



PhD in International Conflict Management  
School of Conflict Management, Peacebuilding and Development

# **INCM Student Policies and Procedures Handbook**

**Kennesaw State University**

**Revised September 1, 2017**

A decorative graphic at the bottom of the page consisting of several overlapping, translucent, light blue and grey cubes or rectangular prisms, creating a 3D effect.

School of Conflict Management,  
Peacebuilding and Development

# Table of Contents

I.	Admission to the Ph.D. Program	3
II.	Minimum Completion Requirements	5
III.	Academic Requirements	6
IV.	INCM Graduate Teaching or Research Assistantships (GTA/GRA)	8
V.	Program of Study	13
VI.	Program Summary Chart	17
VII.	Degree Objectives	17
VIII.	Program Requirements	17
IX.	Funding and Progress	19
X.	Academic Policies	22
XI.	Dissertation Process	27
XII.	Commencement	33
XIII.	Forms for Students and Faculty	35

# Introduction

---

The Ph.D. in International Conflict Management (INCM) at Kennesaw State University (KSU) is one of only a few such programs available in North America. Ph.D. students accepted into the program receive broad interdisciplinary training and opportunities that draw on an array of social science and humanities disciplines. Graduates will be able to address problems from a sophisticated knowledge base of substantive and methodological approaches. The core prepares them in key global competencies including: (1) intercultural dynamics of global conflict, (2) economic conflict analysis, (3) international relations, and (4) conflict management and peacebuilding theory. Methodological preparation is rigorous, including required and optional courses in quantitative and qualitative methods, research design, and international program and policy analysis and evaluation. The Ph.D. program also requires graduates to obtain significant international experience and competency in a language other than English.

The Kennesaw State University Ph.D. in International Conflict Management is a terminal degree in a field that currently has few opportunities for advanced training. The program offers several key elements unavailable in most other doctoral programs in this field to top-quality, advanced graduate students.

This fulltime, interdisciplinary, in-residence program is designed to meet the global demand for scholar-practitioners to address the complex array of international development, peace- and statebuilding, conflict, and security challenges through the development and implementation of empirically-based research, recommendations, and creative solutions. Ph.D. INCM graduates are prepared to compete for tenure-track university faculty appointments and a wide range of operational positions in governmental and non-governmental agencies.

## I. Admission to the Ph.D. Program

The admissions process for the Ph.D. program consists of multiple levels of review and is a highly competitive process. International students are strongly encouraged to maintain close contact with the Graduate International Admissions office ([http://www.kennesaw.edu/graduate/admissions/international\\_admissions.shtml](http://www.kennesaw.edu/graduate/admissions/international_admissions.shtml)). The final evaluation of applicant files is conducted by the Ph.D. Program Admissions Committee. The Committee both employs rubrics to systematically evaluate the merits of an applicant's admission file and evaluates each applicant file holistically considering areas of potential overlap with program and college faculty. The Committee's recommendation for an individual's admission into the Ph.D. program is based upon the Committee's collective professional judgment of the overall merits of the applicant's case in the context of (1) the quality of the applicant pool and (2) the availability of openings for doctoral student supervision with the faculty. There are a limited number of new student openings, making the selection process quite competitive.

The determination of the merits of each applicant's case focuses on a number of key variables that are vitally important to a candidate's ability to successfully complete the specialized academic program. These factors include: (1) related undergraduate and graduate degrees; (2) academic performance and achievement; (3) professional teaching and administrative certifications; (4) verbal and writing skills; (5) quantitative and problem solving skills; (6) evidence of leadership; and (7) other related contributions and achievements of note.

Applicants who are accepted into the program are expected to formally confirm their intent to enroll in order to reserve their place in the program.

Formal admission to the Ph.D. program occurs only when the student receives a signed letter of acceptance to the Ph.D. program.

## Entrance Requirements

The following are entrance requirements for applicants to the Ph.D. program:

1. Earned master's degree or equivalent;<sup>1</sup>
2. Resume or curriculum vitae (CV);
3. Statement of intent, including research interests and anticipated faculty mentors;
4. Writing sample;
5. Three letters of recommendation;
6. Official transcripts;<sup>2</sup>
7. GRE scores or equivalent (e.g., GMAT, LSAT); and
8. TOEFL scores.

For complete entrance requirements and on-line application, please visit:  
[http://conflict.hss.kennesaw.edu/programs/incm\\_admissions/](http://conflict.hss.kennesaw.edu/programs/incm_admissions/)

## Transfer of Credit

Students who wish to have graduate level credits transferred from another university to the INCM program should comply with the following policies:

- Students are eligible to transfer a maximum of 17 graduate credit hours completed previously in an accredited graduate program at another institution into the program towards their required total credit hours.
- A course can only be transferred if the student earned a grade of "B-" or better.

---

<sup>1</sup> In exceptional cases students might be admitted with only a bachelor's degree if they demonstrate significant previous experience relevant to the field. A master's degree or equivalent is generally required in a related field, broadly defined.

<sup>2</sup> Official evaluation of all foreign transcripts is required. Submitted transcripts from foreign institutions must be accompanied by an official evaluation. Transcripts may be evaluated by one of the following agencies. Evaluations must include course-by-course and a calculation of your GPA. The evaluation must come to us in a sealed envelope or electronically directly from the agency.

1. [Evaluation Service, Inc.](#)
2. [Joseph Silney & Associates, Inc.](#)
3. [World Education Services \(WES\)](#)

- An official transcript must be sent from the graduate institution. A course syllabus may be requested in some cases where further description is needed.
- For students receiving tuition waivers, the 75 hour maximum for tuition waivers includes any transfer credits. For example, if the student brings in 10 hours of credit, their maximum hours for tuition waivers would be 65.
- Applicability of transfer credits are determined by the INCM Program Associate Director and the INCM Curriculum Committee during the student's first semester. Accepted credit hours are conveyed to the student in writing and forwarded to the Registrar's office at the end of the first academic year.

## II. Minimum Completion Requirements

The Ph.D. in International Conflict Management is awarded to students who complete the following:

1. Maintain an overall grade point average of 3.0 or higher for all coursework taken in the program.
2. Must obtain a "B" in all core courses. If necessary, a student may repeat a core course once when it is offered next.
3. Complete a minimum of 75 credit hours of study, which includes all transfer credits.
4. Language Proficiency
  - a. INCM Ph.D. students must pass a foreign language exam or equivalent.

Scholarly languages as well as field languages are acceptable. Computer languages may not be substituted to satisfy the requirement. Evidence of the foreign language competence is usually demonstrated by passing the ACTFL OPI at the Intermediate HIGH level to meet the requirement of second language proficiency within the Ph.D. program. This requirement should be completed by the time of graduation. Detailed information regarding assessment of second language proficiency skills can be found at <http://www.actfl.org>. Students considered a "native speaker" (individual who completed secondary or tertiary education [high-school level or higher] within a specified language) are exempt from the ACTFL OPI requirement. Other forms of evidence of language competence may be presented to the Language Proficiency Committee for approval. The committee will notify the INCM Program Coordinator in writing upon successful completion. Note that, although graduate students often take undergraduate language courses to develop competence toward meeting this requirement, undergraduate language courses cannot be applied as credit hours toward the Ph.D.

**5. Successfully defend a Dissertation Proposal within two (2) semesters of completing coursework or be dismissed from the program.**

6. Complete and successfully defend the dissertation. The candidate must follow the Dissertation guidelines (see Dissertation Process).

7. File the **Petition to Graduate** form, pay the graduation fee, and bring all copies and receipts to their advisor **in accordance with University dates (see below)**.

8. Electronically submit the final copy of the approved dissertation to the Sturgis Library. ([http://digitalcommons.kennesaw.edu/submit\\_research.html](http://digitalcommons.kennesaw.edu/submit_research.html))

9. In addition, the responsibilities of the doctoral student entail the following:

- a. Establish a reasonable timeline for completion of all degree requirements;

- b. Select a dissertation chair and committee members who will work together and provide advice on matters related to the student's course of study as early as their third semester of study;
- c. Monitor closely the progress toward the degree objective. Advisors and dissertation chairs assist in this, but ultimately, it is the student's responsibility to make sure forms are filed when necessary and examinations are appropriately scheduled; and
- d. Adhere to KSU's standards of academic honesty, as per the [Graduate Catalog](#) and exhibit professional and scholarly dispositions at all times with classmates, faculty, and staff, whether in or outside of the classroom. KSU Codes of Conduct can be found at <http://scai.kennesaw.edu/codes.php>

### **III. Academic Requirements**

#### **Full-Time Load**

The basic unit of all college classes is the "semester credit hour." The full-time load for a Full-time Ph.D. student is 9-12 semester hours (fall and spring) with an additional 6 credit hours optional in the summer semester up to 24 credit hours per year. Students in the "dissertation phase" (i.e., have completed all coursework and are registering for INCM 9900 only or those students who have successfully defended a dissertation proposal) are eligible to register for as few as 1 credit hour and remain at "full-time" status for program funding and F-1 visa purposes, although students are still held to the continuous enrollment policy (see below). Please be aware that "full-time" status for financial aid purposes is different. Students must consult with the financial aid office to determine the rules related to full-time status in the dissertation phase of graduate coursework. Students who have reached 75 credit hours are no longer eligible for tuition waivers. In addition, a student enrolled in less than 9 credit hours is ineligible for a graduate assistantship unless they are in the "dissertation phase" (see above), at which time they must be registered for a minimum of 1 credit hour.

