



Graduate Student Handbook
School of Business Masters Programs

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Graduate Student Handbook

Introduction

The *Graduate Student Handbook* contains the University of Kansas' primary statements about student academic life, conduct, and the responsibilities of students and the University to one another. Students should note that this publication is for informational purposes and does not constitute a contract.

It is important for students to understand that the policies and procedures stated in this handbook represent the minimum standards. Each individual program may have its own program-specific standards or policies that students must also follow. It is the student's responsibility to become thoroughly acquainted with all requirements for the degree, both the general requirements and those that are specific to the student's own department and school. Students should contact their department's graduate coordinator or graduate chair for the specific information for their department.

Mission of Graduate School

The mission of the Graduate School at the University of Kansas is to ensure the quality of graduate programs. We do that by overseeing the formulation of faculty-driven policy, by implementing policy, by conducting periodic program reviews of graduate programs, by assisting departments with the recruitment of quality graduate applicants through application processing, administration of graduate fellowships and special programs to attract top minority students, and by offering professional development programs for students and faculty. A current copy of the Graduate School's Constitution and Bylaws can be found on the Graduate School's website:

<http://www.ku.edu/~graduate/bylaws.html>.

Graduate Division

Each professional school on the Lawrence campus has a graduate division: Architecture, Business, Education, Engineering, Fine Arts, Journalism, Pharmacy, and Social Welfare. The Graduate School serves as the graduate division for the College of Liberal Arts & Sciences. The KUMC graduate programs are part of the Graduate School and are a graduate division overseen by the KUMC Vice Chancellor for Academic Affairs and Dean of Graduate Studies. On the Lawrence Campus, each graduate division has an Associate Dean or Director of Graduate Studies who serves as the contact person for that graduate division.

Important People to Know in the Graduate School

Dean

Diana Carlin, Ph.D.
(785) 864-6161

Dr. Carlin was appointed dean of the Graduate School and Office of International Programs at KU in August 2000. She is responsible for university policy in graduate and international program matters, oversees planning and reviews activities, and works with the provost and the council of deans. She is also a professor of communication studies.

Associate Dean**Saeed Farokhi, Ph.D**

(785) 864-6161

Dr. Farokhi is in charge of Graduate Program and Dissertation Status Review in the Graduate School. In addition, he oversees the operation of the Graduate Division of the College of Liberal Arts and Sciences. Dr. Farokhi, as the Associate Dean of the Graduate School, is the director of the Preparing Future Faculty (PFF) program and co-teaches a PFF course with Dean Carlin. He also co-directs the Responsible Conduct of Research (RCR) program in the Graduate School with Dean Carlin. Additionally, Dr. Farokhi works on developing new research grants for the Graduate School and new strategies for graduate recruitment at KU.

Assistant Dean

Carole Ross, Ph.D.

(785) 864-3140

Dr. Ross oversees the Graduate Application Processing Center (GAPC) and the various fellowships and scholarships offered by the Graduate School. Dr. Ross retired as a member of the faculty in the Department of Music and Dance in 2001 and was also Associate Dean for Graduate Studies in the School of Fine Arts. She was active for many years on numerous committees in the Graduate School, and in 2001 she received the Graduate Dean's award in recognition of outstanding service to graduate students.

Assistant Dean

Joy Koesten Ph.D.

(785) 864-4142

Administrative Officer

Virginia Sayler

(785) 864-6161

Budget Manager

Bette Luther

(785) 864-6161

Communications Director

Alison Watkins

(785) 864-6161

Alison Watkins is responsible for publications for the office, including the annual newsletter, Graduate School Report, the biannual Horizons newsletter, the office's annual reports, and brochures. She also handles press releases from the Graduate School and Office of International Programs, assists with press coverage for the office's three units: the Applied English Center, International Student and Scholar Services, and the Office of Study Abroad, and helps with special events. She also coordinates alumni outreach. She started working at the office in June 2003.

Secretary

Judy Davis

(785) 864-6161

Judy Davis is the first contact person in the Graduate School, handles the day to day coordination of the Deans' calendars, graduate catalog requests, and event planning of Graduate School activities such as workshops, meetings and ceremonies.

Important People to Know in the School of Business

Dean

Bill Fuerst, PhD
(785) 864-7573

Associate Dean

Keith Chauvin, PhD
(785) 864-7574

Business School Dean's office

(785) 864-7573

Academic Director: PhD programs

Surendra Singh, PhD
(785) 864-7531

Administrative Director: PhD programs

Charly Edmonds
(785) 864-3841

Academic director: Masters of Business Administration

Chuck Krider, PhD
(785) 864-7543

Academic director: Masters of Accounting

Lisa Ottinger, PhD
(785) 864-7572

Academic director: Masters of Science in Business with a concentration in Finance

George Bittlingmayer, PhD
(785)864-7541

Administrative director: Masters Programs

Dee Steinle
(785)864-7596

Recruiting Director: Masters Programs

Jeff Morrow
(913)897-8587

Enrollment and Advising: Masters Programs

Elizabeth Montgomery-Anderson
(785)864-7558

Admissions Processing: Masters Programs

Donna Byrnes
(785)864-7556

Graduate School Catalog

The Graduate School Catalog is available in hard copy from the Graduate School located in Strong Hall Room 300 or in the Business School Student Services office in SUM 206. It is also available online at <http://www.ur.ku.edu/Acadpub/gradcat/contents.html>.

Requirements listed by the Graduate School are minimum requirements. Students should check with the Graduate Division of their school or college for any additional requirements.

Graduate Admission

Students whose records indicate their ability to succeed with advanced work may be admitted to the Graduate School through the Graduate Division of one of the schools. Admission requires a bachelor's degree and a grade-point average of at least a B (3.0 on a 4.0 scale), both overall and in the proposed major, from KU or from another regionally accredited institution or foreign university with substantially equivalent bachelor's degree requirements. The bachelor's degree is not acceptable if it contains credit awarded for work experience that was not directly supervised by faculty members (life experience) of an accredited university or not evaluated in units that identify the academic content (e.g., P/F, S/U). In exceptional cases, students not holding bachelor's degrees may be admitted if they are academically well prepared. The Graduate School dean reviews the student's academic background before a student without a bachelor's degree is admitted. Students who wish to work toward specific, established graduate degrees may be admitted in regular, probationary, or provisional categories. Those who do not have defined degree goals may be admitted in other categories to take advanced work in appropriate areas.

Regardless of the category of initial admission, no student may work toward a graduate degree without being accepted by a specific department or program.

Degree-seeking Students

1. Regular Graduate Student—the applicant meets the academic standards of the department, Graduate Division, and Graduate School to work for an advanced degree without excessive deficiencies in prerequisites.
2. Probationary Graduate Student—an applicant who meets other admissions standards may be admitted on probation when his or her undergraduate grade-point average is 2.75 to 3.0 on a 4.0 scale. Upon finishing the equivalent of one semester of full-time graduate study with an average of 3.0 or higher, the student automatically attains regular status. A student admitted on probation who earns a grade-point average lower than 3.0 will not be permitted to re-enroll in the Graduate School except under unusual circumstances. In such cases, the student's department or program may recommend re-enrollment on probation for the equivalent of one more semester of full-time graduate study.

