomplished in an apprenticeship-style format. Students learn from observing their advisor dealing with a wide myriad of situations, problems, and frustrations" (Bloom, 2007, pg. 32).

5. Proactively Integrate Students into the Profession

As they come closer to graduation, students at YSN look to faculty and advisors for assistance in professional advice and employment opportunities. Students are extremely appreciative of faculty who assist them in their professional development and help them find networking opportunities. It is important for faculty advisors to understand that assistance in this area is one of the last things graduating students experience before they leave YSN. Leaving a lasting positive impression on our soon-to-be alumni is critical in the overall success of the School and its community.

Mental Health Concerns for Students

The Yale School of Nursing is committed to assisting in the care and well-being of our students at all points of their educational careers. As part of the University community, the School of Nursing works closely with University Health Services to ensure that assistance can be provided to any student with personal or emotional concerns.

Students in need of assistance should contact the Mental Hygiene Department at University Health Services (203-432-0290) or the YSN Assistant Dean for Student Affairs (203-737-2258). Consultations, counseling, and crisis intervention are available to all students at University Health Services. All conversations are held in the strictest of confidence and are not communicated to anyone without the student's explicit permission except in the rare instance of a life-threatening situation.

Faculty, staff and students are in a unique position to identify and help those who may need assistance. University Health Services or the YSN Assistant Dean for Student Affairs should be informed if a student presents a risk to him/herself, classmates, faculty, staff or patients.

Unfortunately, faculty and staff need to keep their eyes and ears open for students that may pose a violent threat to themselves or others. Here are some key questions you should ask yourself when assessing whether a student may be at risk of violence:

- 1. What are the person's motive(s) and goals? What first brought him/her to someone's attention?
- 2. Have there been any communications suggesting ideas or intent to attack?
- 3. Has the person shown any inappropriate interest in campus attacks/attackers, weapons, incidents of mass violence?
- 4. Has the person engaged in any attack-related behaviors?
- 5. Does the person have the capacity to carry out an act of targeted violence?
- 6. Is the person experiencing hopelessness, desperation, or despair?
- 7. Does the person have a trusting relationship with at least one responsible person?
- 8. Does the person see violence as an acceptable, desirable or the only way to solve a problem?
- 9. Are the person's conversation and "story" consistent with his or her actions?
- 10. Are other people concerned about the person's potential for violence?
- 11. What circumstances might affect the likelihood of an attack?
- 12. Where does the person exist along the pathway to violence?

If you have any reason to believe that one of your students may be at risk of violence, please contact the Assistant Dean for Student Affairs ASAP.

IV. Student In Academic Difficulty

Students in academic jeopardy at the midpoint of a given semester will receive a written warning from their course instructor. A copy of the warning should be sent to the student's academic advisor, the Division Chair, the Specialty Coordinator, and the Assistant Dean for Student Affairs. Although the student should request a meeting with the faculty member who issued the warning, faculty advisors should also contact the student to see if there are any additional issues that need to be addressed.

For more information regarding students in academic difficulty, please see YSN Policy #23 (http://nursing.yale.edu/policies23).

V. Summer Registration

Summer registration provides the students with: (1) a defined role; (2) malpractice coverage; (3) access to University resources; and, (4) the YSN aegis/name. Payment of a fee entitles the student to use the resources of the University during a period when there is no regular summer term.

There are two general categories of summer registration. They are described below with accompanying fee structures:

A. Research Registration

General Policy

Work on a research praxis or thesis which involves access to YSN and University resources, and a faculty advisor, after the last day of the spring term is considered as occurring during the summer session. The student will register and pay a summer registration fee. All students collecting data in the summer must work with a faculty member, register for summer research work, and pay a summer registration fee.

Students who wish, for convenience, to submit an Institutional Review Board application after spring classes end, but before the start of the fall term, and who do not intend to collect data or to seek agency clearance until the fall term may do so without incurring a fee.

B. Registration for Coursework/Independent Study and Clinical Work

General Policy

Some students are required to register for classes in the summer term as part of their plan of study (GEPN and DNP students). These students will be charged a predetermined tuition rate for the summer term. Students who are not required to do academic work in the summer may wish to negotiate clinical or theoretical experiences for credit during the summer term. Such course work can be arranged with the approval of appropriate faculty and Specialty Coordinator.

Students engaged in clinical and/or theoretical work for credit must formally register for the summer term. If a student receives credit for clinical course work during the summer he/she cannot receive pay for that work.

The student who registers for course work (clinical and/or theoretical) should complete an independent study contract and register with an independent study course number.

In the case of a clinical experience, the appropriate faculty and Specialty Director must negotiate a clinical experience agreement (Schedule A) with the agency involved if it is not one with which YSN has a current or standing affiliation (Clinical Experience) agreement. In the case of experiences with an agency with which YSN does have a current or standing affiliation agreement, a new Schedule A is required. The fee for summer coursework or independent studies will be at a per credit rate. Credit hours will be calculated according to the standard formula used by the School. In some unusual circumstances, opportunities arise that require the School to offer clinical or theoretical courses over the summer. In those instances, students will be charged only a summer registration fee.

If a student receives a grade of "Incomplete" for a course and must do academic and/or clinical work in the summer, the student must register for summer coursework and pay a summer registration fee.

Any student engaged in clinical practice without a formal course registration and Clinical Experience Agreement with current Schedule A will not be considered an enrolled student and will, therefore, not be covered by the School's malpractice insurance.

ALL STUDENTS REGISTERING FOR SUMMER COURSE WORK SHOULD DO SO WITH THE REGISTRAR IN STUDENT AFFAIRS BEFORE THE END OF THE FIRST WEEK OF SUMMER TERM.

VI. Academic Calendar

The Academic Calendar can be found online at: http://nursing.yale.edu/academic-calendar-2015-2016.

References:

- Bloom, J. L., Propst Cuevas, A. E., Hall, J. W., & Evans, C. V. (2007). Graduate students' perceptions of outstanding graduate advisor characteristics. *Journal of the National Academic Advising Association*, 27(2), 28-35.
- Nutt, C. L. (2000). One-To-One advising. In Gordon, V. N., & Habley, W. R. (eds.). *Academic advising: A comprehensive handbook*. (pp. 220-227). The Jossey-Bass Higher and Adult Education Series. San Francisco: Jossey-Bass.