The 9 semester credit hours are "required" until the "dissertation phase" because anything less than that does not constitute "normal progress." Not making "normal progress" in the program is grounds for dismissal from the program.

#### **Time Limit**

All requirements for a Ph.D. degree must be completed within 7 years, beginning with the first registration in graduate-level classes following admission to the degree program. Extension of time may be granted, for example, on conditions beyond the student's control. Only courses in which credit has been earned within 7 years of the date of admission will be counted for degree credit, excluding transfer credits, unless an exception was granted by the program director.

#### **Leave of Absence**

<http://catalog.kennesaw.edu/index.php>

## Intent to Exit

Students interested in terminating their enrollment before successful completion of the Ph.D. in International Conflict Management, should complete the [Intent to Exit](#) Form.

## Continuous Enrollment

<http://catalog.kennesaw.edu/index.php>

## Withdrawal from Courses

Students may withdraw from one or more courses any time before the last three weeks of the semester. To completely or partially withdraw from classes at KSU, a student must withdraw online using [Owl Express](#). Students who officially withdraw from courses before mid-semester will receive a “W” in those courses and receive no credit. They will not, however, suffer any academic penalty. Students who officially withdraw after mid- semester (and before the last three weeks of the semester) will receive a “WF,” which will be counted as an “F” in the calculation of their grade point average. Students who simply stop attending classes without officially withdrawing usually are assigned failing grades.

The only exceptions to these withdrawal regulations will be for instances involving unusual circumstances that are fully documented. Students may appeal to the Academic Standing Committee for consideration of unusual circumstances.

## INCM 9550 – Related Course Directed Study

Students are eligible to take INCM 9550 – Related Course Directed Study beginning in the summer semester preceding their second year of study. Students are eligible to take **no more than** two three-credit hour Directed Study courses over their entire course of study, **with no more than three credits** of Directed Study permitted per semester. Students are only permitted to take a Directed Study if the topics they want to pursue are germane to the INCM program, link to the student’s dissertation research,<sup>5</sup> and there is no available course closely approximating the topic(s) desired. This will be determined in consultation with the supervising faculty and Program Director and/or School Director.

Students must complete the [Directed Study Form](#) and return it to the Program Office no later than 2 weeks before the end of the previous semester. After the form is approved, the Program Coordinator will work with the registrar to have the course added for the semester requested.

---

<sup>5</sup> INCM 9550 is not a substitute for INCM 9900 (Dissertation Research credits). Students who wish to begin research for their dissertation should consult their dissertation advisor and may enroll in INCM 9900 if they have met the necessary requirements.

#### **IV. INCM Graduate Teaching or Research Assistantships (GTA/GRA)**

Graduate students can be hired on a one or two-semester contract. The Contract form reflects one or two-semester options although the standard is a one-semester, renewable for up to three years in the INCM program, although additional assistantships may be available through the Graduate College.

To be eligible as a GTA/GRA, qualifications are as follows:

- Have completed the requirements for an undergraduate and graduate degree;
- Have applied for and been fully accepted to the program;
- Have maintained a 3.0 grade point average in any current/previous graduate course work;

The student's advising guide from the Owl Express Student Information System should be used to verify the GPA requirement prior to every application packet submission.

Categories

**Graduate Teaching Assistant (GTA)** - this position is for graduate students that are teaching a course(s) and listed as the "Teacher of Record" (TOR). This category is no longer appropriate for those that are assisting in a classroom or assisting a faculty member. Graduate students in this category must have completed GRAD 9001 - College and University Teaching or an approved equivalent before starting their teaching assignment.

**Graduate Research Assistant (GRA)** - this is a student whose work predominantly involves assisting a faculty member with academic research. GRAs are not independent researchers and are not directly responsible for the outcome of the research. They are responsible to, and report to a research supervisor or principal investigator (PI). The duties of a Graduate Research Assistant primarily involve applying and mastering research concepts, practices, or methods of scholarship. Duties may include but are not limited to:  
performing independent research under the direction of a faculty member; conducting literature reviews or library research; preparing materials for submission to funding agencies, foundations, or IRB; collecting, coding, cleaning or analyzing data; designing an experiment; assisting in a faculty member's laboratory; coding computer programs to automate processes; presenting findings in a publication or dissertation; co-authoring the resulting research papers.

**Graduate Assistant (GA)** - this category can be for many duties, especially where the student is not the Teacher of Record and not primarily doing research. Examples may be graduate students that are working with an administrator or other non-academic unit such as Academic Affairs or the Library; students that are assisting a faculty member with classroom activities such as grading tests/quizzes/papers, leading a discussion section, conducting labs, posting materials or responding to questions on D2L, tutoring students; or other special activities.

GTA/GRAs, who are continuing their graduate education into a Summer session and are re-hired, are eligible for up to 6 credit hours of waived tuition (not to exceed the 24 semester credit hour maximum per year). Limited summer stipends are determined in the Spring semester based on a competitive application/proposal process.

GTA/GRAs who are in the dissertation phase, can register for as little as 1 credit hour and still be eligible for assistantships, but those GTA/GRAs can only qualify for tuition waivers if they have less than 75 credit hours.

1. GRA/GTA projects should be allocated in support of graduate faculty scholarship and teaching or in support of the applied research needs of the program. Graduate student involvement is encouraged toward extramurally-funded research programs where state and federal funding agencies allow graduate stipends and tuition waivers.
2. GRA/GTAs should in most cases be assigned to work with faculty who hold Full or Provisional Graduate Faculty Status, are formally affiliated with the INCM program, and are highly involved in the Ph.D. program (e.g., faculty who teach, on average one class each year and who are actively involved in scholarship endeavors related to the program).
3. The Program Director and Program Coordinator solicit project proposals from graduate faculty and notify the office of the Graduate College which faculty members have been awarded GRA/GTAs each semester.
4. Qualification of Candidate: Once the faculty member has selected or been assigned their student, the following procedure should be followed: Verify that your candidate meets the qualifications to be a GRA/GTA: (1) has a GPA of 3.0 or better; (2) has not exceeded 24 waived course credits in an academic year, or has not reached or exceeded in waived course credits the number of hours required for the program; and (3) if a returning GRA/GTA, has satisfactory performance on previous assignments.
5. Complete the **Graduate Research/Teaching Assistant Hiring Proposal form** ([http://www.kennesaw.edu/graduate/faculty\\_resources.shtml](http://www.kennesaw.edu/graduate/faculty_resources.shtml)) in its entirety. The information contained on this form has two purposes. It should be completed by the hiring supervisor working with the Program Coordinator and reviewed with the GRA/GTA before signing. The “Funding Source” should be specified by the hiring program. If you are using an allotment provided by the Graduate College, select “Graduate College Funded” from the drop down menu and place the Graduate College’s speed chart in the appropriate box. If the funding source is provided by the program or a grant, then enter the program’s speed chart number or grant number. When funds are coming from two sources (i.e., a combination of two departments, or a grant and the program), select “Split Funded” and enter the speed chart number for the two sources with the percentage for each in the second box. The GTA/GRA and supervisor are both required to sign this form.
6. Complete the Graduate Research/Teaching Assistant Contract & Approval form (<http://graduate.kennesaw.edu/students/docs/GRA%20Contract.pdf>) in its entirety. The graduate student is encouraged to read the contract in its entirety before signing. The Contract & Approval form is approved by the Graduate Dean. The information contained on both the Hiring Proposal and Contract & Approval forms constitutes the “contract” entered into by the graduate student.
7. Submission of Enrollment Package to Graduate College: Following the faculty member’s selection of a GRA/GTA and completion of the two forms which comprise the application

packet, the Program Coordinator will submit the candidate's application packet to the Graduate Dean for approval.

