PhD in International Conflict Management

College of Humanities and Social Sciences

INCM FACULTY HANDBOOK

POLICIES AND PROCEDURES

2015-2016

Preface

The primary intent of the INCM Faculty Handbook Policies and Procedures for the Ph.D. Program in International Conflict Management in the College of Humanities and Social Sciences is to provide information to new faculty members and to serve as a reference for all faculty and staff members. It is a supplement to the Kennesaw State University Policies and Procedures (http://www.kennesaw.edu/handbooks/faculty/). In case of any divergence from or conflict with this publication, the latter shall take precedence. The materials presented in this handbook represent the present state of affairs in the INCM Ph.D. Program and are subject to change at any time.

INCM Mission

To become the leading Ph.D. program preparing scholar-practitioners for the complex challenges of preventing, managing, and transforming international conflict.

INCM Purpose

This interdisciplinary in-residence program is designed to meet the global demand for scholar-practitioners to address the complex array of international conflict and security challenges. It prepares graduates to compete for tenure-track university faculty appointments as well as a wide range of operational positions in government, non-governmental agencies, and the private sector.

The International Conflict Management (INCM) Ph.D. Program adopts this governance document as a guide to its structure and operation. It also serves as a policy document outlining operational responsibilities and duties pertinent to the successful operation of the Program.

Program Meetings

Regularly scheduled meetings shall be held each month of the academic year (August through May). Whenever possible, the dates and times of the meetings shall be varied to facilitate the participation of faculty who might otherwise have a regular scheduling conflict.

The Program Director shall call such additional meetings as deemed necessary.

All Program faculty and staff are expected to attend these meetings unless they receive an excused absence from the Director. For excused absences, notification must be given to the Program Director prior to meeting.

Minutes of each Program meeting will be taken, reviewed by the Program Director and Associate Director and distributed to all faculty and staff.

Voting on matters of Program policy and procedures, degree program changes, academic standards and integrity, academic honors, committee membership, Program representation, nominations for college and university positions, and revision of Program bylaws shall be determined as follow:

Voting

Eligibility
All Program faculty who are not part-time or temporary are eligible to vote. Staff may vote for positions in which staff are eligible to be elected.

Absent faculty/staff may vote by written proxy, submitted either in print or electronically to the meeting chair. Proxy voting is not permitted in votes undertaken by secret ballot.

Quorum
Because many affiliated and some teaching faculty do not regularly attend Program meetings (and may have limited interest in Program administration) quorum shall be calculated as a number equal to 33% of the Program faculty, provided that 50% of the faculty present are either Dual-appointed or Teaching Faculty.

Proxies shall count toward a quorum.

Passage of a Motion
A simple majority of those voting shall be required to pass a motion.

A two-thirds majority of those voting shall be required to pass an amendment to the Program bylaws.

Ballots
Public ballots shall be used for all votes unless a secret vote is agreed to by the entire voting body.

Electronic Voting
Voting may be done electronically if approved by a simple majority of the members of a committee or the Program.

If necessary, when school is not in session and during the summer sessions, a simple majority of all those eligible to vote shall be required to pass a motion. Votes are not to be undertaken during summer session except under conditions of extreme need. Any summer votes are subject to ratification by the Program Faculty under standard voting rules at the first faculty meeting of the year.

Please note: It is important to notify the program administration if you are unable to attend regularly scheduled program faculty meetings.

INCM Program Faculty

Program faculty consist of the following three categories:

1. **Dual appointed faculty.** Dual appointed faculty members shall have Memorandums of Understanding (MOUs) formally appointing them to the INCM program and a home department. Specific requirements and responsibilities shall be as specified in each faculty member's MOU. Faculty in this category must meet INCM promotion and tenure standards in order to retain their INCM appointment. Additional details are specified in the INCM Promotion and Tenure Guidelines. (Guidelines are currently in development and once completed, these standards will apply)

2. **Teaching faculty.** Teaching faculty shall teach a minimum of three credit hours in the INCM program every two years. Courses offered in other programs (e.g., MSCM) on a cross-listed basis (i.e., for which INCM students can register and receive credit) will be counted towards this requirement. Doctoral advising formalized via INCM 9900 credits will also be counted as teaching credit, with each semester unit of INCM 9900 counting as one credit hour.