3. **Provisional Graduate Student**—an applicant may be admitted as a provisional graduate student when either the quality or kind of undergraduate preparation is deficient, i.e., the undergraduate grade-point average is below 2.75 on a 4.0 scale or the student has not met the prerequisites to do graduate work in the department or program to which he or she has applied. After the equivalent of one semester of full-time study as a provisional graduate student, the department or program in which the student is enrolled reviews his or her performance and recommends that the student be (1) transferred to regular status, (2) dropped from the Graduate School, or (3) allowed to continue the equivalent of another semester as a provisional student. It is ordinarily expected that provisional status will not exceed two semesters. The transfer from provisional status is not automatic as it is in the case of probationary status.

Nondegree Students

1. **Nondegree A Graduate Student**—the applicant is admissible to regular status but does not intend to work for an advanced degree at KU at the time of admission. If a student in the nondegree A category later requests admission as a regular degree-seeking student and is so accepted by a department or program, only that work taken as a nondegree A student which is approved by the appropriate department may be applied to the degree program.
2. **Nondegree C Graduate Student**—students may gain admission to the nondegree C category upon presentation of evidence of receipt of a baccalaureate degree from an institution with requirements for the degree substantially equivalent to those at KU. This category of admission to the Graduate School limits enrollment to continuing education courses, institutes, workshops, or graduate certificate programs. Under special circumstances, however, students in this category may be permitted to enroll in residence credit courses for graduate credit with the consent of the instructor and of the Graduate Division. If students admitted to the nondegree C category are later admitted to a department to work toward a degree, then, within the limitations specified below, applicable courses taken under the nondegree C category may, upon recommendation of the department or program to its Graduate Division and with general guidelines established by the Graduate School, be approved by the division to be counted in the degree program. The total of transfer credit from another accredited graduate school and nondegree C category credit earned at KU may together no exceed 6 hours, or 8 hours if the student holds a baccalaureate degree from KU.

Admission Procedure

Application for admission should be filed with the Graduate School. Since some departments have a limited number of student positions, applications should be submitted as early as possible. To ensure adequate time for review, the applicant should check with each individual degree program for its application deadline date. Two copies of official transcripts of all college and university records must accompany the application. Transcripts and test scores that have been faxed will not be accepted as official copies. The schools and departments may require additional application materials such as test scores or letters of recommendation.

International applicants must also provide English test scores. (See Minimum English Proficiency Requirements.) The university is unable to issue immigration documents until the international applicant furnishes a financial resources statement. Degree programs may choose not to consider international applications if they are not accompanied by a financial statement.

Nonrefundable **application fees** payable to the University of Kansas are required. Rates are subject to change.

Domestic degree-seeking applicants pay:

	Paper	Online
Business.....	\$65.....	\$60
Education and Journalism.....	\$55.....	\$45
Other Schools.....	\$55.....	\$55

International degree-seeking applicants pay:

	Paper	Online
Business.....	\$65.....	\$60
Other Schools.....	\$60.....	\$55

Deposits are required of students admitted to some departments and programs, to be fully credited against required fees upon enrollment.

Application forms are available from the major department or the Graduate Division of the appropriate school or online at www.graduate.ku.edu Send original transcripts of all completed college and university work to:

**The University of Kansas
Graduate Application Processing Center
1450 Jayhawk Blvd., Room 313
Lawrence KS 66045-7535**

Send all other requested application materials directly to the appropriate department or program.

On the KU Medical Center campus, contact:

**Office of Graduate Studies
5015 Wescoe Pavilion, Mail Stop 1040
KU Medical Center, 3901 Rainbow Blvd.
Kansas City KS 66160
(913) 588-1258**

Each applicant is notified by letter and receives an explanation of the admission classification. The enrollment of nondegree A or C graduate students in particular courses, like that of all graduate students, is subject to fulfillment of departmental course prerequisites and consent of the instructor in the case of limitations on class size.

Admission to the Graduate School does not imply admission to candidacy for a higher degree. A student becomes a candidate for an advanced degree only by demonstrating through resident study at KU the requisite preparation and ability. Requirements specified for any advanced degree must be regarded as minimum requirements. Additional requirements depend on the student's undergraduate preparation and the particular field of graduate work chosen.

After an absence of five years from KU, students must apply for readmission to their graduate programs and to the appropriate Graduate Division.

Minimum English Proficiency Requirements

Following are the acceptable means of verifying English proficiency for purposes of admitting international students to the Graduate School. These guidelines also apply to U.S. citizens and permanent residents who are not native speakers of English; they are subject to change by official action of the appropriate Graduate School governance bodies.

1. Verification that the applicant's native language is English, as shown to a high degree of probability by citizenship in an English-speaking country such as Great Britain, Australia, New Zealand, or English-speaking provinces in Canada.

2. Graduation with a baccalaureate degree or higher from an accredited U.S. institution of higher education or from such an institution in one of the countries listed above whose medium of instruction is English.
3. Receipt of the applicant's Test of English as a Foreign Language or International English Language Testing System (academic format) scores achieved no more than two years before the semester of admission.

Computer-based TOEFL—All part scores at least 20

Paper-based TOEFL—All part scores at least 53

IELTS—Minimum band score 5.5 with no score below 5.0

For information on exceptions, see the *Graduate Catalog*.

4. If English test scores other than the TOEFL or IELTS are offered, the Applied English Center interprets the scores to determine if they are equivalent to the TOEFL scores given above.

All international students who are not native speakers of English must visit the Applied English Center on arrival for verification of their English language proficiency. Additional information that may warrant recommending a waiver from these guidelines may be brought to the attention of the Graduate School by the Graduate Divisions.

Masters Degree

I. SCHOOL OF BUSINESS ACCREDITATION

The University of Kansas School of Business Masters Programs are accredited by the Association for the Advancement of Collegiate Schools of Business – International (AACSB), a designation held by only one-fourth of all business schools nationwide.

For more information on AACSB, please see: <http://aacsb.edu/>

II. ACADEMIC PROGRAMS

For specific curricular requirements for each degree program, see Appendix A: Curriculum Guides.

Master of Business Administration

The University of Kansas Master of Business Administration is designed to meet the educational needs of persons seeking positions with managerial responsibilities in both the public and the private sectors. The program emphasizes broad concepts of business administration as well as an option which allows students to concentrate within a specific area of business management.

KU offers the MBA program full-time in Lawrence with evening courses available for part-time students at the Edwards Campus in Overland Park. To deliver the best results for all students, The KU Business School prefers that applicants have a minimum of two years of work experience. The integrative focus of the curriculum is on the manager as a problem-solver, which allows the student to develop the skills to become a self-educator throughout his or her career. A broad background in business fundamentals enables the graduate to assimilate newly acquired skills quickly and to cope with rapid changes in the workplace. The KU MBA program places considerable emphasis on the international aspects of business, both in required courses and through electives.

All MBA students are required to complete 52 credit hours of academic work, made up of 24 hours of core courses and 28 hours of electives. The required core courses emphasize the basic areas that underlie the study of business, including managerial economics, probability and statistics, and accounting, as well as the economic, legal, and social environments in which businesses operate. Analytical methods from these disciplines are applied to problems in the various functional areas of business, as well as policy formulation. Through elective courses, the student may obtain a concentration in a specific area, such as finance, human resources, information systems, international business, management, marketing, or strategic management.

The KU MBA program offers two paths: the In-Residence program on the Lawrence campus, and the Evening Professional program on the Edwards Campus in Overland Park, KS. The full-time, In-Residence program begins in the fall on the Lawrence campus only, while the Evening Professional program admits students for both fall and spring semesters. Students are not permitted to transfer from the evening to the full-time program. Evening Professional MBA students typically work through their degrees at a less aggressive pace than those in the full-time program, but the program curriculum is identical to the full-time program. Evening courses at the Edwards Campus in Overland Park are less than 45 minutes from Lawrence, and students are welcome to take courses on both campuses. School of Business faculty members from the Lawrence campus teach the majority of evening classes, so the high quality of instruction is the same regardless of program path.