8. Mandatory Orientation: Upon receipt of the approved contract by the Graduate Dean, the faculty supervisor should instruct the GRA/GTA to contact HR by phone (470-578-6030) or e-mail ([hr@kennesaw.edu](mailto:hr@kennesaw.edu)) and identify themselves as a "GRA/GTA for the upcoming semester" to complete the hiring-in process. Please note that the GRA/GTA cannot be paid until this mandatory final step has been completed.

9. Onboarding: It is important for students to meet with their Graduate Faculty Project Supervisors to review the project (i.e., based upon research or teaching expectations), discuss specific duties, and schedule work hours. GRA/GTAs are evaluated by their supervisors; their performance may be reported to the CHSS Dean, the Graduate Dean, and the INCM Program Director.

10. Fees: The GRA/GTA will pay a special tuition rate of \$25, plus all student fees, including the mandatory health insurance fee if required. Tuition, both in-state and out-of-state, will be waived for a maximum of 12 credit hours for all GRA/GTAs in the Fall and Spring Semesters, and up to 6 hours in the Summer session. GRA/GTAs will be responsible for the cost of any credit hours beyond the 12-hour maximum in the Fall and Spring or 6-hour maximum in the Summer. Though the 12-hour credit is now available for GRA/GTAs, approval in writing is required for all hours over 9 from the GTA/GRAs academic supervisor or Program Coordinator ensuring the graduate assistant's sound academic standing. This approval has been incorporated into the Hiring Proposal Form which is signed by the supervisor/program director. In addition, the Graduate Dean renders approval for all course hours over 9. Additional on-line course tuition fees are not included in the tuition waiver. All GRA/GTAs will be assessed the cost for mandatory health insurance. If the graduate assistant has insurance otherwise, a waiver of the health insurance may be applied for directly at the United Health Care's website: <https://studentcenter.uhcsr.com/Kennesaw>.

11. Performance: The GRA/GTA will perform work as outlined in the project description and as instructed by the Graduate Faculty Project Supervisor who will also track hours worked.

12. Faculty will provide timely feedback on student performance to the Graduate College.

13. The Graduate Faculty Project Supervisor will advise the Program Director on an ongoing basis if the GRA/GTA fails to complete job requirements, and the Program Director will confer with the Graduate Dean about termination of the GRA/GTA contract. No separate paperwork is required when the GRA/GTA completes the contract period as scheduled.

14. Stipend: The stipend for program funded assistantships is \$7,500.00 for the semester to be paid in five equal monthly payments over a semester. The first payment date will be the last business day of the first month of the contract. The payment is compensation provided for and is herein contingent upon the continued availability of funds for personnel services under the General Appropriations Act.

15. Work Assignment & Hours: Students must render service to the institution, university, college or program to which they are assigned during the period of the appointment. The responsibilities and expectations of their position are described on the hiring proposal as an extension of this contract. The assistantship requires that the GRA/GTA work 20 hours per week for the designated contract period stated above. The faculty supervisor will provide assignments to be completed in a timely manner. Regular meetings between the faculty supervisor and the GRA/GTA should take place to assess progress on the project and for the GRA/GTA to receive any new assignments. The supervisor will submit an evaluation of the

quality and outcome of the project and completed work at the end of the term and will provide documentation of the number of hours devoted to the project by the graduate assistant.

**While working as a graduate assistant, you may not be employed in any other position within the University System of Georgia, including KSU.**

16. Termination of Contract: This contract will be terminated immediately if the graduate assistant fails to meet the requirements of the contract as determined by the faculty supervisor. A GRA/GTA wishing to resign must submit a letter of resignation to the Graduate Dean, Associate Director, and their Faculty Supervisor. In both circumstances, compensation will cease upon termination and the GRA/GTA may be required to reimburse the university for tuition waived for the semester using the guiding principles detailed in the GRA/GTA guidelines.

**NOTE:** Program funded students that go onto Academic Probation are no longer entitled to program funding. Students may receive funding through the Graduate College or elsewhere once they are off of Academic Probation and meet all other eligibility requirements.

## **Financial Aid**

Kennesaw State University is committed to ensuring that a post-secondary education is accessible to qualified graduate students. In order to accomplish this commitment, the financial aid office subscribes to the following goals to assist students in paying for their educational investment:

- Evaluate the family's financial ability to pay for educational costs;
- Distribute limited resources in an equitable manner; and
- Provide a balance of gift aid and self-help aid.

A wide variety of financial aid programs from scholarships, grants, employment, and loans are available to help students with educational costs. Most awards are based on financial need while some are awarded in recognition of merit or achievement.

For more information, visit the Financial Aid Office, view the website at [financialaid.kennesaw.edu](http://financialaid.kennesaw.edu), call our automated telephone system at (770) 423-6074, fax at (470) 578-9096, email at [finaid@kennesaw.edu](mailto:finaid@kennesaw.edu), or write to:

Office of Student Financial Aid  
Kennesaw State University  
585 Cobb Avenue, NW MD #0119  
Kennesaw GA 30144-5591

## **Loan Programs**

### ***Federal Stafford Loan - Unsubsidized***

Students borrowing through the Unsubsidized Stafford Loan Program are responsible for the interest on the loan. The interest rate is 6.21% for graduate students. The origination fee for Stafford Loans is 1.073% if disbursed prior to October 1, 2015. Funds are disbursed to the student through the university in two installments. The student must be enrolled in at least 5 hours each term to receive a Federal Unsubsidized Stafford Loan as a graduate student. For the most up to date information on interest rates and loan fees, please visit: [studentaid.ed.gov/types/loans/interest-rates](http://studentaid.ed.gov/types/loans/interest-rates).

The maximum amount of unsubsidized loans available is \$20,500.

### ***Federal Graduate PLUS Loan***

Graduate students are eligible to borrow under the PLUS Loan Program up to the cost of attendance minus other financial assistance. Students must not have an adverse credit history. The fixed interest rate is currently 7.21%. While the student borrower is enrolled in school on at least a ½ time basis (5 credit hours), the student is eligible for an in-school deferment that allows postponement of payments until graduating or dropping below ½ time. The Federal Direct Grad PLUS Loan has a federal origination fee of up to 4.292% if disbursed prior to October 1, 2015. Students are required to complete the FAFSA application. For the most up to date information on interest rates and loan fees, please visit: [studentaid.ed.gov/types/loans/interest-rates](http://studentaid.ed.gov/types/loans/interest-rates).

## **Emergency Loan Program**

### ***Tuition and Fees and Personal Loans***

The Emergency Loan Program is designed to provide temporary assistance to students during their matriculation at KSU. An emergency loan for in-state tuition and fees or an emergency personal loan for mitigating circumstances that produces a hardship may be available to currently enrolled students. The student must be currently enrolled and be in good academic standing (3.0 GPA). A maximum of three tuition and fees and personal loans are allowed while a student is enrolled at KSU. A KSU student is allowed only one such loan per academic year. (An academic year is defined as the first day of class in August through the last day of finals in July.) A student is ineligible to receive an additional emergency loan if the student received such a loan the last semester attended. Students may not request both a tuition and fees and a personal loan in the same term. Students who need emergency funds for in-state tuition and fees or for personal circumstances should complete an application on-line on the Financial Aid website on the specified date. Funds for emergency loans are limited. Loans are made on a first come, first serve basis.

A service charge of \$10 will be added to the tuition and fees and/or the personal loan. The loan must be repaid within 45 days. If it is not repaid, a \$25 late charge will be added to the emergency loan. If a student is late paying an emergency loan, the student is considered

delinquent in payment and is no longer eligible for any emergency loans during their academic career at KSU. Students will not be allowed to register for the following semester if they have not repaid their emergency loan.

**NOTE: Students cannot take both the emergency tuition loan and the personal loan out in the same term.**

For more information on the Emergency Loan Program, please visit: [financialaid.kennesaw.edu/aid/emergency\\_loans.php](http://financialaid.kennesaw.edu/aid/emergency_loans.php).

### Alternative Loan Program

Alternative or Private student loans are different from federal student loans in that they are not guaranteed by the federal government, require a credit check, and often a co-signer. Loan approval, interest rates, and repayment requirements are prescribed by the lender. Additional information and application procedures are available from the Office of Student Financial Aid or the lender. Students must maintain satisfactory academic progress.

Students must maintain Satisfactory Academic Progress.

