

School of Professional Studies
Project Management Programs
Graduate Student Handbook

July 29, 2026

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PROJECT MANAGEMENT PROGRAMS SPECIFIC GUIDELINES

Project Management Graduate Programs History

The University of Kansas Project Management programs, developed in close alignment with the long-standing Engineering Management program, have evolved over several decades to meet the needs of working professionals by offering flexible, high-quality graduate education across multiple formats and locations. Building on a foundation established in 1982 with the launch of the Master of Science in Engineering Management, the programs expanded significantly beginning in 2013 with the introduction of master's degrees in project management, followed by online offerings, graduate certificates, and additional delivery locations such as Leavenworth to serve both civilian and military students. Rooted in a mission to prepare effective, engaged leaders, the Project Management programs emphasize accessibility, practical application, and responsiveness to workforce and community needs, while continuing to adapt through organizational transitions. Such as the 2020 move to the School of Professional Studies and advancements in online learning to ensure ongoing relevance and impact.

The Project Management graduate programs within the KU School of Professional Studies currently consist of the following graduate degrees and certificate programs.

- Master of Engineering in Project Management
- Master of Science in Project Management
- Master of Science in Project Management (Flex)
- Graduate Certificate in Foundations of Project Management

The following sections provide a brief history of the graduate degrees and programs offered.

Master of Engineering in Project Management

The Master of Engineering in Project Management was established to serve engineers and technical professionals seeking advanced leadership preparation alongside rigorous project management training. The program emerged from the recognition that complex engineering initiatives increasingly require leaders who can integrate technical expertise with structured project planning, risk management, and organizational strategy. Designed with industry alignment in mind, the ME in Project Management emphasizes applied learning, systems thinking, and decision-making in technically intensive environments.

Over time, the program has evolved to reflect advances in engineering practice and project delivery methods, incorporating contemporary tools, standards, and professional competencies. Its curriculum supports professionals working across infrastructure, manufacturing, energy, technology, and related sectors, reinforcing the university's commitment to preparing engineering leaders capable of managing large-scale, multidisciplinary projects.

Master of Science in Project Management

The Master of Science in Project Management was developed to meet growing demand for formally trained project managers across a wide range of industries. The program was designed to provide a

strong theoretical and practical foundation in project management principles, including scope, schedule, cost, quality, and stakeholder management. From its inception, the MS in Project Management has emphasized alignment with recognized professional standards and best practices in the discipline.

As the field of project management has matured, the program has expanded to address emerging organizational needs such as agile approaches, strategic alignment, and leadership development. The MS in Project Management continues to prepare graduates for roles in business, healthcare, government, technology, and nonprofit organizations, reflecting the broad applicability of project management as a professional practice.

Master of Science in Project Management (Flex)

The Master of Science in Project Management (Flex) was introduced to expand access to graduate education for working professionals who require greater scheduling and delivery flexibility. Building on the academic foundation of the traditional MS in Project Management, the competency-based education (CBE) Flex option was designed to accommodate diverse professional responsibilities while maintaining the same academic rigor and learning outcomes. The program reflects the university's commitment to inclusive, learner-centered graduate education.

The CBE Flex format leverages instructional technologies and innovative course design that support collaboration, applied learning, and professional engagement. By offering adaptable pathways to degree completion, the MS in Project Management (Flex) enables students to immediately apply project management concepts within their organizations, strengthening the connection between academic study and professional practice.

Graduate Certificate in Foundations of Project Management

The Graduate Certificate in Foundations of Project Management was designed to provide a focused and accessible entry point into graduate-level project management education. The certificate addresses the needs of professionals seeking to develop essential project management competencies without initially committing to a full master's degree. It also serves as a structured pathway for individuals exploring formal study in the discipline.

The certificate program emphasizes core project management concepts and practical application, supporting professional development across industries. Over time, it has become an important component of the university's project management portfolio, offering flexibility, stackability, and alignment with graduate degree programs across disciplines while reinforcing foundational knowledge critical to project success.