Full-time, In-Residence students are afforded a number of opportunities to direct their efforts strategically toward career goals. This is especially true of students who wish to change career paths after graduation. A full-time student who takes an aggressive approach to the curriculum can complete the program in as few as 18 months. Conversely, part-time students take an average of 3.5 years to complete the program. A full-time approach can significantly increase the return on educational investment by putting the student back into the workforce faster. The Business Career Services Center provides students with resources and coaching throughout their MBA programs.

Full-time, In-Residence students may also be eligible for financial support in the form of scholarships, loans, and graduate assistant positions within the School of Business. Financial packages are awarded based on merit to students who produce outstanding application profiles.

A full-time, In-Residence student is also able to participate in a wide range of learning opportunities beyond the classroom. KU excels as one of the nation's top schools in terms of international opportunities. KU is one of the few institutions to be awarded a prestigious Center for International Business Education and Research (CIBER) grant, and KU provides students with an impressive array of study abroad options, including the opportunity to study in KU's Italy Program in Asolo, Italy. Full-time students are encouraged to participate in these programs or to study in any one of 50 other countries.

Masters of Accounting (MAcc)

Accounting is often called the "language of business," because it provides the information necessary for making business decisions in many types of organizations. As key members of a management team, accountants can help to determine the course of a company's operations by interpreting and analyzing business and financial information.

The University of Kansas Masters of Accounting (MAcc) degree has taken KU graduates into every area of business practice, both public and private, in the United States and abroad. KU MAcc grads have been chief executives of the largest public accounting firms in the nation and in the world, and they have excelled at numerous other businesses as well. Employment prospects and salaries are excellent, as the profession continues innovation and expansion nationally and worldwide. Starting salaries for accountants are among the highest of all university graduates.

Master of Science in Business

The Master of Science in Business degree program is for students who want to pursue concentrated study in a specific business area. Students must have completed a baccalaureate degree as prescribed by AACSB International, or must have an appropriate background as determined by the faculty in the area of concentration. Deficiencies in a student's undergraduate program may result in additional hours being required for the degree. These are determined before or at the time of initial enrollment.

The School of Business offers a concentration in Finance. It is possible for students who satisfy all entrance requirements and specific course prerequisites to complete all requirements for the degree in three semesters and. However, before they begin study, they should meet with an adviser to decide which semester to enter.

The University of Kansas Master of Science in Business, Finance (MSBF) students have strong quantitative backgrounds and may study statistics, financial modeling, advanced accounting, advanced economics, advanced finance, and upper-level mathematics as related to business. MSBF courses include graduate level business courses and graduate level mathematics courses.

Non-Degree Seeking

An applicant who has already earned a Masters degree in business or who is currently enrolled in good standing in a graduate business program at another accredited university is eligible to apply to take KU graduate business courses as a non-degree seeking student. Typically, a student is permitted to take KU courses only if he or she plans to transfer the courses back to their home university.

III. ADMISSION TO MASTERS PROGRAMS

Admission Requirements

The applicant must demonstrate competence through a high level of prior academic performance and a solid score on the Graduate Management Admission Test (GMAT). Most applicants admitted have GMAT scores 600 and above. Students with GMAT scores of 540 or below should seriously consider retaking the exam. In addition, non-native English speakers must score well on the Test of English as a Foreign Language (TOEFL TOEFL scores of 570 (230 on the computer-based TOEFL) and above are required. Finally, the applicant must demonstrate aptitude for graduate study in business through a record of achievement in previous professional experience, and as evidenced in letters of recommendation. These requirements are intended only as suggestions for minimum admission standards.

Specific admission criteria are as follows:

- 1) Baccalaureate degree from an accredited college or university or the equivalent. No specific course work in business administration is required.
- 2) A minimum of two years of work experience is preferred.
- 3) Proficiency in mathematics at the college algebra level; calculus preferred.
- 4) Selection is based on high promise of success in graduate study in business administration, as indicated by a combination of
 - a) Prior academic performance
 - b) Scores on the Graduate Management Admission Test (GMAT)
 - c) Scores on the Test of English as a Foreign Language (TOEFL), if applicable
 - d) Prior work experience
 - e) Two letters of recommendation from faculty members or employers
 - f) A current résumé

All Masters applicants must submit the following:

- A completed Graduate School Application form (available online at <http://www.business.ku.edu>);
- Three essays (included with the application form);
- Graduate Management Admission Test (GMAT) scores;
- Test of English as a Foreign Language (TOEFL) scores from all international students or from applicants whose native language is not English;
- Two official transcripts of all undergraduate and graduate study completed to date, including KU;
- A signed School of Business Honor Code (available online at <http://www.business.ku.edu>);
- A Current Résumé;
- Two letters of recommendation received directly from the persons writing the letters; and
- A non-refundable application processing fee of US\$60 for online applications; or, for paper applications, \$65 as a check drawn on a US bank or an international money order, payable to The University of Kansas.

Receipt of materials should not be construed as a guarantee of admission to the Graduate School.

All application materials should be sent to:

University of Kansas
School of Business
Masters Admissions
1300 Sunnyside Ave, Room 206
Lawrence, KS 66045

Full-time, In-Residence Master of Business Administration students are admitted only once each academic year for the fall semester. To be considered for admission and financial aid, the application should be complete by June 1 of that year.

Part-time, Evening Professional MBA students, Master of Accounting and Information Systems, and Master of Science in Business: Finance students should complete an application by June 1 for admission in the fall semester of that year, or by November 1 for admission the following spring semester. The application deadline for early decision for fall semester is January 15.

International applicants (those who are not US citizens or permanent residents) should submit all application materials by the first day of the month prior to the regular submission deadlines.

All inquiries should be directed to the Director of Masters Programs, Dee Steinle, via e-mail at dsteinle@ku.edu or by phone at 785/864-7500.

Tuition and Fees

The following are student rates for the 2006-2007 academic year. Tuition and fees are set by the Kansas Board of Regents and are subject to change at any time. Current information is available from the Office of Student Records, 121 Strong Hall (785-864-4422). Fees are assessed in addition to tuition on the basis of credit hour enrollment.

Semester base tuition and B-School Differential Tuition(s) per credit hour:

	Kansas Resident	Non-Resident
Tuition	\$227.05	\$542.50
Differential Tuition	\$81.10	\$81.10
Masters Level Fee	\$64.25	\$64.25

A list of additional fees is available at the Registrar's website, <http://www.registrar.ku.edu/fees/>.

Payment of tuition entitles the student to instruction in classes, guidance and evaluation of individual field work and field learning experiences, and library privileges. Payment of required Lawrence campus fees entitles the student to necessary dispensary care for ordinary illness and special medical services at nominal rates at Watkins Memorial Health Center, use of the Kansas Union, admission at student rates (if any) to most campus events within the limit of seats available, a copy of the University Daily Kansan, and participation in other activities.

Orientation

Students may enroll in their first semester of classes only after attending an orientation session. In-Residence MBA students must participate in the MBA Jump Start orientation session held a week prior to the beginning of the semester on the Lawrence campus. Evening Professional, part-time, MBA students must attend a 2-hour orientation session at the Edwards Campus, usually held during the month prior to the beginning of the semester. All other Masters programs will have orientation sessions on the Lawrence campus. During these orientation sessions, students will set up their KU online ID and register their email addresses, as well as sign up for classes. These sessions are required of all Masters students.