- Must maintain a 2.00 GPA
- Must earn 67% of all coursework attempted
- Cannot exceed the maximum timeframe (150% of maximum credits to graduate)

### V. Program of Study

The Program of Study for the Ph.D. in International Conflict Management is planned to span two or three years of consecutive coursework plus a dissertation phase, for a total of 75 hours of course credits. Below are two sample programs of study (courses and when they are offered may vary on a yearly basis). The two-years of coursework plan requires the transfer of a considerable number of conflict management related credit hours. Please note that the proposed plans of study listed below shows the dissertation phase being completed in one year. However, completion of this phase will likely vary in length depending on the research question and resulting methods chosen (typically 1-3 years). Additionally, once a dissertation committee chair has been identified, the student is eligible to begin registering for INCM 9900 (likely sometime in the student’s second year of study).

### Proposed Completion of degree within 3 years

<b><u>Year 1</u></b>	
<b><u>COURSE</u></b>	<b><u>CREDIT HOURS</u></b>
Transfer Credits (from previous Master’s degree)	17 <sup>6</sup>
<b><u>FALL SEMESTER</u></b>	

<sup>6</sup> See above regarding transfer credit hours.

INCM 9002 International Relations: Theory, Systems, and Practice	3
INCM 9101 Fundamentals of Research Design	3
INCM 9004 Faculty Research Colloquium	1
<u>SPRING SEMESTER</u>	
INCM 9006 Intercultural Dynamics in International Conflict Management	3
INCM 9102 Quantitative Methods	3
INCM 9103 Qualitative Methods	3
INCM 9001 Theories and Analysis in International Conflict	3
<u>SUMMER SEMESTER</u>	
INCM 9700 International Experience	3
<b><u>YEAR 2</u></b>	
<u>FALL SEMESTER</u>	
INCM 9005 Economics of Conflict	3
INCM Elective	3
INCM Elective	3
INCM Elective	1
<u>SPRING SEMESTER</u>	
INCM 9210 Advanced Quantitative Methods, INCM 9230 Advanced Qualitative Methods OR INCM 9250 International Program and Management Evaluation	3
INCM Elective	3
INCM Elective	3
<u>SUMMER SEMESTER</u>	
INCM 9600 Dissertation Proposal Seminar	1
<b>TOTAL</b>	<b>60</b>
<b><u>YEAR 3</u></b>	
<u>FALL SEMESTER</u>	
INCM 9900 Ph.D. Dissertation Research	9
<u>SPRING SEMESTER</u>	
INCM 9900 Ph.D. Dissertation Research	6
<b>TOTAL</b>	<b>75</b>

## Proposed Completion of degree within 4 years

<b><u>Year 1</u></b>	
Transfer Credits (from previous Master's degree)	0
<b><u>COURSE</u></b>	<b><u>CREDIT HOURS</u></b>
<b><u>FALL SEMESTER</u></b>	
INCM 9006 Intercultural Dynamics in International Conflict Management	3
INCM 9002 International Relations: Theory, Systems, and Practice	3
INCM 9101 Fundamentals of Research Design	3
INCM 9004 Faculty Research Colloquium	1
<b><u>SPRING SEMESTER</u></b>	
INCM 9102 Quantitative Methods	3
INCM 9103 Qualitative Methods	3
INCM 9001 Theories and Analysis in International Conflict	3
<b><u>SUMMER SEMESTER</u></b>	
<b><u>YEAR 2</u></b>	
<b><u>FALL SEMESTER</u></b>	
INCM 9005 Economics of Conflict	3
INCM Elective	3
INCM Elective	3
INCM Elective	1
<b><u>SPRING SEMESTER</u></b>	
INCM 9210 Advanced Quantitative Methods, INCM 9230 Advanced Qualitative Methods OR INCM 9250 International Program and Management Evaluation	3
INCM Elective	3
INCM Elective	3
<b><u>SUMMER SEMESTER</u></b>	
INCM 9700 International Experience	3

<b><u>YEAR 3</u></b>	
<b><u>FALL SEMESTER</u></b>	
INCM Elective	3
INCM Elective	3
INCM 9550 Related Course Directed Study	3
<b><u>SPRING SEMESTER</u></b>	
INCM Elective	3
INCM Elective	3
INCM 9550 Related Course Directed Study	3
<b>TOTAL</b>	<b>59</b>
<b><u>SUMMER SEMESTER</u></b>	
Develop Dissertation Proposal	
<b><u>YEAR 4</u></b>	
<b><u>FALL SEMESTER</u></b>	
INCM 9600 Dissertation Proposal Seminar	1
INCM 9900 Ph.D. Dissertation Research	8
Defend Dissertation Proposal, advance to Ph.D. Candidacy status	
<b><u>SPRING SEMESTER</u></b>	
INCM 9900 Ph.D. Dissertation Research	7
Dissertation Defense	
<b>TOTAL</b>	<b>75</b>

## Registration

The Office of the Registrar is the central administrative office responsible for registering students, maintaining the permanent academic records, administering the Regents' Testing Program Policies and test registration, performing degree audits, enforcing the academic policies of the university, and generally ensuring that students' academic issues are dealt with accurately and professionally. Requests for data from the computerized student record system are approved by this office. All registration for Ph.D. courses at Kennesaw State University is conducted over the web at: <http://registrar.kennesaw.edu/> and students are responsible for meeting the registration deadlines set by the registrar's office.

## VI. Program Summary Chart

### Ph.D. in International Conflict Management

---

<b>Common Core &amp; Required Courses</b>	<b>29 hrs.</b>
<b>International Experience</b>	<b>3-9 hrs. Electives</b>
<b>31+ hrs.</b>	
<b>-Transfer Credits</b>	<b>0-17hrs.</b>
<b>-Related Directed Study</b>	<b>0-6 hrs. Dissertation</b>
<b>up to 15 hrs. Total Credit Hours – Ph.D.</b>	<b>75</b>
<b>hrs.</b>	
<b>Anticipated Completion Time</b>	<b>3-5 years</b>

---

## VII. Degree Objectives

### **Upon completion of the program, graduates will:**

1. Demonstrate knowledge of the theoretical and historical foundations of conflict management, international relations, economics of conflict, and intercultural dynamics of conflict;
2. Demonstrate the ability to apply the concepts and theories of international conflict management to relevant conflict related problems;
3. Demonstrate the ability to independently design and conduct research using quantitative and qualitative methods;
4. Demonstrate the ability to integrate interdisciplinary knowledge about conflict to their chosen topic area of research;
5. Demonstrate intercultural competency;
6. Be proficient in at least one non-native language; and
7. Critically reflect on the intersections and linkages between theory and practice in conflict management, as demonstrated, in part, through the international experience requirement.

## VIII. Program Requirements

### **Program Curricular Focus**

The Ph.D. program has one curricular focus: International Conflict Management. However, depending on their career objectives, students are strongly encouraged to develop a disciplinary

or topical focus or both. The interdisciplinary nature of the program in combination with its focus on rigorous methodological training and praxis-relevance provides an ideal basis for allowing students to tailor the curriculum to meet their unique research interests and career objectives. As such, the program offers students an opportunity to examine current theories, research, and practice in conflict resolution/management, international relations, intercultural dynamics of international conflict management, and economics of conflict. The emphasis in these areas makes up the four core courses in the program. The total required hours are 29 as distributed as follows: four core seminars (12 credit hours), four methods courses (12 credit hours), the Faculty Research and Dissertation Proposal colloquia (2 credit hours), and an international experience (with a minimum of 3 credit hours). In addition, students must complete at least 31 credit hours of electives (including a maximum of 17 program transfer credits) for a minimum of 60 credits not counting dissertation hours, which total up to another 15 hours.

Students should spend a minimum of three semesters, completed during the academic year, in residence at KSU – with the ability to spend a semester at one of the program’s approved partner institutions with the approval of the Program Director.

### **Core Seminars (14 hours)**

The core seminars provide the theoretical and conceptual foundations for the degree. The four core seminars, Theories and Analysis in International Conflict (INCM 9001), International Relations: Theory, Systems and Practice (INCM 9002), Intercultural Dynamics of International Conflict Management (INCM 9006), and Economics of Conflict (INCM 9005), provide students with a thorough grounding in the fundamental concepts of the contemporary study of international conflict and resolution. The ethical and cultural foundations necessary for advanced research and practical application in related areas of international conflict are embedded in all of the core coursework. The required one-credit Faculty Research Colloquium (INCM 9004), taught in the first semester, is designed to introduce students to program faculty and expose them to ongoing conflict management related research at KSU. The Dissertation Proposal Colloquium (INCM 9600) serves as a forum for students who are near completion of their coursework to develop a draft of their dissertation proposal. The four core seminars and the Faculty Research Colloquium are taught annually with entering students completing them in their first three semesters of study.