Project Management Programs Directory

Role	Name	Office	Office Phone	Email
Director/ Professor of the Practice	Gary Broils, D.B.A., PMP®	BEST 350L	+1 913-897-8430	gary.broils@ku.edu
Associate Dean / Professor of the Practice	John Bricklemeyer, Ed.D., CPEM®	RH 170A	+1 913-897-8634	jtbrick@ku.edu
Professor of the Practice	Taofeeq Ashiru, D.B.A., PMP®	BEST 350J	+1 913-897-8474	taofeeq.ashiru@ku.edu
Professor of the Practice	Ravi Baburajan, MS Eng Mgmt, PMP®	BEST 350N	+1 913-897-8604	ravib@ku.edu
Professor of the Practice	Aidin Delgoshaei, Ph.D.	BEST 350M	+1 913-897-8605	aidin.delgoshaei@ku.edu
Professor of the Practice	Heather McCain, Ph.D.	BEST 350H	+1 913-897-8636	h513m942@ku.edu
Professor of the Practice	Doug Smith, Ph.D., PMP®	BEST 350K	+1 913-897-8669	douglass.smith@ku.edu
Associate Professor of the Practice	John Iverson, PMP®	BEST 350Y	+1 913-897-8623	j.iverson@ku.edu
Lecturer	Karina Addari, Ph.D.			karina_addari@ku.edu
Lecturer	Cordell Ballew, MBA			c034b047@ku.edu
Lecturer	Jimmie Flores, Ph.D., PMP			jimmie.flores@ku.edu
Lecturer	Young Jeong, Ph.D.			kjeong@ku.edu
Lecturer	Jim Lourentzos, MBA			c034b047@ku.edu
Lecturer	Rachael McCalmon, Ph.D.			rockie@ku.edu
Lecturer	Shannon Pettiford, PMP			pettiford@ku.edu
Lecturer	Matthew Schigur, PMP			matthew.schigur@ku.edu
Lecturer	Lee Stuart, D.B.A.			leestuart@ku.edu
Lecturer	Kelly Wibbenmeyer, Ph.D.			k784w668@ku.edu

Who to Ask Chart:

Question regarding:	Who to Contact
Course grade	Course Instructor
Course syllabus	Course Instructor
Degree plan	Academic Advisor
Dropping a course	Academic Advisor
Future course scheduling	Director

Policies

Students are responsible for understanding and complying with all applicable University of Kansas policies, procedures, and regulations. Official university-wide policies are maintained in the [KU Policy Library](#), which serves as the authoritative source for current policies governing academic affairs, student conduct, enrollment, grading, grievances, and other institutional requirements. In the event of any discrepancy between this handbook and university policy, the provisions of the KU Policy Library shall prevail.

The KU Policy Library is administered by the Office of Policy Administration and is accessible online at the Office of the Provost website. Students are encouraged to consult the Policy Library regularly, as policies are subject to revision.

Degree Requirements & Procedures

Academic Catalog

Students are subject to the degree requirements in the catalog of the year they are admitted until they graduate, unless they voluntarily move to newer degree requirements. Previous versions of the KU Catalog can be found under [Catalog Archives](#). Students may opt-in for new degree requirements once they have been approved by Governance. However, students cannot revert to the degree requirements for an older Catalog year.

Master's Degree Requirements

Information about admissions, degree requirements, degree plans, and learning outcomes for the graduate degree programs in Project Management can be found in the KU Catalog at the following links:

- [Master of Engineering in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management \(Flex\) | The University of Kansas Academic Catalog](#)

Certificate Requirements

Information about admissions, certificate requirements, and learning outcomes for the graduate certificate program in Project Management can be found in the KU Catalog at the following link:

- [Graduate Certificate in Foundations of Project Management | The University of Kansas Academic Catalog](#)

Expectations Related to the Capstone Courses

Capstone for Master of Engineering in Project Management

PMGT 830 is the culminating academic experience for students in the Master of Engineering in Project Management program. The course is designed to reinforce, integrate, and demonstrate the project management knowledge and skills developed throughout the curriculum, with a primary focus on integrated project management practice. Rather than introducing new foundational concepts, the capstone emphasizes synthesis, application, and professional judgment.