3. **Affiliated faculty.** Affiliated faculty shall include other faculty interested in being involved in the INCM program. To become an affiliated faculty member, one must submit a Request for Affiliation, consisting of a short statement of interest and qualifications specific to the INCM program including ongoing mentorship, service, research, and teaching. The INCM Governance Committee will consider new Requests for Affiliation each August. Existing affiliated faculty must request the renewal of their affiliation on a biannual basis.

All tenured and tenure-track faculty involved in the Program must be appointed as Graduate Faculty at the "provisional" or "full" graduate status level by the KSU Graduate College (http://www.kennesaw.edu/graduate/faculty_resources.shtml). All other individuals outside of tenure or tenure-track recommended for formal involvement in graduate level activity, such as teaching a graduate course, supervising research of a graduate student, membership on a graduate committee, graduate student academic advising, or otherwise involved in graduate affairs within the department would be appointed at the Clinical Professor of Practice level by the KSU Graduate College with the advice and recommendation by the Program Director and Dean of the College.

Ph.D. Advising and Program Participation

All program faculty are expected to advise Ph.D. students both informally and formally as part of their normal workload as graduate faculty.

All program faculty are expected to participate in program related events, lectures, etc.

College-Level Guidelines for Tenure, Promotion, and Post-Tenure Review

Introduction

The Review and Evaluation of Faculty Performance section of the Kennesaw State University Faculty Handbook states that:

Colleges and departments will establish tailored written guidelines … that specify evaluative criteria appropriate to their disciplines, describe the focus of their units within the larger mission and the core values of KSU, and delineate which activities will receive emphasis in annual performance reviews, in tenure and promotion decision, and in post-tenure performance evaluation of faculty (Section Five, page 2; https://web.kennesaw.edu/academicaffairs/guidelines).

Faculty—Expectations

The KSU Faculty Handbook clearly presents the general expectation for tenure-track faculty, i.e., instructors, assistant professors, associate professors, and professors, and non-tenure-track faculty, i.e., lecturers and senior lecturers.[1]

This section of the HSS Guidelines summarizes the general expectations and, in regard to teaching, supervising, and mentoring, adds a stipulation not in the university-wide guidelines (see below).

As stated in the KSU Faculty Handbook, Section Five, the categories of faculty evaluation are

- Teaching, supervising, and mentoring
- Research and creative activity
- Professional service
- Administration and leadership

Faculty members are to choose at least two of the categories as the foci of their work. For program faculty, it is most likely that these categories will be "Teaching, Supervising, and Mentoring" and "Research and creative Activity." Given the historic mission of the College and the involvement of the College in the general education program at KSU, one of the categories must be "Teaching, Supervising, and Mentoring." Faculty members are to engage in scholarly activity in all of the chosen areas. In one area, at least, faculty members are expected to produce scholarship.[2]

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[1] What follows below is for full-time, tenured and tenure track faculty. Lecturers and senior lecturers are employed specifically for teaching and have a teaching load of 5 – 4. As noted in the Faculty Handbook, for lecturers ". . . there are no expectations for scholarship and their service responsibilities may be limited to the minimum necessary to successfully teach their assigned courses (e.g., attendance at relevant department meetings and participation on appropriate department committees)" (Section Five, page 25)

[2] The Faculty Handbook defines scholarly activity as "… a cyclical process that is deliberate and intentional, systematic and planned, measured and evaluated, revised and rethought." It defines scholarship as "… Tangible outcomes of the scholarly processes" (Section Five, page 8). See also Lendley C. Black, "White Paper on Review and Evaluation of Faculty Performance," Kennesaw State University, June 12, 2006

In summary, faculty members must select "Teaching, Supervising, and Mentoring" and at least one additional area, be actively engaged in scholarly activity in all areas chosen, and produce scholarship in at least one of the areas.

In order to allow faculty in the College realistically to meet the expectations outlined above, beginning in the fall of 2007, for graduate faculty who teach fifty percent or more at the graduate level, the teaching load is 3-2.