### **Core Research Methods Requirements (12 hours)**

Preparation in research methods is a core component of the Ph.D. in International Conflict Management. The program requires a minimum of four courses, Fundamentals of Research Design (INCM 9101), Quantitative Methods (INCM 9102), Qualitative Methods (INCM 9103), and a minimum of three additional credit hours in advanced methods. This advanced methods requirement may be fulfilled by completion of one three-credit hour course (e.g., Advanced Quantitative [INCM 9210], Advanced Qualitative Methods [INCM 9230], or International Program and Management Evaluation [INCM 9250]) or any combination of three one-credit hour skills-based research methods course options. Graduates are expected to read and understand a diverse set of literature and to apply appropriate methodological approaches to conflict-related global issues. Thus, they are able to address problems from a sophisticated base of substantive and methodological approaches. To ensure proficiency in research methods, each student must earn at least a B in all required methodology coursework. Students should complete the methods core by the end of their second year.

## **Electives (variable hours)**

In addition to core requirements, students take program electives that provide in-depth focus on specific conflict management related topics.

## **International Experience (3-9 hours)**

This requirement serves as a way to apply the theories and skills learned throughout the program and to gain valuable field experience in a “real world” laboratory. This requirement may be completed through an internship, directed study, study abroad, or a relevant previous experience in an international setting and may range from 3 to 9 credit hours, depending on the nature of the experience. All international experiences must be approved by the INCM Program Director. Please see the International Experience [guidelines](#) for additional information.

## **Dissertation (up to 15 hours)**

Once students have determined a dissertation topic and have chosen their dissertation committee chair, they may proceed to enroll in their dissertation course credit hours. This process may begin after the first year of coursework, with the approval of the student’s advisor. See Dissertation Process (below) for details.

## **Attendance at Program Relevant Events and Colloquia**

Students at all stages of study are strongly encouraged to attend all program events as part of their overall educational and professional development. They are also expected to be actively involved in planning, interacting, and presenting (when appropriate) at these events. Attendance at program-related events is considered in funding decisions.

## **Student Travel**

All full-time PhD students are eligible to apply for travel support through the PhD program for up to five years if they have been accepted to present research at a conference or professional meeting or serve as discussant, panel chair, or in some other official function as part of the program. Furthermore, travel deemed professional development or research-related will be considered on a case-by-case basis. **Travel support is contingent on the availability of funds each budget year.**

\*Please see the Student Travel Policy for AY 2017-2018 at [www.conflict.hss.kennesaw.edu](http://www.conflict.hss.kennesaw.edu)

## **IX. Funding and Progress**

### **INCM Program Funding**

Program funding consists of research and teaching assistantships (GTA/GRAs) to support the research and teaching responsibilities of the university with specific focus on supporting the research and teaching activities of the INCM Program Faculty and contributing departments. Provided satisfactory academic and assistantship performance, and depending on the annual program budget, INCM typically provides funding for the duration of one academic year, renewable for a maximum of three years. Specific assistantships, based on faculty requests submitted through a proposal process proceeding each semester, are typically awarded for a

term of one semester, in justifiable cases assistantships may also be awarded for a period of two semesters.

**NOTE:** Program funded students that go onto Academic Probation are no longer entitled to program funding. Students may receive funding through the Graduate College if eligible.

## **Eligibility and Renewal of INCM Assistantships**

To be eligible for an INCM assistantship, a student must:

For First-Year Students:

- Be accepted into the INCM program and receive a recommendation by the INCM Program Admissions Committee to be considered for funding.

For Second- and Third-Year Students:

- Successfully complete the first year of study.
- Maintain a 3.0 GPA. Should a student's grade point average fall below 3.0 (academic warning/probation), the student has one semester to improve and return to academic good standing before the assistantship is terminated.
- Receive a recommendation for new or continued funding from the INCM Progress and Funding Committee between the first and second year of study.
- If applicable, receive positive performance evaluations from the supervisor(s) of previous assistantship assignments.

Funding Beyond the Third Year:

- In exceptional circumstances and when additional INCM program funding is available, students may be eligible to compete for additional semesters of funding. This is much more common regarding summer assistantships.

Decisions on continued funding and types of assistantships are made on a competitive basis based on a comparative evaluation of students' performance both academically and in completing their assigned assistantship duties. This is done by the Program Director in consultation with Program Faculty and the School Director as well as the INCM Progress and Funding Committee.

## **Additional Funding Opportunities**

### ***External Funding from the Graduate College at KSU***

Students that are not funded through the INCM program are encouraged to apply for funding directly from the Graduate School. For more details on Graduate School funding policies, please visit: <http://www.kennesaw.edu/graduate/GRA.html>

### ***External Funding from Outside KSU***

Competing for external funding is part of the professional development of doctoral candidates. Receiving a competitive external fellowship is an honor that stays with students throughout their career and can improve their professional prospects. Therefore, all Ph.D. students are

strongly encouraged to seek external financial support in the form of dissertation fellowships and grants to cover the dissertation related expenses. Any successfully acquired external funding will extend, not replace, the financial assistance received from the Ph.D. program, as long as the student meets all other requirements for program funding.

## **INCM Program Progress**

The INCM Progress and Funding Committee is responsible for evaluating the performance and progress of all current first-year INCM students. This evaluation takes place each May. Please note, if a student temporarily withdraws from the program or takes an approved leave-of-absence during their first year of study, the student will be evaluated alongside the cohort under evaluation in the year the student returns to the program.

The committee develops a ranking of all first-year students, based on specific criteria (see below). This ranking is used in funding decisions for the following academic year. Students who have not used their full three years of funding continue to receive funding unless they drop below acceptable progress in the program (see above). Other students, however, may also be awarded funding on a rank-order basis, if additional funds are available.

The committee assesses whether any students have failed to make reasonable progress toward the Ph.D. and these students are terminated from the program. Such students may be awarded a Letter of Achievement if they have completed 12 or more credit hours of coursework with a B or better.

The evaluation process is based on one primary criterion and several secondary criteria. Primary

Criterion: Precise course grades from all classes taken (on a 100-point scale).

Assignment grades will be requested from teaching faculty as a secondary criterion as needed.

Secondary Criteria: (1) Updated Curriculum Vitae (CV) (2) Cover Letter, including a reflective narrative discussing your achievements and progress over the last year. Students should discuss: (a) Research focus/Dissertation topic, (b) Potential career path/Steps taken toward professional goals, (c) Contributions made to the INCM Ph.D. program, (d) Learning accomplishments/outcomes. (Each sub-section of the Cover Letter should be no more than 250 words in length.); (3) GRA/GTA evaluations (as applicable); (4) Evidence of Student Conduct and Academic Integrity.

The Progress and Funding Committee reserve the right to add additional evaluation criteria as necessary. These additions will be announced to affected students several months in advance of the review period.

Grades and GRA/GTA evaluations (as applicable) will be provided directly to the committee by faculty, but students are responsible for submitting their CV and cover letter. The deadline to submit your CV and a cover letter is announced at the start of the Spring semester each year.

- Students must enter candidacy within 2 semesters of completing course work or be dismissed from program.
- Proposals must include timeline for completion of PhD within 2 years of proposal defense
- All PhD candidates must submit a 1 page progress report to their chair and the Funding and Progress Committee every year if funded or seeking funding.
  - i. Report states progress in relation to timeline specified in their proposal
  - ii. Report must be endorsed by advisor, or advisor may submit separate report
  - iii. Students may amend or extend their proposal timeline (e.g., to accommodate student life events), with the approval of their committee

Funding and Progress meets once each semester to review progress reports

- Candidates not making timely progress receive warning
- 2 semesters of lack of timely progress can lead to dismissal from program
- Exceptions to the 2 semester limit must be approved by the Program and School directors and endorsed by the student's committee

These changes will be incorporated into the student handbook and implemented effective Fall 2017.

- All students submitting proposals in Fall 2017 or later will be subject to these guidelines.
- Students who have defended their proposals prior to 1 Sept 2017 will begin submitting progress reports immediately, but will have until Fall 2018 before being subject to the 2 semester limit specified above.

## **X. Academic Policies**

**For additional information, please refer to the [Graduate Catalog](#) and [Graduate College](#)**

### **Grade Expectations for Satisfactory Graduate Level Student Performance**

Each course syllabus sets the standard for academic grades. Class attendance is required, as specified by each course instructor. For graduation, a Ph.D. student must have earned a cumulative grade-point average of at least 3.0 ("B") in all graduate course work at Kennesaw State University.