Purpose and Learning Integration:

The central goal of PMGT 830 is the integration of learning across all core project management courses. Students are expected to draw explicitly on prior coursework to analyze complex project situations and to develop coherent, well-reasoned responses that reflect the interdependence of project management knowledge areas. In addition to core PMGT coursework, students are expected to incorporate relevant concepts from:

- General management courses
- Applications-area coursework
- Advanced project management electives

Through case analysis and structured discussion, students demonstrate their ability to view projects holistically and to manage competing constraints, risks, and stakeholder interests in realistic organizational contexts.

Academic and Professional Expectations:

Students enrolled in PMGT 830 are expected to:

- Apply integrated project management principles rather than isolated tools or techniques
- Analyze project cases using multiple perspectives and prior learning from across the program
- Demonstrate critical thinking, synthesis, and professional-level reasoning in written and oral work
- Engage constructively in case discussions, contributing insights informed by both coursework and professional experience

Because the course relies heavily on discussion and applied analysis, consistent preparation and active participation are essential to successful performance.

Prerequisites and Enrollment:

Enrollment in PMGT 830 is limited to students who have:

- Completed 21 credit hours of PMGT coursework
- Successfully completed PMGT 816, PMGT 817, and PMGT 818
- An approved Master of Engineering in Project Management program plan
- Obtained instructor consent

Students are responsible for confirming that all prerequisites are met before enrollment. Failure to meet eligibility requirements may result in removal from the course.

Role in Degree Completion:

PMGT 830 represents the final academic requirement for the ME in Project Management degree. Successful completion of the capstone signifies that the student has demonstrated the ability to integrate and apply project management knowledge at a level consistent with advanced professional practice in engineering and technical environments.

Capstone for Master of Science in Project Management

PMGT 835 serves as the culminating capstone experience for students in the Master of Science in Project Management program. The course is designed to integrate and apply project management knowledge and skills developed throughout the curriculum in a practical, workforce-focused project. The capstone emphasizes applied learning and professional relevance, allowing students to demonstrate competency through work that provides tangible benefit in a real organizational context.

Purpose and Applied Focus:

The primary objective of PMGT 835 is for students to develop and execute an applied project that reflects integrated project management practice. For full-time students, this project can be situated within the student's place of employment or professional environment, or a service-oriented project working for an organization. Students are expected to draw upon learning from core project management courses, as well as relevant general management and elective coursework, to plan, execute, and evaluate their project using appropriate project management methodologies.

Academic and Professional Expectations:

Students enrolled in PMGT 835 are expected to:

- Design and carry out an applied project that demonstrates integration of project management knowledge areas
- Apply concepts and tools from across the PMGT curriculum to address real-world organizational needs
- Document the project in a formal written report that reflects graduate-level analysis, synthesis, and professional standards
- Demonstrate critical thinking, ethical judgment, and effective communication throughout the project lifecycle

Capstone Presentation and Examination:

As part of the capstone requirement, students must present their completed project during a final oral examination. This presentation is made to Project Management faculty and, when practical, the student's employer or an employer representative. The oral examination provides an opportunity for students to articulate their project approach, outcomes, and learning integration, and to respond to questions regarding their work.

Prerequisites, Enrollment, and Credit Limitations:

Enrollment in PMGT 835 is limited to students who have:

- Completed 21 credit hours of PMGT coursework
- Successfully completed PMGT 816, PMGT 817, and PMGT 818
- Are formally enrolled in the Master of Science in Project Management program

- Obtained instructor consent

PMGT 835 may be taken up to three times, for a maximum of three total credit hours, consistent with program and university policy.

Role in Degree Completion:

PMGT 835 represents the final academic requirement for the Master of Science in Project Management degree. Successful completion of the capstone signifies that the student has demonstrated the ability to apply integrated project management principles in a professional setting and is prepared for advanced project management practice.