The College of Humanities and Social Sciences guidelines acknowledge the distinctive, diverse academic departments and the interdisciplinary programs making up the College. Further, they acknowledge that departmental guidelines will address the distinctive expectations of faculty members in the departments and interdisciplinary programs.

Nevertheless, in all of the areas selected for evaluation, all faculty in the College are expected to:

- Maintain the up-to-date knowledge, skills, and credentials needed to fulfill their commitments and to incorporate them into their scholarly activities and scholarship;
- Meet their responsibilities and carry out their assignments in a constructive, productive, and professional manner;
- Cultivate excellence and demonstrate a commitment to developmental improvement, innovation, and progress; and
- Work in close consultation with their chairs and directors to develop a Faculty Performance Agreement (FPA) in which they outline their goals and priorities for the period of time they note in the Agreement.

Note: the Agreements must take into consideration the mission and guidelines of the College, departments, and INCM Program and the Agreements must be approved by the Dean of the College.

Faculty--Evaluation and Review
The evaluation process in the College of Humanities and Social Science has three parts. The first is the annual review.

The Faculty Handbook states that ". . . in all cases evaluation of faculty . . . will be based on evidence of the quality and significance of the individual faculty member's scholarly accomplishments" (Section Five, pages 4). Five areas are the focal points around which the quality and significance of accomplishments are measured:

- Clarity and Relevance of Goals
- Mastery of Existing Knowledge
- Effectiveness of Communication
- Significance of Results
- Consistent Ethical Behavior

During each academic year, faculty members will have an annual review with their department chairs and Program Director. Prior to the review, faculty members will prepare an Annual

Review Document (ARD) in which they present evidence to demonstrate the progress they are making on the plans presented in their Faculty Performance Agreement (FPA). Department chairs in consultation with the Program Director will provide written evaluations of the faculty. Along with the ARD, they are forwarded to the Dean's office for review. After the review, chairs, the Program Director, and faculty members sign the documents and return them to the Dean's office for signing. At all levels of review, within ten calendar days of the date the document is signed, faculty members may make a written response to the evaluation.

The Annual Review Document, the Faculty Performance Agreement, and all written responses from faculty members, are material for Tenure and Promotion—the second kind of evaluation in the College.

Section Five of the Faculty Handbook presents the tenure and promotion process for the faculty at Kennesaw State University. Beginning with department committees with program representation, continuing to the College level, and on to the University level, the Handbook outlines the details for each step.

The academic departments and program will have written guidelines that state specifically the expectations and evaluative criteria unique to the department and program (see Governance Document, Tenure and Promotion supplement, TBD). New, tenure-track faculty members will have a third-year review that will give them a clear picture of the progress they are making toward tenure. Letters of review state specifically the strengths and weaknesses of the faculty members under third-year review.

The third level of review is Post-Tenure Review. Board of Regents' policy states, "Each institution shall conduct post-tenure reviews of all tenured faculty members. Each faculty member is to be reviewed five years after the most recent promotion or personnel action, and reviews shall continue at five-year intervals unless interrupted by a further review" (BOR Policy Manual, Section 803.07). The Faculty Handbook describes the post-tenure review process and what faculty members up for post-tenure review have to submit (Section Five, page 25).

Faculty—Evaluation and Review Material
All material submitted for Promotion and Tenure Review must be in portfolios. The Faculty Handbook lists the contents the portfolio must contain (Section Five, page 27–28). In addition, however, portfolios for the College of Humanities and Social Sciences must contain, from the period of the review, all quantitative student evaluations and a clear, concise, and meaningful statistical analysis of the evaluations; complete qualitative evaluations from lower and upper division courses; and complete copies of all material submitted as examples of scholarship, e.g., entire articles and not just the first page of the article.

INCM expectations and credit for dissertation supervision

INCM dissertation committee participation is defined as serving on a PhD dissertation committee as a formal member of that committee initiated by the completion of the "Request for Approval of Thesis/Dissertation Committee" form.

Committee Membership - Dual-appointed Faculty

All INCM dual-appointed faculty are required to serve on PhD dissertation committees (as applicable) as part of their normal supervisory expectations in the program. These faculty have a nominal teaching load of 3-2 as Graduate Faculty. If dual-appointed faculty serve on more than one dissertation committee, negotiated between the INCM Director, CHSS Dean, and home Department Chair, then these faculty should be eligible for an additional course release each year (2-2 teaching load). Dissertation committee supervision/participation should be detailed in INCM faculty members' FPAs on an annual basis.