### **Plagiarism and Cheating**

No student shall receive, attempt to receive, knowingly give or attempt to give unauthorized assistance in the preparation of any work required to be submitted for credit (including examinations, laboratory reports, essays, themes, term papers, etc.). Unless specifically authorized, the presence and/or use of electronic devices during an examination, quiz, or other class assignment is considered cheating. Engaging in any behavior which a professor prohibits as academic misconduct in the syllabus or in class discussion is cheating. When direct quotations are used, they should be indicated, and when the ideas, theories, data, figures, graphs, programs, electronic based information or illustrations of someone other than the student are

incorporated into a paper or used in a project, they should be duly acknowledged. No student may submit the same, or substantially the same, paper or other assignment for credit in more than one class without the prior permission of the current professor(s).

Should a student be found to have cheated or plagiarized, the student will be referred to the Department of Student Conduct and Academic Integrity (SCAI). The SCAI Department oversees all resolution procedures for alleged violations of the Code of Academic Integrity, the Student Code of Conduct (disciplinary violations), and the residential Code of Conduct. (<http://scai.kennesaw.edu/index.php>)

Any student found to have violated the Code of Academic Integrity may be dismissed from the program immediately.

### **Expectations for Satisfactory Graduate Level Student Performance**

Graduate students are expected to earn grades of at least “B” in their course work toward their degree. For graduation, a graduate student must have earned a cumulative grade-point average of at least 3.0 in all graduate course work and a grade of “C” or better in each course presented to meet degree requirements.

Whenever a graduate student’s cumulative graduate grade-point average drops below 3.0, that student is placed on academic probation. While on probation, the student is not eligible for funding, is not permitted to apply for Ph.D. candidacy, or to obtain a graduate degree.

Graduate students can have their probationary status removed by raising their cumulative grade-point average to at least 3.0.

Graduate students will be dismissed from further graduate study under any of the following conditions:

- While on probation, the term GPA is less than 3.0;
- Not clearing probation after two semesters;
- Achieving a semester GPA of less than 2.0 in any semester.

Students must maintain a minimum overall GPA of 3.0 and must further achieve a minimum grade of 3.0 in ALL core courses by the end of their degree. A student receiving a grade lower than 3.0 in a core course MUST retake that course at its next offering and will have only that one opportunity to raise that grade to the acceptable level. **[Note: The initial lower grade remains in the calculation of the student’s overall GPA; it is NOT REPLACED by the new grade, assuming it is in fact higher. But if they achieve a B or higher, they will have met the requirement for minimum grade in the core course.]**

### **IP (In Progress) Grade**

In most graduate courses, the grades “A,” “B,” “C,” “D,” “F,” “I” (Incomplete), “W” (Withdrawal), and “WF” (Withdrawal with an “F”) are awarded. In some graduate courses, particularly dissertation, and project courses that are intended to last more than one semester and

are not completed during the semester in which the student is first registered for the course; the notation “IP” (In Progress) is used. A student then has to pay to enroll for a specified number of hours in each consecutive semester in which work is still in progress. While the work is in progress, the instructor will report a grade of “IP” for these credit hours at the end of each term. Dissertation, and project course credit hours taken during the semester that the work is completed will be awarded a grade of “S” (satisfactory) or “U” (unsatisfactory). Grades of “IP,” “S,” or “U” shall not be computed in the student’s grade-point average.

## Grading Policies

Issuance of grades and formulation of individual attendance policies are the prerogative of the instructor. There is, however, a limit to the number of excused absences a student may take during a single course. The student should practice careful judgment in deciding how these absences should be used in one semester – whether for conference attendance or for other university-sanctioned/sponsored activities. It is highly unlikely that a student can succeed in any Ph.D.-level course where he/she has missed a large number of weekly course sessions.

Students are encouraged to meet with professors early during a semester to ensure they are making satisfactory progress in their courses. Faculty must provide feedback to students about their progress prior to the last published day to withdraw without academic penalty. Grades are expected to conform to those listed below. Any deviations must be approved by the Faculty Senate and the Office of the Registrar.

The following are the final grades included in the determination of the scholastic grade point average (students should note that professors may provide specific grades on a 100- point scale for courses to the First-Year Progress and Funding Committee):

<u>Grade</u>	<u>Grade Point</u>
“A” Excellent	4.0
“B” Good	3.0
“C” Fair*	2.0
“D” Poor	1.0
“F” Failing	0.0

**\* Grades of “Fair” (and below) are not acceptable for Ph.D. courses and are not considered making normal progress.**

**I:** incomplete grade. The grade of “I” will be awarded only when the student has done satisfactory work up to the last two weeks of the semester, but for nonacademic reasons beyond the student’s control, is unable to meet the full requirements of the course.

The grade of “I” must be removed by the end of the next semester or term, *for example: I’s given in a Spring Semester must be removed by the end of the Summer Semester.* The grade of “I” will not be included in the calculation of the student’s scholastic average at the end of the semester in which the grade of “I” is received. Upon completion of the outstanding

requirements within the specified time limit, a final grade of “A,” “B,” “C,” “D,” or “F” will be assigned in the course on the basis of the student’s total performance, and the grade will then be included in the calculation of the student’s cumulative grade point average. If the outstanding work is not completed by the end of the following semester or term, then the “I” will be changed to an “F” and calculated into the student’s cumulative grade point average. An “I” cannot be removed by reenrolling in the course. Please see the Graduate College policy for additional details at: <http://catalog.kennesaw.edu/index.php>

**W:** indicates that the student was permitted to withdraw from the course without penalty with the approval of the program director and registrar within the first 28 working days (including registration days) of the semester. Withdrawals without penalty may be permitted after the official withdrawal period in hardship cases only with approval of the registrar. A course in which the grade of “W” has been assigned will not be included in calculating the student’s scholastic average.

**WF:** indicates that the student was permitted to withdraw from a course after the first 28 working days of the semester. The dropping of a course under these circumstances is equivalent to failure and will be included in the calculation of the student’s scholastic average.

**S:** indicates that credit has been given for completion of degree requirements other than academic course work. The use of this grade is approved for dissertation hours, student teaching, clinical practicum, internship and proficiency requirements in graduate programs.

**U:** indicates unsatisfactory performance or progress in an attempt to complete degree requirements other than academic course work. The use of this grade is approved for dissertation hours, student teaching, clinical practicum, internship and proficiency requirements in graduate programs.

**IP:** indicates progress in dissertation, and project courses that are intended to last more than one semester.

**V:** indicates that the student was given permission to audit the course and is not included in the calculation of the scholastic average. Students may not transfer from audit to credit status or vice versa.

**NR:** indicates that no grade was reported.

## Grade Appeals

Students have the right to appeal their grade. Please see the University’s policy on grade appeals in the university graduate catalog at: <http://catalog.kennesaw.edu/index.php> Before filing a formal appeal, students are encouraged to contact the faculty member for clarification and discussion of the grade received.

## Food Provisions

Meals are not provided as part of the regular INCM course offerings. Students must make their

own arrangements during scheduled class breaks. Faculty are encouraged to make accommodations in course schedules where long classes carry over mealtimes (e.g., an extended break period, potluck working lunches, etc.).

## **Printing and Photocopying**

All INCM program faculty and students are encouraged to scan instead of print or photocopy documents if/when possible.

- All INCM program course syllabi, readings, and additional materials must be digitized and uploaded for students through D2L.
- The Ricoh printer in the INCM program office is available during regular business hours for scanning documents. Faculty can access the printer using their faculty ids. Students can request access to the printer directly from staff for scanning purposes only. Staff (i.e., student assistants) will assist with program-related jobs if/when available.

All Ricoh photocopying should be billed to the appropriate individual, department, or program.

- Ph.D. students may access the Ricoh printer for photocopying by charging the print job to their personal accounts during regular office hours.
- When photocopying is necessary as part of an official research or teaching graduate assistantship, students should be provided access to their faculty supervisor's account. In those cases, it is the supervising faculty's responsibility to provide the student access to the machine directly through their faculty account.

When it is necessary to print hard copy documents, all INCM program faculty and students are encouraged to print from their home or office printers. Faculty and students are encouraged to print on the economy setting in black and white, double-sided to save on toner and paper.

- The INCM program will provide supplies (e.g., toner and paper) for any INCM-related print needs to program faculty (within reason). Please be judicious with requests, and distinguish between program- and department-level jobs and make your supply requests accordingly.
- INCM Ph.D. students are able to print in the INCM computer lab as necessary. Toner will be provided by the program. Please limit printing as much as possible. All Ph.D. students are provided with one ream of paper at the start of each semester to assist with their printing needs.

## **Email Usage Standard and Procedures**

The Email Usage Standard and Procedures governs the use of @kennesaw.edu e-mail Accounts.