Capstone for Master of Science in Project Management (Flex)

PM-C 899 serves as the culminating capstone experience for students in the Master of Science in Project Management (Flex) program. This competency unit emphasizes the student's ability to ensure that projects deliver intended value and benefits to customers, organizations, and other stakeholders. The capstone focuses on demonstrating mastery of project value delivery rather than completion of a traditional course sequence.

Purpose and Competency Focus:

The primary objective of PM-C 899 is for students to demonstrate competency in aligning project outcomes with strategic intent and stakeholder expectations. Students are expected to develop and apply strategies for defining, tracking, and communicating project value throughout the project lifecycle. Emphasis is placed on understanding how project deliverables and performance measures contribute to organizational goals.

Academic and Professional Expectations:

In PM-C 899, students are expected to:

- Identify and define appropriate Key Performance Indicators (KPIs) and project deliverables aligned with anticipated value
- Track and communicate the status and trends of KPIs and deliverables using appropriate methods
- Evaluate the effectiveness of KPIs in measuring progress toward intended benefits
- Demonstrate how project outcomes align with the project plan and meet stakeholder expectations

Successful performance reflects the student's ability to apply integrated project management principles in a value-focused, outcomes-driven context.

Role in Degree Completion:

PM-C 899 is a 1-credit capstone competency unit and represents the final academic requirement for the Master of Science in Project Management (Flex) degree. Successful completion signifies that the student has demonstrated readiness to deliver and assess project value in professional practice and has met the program's expectations for applied project management competency.

Relevant External Associations

Participation in professional associations is encouraged to support networking, continuing education, certification preparation, and career advancement. See below a listing of project management-related professional associations in the KC metro area and beyond:

Kansas City Metro / Regional:

- [Project Management Institute \(PMI\) – KC Mid America Chapter \(Kansas City\)](#) - Local professional networking, events, professional development, and certification support.

National & International:

- [Project Management Institute \(PMI\)](#) - Global professional association offering certifications (PMP®, CAPM®), standards, publications, and communities of practice.
- [International Project Management Association \(IPMA\)](#) - International federation focused on competence-based project management certification and development.
- [Association for Project Management \(APM\)](#) - Chartered professional body for project management with global resources and research.

Agile & Related Disciplines:

- [PMI Agile Alliance](#) - Community promoting Agile values, practices, and professional learning.
- [Scrum Alliance](#) - Professional organization offering Agile and Scrum certifications and events.
- [International Institute of Business Analysis \(IIBA\)](#) - Global association supporting business analysis and project-related requirements practices.

File Submission Guidelines

File submission requirements may vary by instructor and by course/competency. Please see the file submission guidelines provided by the instructor in the course syllabus or assignment/assessment description.

Plan of Study

Each student is to work with their academic advisor to create a plan of study that is consistent with the degree requirements outlined in the relevant KU Catalog edition. Please see the Catalog Overrides This Document Statement section below.

Grading

Graduate courses/competencies in Project Management programs utilize the following grading scales:

Grading Scale: A, B, C, D, F, (I) for Traditional Courses

As is defined in KU's [Graduate Grading policy](#), the basic system for traditional courses is an A, B, C, D, F, (I) scale, where:

- A designates above average graduate work;
- B designates average graduate work;
- C designates passing but not average graduate work
- D and F designate failing graduate work.

Inclusion of the I option is at the discretion of the instructor

Grading Scale: Competency-Based Education (CBE)

Graduate competencies in the Master of Science in Project Management (Flex) program are delivered using a competency-based education (CBE) model. In this format, student performance is evaluated based on demonstrated mastery of defined competencies rather than traditional letter grades.

Upon successful completion of a competency, the grade of Mastered (M) is assigned. A designation of Mastered indicates that the student has demonstrated the required level of knowledge, skills, and application aligned with graduate-level expectations for the competency.

Traditional letter grades (A, B, C, D, F) are not used in the CBE Flex program. Students must achieve mastery in all required competencies to progress and complete degree requirements. Additional grading designations (such as "Incomplete") may be applied only as permitted by university policy and at the discretion of the instructor or program, consistent with the competency-based format.