Committee Membership - Teaching and Affiliated Faculty

INCM teaching and affiliated faculty with a nominal 3-3 load (i.e., non-Graduate Faculty) serving on at least one dissertation committee should be eligible for at least one course release per year (3-2 teaching load). This will be negotiated between the INCM Director, CHSS Dean, and home Department Chair. Dissertation committee participation should be detailed in INCM faculty members' FPAs on an annual basis.

INCM teaching and affiliated faculty serving on more than one dissertation committee should be eligible for up to two course releases per year (2-2 teaching load). This will be negotiated between the INCM Director, CHSS Dean, and home Department Chair. Dissertation committee participation should be detailed in INCM faculty members' FPAs on an annual basis.

Committee Chairs

PhD dissertation committee chairs will receive formalized credit via INCM 9900 in each semester that the student is formally registered, with each student supervised in a given semester counting as one credit hour toward teaching credit. Teaching credit is not contingent on the specific number of INCM 9900 credit hours enrolled in by a student in a single semester. A maximum of 4 credit hours may be accumulated per student advised. Three credit hours will be counted as an additional course and may be used for a course release. This will be negotiated between the INCM Director, CHSS Dean, and home Department Chair. Course releases earned through chairing dissertation committees will be granted in addition to the above-specified course releases.

Templates for Faculty Syllabi

Students in the INCM Program are expected to abide by the provisions of the Student Code of Conduct as published in the Graduate Catalog (https://web.kennesaw.edu/scai/content/ksu-student-code-conduct).

E-mail

Please send e-mails to _____, not via D2L. Please allow a minimum of 24 to 36 hours during weekdays for the instructors to receive and respond to e-mails. Do not assume the instructors will respond to e-mails during weekends. Plan accordingly (e.g., do not e-mail the instructors with last minute, urgent requests for information on an assignment the night before it is due). The instructors occasionally use e-mail to send class announcements and reminders. Students are required to have a current Kennesaw e-mail account from which he/she can access these materials as well as access to D2L. Please e-mail the instructors if course content or assignments need further clarification. If the student wishes to continue using a personal e-mail account, it is that student's responsibility to open and forward the Kennesaw e-mail to that account. **THE INSTRUCTORS RARELY ACCEPT E-MAIL ATTACHMENTS FOR ASSIGNMENTS.**

Please do not email the instructors requests for any information that can be learned from the syllabus. Please also recognize that email is not a substitute for office hours. In-depth questions are answered most completely and efficiently in face-to-face discussions.

Computer and Web Access

Students will need to have access to a computer in order to retrieve course readings and other necessary materials. Numerous relevant materials will be posted on the course website that the student will be responsible for accessing outside of class. Check the D2L site at least twice per week. Computer failure is not an acceptable excuse for late or missing papers and assignments.

Late Assignments

If a late assignment is not turned in within ONE WEEK of the due date, the student will receive a ZERO. Late assignments automatically lose one point per day until submitted.

Policies for Coursework

All written work must be the students. If a student plagiarizes, he/she will obtain a zero on the assignment. If a student commits a second academic dishonesty, he/she will automatically fail the course. The instructors has access to *turnitin* plagiarism software and will use it to check students' papers if/when necessary. The student should e-mail or telephone the instructors when emergencies arise, or as soon after as possible. Make-up assignments may be scheduled, depending on the circumstances and justification. Students are encouraged to draw on outside reference materials throughout the course. Please note: WIKIPEDIA, blogs, and other internet sites should NOT be considered reliable references for written material.

Plagiarism – The act of stealing and passing off ideas or words from another as one's own.

KSU's Plagiarism policy is as follows:
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).

To reiterate, any work borrowed from another source – not just direct quotations – must be appropriately cited. Work which is borrowed from others without citation is considered plagiarism. Plagiarizing work may result, at a minimum, in a zero for the assignment and can result in failing the class. Plagiarism tends to occur when students are stressed and short on time. If a student is having problems with completing an assignment or meeting a deadline, he/she should use office hours to get help from the instructors, request an extension, or keep working on the assignment and turn it in late. A low grade on one assignment is much better than an "F" for the course.