Enrollment

Students may enroll in classes through the Enroll & Pay system until the first day of classes without penalty. Late fees apply beginning on the first day of the semester to add a class, and the prorated refund period begins on the first day of the semester to drop a class. Students may add classes that begin in the second module up through two days prior to the start date of the class without penalty. For specific dates and fee schedules refer to the Short Course List on the registrar's website.

How to enroll:

- Login to the student portal – <http://students.ku.edu>

- Click on LOGIN on the right side of the screen
- Go to ACADEMICS tab
- Click on Enroll & Pay in the menu on the left side of the portal page
- Login again (same ID and password used to login to the portal) in the box designated for Lawrence and Edwards Campus students – If not able to login, contact the Help Desk at (785) 864-0200.
- Once in Enroll & Pay, check the Personal Portfolio for any holds (click on Personal Portfolio > Home > Personal Portfolio > Holds). All enrollment holds must be cleared before enrolling.
- To find the enrollment pages, click on Enroll & Pay > Learner Services > Academics > Enroll in a Class.
 ** Clicking on KU Help at the top of each page will open a separate window for help pages. On the KU Help page, click on Learner Services to find complete, step-by-step enrollment instructions.

For thorough dropping and adding information: <http://www.registrar.ku.edu/timetable/enroll.shtml>

Financial Assistance

Financial assistance in the form of loans is available through the University of Kansas, Office of Student Financial Aid:

Strong Hall
 1450 Jayhawk Blvd.
 Lawrence, KS 66045-7535
 phone number: (785) 864-4700
 fax number: (785) 864-5469 or
 email: osfa@ku.edu

Full-time MBA and MAcc students are encouraged to apply for School of Business scholarships. MBA students can complete a scholarship application available at:

http://www.business.ku.edu/gen/bschool_generated_pages/Scholarships_m781.html.

MAcc students can apply online at: <http://www2.business.ku.edu/scholarship/masters.html>.

Scholarships are awarded on an on-going basis, however it is wise to apply early in the admission cycle. Scholarships are based on merit and need.

- Fellowships—the Graduate School has available a number of fellowship awards to recognize academic superiority and to assist meritorious students in the timely completion of their degree programs. The number of fellowships awarded each year depends upon available funds. Applicants for admission to the Graduate School who wish to be considered for these awards must supply the required supporting materials to the proposed major departments. Graduate students interested in fellowships should consult their departmental or program advisors and request that formal nomination be made to the Graduate School. Nominations must be made on standard forms supplied by the Graduate School, accompanied by letters of recommendation, current official transcripts, and, if available, additional evidence of scholastic attainment. Each nominee must prepare a statement describing academic and professional goals and the effect that an award would have in attaining these goals. It is the responsibility of the nominee and department to provide all materials required for evaluation of the nominee's qualifications. Applications

must include Graduate Record Examination aptitude test scores. In some cases, scores from other nationally administered standardized tests for graduate admission may be substituted, but only if the program requires this test for admission.

- Scholarships—as well as fellowships, the Graduate School provides supplemental scholarship funds directly to up to five departments to help them be more competitive and attract top applicants to KU.
- Assistantships
 1. Graduate Teaching Assistantships may be available to graduate students through graduate departments. Usual appointments are for one-half-time service. Graduate students should apply directly to the department for GTA appointments. The School of Business typically only offers GTA appointments to PhD students.
 2. Graduate Research Assistantships are available to graduate students through grants from federal and private agencies and from state-appropriated research funds. Applicants should contact the chair or graduate advisor of the major department directly for more information.

The KU School of Business provides about \$80,000 in scholarships to In-Residence MBA students each year. This money, from alumni, is awarded to students based on academic credentials, state or county of residency, and/or need.

Many MBA students are able to compete successfully for a GA position. Typically, these positions consist of 20 hours per week of office work on campus with pay at about \$9.50 per hour, so a student can earn about \$2,400 per semester for four semesters. Checking “grader”, “office assistant”, “research assistant”, and “other” boxes on the application will add the applicant to the list for consideration when filling GA/RA positions. Applicants should be prepared to provide a résumé and to attend an interview for each position sought. In most cases, these are competitive positions with a search process conducted by each office or faculty member involved. For most positions, the applicant will need to be on-campus to compete. Positions are listed at <https://jobs.ku.edu/>.

MAcc students are eligible to complete for scholarships as well. The average award is between \$500-\$1000. Please see the School of Business website for thorough MAcc scholarship information.

IV. SCHOOL OF BUSINESS POLICIES

Status Evaluation and Probation

Masters students will be evaluated each semester by the Director of Masters Programs to determine GPA status. This includes Dean’s List, probation, dismissal, etc. If necessary, this evaluation may be done in consultation with the student’s advisor and/or the area faculty. General guidelines are available that allow a student to determine whether his/her progress and performance may be investigated more closely:

- A. The student should be completing courses that are listed on his or her Advising Form in a timely fashion. There is a six-year window allowed for a student to complete a Masters degree, and every semester the student must show progress toward completion of the degree. Students with extenuating circumstances may petition for a seventh year to complete the degree.

- B. The student will maintain a cumulative grade point average at or above 3.0 on a 4.0-point scale. A student who does not maintain a 3.0 average will be placed on probation for a maximum of one semester. Any student who does not achieve a 3.0 after the probationary period will be dismissed from the Masters program.
- C. The student must receive a grade of C or better in any course for the class to count toward graduation requirements, as stated in the Graduate School Catalog.
- D. The student must maintain enrollment. See “Leave of Absence” information below.

Other relevant factors may also be included in the review. Lack of progress or unsatisfactory performance can result in the student being placed on probation with agreed-upon conditions for either removal of probationary status or dismissal from the program. Appeal of dismissal must be made in writing (e-mail is acceptable) within six weeks of notification.

If Masters Team members do not reach mutual consent regarding the student’s status, the matter may be brought to the Associate Dean of the Business School. Such action will be communicated in writing to the student. The period of probation shall not normally exceed one semester.

Upon completion of a probationary period, the Director of Masters Programs will review the performance of the student, and either remove the student from probationary status or dismiss the student from the program. If the student wishes to appeal this decision, such an appeal may be made to the Masters Team. This does not eliminate further appeals to the University Judiciary Committee. The Director may continue the student’s probationary status at his or her discretion.

Petition Process

Dismissal from the School of Business is based on either a lack of academic progress or an honor code violation. Full-time students who were admitted to regular status have a full year to make a 3.0, regardless of the number of hours (BUS 715 and 723 excluded). If the student’s GPA falls below a 3.0 after the first semester, the student will be placed on academic probation and will have one semester to bring his or her GPA up to a 3.0 before dismissal. If a full-time student is granted admission with probationary status, he or she has one semester to make a 3.0. Part-time students have nine hours to achieve a 3.0. If this is not achieved, the student will be placed on academic probation and will have six hours to make a 3.0 before dismissal.

Each student facing dismissal proceedings has the right to petition the decision with the academic committee and Masters Team. The process is as follows: A letter will be send informing the student of his or her dismissal. The student has two options :

- The student can choose to not respond to the letter, accepting dismissal from the University. If no response is received within six weeks from the date of the letter, the student will officially be dismissed.
- OR, the student can petition the Masters Team for an extended semester of academic probation instead of dismissal. In this case, he or she will be expected to provide documentation to the committee that supports the petition for academic probation. The team can request more documentation from the student and extend the review process. In this case, the student will be contacted via phone or e-mail to provide the additional information needed. The team as a group may decide to meet with the student in person to aid in the assessment of the appeal. In any case, the majority of the team must be in agreement on a decision. If the student is unsatisfied with the team’s decision, he or she can appeal to the Associate Dean. If the student

feels that there has been a policy or process violation, she or he may contact to the University Ombudsman, 28 Carruth O'Leary, (785) 864-7261.