How to Access Previous Year's Catalog & Why

Older editions of the KU Catalog are available via the link at the top of the current KU Catalog website. Here is the link to the Catalog Archives page: [Archived Catalogs | The University of Kansas Academic Catalog](#). The degree requirements for a student to graduate from a program are based on the Catalog year in which the student first enrolled in the program, unless they have opted in to a later Catalog year. The main KU Catalog webpage changes each year, typically in April, to reflect the revised Catalog for the following academic year. So, for a student to be able to review the degree requirements for their Catalog year, they need to look in the appropriate archived Catalog at the link above.

Catalog Overrides This Document Statement

Degree requirements as defined under the KU Catalog in the year in which a student began their program are the requirements that must be satisfied to graduate, unless the student has officially adopted the degree requirements in a later KU Catalog edition by working with their Faculty and JAA advisors. A student cannot adopt the degree requirements in an older catalog year than their current degree requirements. So, if a student started the program under the 2024-2025 KU Catalog program and then adopted the 2025-2026 KU Catalog degree requirements through their advisor, they would no longer be able to revert to the 2024-2025 KU Catalog degree requirements.

SCHOOL OF PROFESSIONAL STUDIES GENERAL ACADEMIC POLICIES & PROCEDURES

School of Professional Studies History

KU created the [KU School of Professional Studies](#) (SPS) in December 2019 to focus on innovation and serving adult learners with timely, relevant, workforce-oriented education. The school is based at the [KU Edwards Campus in Overland Park](#).

For nearly 30 years, the Edwards Campus has been a KU presence in Kansas City, offering in-demand programs to meet the talent needs of employers in the metropolitan area, across the country, and around the world. SPS facilitates social mobility and equity by providing high-quality academic programs, research activities, and engaged learning initiatives.

The KU School of Professional Studies offers in-person, hybrid, and online programs in a wide variety of [disciplines](#) – including our [project management](#) programs. It also provides tailored undergraduate- and graduate-level services to meet the needs of diverse students who may work full-time, have considerable commitments outside of the classroom, have prior college-level education, or otherwise need a different approach to earning academic credentials. Non-credit education programs related to our programs are offered through the [SPS Center for Workplace Excellence](#).

School of Professional Studies Directory

Directory of School Administrators.

Role	Name	Office Phone	Email
Dean, School of Professional Studies and Vice Provost, Edwards Campus	Stuart Day	913-897-8400	day@ku.edu
Associate Dean/Director of Graduate Studies	John Bricklemeyer	913-897-8634	jtbrick@ku.edu
Associate Dean/Director of Undergraduate Studies	Amy Neufeld	913-897-8552	aneufeld@ku.edu
Assistant Dean	Dannah Hartley	913-897-8628	dhartley@ku.edu
Associate Director for Admissions and Enrollment	Deb Carter	913-897-8583	deb.carter28@ku.edu
Student Program Manager - Retention	Jennifer Keleher	913-897-8635	jkeleher-price@ku.edu

Who to Ask Chart:

Chart identifying who to ask for certain questions

School Processes:	Role Responsible for Process Oversight
Admissions to graduate programs	Associate Director for Admissions and Enrollment
Graduate policies	Director of Graduate Studies
Grievances	Dean
Student petition status & processing	Assistant Dean
Unfair grading	Director of Graduate Studies

Admission

Admission requirements for each graduate program in Project Management can be found in the KU Catalog at the following links:

- [Master of Engineering in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management \(Flex\) | The University of Kansas Academic Catalog](#)
- [Graduate Certificate in Foundations of Project Management | The University of Kansas Academic Catalog](#)

Requirements for non-native speakers of English

Non-native English speakers must also provide proof of English proficiency. Please refer to [KU English Proficiency Requirements](#) for specific score requirements.

Minimum requirements or prerequisites

The minimum requirements for admission to each program are specified on the Admissions tab in the KU Catalog section for each program.