Note that unintentional plagiarism sometimes occurs when students mix others' work (e.g., data cut and pasted from websites) with their own thoughts when doing research or making notes. For example, a student will paste a quotation from the World Bank website into a document, add their own commentary, and then forget where their own work ends and the World Bank quotation begins. Therefore whenever collecting data, it is important to keep careful track of sources. Accidental plagiarism is still plagiarism.

Affirmative Action and Equal Opportunity
(http://www.kennesaw.edu/diversity/action.php)
It continues to be the policy of Kennesaw State University to implement affirmative action and equal opportunity for all employees, students and applicants for employment or admission without regard to race, color, creed, national origin, sex, age, sexual orientation, veteran status or disability.

The college's affirmative action program and related policies are developed in compliance with federal and state laws listed in the college catalogue, and in conformance with these regulations, Kennesaw State University does not discriminate against any student or applicant for admission with regard to any opportunity for which the employee or student is qualified.

Every member of this college community is expected to uphold this policy as a matter of mutual respect and fundamental fairness in human relations. This policy has the unequivocal support of the Office of the President. All members of the staff, faculty, and student body are expected to ensure that nondiscriminatory practices are followed at Kennesaw State University.

Disabilities
Students who have a disability must be on file. Students with disabilities should bring written indications ("Faculty Notification Letter") about the accommodations they require for exams, class discussions, and written assignments WITHIN THE FIRST TWO WEEKS of class.

Statement on Students with Disabilities – *"Any student with a documented disability needing academic adjustments is requested to notify the professor as early in the semester as possible.*

Verification from KSU disAbled Student Support Services is required. All discussions will remain confidential. disAbled Student Support Services, Suite 267 of the Carmichael Student Center, 470-578-6443."
(See http://www.kennesaw.edu/stu_dev/dsss/dsss.html).

Professional Behavior
The KSU faculty expects students to conduct themselves in a professional and respectful manner at all times.
1. Abide by the classroom rules regarding testing and test review;
2. Be considerate of others;
3. Be respectful of diverse ideas and opinions;
4. Receive constructive feedback and utilize the feedback for enhanced learning;
5. Be punctual for appointments, meetings, class, and lectures. Notify appropriate faculty in a timely fashion if late or unable to attend;
6. Refrain from using slander, (malicious, false or defamatory statement or report) or libel (defamation by written or printed word), and profanity;
7. Treat others with civility, kindness, and intellectual engagement;
8. Promote the highest level of moral and ethical standing, accepting responsibility for actions rendered;
9. Be ready and prepared for class;
10. Dress professionally in all encounters;
11. Contribute to upholding the reputation and community values of your educational program in all areas locally and abroad; and
13. Avoid personal use of technology during class.

Academic Integrity (https://web.kennesaw.edu/scai/)
The high quality of education at Kennesaw State University is reflected in the credits and degrees its students earn. The protection of high standards of academic integrity is crucial since the validity and equity of the University's grades and degrees depend upon it. 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).

Students suspected of violating the KSU statement of Academic Honesty will meet with the instructor to discuss the violation AND will be reported to the Department of Student Conduct according to the process outlined at the following link: https://web.kennesaw.edu/scai/content/scai-misconduct-procedures

While it is not possible to list all acts of academic dishonesty, examples include:

Cheating This act of dishonesty includes giving information to or taking information from other students during examinations. Cheating is also committed when students copy from unauthorized sources and/or represent some other person's work as their own. Collaboration on out-of-class assignments or examinations is considered to be cheating if prohibited by the professor.

Plagiarism This category includes copying material from unpublished or published sources, including electronic resources, and submitting that material as the student's own work. Students are responsible for identifying the proper source and for giving credit to that source anytime that they present ideas which are not their own.

Collusion This act of dishonesty includes buying or selling material which will be misrepresented as a student's own work. In addition, students who fail to report known acts of academic dishonesty on the part of others are guilty of collusion.

Previously submitted material Students must not submit work which has been or is being concurrently submitted, in whole or in part, in another class without first having received the permission of all the professors involved.