Leave of Absence

As of the 2002 fall semester, the School of Business requires graduate students to inform the correct department if they will be taking a leave of absence from the department and/or the degree program. Full-time and part-time students may petition to take a leave of absence for no more than two semesters during their graduate studies, should personal or professional circumstances necessitate this. This petition should come in the form of a letter or e-mail to the Department Directors, outlining the reasons for the request and plans for resuming studies and completing degree requirements. The Department Directors should receive this letter at least two weeks before the beginning of the term for which the leave of absence is sought, if possible. The Directors will respond within one week (seven days) after receipt of the petition.

Should a student take a leave of absence in excess of one year without notifying the School of Business, the student will be terminated from the program. If the student chooses to continue the degree thereafter, he or she must reapply.

V. STUDENT PROCEDURES

Biographical Data

New students are required to create a KU online ID and register an email address. A KU online ID can be created at <http://www.ku.edu/computing/services/>. Students will need to use birthdate and ID number to log in initially.

Students can register either a KU email address (*KU logon ID@ku.edu*) or another e-mail address (hotmail, yahoo, other) at <http://www.ku.edu/computing/manage>.

It is imperative for students to register an e-mail address in order to receive important university, department, and class announcements. All Business School enrollment information and course information distributed by the Masters program will be sent via e-mail.

Designation of a Concentration – MBA

In the Master of Business Administration program, a concentration is optional. Concentrations available with the MBA degree include: finance, human resources management, information systems, international business, management, marketing, and strategic management. A concentration consists of elective courses, selected from a list of designated courses in the concentration, totaling 8 or 9 credit hours for a minor concentration and 11 or 12 credit hours for a major concentration, in most areas. The intention to pursue a concentration usually is designated in writing before completion of enrollment for the third semester in the program. The area adviser must approve the concentration plan and any subsequent changes in that plan. A graduate course related to the study of business administration offered by another division of the university may be substituted for a specific concentration course requirement with the approval of the area adviser and the Director of Masters Programs. For a list of courses that qualify for concentration credit, please

see Appendix B: Master of Business Administration Designated Courses for Areas of Concentration.

Prerequisites, Substitutions, and Transfers

The KU MBA is designed such that students with little or no business education background, but with relevant experience, can get started on an equal footing with those who do have an undergraduate business education. Therefore, no pre-requisite business coursework is required.

Students with an educational background in business that fulfills MBA core requirements may be able to substitute core courses with higher level electives, thus allowing for more program specialization. All students are required to complete 52 graduate credit hours in Business.

In all Business Masters programs, six hours of graduate credit from another college or university may be transferred into the program with appropriate prior approval. Courses that were applied toward a completed graduate degree are not eligible for transfer. Credit by exam is not permitted.

Graduation

In addition to submitting an online Application for Degree through the Enroll & Pay system, the candidate must also have a degree check by the Enrollment Coordinator. The deadline for submission of these documents is usually within two months of the beginning of the candidate's final semester. Please check with the Enrollment Coordinator for specific dates each semester.

The diploma will be available at the Registrar's Office in 121 Strong Hall or it can be mailed for a fee starting in mid-July for Spring graduates, mid-October for Summer graduates, and mid-March for Fall graduates. For more information or questions, contact the Registrar at (785) 864-4422 or bschoolgraduation@ku.edu.

The School of Business Recognition Ceremony, held in May and December, is a formal event that honors graduating seniors, Masters, and Doctoral students. Graduates wear cap and gown, and Masters students bring their own hoods for the hooding ceremony. After speakers and awards, students are directed to the stage where their names are announced individually. August graduates are encouraged to participate in the May ceremony.

The University Commencement is a once-per-year, less formal, all-university graduation event for several thousand students held outdoors in Memorial Stadium each May. No tickets are needed, and the "Walk down the hill" is a fun tradition where students often bring balloons and decorate their caps and gowns.

Class Attendance

If a student cannot attend a class, he or she should contact the instructor to make arrangements to make up work. The University does not offer video taping services.

Many full-time students will take classes in the evenings at the Edwards Campus. This will require the student to provide his/her own transportation to class. Often, students form carpools to minimize travel expenses.

Grades

Grading information is available in the Graduate School Catalog. A student must receive a grade of C or better for any course to apply toward the degree; grades below C, however, will still apply toward the GPA. Courses that duplicate undergraduate coursework will not count toward Masters requirements.

Petition Process

Dismissal from the School of Business is based on lack of academic progress or an honor code violation. Full- time students have a full year to make a 3.0 regardless of the number of hours (BUS 715 and 723 excluded). If the student's GPA falls below a 3.0 after the first year, the student will be placed on academic probation and will have one semester to bring his or her GPA up to a 3.0 before dismissal. If a full- time students is granted admission on the basis of academic probation, he or she has one semester to make a 3.0. Part- time students have nine hours to make a 3.0. If this is not achieved, the student will be placed on academic probation and will have six hours to make a 3.0 before dismissal.

Each student facing dismissal proceedings has the right to petition the decision with the academic committee. The process is as follows: The student will be informed of his or her dismissal via US Mail. The student has two options. First, the student can choose to not respond in the letter, accepting dismissal from the University. Within four weeks from the date of the letter, if no response is received, the student will officially be dismissed. Second, the student can petition the committee for an extended semester of academic probation instead of dismissal. In this case, he or she will be expected to provide documentation to the committee, supporting the petition for academic probation. The committee can request more documentation from the student and extend the review process. In this case, the student will be contacted via phone or e-mail to provide the additional information needed. The committee as a group may decide to meet with the student in person to aid in the assessment of the appeal. In any case, the majority of the committee must be in agreement on a decision. If the student is unsatisfied with the committee's decision, he or she can appeal to the associate dean then the ombudsman.

Comprehensive Exams

The MBA and MAcc programs require neither a comprehensive exam nor a thesis. The Masters of Science in Business: Finance degree does require a comprehensive exam, which is to be taken the student's last semester in the program.

Time Limits to Complete Degree

Time limits to complete the Masters degree are described in the Graduate School catalog. Students are allowed six years to complete the Masters. Students may be granted seventh year if they have exceptional circumstances; any student who wishes to be considered for a seventh year must petition the School of Business Masters team. The student must include an explanation of the exceptional circumstances and a plan for completion of the degree.

International Students

The University of Kansas believes that the increasing interdependence of the nations of the world makes any kind of isolationism undesirable. Personal interactions among qualified foreign students and U.S. students and faculty can help all those involved to eliminate prejudices and cross-cultural

misunderstandings. The experience should create a healthy appreciation of the world's cultures, ideas, and nationalities.

- Enrollment— All F-1 and J-1 international students are required by U.S. Federal law to pursue a full course of study every fall and spring semester. Generally speaking 9 hours is considered full time for graduate students. Students with a 50% Graduate Teaching or Research Assistantship are considered full time with 6 hours. Once a student is post-comprehensive exam, the student must enroll in the number of hours required by the Graduate School. If in less than 9 hrs (or 6 hrs + 50% assistantship), student will need to complete paperwork in ISSS to be considered full time for immigration purposes. Enrollment is only required in the summer if it is the student's first or final term. Summer enrollment need not be full time.
- Dropping a course/course—All F-1 and J-1 international students must get permission from ISSS before dropping below full time.
- Withdrawal from the university— All F-1 and J-1 international student must get permission from ISSS before withdrawing from the university.
- Change in degree program— F-1 student should always have an I-20 which accurately reflects their degree program (major and level). Any changes will necessitate a new I-20. Likewise all J-1 students should be in possession of a DS-2019 accurately reflecting their current degree program.