Account Acceptable Use:

Policies and regulations that apply to other forms of communications at the University also apply to electronic mail. In addition, the following specific actions and uses of university e-mail accounts are inappropriate:

1. Use of e-mail for private, non-University, matters.
2. Concealment or misrepresentation of names or affiliations in e-mail messages.

3. Alteration of source or destination address of e-mail.
4. Use of e-mail for commercial or private business purposes.
5. Use of e-mail for organized political activity or political solicitation.
6. Use of e-mail to harass or threaten other individuals.
7. Use of e-mail that degrades or demeans other individuals.
8. Use of email to transmit external account numbers or credit card information.

No one shall deliberately alter or attempt to conceal their true return mail address, or the origination location of the message. No one shall deliberately set forth to interfere with the reception of e-mail by an individual. No one shall deliberately set forth to intercept or receive, and/or view another individual's email without that user's consent.

E-mail correspondence and associated attachments may be considered official university records and, as such, may need to be retained based on guidelines established by the Board of Regents. It is the responsibility of the sender and recipient of these e-mail messages to determine the required retention period, to comply with applicable policies and procedures regarding record retention, and to preserve these e-mail records either electronically or in printed form with all of the associated header and transmission information. No e-mail, in any form, shall be retained for longer than its established retention cycle, unless directed to do so by the KSU Department of Archives and Records Management.

## **International Taxes**

International students are responsible for working closely with the International Services and Tuition Classification team as part of the Office of Finance and Accounting, Reporting and Compliance department to complete all tax related requirements. It is the student's responsibility to be aware of country specific tax requirements.

The International Services and Tuition Classification team will assist with (<http://www.kennesaw.edu/finance/international/aboutus.html>):

- Ensuring that Kennesaw State University complies with all Internal Revenue Services (IRS) and United States Citizenship and Immigration Services (USCIS) guidelines relating to payments made to international visitors, students, and scholars.
- Validating immigration status with the USCIS Systematic Alien Verification for Entitlements (SAVE) Program, an inter-governmental information service initiative;
- Reclassifying students from out-of-state status to in-state status for tuition payment purposes; and
- Providing the campus community and all of its international guests with confidentiality, courteous service, and efficient processing of information.

## **XI. Dissertation Process**

### **Dissertation Committee Selection**

Students should formally identify a dissertation committee chair by the end of their first year of study in the program. Students may ask any Kennesaw State University faculty member in the College of Humanities and Social Sciences or within their dissertation discipline, to serve as

their dissertation chair, however, the dissertation chair must affiliate with the School of Conflict Management, Peacebuilding and Development and the INCM program and get graduate faculty status to remain as the dissertation chair. Any faculty member serving on a dissertation committee must have graduate faculty status. Students should select a chair based on the faculty member's expertise in the area of research that is of interest to the student and based on an appropriate level of trust, collaboration, and mentorship between the faculty member and the student.

In consultation with their dissertation committee chair, students should identify additional faculty members that they would like to join their committee. As soon as possible, but typically by the end of the second year, students should have identified all members of their dissertation committee.

### **Dissertation Committee Composition**

The Dissertation Committee must have a minimum of three (and a maximum of five) faculty members, including the Chair. The interdisciplinary nature of this program suggests that dissertation committee members will likely come from different disciplines and, in some cases, from other colleges or institutions.

Faculty outside of the program may serve on a committee with the approval of the Committee Chair. Faculty outside KSU may also serve with the approval of the Committee Chair. However, participation by non-program faculty is limited to one member of the committee although exceptions can be granted by the Program Director. All committee members (including external members) must be graduate faculty. If a potential committee member does not have this status, he or she needs to petition the Graduate School to obtain it, use the KSU Graduate College [Request for Appointment to Graduate Faculty](#). Once the committee is selected, the student completes the [Request for Approval of Ph.D. Dissertation Committee](#) and obtains appropriate faculty signatures.

**NOTE:** Once the dissertation committee is finalized, it is highly irregular for the committee membership to change. Should there be extenuating circumstances that warrant a change in membership, however, a [Request for Change in Dissertation Committee Membership](#) must be completed.

### **Dissertation Proposal**

Defending one's dissertation proposal early will assist significantly in completing the Ph.D. in a timely fashion. Students are therefore strongly encouraged to select their dissertation advisor by the end of their first year in the program and to defend their proposals by the semester following the completion of coursework, if not earlier. In all cases, students are required to defend their dissertation proposals within 2 semesters of completing course work. Students are responsible for providing written justification for any excessive delays in progress toward the defense of their proposal. Students who do not meet this requirement may be terminated from the program.

Once the committee has agreed that the proposal is ready to defend, the student coordinates the

defense date with the Program Administration and the committee.

The purpose of the proposal and defense is to:

1. Demonstrate the student's ability to design a research project. The design must reflect the student's learning from his or her coursework and methods training.
2. Develop a plan for producing Ph.D.-level research. Such research must be methodologically robust, build on previous research in the field, and make a new contribution to knowledge.
3. Demonstrate the student's ability to produce Ph.D.-quality writing and to defend his or her ideas orally.

The narrative portion of the proposal should be between 5,000 - 8,000 words (including footnotes, but excluding bibliography and appendices), and the proposal should include the elements described below.

Essential elements of the INCM dissertation proposal include:

1. One-page executive summary.
2. Research proposal. The student will submit a detailed plan for his or her research that addresses the following points:
  - i. Review of the literature as it pertains to the topic and informs the research.
  - ii. Justification for new research (i.e., how this project will add to existing knowledge in a meaningful way). This should include not just an explanation of how the dissertation will break new ground, but also how the data gained will be useful in the academic, practice or policy arenas.
  - iii. Key question(s) to be addressed.
  - iv. Hypothesis or Hypotheses to be tested.
  - v. Description of methods to be used to test this hypothesis or these hypotheses and reasons for using these methods.
  - vi. Description of data to be gathered and how it will be collected and analyzed.
  - vii. Limits or possible short-comings of the approach used.
  - viii. Timeline for dissertation research and thesis completion
3. Bibliography. The student will submit a bibliography of sources related to his or her research topic.
4. Appendices. As needed, students are encouraged to also include appendices detailing their instruments of investigation and any other additional documents they deem appropriate.

Proposals are defended orally, in closed proceedings, to give students practice for their ultimate Ph.D. defense. The defense takes place before a committee of at least two professors (Chair and one committee member) and one examiner external to the student's dissertation committee ("surprise reviewer"), to provide an outside perspective. The external examiner is selected by the dissertation committee in consultation with the Program Administration if/when necessary.

Proposals receive one of the following marks following the defense (see below). Marks are accompanied by specific comments on the strengths and weaknesses of the proposal and note areas that can be further improved, even for proposals receiving no revisions.

1. **The proposal is accepted.** The proposal is interesting and feasible in its current form. It seems likely to produce high-quality results if executed according to plan. Student writing and oral defense exceeds expectations.

2. **The proposal is accepted with qualifications.** The student is ready to proceed to Ph.D. candidacy status, but the proposal itself requires minor revisions. Student must submit written evidence of these changes to the exam committee within three months of the defense. The changes must be approved before the student begins data collection. Students who do not complete the revisions in the allotted time may be terminated from the program.

3. **The proposal is deemed unsatisfactory.** The proposal shows considerable deficiencies in theoretical frame, methodological rigor, and/or feasibility to implement the design. The student is required to provide extensive revisions, in consultation with her/his committee, and to defend the new proposal following the process outlined above. Students are only permitted to defend a new/revised proposal once. Should the new/revised proposal still be deemed unsatisfactory, the student is terminated from the program.

Upon successful completion of the dissertation proposal defense, the INCM program will inform the Graduate College of the outcome using the [Thesis/Dissertation Proposal Approval Form](#).

## Dissertation & Defense

### *Document Specifications and Guidelines for the Dissertation*

The degree of Doctor of Philosophy (Ph.D.) in International Conflict Management at Kennesaw State University indicates that the holder has completed doctoral-level graduate training in research under academic supervision and has submitted a dissertation that the examiners have declared to be a significant contribution to knowledge that demonstrates the author's capacity to carry out independent research.

#### General Reflections:

A Ph.D. dissertation is generally a lengthy, formal document that argues in defense of a particular thesis. The research performed to support a thesis must be both "original" and "substantial" and the dissertation must show it to be so. Dissertations are often grounded in theory and tend to follow the scientific method, i.e., defending a thesis (and any derived hypotheses) based on evidence collected. The integration of theory, the definition of concepts, and the analysis of the evidence are at the heart of the work. A dissertation often concentrates on principles: it derives best practices, and states lessons learned, and not merely the facts behind them. In general, every statement in a dissertation must be supported either by a reference to published scientific literature or by original work. Moreover, a dissertation does not merely repeat the details of critical thinking and analysis found in published sources; it uses the results as fact and refers the reader to the source for further details.