Misrepresentation or falsification of material This act includes misrepresenting, fabricating, or altering academic material, such as transcripts, diplomas, grades or records, professors' or administrators' signatures or initials. In addition, students must not take an examination or test in the name of another
student or present another student's work as their own.

Misrepresentation of circumstances Students must not misrepresent personal circumstances (e.g., illness, conflicting responsibilities, etc.) to avoid meeting academic responsibilities. Do not make up stories, lie, exaggerate the situation to get out of assignments.

Academic dishonesty carries severe penalties ranging from a grade of "0" on the affected assignment to dismissal from Kennesaw State University. Each faculty member at Kennesaw State University bears the responsibility for assigning penalties for cases of academic dishonesty. Students may appeal a penalty for academic dishonesty to the Academic Dean or Director of the School in which the course is taught or to the Vice President for Academic and Student Affairs as outlined in the student handbook. The decision of the Vice President for Academic and Student Affairs is considered to be final. In cases of dismissal from college, the student may appeal to the President utilizing procedures outlined in the Student Code of Conduct for "Further Review for Cases Resulting in Suspension, Expulsion, Charter Suspension/Revocation and Revocation of College Registration."

Disruptive Individuals
It is the purpose of the institution to provide a campus environment which encourages academic

accomplishment, personal growth, and a spirit of understanding and cooperation. An important part of maintaining such an environment is the commitment to protect the health and safety of every member of the campus community. Belligerent, abusive, profane, threatening and/ or inappropriate behavior of the part of the students is a violation of the Kennesaw State University student Conduct Regulations. Students who are found guilty of such misconduct may be subject to immediate dismissal from the institution. In addition, these violations of state law may also be subject to criminal action beyond the University disciplinary process.

The Writing Center
The KSU Writing Center is a free service offered to all KSU students. Experienced, friendly writing assistants work with you on thesis development, organization, research documentation, grammar, mechanics, and more. They help you improve your paper AND teach you strategies to become a better writer on your own. For more information or to make an appointment, visit http://www.kennesaw.edu/english/WritingCenter, or stop by Room 242 in the English Building.

Electronics in the classroom
Make sure to TURN OFF all cell phones, laptops, iPods, etc. before the start of class. Both cell phones and laptops can be very distracting to both the professor and the other students. If a student is caught texting or video recording, he/she will be asked to leave and will not receive credit for that day and will not have the opportunity to make up any assignments missed.

Attendance Policy
The classroom experience is a vital component of the college learning experience. Interaction with instructors and with other students is a necessary component to building an effective learning community. Students are expected to attend regularly and promptly all class meetings and academic appointments. Students who are absent from classes bear the responsibility of notifying their instructors and keeping up with class assignments in conjunction with instructor provisions in the course syllabus. An individual instructor bears the decision as to whether a student's absence is excused or unexcused and whether work will be permitted to be made up; the decision of the instructor in this case is final. Students who are absent because of participation in college-approved activities (such as field trips and extracurricular events) will be permitted to make up the work missed during their college-approved absences.

Individual instructors may establish additional attendance requirements appropriate to their course's context, e.g., lab attendance.

A student whose class schedule would otherwise prevent him or her from voting will be permitted an excused absence for the interval reasonably required for voting.

Alternative Attendance Policy
Students may be justifiably absent from classes with appropriate documentation due to religious observances, illness documented by a physician or other appropriate health care professional, conflicts with sanctioned university activities, and public emergencies. The student is responsible for notifying the professor in writing with as much advance notice as possible of required absences, preferably at the beginning of the course. It is recognized that an appropriate administrator shall certify such absences, especially for illness, emergencies, or sanctioned

activities in writing. Students are responsible for the prompt completion of any assignments due. Late assignment policies are still in affect regardless of missing class.

Excused Absences
There is 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 PhD-level course where he/she has missed a large number of weekly course sessions.

ADD/DROP
Please be aware of the ADD/DROP deadlines. The University has an official policy regarding the number of courses a student can drop during his/her career at KSU. For information regarding this policy, go to: http://www.kennesaw.edu/registrar/withdrawalpolicy.shtml.