Residency

Residency information is available from the Registrar's office at:

<http://www.registrar.ku.edu/residency/>

Student Services and Resources

A. Facilities—campus maps are available online:

- Main Campus map: <http://www.ur.ku.edu/KU/mapmain.pdf>
- West Campus map: <http://www.ur.ku.edu/KU/mapwest.pdf>
- Edwards Campus map: <http://www.edwardscampus.ku.edu/AboutKUEC/map.html>
- Italy Campus map: <http://www.cimbaitaly.com/>

B. ID Cards—the KU Card is the official University of Kansas identification for students, faculty, staff, and other members of the KU community. The KU Card provides access to university facilities, services, cash convenience, and more. To obtain the first student card:

- Students must be enrolled to receive a KU Card.
- If you are a student attending New Student Orientation, you will have your photo taken prior to enrollment, but the card will not be issued until after you enroll.
- Bring a valid, government-issued photo ID. One of the following will be accepted (no exceptions): driver's license, passport, military ID or State ID.
- Your official name, as it appears in the university student records system, will print on your card. The name on the photo ID you present to the Card Center staff for verification must match.
- Bring your class schedule (if available).
- \$10 will be charged to your student account for tuition and fee assessment.

PLEASE NOTE: For your convenience, the Edwards Campus is also set up to take your photo for the KU Card. Feel free to contact the KU Card Center at 785-864-5845 or the Edwards Campus at 913-897-8400 for more information.

- C. Email—KU Email service includes email, calendaring, task management, & shared folders, and is provided at no charge to students. Students may sign up or register a different email address with KU (students must have an email address on file to receive official communications from the university) at <https://www.aims.ku.edu/services/services.shtml>
- D. Computer facilities—many computer labs, wireless zones, and network express stations (NESTS) are available on campus. Check <http://www.ku.edu/technology/campus.shtml> for locations.
- E. The Graduate Lounge is located on the first floor of Summerfield Hall in room 115. Student mailboxes are located in the lounge, as is a computer for student use, a microwave, a coffee pot, and a refrigerator. All Masters students are welcome to use the lounge and are expected to keep the communal space tidy and clean up after themselves.
- F. Libraries—The KU Libraries are committed to supporting the teaching, research, and outreach efforts of the university and to serving the state of Kansas, the nation, and the world through the acquisition, preservation, application and dissemination of knowledge. For descriptions of each library and its location, see <http://www.ku.edu/libraries/>
- G. Recreation Services—At its new facility south of campus, KU Recreation Services offers aerobic workouts; indoor rock climbing; gymnasiums; a martial arts center; racquetball/squash courts; a walking track; and facilities for basketball, badminton, handball, football, soccer, water polo and rugby. Additional facilities and programs are available at Robinson Fitness Center and Burge Union. For more information, see <http://www.recreation.ku.edu/>
- H. Health Services—Student Health Services at Watkins Memorial Health Center is committed to the delivery of high quality, affordable services and innovative programs that promote student/campus/community health and support the student's learning experience. Health services are provided to all currently enrolled students. For more information, see <http://www.studenthealth.ku.edu/>
- I. Career Services—University Career Center's mission is to (1) Educate students about the career development, planning, and implementation process, (2) Connect students with employment and experiential educational opportunities, and (3) Develop partnerships with administrators, faculty, alumni, & employers on projects that enhance career opportunities for KU students. For more information, see <http://www.ucc.ku.edu/>
The School of Business Career Services Center is located in 125 Summerfield Hall: http://www.business.ku.edu/gen/bschool_generated_pages/Business_Career_Services_m723.html
- J. Legal Services for Students— The University of Kansas Student Senate has made a commitment to provide enrolled students with assistance on commonly occurring legal issues. With that in mind, Student Senate, through the student activity fee, funds a law firm on campus - Legal Services for Students. The purpose of the program is to encourage students to seek the advice of an attorney in order to prevent legal difficulties and to provide assistance when they anticipate or encounter legal problems. A Legal Services for Students attorney (or law student working under the supervision of an attorney) will interview and advise a student on nearly any type of legal concern. The office provides three major services: educational programs, advice and representation. For more information, see <http://www.legalservices.ku.edu/>
- K. University Ombudsman— If you are a student, staff or faculty member, and find yourself in a disagreement or dispute within the university, you can turn to the University Ombuds Office. The role of the Ombuds Office is to ensure that staff, students and faculty receive fair, equitable and just treatment within the university system. An Ombuds considers all

sides in an impartial and objective way in order to resolve problems and concerns raised by members of the university community. The name of the person requesting help can only be used in the investigation of the matter with the visitor's permission. Contact and communication with the office are also confidential. The Ombuds Office does not keep records on behalf of the university. If you have a reason for not wanting to go through official channels, a talk with an Ombuds may help to identify alternative courses of action. For many problems, a normal procedure or route of appeal is set out in university policies and procedures. Academic advisors, department chairpersons, deans and directors are all, by virtue of their office, experts at handling specific types of problems, and should normally be consulted first. If you don't know whether there is a procedure that fits your situation, see <http://www2.ku.edu/~ombuds/> for contact information.

- L. Family Resources—KU offers several resources for students with families. Married students or students with children may choose to live in the Stouffer Place apartments, a convenient on-campus housing complex with on-site staff and family-friendly programs (http://www.housing.ku.edu/oncampus_apartments.htm#stouffer). If students need daycare, KU's Hilltop Child Development Center is an option. Hilltop's primary mission is to provide convenient, high-quality care for the children of KU families, especially for KU students (<http://www.hilltop.ku.edu/>).
- M. Research and Outreach—KU's constituents are not only students, faculty, staff and alumni but also the citizens of the state, the nation and the world. The phrase "Kansas roots, global reach" best captures the university's mindfulness of its obligations. This commitment to public service stems directly from its expertise in teaching and research. Research Centers address developmental, emotional and behavioral disorders; speech, hearing and language disabilities; and human and animal biology and ecology. For more information, see <http://www.ku.edu/outreach/index.shtml>
- N. Study Abroad—Since the 1950s, The University of Kansas has promoted international exchange as a vital link in education. A national leader in providing low-cost, high-quality study abroad programs, the University of Kansas offers semester, academic year, summer, winter break and spring break programs in over 50 countries throughout the world. These vary in structure from exchanges and individually arranged programs to group programs led by KU faculty members. For more information about programs, see <http://www.studyabroad.ku.edu/~osa/index.shtml>
- The Business School offers a variety of Study Abroad experiences in conjunction with the Study Abroad office. Recent Study Abroad experiences designed for Business Masters students included China, France, India and Mexico.
- O. Professional Development— To assist graduate students and faculty in their professional development, the Graduate School provides the following programs.
- Preparing Future Faculty Program
The three general purposes of the University of Kansas Preparing Future Faculty (PFF) program:
 1. To improve KU doctoral students' readiness to assume tenure-track faculty roles in a diverse set of academic institutions.
 2. To acquire a better understanding of faculty expectations at different types of institutions and then to act on this new understanding to improve KU graduate education.
 3. To enhance placement of KU graduates by fostering a better fit between graduate student goals and eventual academic employment.