- [Master of Engineering in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management | The University of Kansas Academic Catalog](#)
- [Master of Science in Project Management \(Flex\) | The University of Kansas Academic Catalog](#)
- [Graduate Certificate in Foundations of Project Management | The University of Kansas Academic Catalog](#)

Deadlines

Graduate programs in Project Management admit students for the Fall and Spring semesters. These programs have a priority deadline and a final deadline.

Additional information and deadlines are available on the [KU Graduate Admissions webpage](#).

Other important dates are available on the [KU Academic Calendar](#).

Enrollment

General Enrollment Information

Jayhawk Academic Advisors, in collaboration with the School of Professional Studies, build strong relationships and tailor support to each student's unique needs, guiding them from enrollment in the first semester, enrollment in subsequent semesters, and ultimately to apply for graduation.

Course-specific enrollment needs, such as permission numbers or questions about prerequisites, are supported by Jayhawk Academic Advising. Academic Advisors also guide students in exploring and navigating changes to their enrollment status, such as beginning or returning from a Leave of Absence.

Specific information about enrollment for graduate programs in Project Management were outlined earlier in the document.

Changes in Enrollment / Late Enrollment

Information regarding schedule changes can be found at the Office of the University Registrar page on [Schedule Changes](#).

Academic Integrity & Misconduct

Information regarding academic integrity and misconduct, probation, and dismissal can be found in the KU Catalog under the [School of Professional Studies Graduate Regulations](#).

Good Academic Standing

To be in good academic standing, a student must maintain a 3.0 cumulative grade-point average and be making satisfactory progress toward the degree. Additional information can be found in the [graduate regulations](#) section of the catalog.

Additional UNIVERSITY POLICIES AND DEGREE REQUIREMENTS are outlined in a later section of the handbook.

Minimum Grade Requirements for Graduate Courses

Graduate & Postdoctoral Affairs' [grading policy](#) establishes a minimum grade of C or higher for a course to count for graduate credit. Departments should clearly outline requirements, the courses the requirements apply to, and the consequences that apply if the student receives a lower grade in one or more courses (e.g., falling out of good academic standing, requirements for retaking the course). Students must be in Good Academic Standing (must have a minimum cumulative GPA of 3.0) to graduate from all graduate programs in the School of Professional Studies.

Incomplete Grades

As stated in the [University Senate Rules & Regulations Section 2.3.3](#), the letter I shall indicate incomplete work, such as may be completed without re-enrollment in the course. The School of Professional Studies requires that a student have completed at least 50% of the assignments in a course before issuing an incomplete grade. Coursework must be completed by the date indicated on the incomplete contract agreed upon by the faculty and student – this date must be within 12 months of the end of the semester of the course. If an “I” is not changed to a letter grade by the instructor within this timeframe, the grade will automatically convert to the lapse grade assigned by the course instructor at the conclusion of the semester of enrollment. The instructor has the discretion to apply additional guidelines. When an incomplete is initiated, the student and the instructor must complete a [School of Professional Studies Incomplete Grade Form](#).

Student Progression

The School of Professional Studies works closely with Jayhawk Academic Advising to coordinate a regular evaluation of student progression. This is informed by student grades, semesterly student meetings with academic advisors, and input from academic program leaders and faculty.

Grievance Procedures

The procedure for filing a student or faculty grievance is defined in the [School of Professional Studies Grievance Procedures](#). For disputes involving alleged academic misconduct, see the [School of Professional Studies Student Academic Misconduct Procedures](#).

Petitions

Information regarding student course-related petitions can be found on the [School of Professional Studies Resources](#) website.

Advising, Mentoring, and Communication of Assignments & Roles

Jayhawk Academic Advising provides professional advising resources for all students in graduate programs in the School of Professional Studies. Students are encouraged to establish an effective advising relationship with their Jayhawk Academic Advisor, which is perhaps the most important factor in supporting successful degree progression. Working with your Advisor to establish a degree plan will help ensure you complete your degree requirements on time.