Student Rights and Grievance/Complaint Procedure

Students of Kennesaw State University are guaranteed all of the rights, privileges, and freedoms granted to a citizen of the United States. [(Refer to the <u>Kennesaw State University Undergraduate Catalog</u> Rules and Regulations of Student Life and the <u>Kennesaw State University Student Handbook.)</u>] In addition, Ph.D. students not only have the right to open communications with INCM faculty, but also have the RESPONSIBILITY to keep these communication lines open. Methods of facilitating communication between students and faculty are: student/faculty dialogues, student/advisor meetings, and faculty evaluations, representation on committees, Graduate Student Organizations, course evaluations, student evaluations, and electronic communications.

Grade Appeal Procedure

If a complaint arises involving a course grade and the student believes that the instructor has violated his/her stated grading policy, the Grade Appeal Procedure outlined in the Kennesaw State University Graduate Catalog will be followed.

Discrimination and Sexual Harassment

Student grievances or complaints alleging action of discrimination or sexual harassment should follow the established Kennesaw State University procedures outlined in the Kennesaw State University Graduate Catalog.

Other complaints

Other complaints against a faculty member should be resolved at the lowest level possible. When a student has a complaint, he/she should follow the procedures below in the order stated. Attempts to circumvent the procedure will be redirected to the appropriate level of resolution.

Step 1
Whenever a student has a complaint against a faculty member, he/she should first talk with the faculty member and attempt to reach a solution.

Step 2
If the student has attempted to resolve the complaint with the faculty member and fails to reach a resolution or if he/she feels uncomfortable discussing his/her problem with the faculty member because of the highly sensitive nature of the complaint, he/she may bring the complaint to the INCM Associate Director.

Step 3
If the issue is not resolved at the level of the program associate director, the student may direct his/her complaint, in writing, to the INCM Program Director.

Step 4
If the issue is not resolved at the level of the Program Director, the student may direct

his/her complaint, in writing to the Dean of the College of Humanities and Social Sciences.

Step 5
If the issue is not resolved at the level of the Dean, the student may direct his/her complaint, in
writing, to the Vice President for Academic Affairs.

Step 6
If the issue is not resolved at the level of the Vice President, the student may direct his/her complaint, in writing, to the President of the University. The President's decision is final as far as institutional grievance procedures are concerned.

Just as students may file a written appeal of a decision to the next level, faculty may also appeal a decision, in writing, to the next level of review. The faculty member will receive copies of any written documents produced during the complaint resolution (at any level) and will be given the opportunity to respond to each document. The faculty member will be informed at any point at which written documents concerning the complaint are placed into his/her personnel file and will be allowed to respond, in writing.

(Source: Kennesaw State University Faculty Handbook, Section 4.4.2 Procedures for Handling Student Complaints against Faculty Members.)

Alternative Conflict Resolution

The Ombuds Office is available to offer informal assistance in resolving University-related problems, especially those that students believe are not being adequately addressed through usual procedures. The Ombuds is independent of the University's formal administrative structure and provides a forum in which all sides of an issue can be discussed in an objective manner.

The Ombuds Office is located in the English Building Suite 201, and is open Monday through Friday, 8 a.m. - 5 p.m. To schedule an appointment with the Ombuds for Students, telephone 770- 794-7773 or 678-797-2640.

Program Funding for Faculty Travel and Professional Development

All program faculty are eligible to apply for travel and professional development support if it is directly relevant to international conflict management and if the faculty member has 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. Please note, program travel and professional development support is limited and contingent on the availability of funds each budget year. Program faculty are strongly encouraged to utilize departmental travel and professional development funds first before requesting program funds. Program faculty are also strongly encouraged to seek additional outside funding as well.

Travel expenses beyond approved travel allocations through the Ph.D. program, home department, and/or Dean's office are the sole responsibility of the requesting faculty member. Funding priority will be given to conference presentations resulting in papers, proceedings, or other scholarship and publication opportunities.

A copy of the pages of the conference program listing the program faculty's name and paper title or a copy of the formal acceptance of the faculty's participation in the conference must be submitted with the Request for Authority to Travel form. Joint presentations with INCM Ph.D. students are strongly encouraged and will have priority in funding decisions.