The Graduate School currently offers a Brown Bag Luncheon, a graduate level seminar, and a Scholars program. The seminar, GS 800: Preparing Future Faculty, covers many of the topics concerned with gaining academic employment upon completion of a graduate degree. The departments and Scholars were selected in partnership with the PFF Advisory Board, the Graduate School staff and the program's partner institutions. For more information, contact Saeed Farokhi at 864-6161, or see the PFF handbook online at <http://www.ku.edu/~graduate/PDFs/PFF/2004-05%20handbook.pdf>

- **Preparing Future Professionals Program**

The Graduate School has created a program designed to assist in the professional development of doctoral students seeking nonacademic careers. Preparing Future Professionals (PFP) is a comprehensive development program that serves to further expand the general purpose of graduate education.

The Graduate School will work directly with various departments and graduate programs, university student support and administrative agencies, business and industry, and scholars and experts in the area of professional development for graduate students. The Graduate School currently offers a Brown Bag luncheon and workshops for graduate students. For more information, contact Saeed Farokhi at 864-6161.

Student Life

- A. **Graduate Student Organizations**—Many graduates belong to a graduate student organization (GSO). These organizations provide graduate students an opportunity for involvement and professional development within their particular department. Representatives from each GSO are involved with the Graduate & Professional Association (GPA). The mission of the GPA is to serve the graduate and professional students at KU by promoting the important role graduate students play within the university's three core functions: teaching, research and public service. GPA is lead by three paid graduate student staff members and is responsible for providing financial support to the various graduate student organizations within various academic departments, assisting the University by providing representatives to the various university communities, and co-sponsoring with the Graduate School the graduate student paper presenter fund which is used to support those graduate students who wish to present their research at national and international conferences.
- B. **Graduate Involvement in Student Government**—the KU Student Senate works to enhance the learning experience of all KU students, both in and out of the classroom, furthering their cultural, social, and political growth. For more information, see <http://www.studentsenate.ku.edu/>
- C. **Other Student Organizations**—there are 499 student groups currently registered at KU. For a complete listing, see <http://www.ku.edu/organizations/>
 - a. *Graduate Business Council (GBC)* is a student-elected, student-run group. GBC has three objectives in serving the students: First, promote learning and professional development among the graduate student body; Second, serve as liaisons between the graduate business students and the School of Business faculty, staff, administration, alumni, and external community; Third, seek to provide opportunities for social interaction, fostering a sense of community, both internally within the graduate student body and externally with the civic community. To accomplish these objectives, the GBC organizes a variety of educational, networking, and social events. Additionally, representatives from the GBC serve as the student

representatives on School of Business Committees that make curriculum and program decisions.

- b. *Net Impact* is a National Organization with a mission to “improve the world by growing and strengthening a network of new leaders who are using the power of business to make a positive net social, environmental, and economic impact. With more than 125 student and professional chapters on 4 continents in 75 cities and 80 graduate schools, a central office in San Francisco, and partnerships with leading for and nonprofit organizations, Net Impact enables members to use business for social good in their graduate education, careers, and communities.”
<http://www.netimpact.org/>
Starting this year, the KU Net Impact chapter will begin to effectively network with regional business professionals and universities to effectively promote and raise awareness of corporate social and environmental responsibility and to the Net Impact Central Organization. In doing so, we hope to build a strong regional unit of Net Impact student and professional chapters, which will allow us to garner more resources. This will allow us to make a strong, positive regional impact.
- c. *MBA Ambassadors* are full-time graduate students within the School of Business committed to promoting the MBA experience while assisting incoming MBA students with the transition to graduate student life. The Ambassadors are involved in a number of events aimed at promoting the full-time MBA program at the University of Kansas. In addition to answering questions for prospective students and helping new MBA students adjust to the program, the Ambassadors are also involved in community service, professional development, corporate relations, and any other events that develop current and prospective MBA students.

Guidelines for Good Practice

Neither the MAcc nor the MBA are research degrees. The MSB Finance may have a research component. Research is a major focus of graduate education, so no discussion of Good Practices is complete without a discussion of Responsible Conduct in Research. KU’s RCR program focuses on curriculum reform, as well as faculty, staff, student and administrator training on issues pertaining to ethical conduct of research and scholarship. For more information, contact Dean Saeed Farokhi, (785) 864-6161.

Student Rights and Responsibilities

All graduate students are responsible for informing themselves of Graduate School requirements as stated in the most recent issue of the Graduate School Catalog (<http://www.ur.ku.edu/Acadpub/gradcat/>) They are also expected to be familiar with the regulations and requirements of their Graduate Divisions and departments and of their graduate programs. Members of the Graduate Faculty and of the staffs of the Graduate Divisions and Graduate School are ready to answer questions and offer counsel.

The *Code of Student Rights and Responsibilities* describes exactly what the title implies—protected rights of each and every student and responsibilities or expectations for student conduct. As such, it forms a significant part of the rules of the campus community. Included are rights to free speech, expression, assembly, pursuit of educational goals, privacy, and due process. It outlines how students and campus organizations may operate. The *Code* also describes non-academic misconduct such as threats and violence against persons, theft, vandalism, hazing, carrying firearms, falsely reporting bomb threats, forgery, fake IDs, disrupting University classes and events, and

hearings when violations occur. The complete text of the *Code of Student Rights and Responsibilities* is available online at <http://www.ku.edu/~vcstuaff/rights.shtml> The *Code* is also available in the offices of the Vice Provost for Student Success and the Dean of Students.

University regulations concerning academic misconduct can be found in Article II, Section 6 of the Rules and Regulations of the University Senate. This is available online at <http://www.ku.edu/~unigov/usrr.html#art2sect6>

Student Grievance Procedure

Pursuant to Article XIV of the University Senate Code and Articles V and VI of the University Senate Rules and Regulations of the University of Kansas, Lawrence, the Graduate School establishes the following procedures to hear the individual grievances of graduate students. A graduate student who believes himself or herself to be unfairly or unlawfully treated in an academic matter may present a grievance to the academic department or program chair. Each academic unit and all Graduate Divisions have established grievance policies and procedures. Appeals of a grievance heard at one of these levels are sent to the Judicial Board. These procedures shall not be used to hear disputes assigned to other hearing bodies under USSR Article VI, Section 4.

The Graduate School has established a set of guidelines for petitions from graduate students that fall in into certain categories that may not be under the jurisdiction of other hearing bodies. The Executive Committee of the Graduate Council has identified two categories as the purview of the Graduate School:

1. cases involving the Graduate Divisions of two or more schools or colleges;
2. cases involving the interpretation of Graduate School policy as it pertains to the Graduate Division of a school or college.

For disputes involving alleged academic misconduct or alleged violations of student rights, the initial hearing normally will be at the unit level. There is an option to hold an initial hearing at the Judicial Board level if both parties agree, or either party petitions the Judicial Board chair to have the hearing at the Judicial Board level and the petition is granted. The petition must state why a fair hearing cannot be obtained at the unit level; the opposing party has an opportunity to respond to the petition (USSR 6. 4.3.1).

Except as provided in USSR 6.5.4, no person shall be disciplined for using the grievance procedure or assisting another in using the grievance procedure. The Graduate School shall provide a copy of this procedure to anyone who requests it.