Students are also encouraged to establish relationships with the faculty in their program, including the Director. Establishing meaningful relationships with faculty members and the Director is vital to success in Project Management programs. Faculty bring both academic expertise and practical industry experience, making them valuable mentors who can help students deepen their understanding of complex topics, connect theory to practice, and navigate emerging trends in the field. By engaging with faculty through class discussions, office hours, and collaborative projects, students gain personalized guidance on academic performance, career planning, and skill development. These relationships can

also lead to opportunities for research collaboration, independent study, or involvement in applied projects that enhance a student's professional portfolio.

Similarly, building a connection with the Director provides students with broader insight into the program's structure, expectations, and strategic direction. The Director can serve as an important advocate and resource, helping students align their academic choices with long-term professional goals, identify leadership or experiential learning opportunities, and address challenges that may arise during their studies. For working professionals in a course-based program, these relationships are especially important, as they foster a supportive academic network that complements workplace experience. Strong engagement with faculty and program leadership ultimately enriches the graduate experience and helps position students for continued growth and advancement in the IT profession.

Information for Graduate Assistants (GA)

General Information for Graduate Assistants in the School of Professional Studies

The School of Professional Studies employs graduate assistants to support the specific needs of academic programs.

Graduate Assistants are provided with

- Access to resources (e.g., desk, computer, office space, printer, copier, mailboxes) and an on-campus work space, if needed.
- Link to instructions for viewing their pay stubs
- Elevating concerns and who to contact about their appointment, for example:
 - Supervisor – Questions about duties (e.g., research, course delivery, syllabi, concerns about workload, evaluations)
 - Office Manager – Keys, office space, student evaluations (undergraduate), return of student assignments after grading
- Expectations of the student, including, but not limited to: scope of work, expected outcomes, and time commitment.
- Mentorship, collaboration, and supervision that the student should expect to receive from their supervisor
- Procedures for regular communication between the graduate student and director to ensure that the student is benefiting from the GA appointment
- Information on opportunities for cross-disciplinary professional development (e.g., opportunities for cross-disciplinary training, travel to professional meetings, or collaborations with outside investigators)
- Conditions and procedures for reappointment

Where to Find Textbook Information

Information regarding textbooks for specific courses can be found on the University of Kansas Bookstore website under [Find Your Textbooks](#). The department code for Project Management courses is **PMGT**. Please also refer to the course syllabus in Canvas for specific information regarding textbook requirements in the courses.

UNIVERSITY POLICIES AND DEGREE REQUIREMENTS

This section contains information on requirements and policies of the Office of Graduate & Postdoctoral Affairs, hereafter referred to as “the University”. It is not a complete list of all policies pertaining to graduate students. Only those policies that *most commonly* affect graduate students are included.

Policies are described in general terms and are intended to help students understand what is expected. They do not reflect the exact language of the official policy and should not be confused with official policy. Specific information and restrictions, as well as links to relevant forms, may be accessed by clicking on the policy headings. Links to the official policies in the KU policy library are found at the bottom of each policy description. Students are accountable to and should familiarize themselves with the University's official policies.

Course-based and competency-based (flex) programs are structured differently in some regards. The sections below will identify key areas where the application of policies and procedures varies.

General Policies

The following University policies apply to ALL graduate students regardless of degree, program, or department. These are minimum general requirements. Your department or program may have more restrictive policies in any of these areas.

Admission

Degree or non-degree seeking applicants must have a bachelor’s degree (as evidenced by an official transcript from the institution the degree was obtained).

Related Policies and Forms:

- [Admission to Graduate Study](#)

English Proficiency Requirements

The University requires all applicants, international or domestic, to demonstrate English proficiency for admission to any graduate program at KU. There are multiple ways to prove English proficiency:

- Declaration of native or native-like speaker status on the online application for graduate study.
- Official scores from an English proficiency standardized test (e.g., TOEFL, IELTS-Academic, or PTE), sent by the testing agency to the University of Kansas. Official scores must be less than two years old. Scores must be reported to KU directly by the testing service. Self-reported scores or unofficial scores are not accepted. TOEFL scores should be sent by ETS to KU institution code 6871. IELTS should be sent to KU Graduate Admissions via the e-delivery service. PTE score

sheets containing the Score Report Code and Registration ID should be emailed to graduateadm@ku.edu for verification.