Please use the Concur Travel Management System (https://www.concursolutions.com/) for submission of the *Request for Authority to Travel* and *Travel Expense Statement*. Submit the *Request for Authority to Travel* form with estimated price documentation and necessary approvals for all travel **at least thirty (30) days in advance** of the trip. Please do not expect to be reimbursed for any travel arrangements made without prior approval of your travel request. Submit the Travel Expense Statement within fifteen (15) days of the completion of the trip for reimbursement.

To find the above forms and all travel policy information for CHSS, please visit http://hss.kennesaw.edu/resources/travel/ or visit KSU Accounting and Finance for forms related to travel at http://www.kennesaw.edu/oavpo/forms.html.

Printing and Photocopying

I.   All INCM program faculty and students are encouraged to scan instead of print or photocopy documents if/when possible.
   a. All INCM program course syllabi, readings, and additional materials must be digitized and uploaded for students through D2L.
   b. 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.

II. All Ricoh photocopying should be billed to the appropriate individual, department, or program.
   a. PhD students may access the Ricoh printer for photocopying by charging the print job to their personal accounts during regular office hours.
   b. 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.

III. 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.
   a. 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.
   b. INCM PhD 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 PhD students are provided with one ream of paper at the start of each semester to assist with their printing needs.

Food Provisions for INCM Courses

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.).

Please Note: As a Premium Priced program, the Masters of Conflict Management (MSCM) does provide meals during intensive weekend seminars. These seminars are occasionally cross-listed for INCM PhD students. As a courtesy, the INCM program does provide registered PhD students with equivalent meals during those seminars on a limited basis. This is NOT, however, a program policy. INCM prefixed courses, including 1-credit skills based workshops that take place over mealtimes, evenings, or weekends, will not include food.

Borrowing Equipment

The program has a limited number of laptops available with specialized software (e.g., NVivo), digital recorders, and other equipment available for temporary (1-semester) checkout for program faculty and students. Please contact INCM administration for a list of available equipment and checkout procedures.

INCM Website (http://phd.hss.kennesaw.edu/)

The Ph.D. In International Conflict Management website is our first point of contact for many perspective students, community partners, potential donors, colleagues at other institutions, and active faculty, staff, and students at KSU. Therefore, it is your responsibility to assist the program administration in correcting errors and updating out website content. This includes keeping faculty bios/write-ups current, notifying the administration of errors, supplying relevant images for the homepage, submitting relevant news and events items, providing faculty and student publications for uploading, announcing upcoming events in a timely fashion, and suggesting relevant resource spotlights.

Classroom Use for Guest Speakers or External Groups

External Groups or presenters are invited to campus to provide a service to the KSU constituencies (faculty, students or staff groups). Currently these events take place without clear guidelines as to the person or persons responsible for setting up a visit and ensuring the KSU resources are protected.

<u>Guidelines:</u>

1. The individual or group must be extended an invitation to campus by a KSU constituency (i.e. KSU organization, faculty member) after seeking approval from the INCM Program Director.

2. Events sponsored by KSU – inviting constituency must take the lead and responsibility to ensure that the event is organized. Notification to the department chair by the constituent group, parking services, building security, and technology support is expected. Student sponsored events must have these efforts coordinated by the faculty adviser.

3. The Faculty Advisor will initiate finding the location for the event via University Events and providing notification to the department chair, parking, security and technology support. The Faculty Advisor will be the contact for any equipment or supplies shipped to campus for the event.

4. The Faculty Advisor will make arrangements to ensure the room is available, accessible if locked, and kept secure throughout the event. If the room is set up with technology the room should remain locked when unattended. Technology needs should be directed to the System Support for the building. Any special technology needs should be coordinated with the Audio Visual Technology Services.

5. Rules regarding food and drink in the classroom are expected to be honored, some classrooms allow food and drink and some do not. Please do not violate.

6. After the event has concluded the equipment used should be turned off and the room left in good condition (trash placed into containers, chairs and tables return to their original location). The Faculty Advisor will be responsible or will have delegated the responsibility.

7. Meeting spaces on KSU are generally well used and over scheduled. Scheduling events at least 1 month in advance is essential.