#### Dissertation Format:

Dissertations that fulfill the general requirements outlined in the general description above can take a number of forms (e.g., program evaluation, case study, policy analysis, comparative analysis, etc.) as long as they are original, grounded in theory, employ the scientific method or

related appropriate approach, and draw generalizable conclusions that advance a particular field of knowledge. Dissertation research usually starts with a problem, dilemma, paradox, enigma, or puzzling question. The particular form a dissertation takes is determined by the underlying problem or question and must be justified as the most appropriate way to solve the problem or answer the question. For instance, a student who intends to complete a program evaluation must explain why this particular format will generate the most effective evidence in defense of the thesis. Irrespective of the specific format, all Ph.D. candidates must undertake quality dissertation-type projects that are original, theoretically grounded, and methodologically rigorous. The dissertation must make a substantial contribution to international conflict management. Dissertations should never be methods-driven, but rather the methods employed ought to be the most appropriate for answering the question(s) that inform the research topic.

Style:

Doctoral dissertations are required to be written in English. Students should consult the appropriate style manuals and professional journals and their major professors to determine the most appropriate style within their area of research. The dissertation must be certified as substantially free of errors and ready for publication before it is submitted to the Graduate College. Typically, dissertations are formatted in APA or Chicago style in the program. Please refer to previously published dissertations in the program to serve as templates and refer to reputable guides such as Kate L. Turabian’s *A Manual for Writers of Research Papers, Theses, and Dissertations*.

Strict timelines are in place for the submission of all dissertation related documents. Doctoral candidates are required to adhere to these time lines.

***Timelines for Completion of Dissertation, Final Defense***

<b>Anticipated Graduation</b>	<b>Petition Deadline</b>	<b>Final Dissertation Draft to Committee</b>	<b>Dissertation Defense Successfully Completed</b>	<b>Final Copy with edits to Committee</b>	<b>Final PDF Copy submitted</b>
<b>Spring</b>	November 1 of previous year	March 1	April 1	May 1	May 8
<b>Summer</b>	April 10	May 1	June 1	July 1	July 15
<b>Fall</b>	July 1	October 1	November 1	December 1	December 12

While the dissertation committee may offer suggestions for revision, the Ph.D. student is ultimately responsible for review of the dissertation manuscript for adherence to all appropriate style guidelines.

## The Dissertation Defense

After each dissertation committee member agrees that the dissertation is ready to move to final defense, the student consults with the chair and other committee members to schedule a date for the final defense. The dissertation chair submits a copy of the dissertation abstract to the Program Director and Program Coordinator at least **14** days prior to the final defense. The student will also provide a final draft of the dissertation to each of the dissertation committee members *at least 30 days before the defense*. This final draft must be complete in all respects and editorially acceptable for final approval at the time of the defense. Failure to comply with this procedure will result in a delay of the defense.

The defense is posted as a public hearing and may be attended by other members of the University community and by others from outside the University. The INCM program will notify the Kennesaw faculty electronically of the date and provide an abstract with the electronic notification.

As arranged by the dissertation chair, the dissertation committee meets before the scheduled defense to discuss the dissertation and procedures for the defense. Whenever possible, the defense should be scheduled in a room that will accommodate visitors comfortably. The chair establishes matters of protocol prior to the actual defense. Faculty and any others who sit in as an audience for the defense are required to defer to the dissertation chair's judgment concerning matters of protocol.

The public defense provides a formal opportunity for the Ph.D. candidate to present his or her research questions, design, methods, findings, and conclusions to those in attendance. Generally, this presentation by the candidate will last from between 25-45 minutes. The dissertation committee then formally questions the doctoral candidate about the work he or she has completed along with any additional questions or input from the audience. Generally the formal question session will last between 35-45 minutes.

## Procedural Guidelines for Dissertation Defense

Generally, dissertation defenses do not exceed two hours in duration. Once the candidate has completed his/her public presentation, the audience has time to ask questions. The dissertation chair can then dismiss the audience in order to conduct a private questioning of the candidate or allow the audience to remain. The committee then excuses the candidate and deliberates on the results of the defense in private. The defense outcome is recorded and shared with the candidate both verbally and in writing.

Generally, immediately following the announcement to the candidate of the results of the dissertation committee's deliberations, the candidate may expect the dissertation committee to make suggestions for final edits. It is the responsibility of the student to make personal written notes about the suggested revisions and, subsequently, to complete all edits.

The dissertation chair completes the [Dissertation Defense Outcome](#) form signifying any additional edits or final changes that need to be made in the dissertation document. All

committee members must sign the form prior to leaving the dissertation defense and the form must be submitted to the Program Office. Once the manuscript is in print-ready form, the **Dissertation Signature Page** should be signed by all members of the dissertation committee and submitted to the Program Office. The Dissertation Signature Page is included in the student's final online and/or bound manuscript.

In the event a student does not successfully defend, he/she may re-defend within six months of the initial defense. A candidate may have only ONE additional attempt to defend and to pass the defense of the dissertation. Failure to re-defend within six months or failure to pass the second dissertation defense results in the candidate's dismissal from the program without the awarding of the Ph.D. degree.

### **Copyright of Dissertation**

Candidates may choose to copyright their dissertation when submitting their final copy to the Sturgis Library ([http://digitalcommons.kennesaw.edu/submit\\_research.html](http://digitalcommons.kennesaw.edu/submit_research.html)). Regardless of whether the Ph.D. student copyrights the dissertation, the candidate is responsible for complying with all current copyright laws and regulations governing inclusion of another's work in his or her work.

### **Publishing Manuscripts Drawn from the Dissertation**

Ph.D. students frequently collaborate with faculty who have made substantive contributions to the dissertation. In all cases, however, the author of the dissertation should be listed as the first author on any paper and/or publication based primarily on the dissertation research that is submitted for publication. Published work may be used as chapters in the dissertation upon committee and program approval. Contributions regarding co-authorship need to be clearly distinguished so that the committee can evaluate the candidate's contribution.

### **Dissertation Awards**

Graduate students are also advised that numerous professional organizations present competitive awards for outstanding dissertation research. Upon completion and approval of the dissertation, Ph.D. students should consult with their dissertation chair and/or committee members about requirements and submissions for such awards.

## **XII. Commencement**

### **Awards and Hooding**

During Commencement, the College of Humanities and Social Sciences conducts a Doctoral Hooding Ceremony.

The Dean/Associate Dean of Graduate Programs announces the names of doctoral candidates and dissertation chairs, along with the titles of dissertations. The title of the candidate's dissertation study is provided in the official Program. The entire dissertation will be published on *Digital Commons*, the digital repository for scholarly work at Kennesaw State University (<http://digitalcommons.kennesaw.edu/etd/>).

## **Regalia**

Doctoral regalia are available in the KSU Bookstore and may be purchased or rented. The regalia will be featured on the KSU Bookstore website in advance of graduation.

## **Graduation Procedures**

Students must follow graduation procedures as outlined by the university.

## **Procedural Checks**

Students should check with the Registrar to ensure no grades of "Incomplete" remain on their transcript, that they have completed all program requirements (i.e., [Petition to Graduate](#)), all fees are paid, and that they are on the graduation clearance list. These checks ensure the graduation process will go smoothly. Students can also check most of this information online.

### **XIII. Forms for Students and Faculty**

These forms are available for completion and download at <http://phd.hss.kennesaw.edu/program/resources/>

<b>Form Title</b>	<b>When Completed</b>	
<b>Approval for Directed Study</b>	during the semester prior to completing (1) an independent study,(2) internship, or (3) international experience	
<b>Approval of International Experience</b>	during the semester prior to the completion international experience	
<b>Approval of Foreign Language Proficiency</b>	prior to dissertation defense	
<b>Dissertation Defense Outcome Form</b>	following dissertation defense	
<b>Dissertation Signature Page</b>	following completion of revisions to the dissertation	
<b>Doctoral Survey</b>	at program conclusion (online)	
<b>Intent to Exit</b>	terminate degree	
<b>Intent to Take Leave of Absence</b>	as necessary	
<b>Petition to Graduate</b>	see dates above (complete via Owl Express)	
<b>Request for Appointment to Graduate Faculty</b>	as needed once dissertation committee members are selected	
<b>Request for Approval of Ph.D. Dissertation Committee</b>	no later than beginning of 3 <sup>rd</sup> year of study	
<b>Request for Change in Dissertation Committee Membership</b>	as necessary	
<b>Readmission Request Form</b>	at least 6 weeks prior to semester in which you wish to enroll	