1. The Standing Committee on Graduate School Fellowships, Scholarships and Student Affairs is charged to “establish policies governing the handling of individual grievances of graduate students brought to the attention of the Graduate School and to carry out or delegate the investigation of individual grievances presented to the Graduate School,” and to “make and report final recommendations to the Dean of the Graduate School with respect to individual grievances.” Since the committee has the responsibility to adjudicate and hence to hear grievances, it cannot function to develop evidence on behalf of either complainant or respondent. It is appropriate, however, for the Graduate School office, in its administrative capacity, to look into complaints prior to scheduling a grievance hearing, to interview parties, to secure documents, and to seek a conciliatory solution. Before pursuing formal grievance procedures, a grievant should ordinarily attempt to resolve the matter informally through direct or indirect consultation with the other party, through discussions with supervisory personnel or through informal mediation. If the problem is not solved in this

fashion the Dean shall refer the complainant to the committee or, if appropriate, to another appropriate unit charged with jurisdiction to resolve the dispute. If it is referred to the committee, the Graduate School office shall make available to the committee what it has learned that bears on the complaint. This shall not be construed, however, to deny the right of a student to file a complaint directly with the committee.

2. To start the grievance process, the complainant must submit a written grievance to the Graduate School. The complaint shall contain a statement of the facts underlying the complaint and specify the provision(s) of the Faculty Code of Conduct, University Senate Code, the University Senate Rules and Regulations, the Code of Student Rights and Responsibilities, or other applicable rule, policy, regulation, or law allegedly violated. The complaint shall also indicate the witnesses or other evidence relied on by the complaining party, and copies of any documents relevant to the complaint shall be attached to the complaint.
3. At the time the complaint is submitted to the Graduate School, the complaining party shall provide a copy of the complaint, with accompanying documents, to the respondent(s).
4. Upon receipt of the complaint, the Graduate School shall contact the respondent to verify that the respondent has received a copy of the complaint and to provide the respondent with a copy of these procedures.
5. Pursuant to University Senate Code 14.2.c, a respondent has the privilege of remaining silent and refusing to give evidence in response to a complaint. The respondent also has the right to respond and give evidence in response to the complaint.
6. The respondent shall submit a written response to the Graduate School within 14 calendar days of receiving the complaint. The response shall contain the respondent's statement of the facts underlying the dispute as well as any other defenses to the allegations in the complaint. The response shall also identify the witnesses or other evidence relied on by the respondent and shall include copies of any documents relevant to the response. The respondent shall provide a complete copy of the response to the complaining party.
7. Upon receipt of the response, the Graduate School shall contact the complaining party to verify that a copy of the response has been provided.
8. Upon receiving the complaint and response, or if the respondent fails to respond within the 14-day time period, the Graduate School shall appoint a committee to consider the complaint. Normally, a complaint shall be heard by a subcommittee of three, appointed by the chairperson of the Standing Committee on Graduate School Fellowships, Scholarships and Student Affairs from among the members of the committee. However, the complainant may request a hearing before the full committee. The committee members shall be disinterested parties who have not had previous involvement in the specific situation forming the basis of the complaint. In the summer, if the complainant requests a hearing before the full committee he or she must waive the right to timely hearing (see 11 below) and a hearing date will be scheduled early in the fall.
9. Pursuant to USRR 6.8.4.2, the chair of the committee may contact other hearing bodies within the University to determine whether a grievance or complaint involving the underlying occurrence or events is currently pending before or has been decided by any other hearing body.
10. Time limits. To use this procedure, the complainant must file the written complaint with the Graduate School within six months from the action or event that forms the basis of the complaint. The six-month time period shall be calculated using calendar days (including weekends and days during which classes are not in session).

11. Upon receiving the complaint, if the chair of the committee determines that the any of the following grounds exist, he or she may recommend to the Dean that the complaint be dismissed without further proceedings. The grounds for such dismissal are: (a) the grievance or another grievance involving substantially the same underlying occurrence or events has already been, or is being, adjudicated by proper University procedures; (b) the grievance has not been filed in a timely fashion; (c) the Graduate School lacks jurisdiction over the subject matter or any of the parties; (d) the grievance fails to allege a violation of a University rule; (e) the party filing the grievance lacks standing because he or she has not suffered a distinct injury as a result of the challenged conduct and has not been empowered to bring the complaint on behalf of the University; or (f) the party filing the grievance has been denied the right to file grievances pursuant to USRR 6.5.4.
12. If the chair of the committee determines that a grievance on its face properly should be heard by another body, the chair will recommend that the Dean send the grievance to the appropriate hearing body without further proceedings in the Graduate School. The Dean will send a copy of the referral to the complainant(s) and any responding parties.
13. If not previously attempted, prior to scheduling a hearing, the parties shall participate in mediation of the dispute unless either party waives mediation. Mediation shall be governed by USRR 6.2.3.
14. If mediation is successful, the mediator will forward to Dean, the committee chair, and all parties a letter describing the outcome of the mediation and the terms upon which the parties have agreed to resolve the dispute. This letter shall be a recommendation to the Dean. The Dean will notify the mediator, the committee chair, and the parties that the recommendation has been accepted, modified, or rejected.
15. If mediation is not successful, the mediator will notify the Dean, the committee chair, and the parties that mediation has terminated. If mediation is not successful, or if it is waived by either party, the grievance committee will schedule a hearing no later than 30 calendar days from the written submission of the complaint. The 30-day period may be extended for good cause as determined by the chair of the committee. The 30-day period shall be suspended during the mediation process. The hearing will be closed unless all parties agree that it shall be public.
16. Each party may represent himself or herself or be represented by an advisor or counsel of his or her choice.
17. Each party has the right to introduce all relevant testimony and documents if the documents have been provided with the complaint or response.
18. Each party shall be entitled to question the other party's witnesses. The committee may question all witnesses.
19. Witnesses other than parties shall leave the hearing room when they are not testifying.
20. The chair of the committee shall have the right to place reasonable time limits on each party's presentation.
21. The chair of the committee shall have the authority and responsibility to keep order, rule on questions of evidence and relevance, and shall possess other reasonable powers necessary for a fair and orderly hearing.
22. The hearing shall not be governed by the rules of evidence, but the chair of the committee may exclude information he or she deems irrelevant, unnecessary, or duplicative. Statements or admissions made as part of the mediation process are not admissible.
23. The committee will make an audiotape of the hearing but not of the deliberations of the committee. The audiotape will be available to the parties, their authorized representatives, the committee and the Dean. If a party desires a copy of the audiotape or a transcript of the

tape, that party will pay for the cost of such copy or transcript. In the event of an appeal, the audiotape will be provided to the appellate body as part of the record of the case.

24. After the presentation of evidence and arguments, the committee will excuse the parties and deliberate. The committee's decision will be a written recommendation to the Dean. The committee shall base its recommendations solely upon the information presented at the hearing.
25. The committee will send its written recommendation to the Dean and the parties as soon possible and no later than 14 calendar days after the end of the hearing.
26. Within 14 calendar days of receiving the committee recommendation, the Dean will notify the parties of the acceptance, modification, or rejection of the recommendation. The Dean will advise the parties of the procedure available to appeal the decision.

Within the Business School, grievance procedures are as follows:

1. The starting point for Masters students is the program director for their Masters program:
 - MBA: Dr. Charles Krider
 - MAcc: Dr. Lisa Ottinger
 - MSB Finance: Dr. George Bittlingmayer
2. If the grievance can not be resolved informally within the student's academic program, the student has the option to petition the Associate Dean of the Business School.
3. If the grievance can not be resolved within the department, the case may be heard before the University Judiciary Committee. Students are encouraged to work with the Ombuds office should extradepartmental pursuit of the grievance become necessary.

Forms

Please see appendices that follow.