- Graduation with a baccalaureate degree (or higher) earned in residence from an accredited English-medium college or university or an accredited college or university in the United States. Degrees earned online may not be used to verify English proficiency.
- AEC Curriculum: Students who haven't taken one of the listed tests may complete coursework through the KU [Applied English Center](#) (AEC) to demonstrate English proficiency.
- US Military Employment: If you are employed as an officer in the U.S. military with documentation of selection or promotion to the rank of Major or higher (or the equivalent U.S. Navy or Coast Guard rank), then you will be considered fully proficient and will not be required to complete AEC testing.

Related Policies and Forms:

- [English Proficiency Requirements for Admission to Graduate Study](#)
- [Spoken English Language Competency of Faculty and Graduate Teaching Assistants, Kansas Board of Regents Policy](#)

Enrollment

Course-Based Programs

For graduate students, advising on enrollment and course selection takes place at the department level. While individual units may have additional enrollment requirements, for students who are required to enroll full-time (e.g., students holding a GTA/GRA/GA appointment, international students on an F-1 or J-1 visa, students receiving federal financial aid, etc.) the University defines full-time enrollment it as follows:

Fall and Spring semesters:

- Enrollment in 9 credit hours.
- Enrollment in 6 credit hours plus a GTA, GRA, or GA appointment, regardless of the percentage of appointment.
- Enrollment in 6 credit hours for graduate students using the Montgomery GI Bill – Active Duty (MGIB-AD) and Post-9/11 GI Bill – Active Duty.

Summer sessions:

- Enrollment in 6 credit hours.
- Enrollment in 3 credit hours plus a GTA, GRA, or GA appointment, regardless of the percentage of appointment.
- Enrollment in 3 credit hours for graduate students using the Montgomery GI Bill – Active Duty (MGIB-AD) and Post-9/11 GI Bill – Active Duty.

Graduate students are not normally permitted to enroll for more than 16 hours a semester or more than 8 hours in summer session.

While these are KU's definitions of full-time enrollment, other institutions may have different definitions. Be sure to consult with your financial aid and/or health insurance providers before making enrollment decisions.

Students not enrolled by 11:59 pm the day before the first day of classes will be assessed a late enrollment fee. The University Registrar then deactivates the KU ID of any student not enrolled by the last Friday in October (for Fall) or the last Friday in March (for Spring). Students who wish to enroll after that must submit a [Permit to Re-Enroll](#) to be reactivated.

Students who wish to leave their graduate program should inform the department of such plans in writing so that a Voluntary Withdrawal form may be submitted on their behalf. Please note that voluntarily withdrawing from your program does **not** automatically withdraw you from coursework. You must also withdraw from all classes in Enroll & Pay via the "Withdraw from the University" option.

Deadlines for adding, changing, dropping, or withdrawing from all courses, as well any fines associated with the change, are set by the University. **Deadlines vary from year to year. Students should carefully review the current [Academic Calendar](#).**

You may also wish to consult the Registrar's page on [Effects of Dropping or Withdrawing on your Transcript](#).

Your graduate program coordinator (or similar title) is available to guide you through any enrollment scenarios or questions that come up. In order to avoid problems on your record, please consult with them prior to dropping or changing enrollment.

Related Policies:

- [Discontinued Enrollment](#)
- [Enrollment](#)
- [Full-time Enrollment for Graduate Students](#)
- [Graduate Coursework Expiration Dates](#)
- [Master's Degree Requirements](#)

Competency-Based (Flex) Programs

Students in competency-based programs can start their program at three different times throughout the year. Once students start a flex program, they are expected to remain continuously enrolled, including in the summer term, until the program is completed.

Flex start terms each academic year:

- August (16 weeks)
- January (16 weeks)
- June (8 weeks)

At the beginning of the program, students and academic advisors co-create a degree plan that includes a list of all competencies required for the program. The degree plan supports timely and effective progress toward the degree. A degree plan may also incorporate program faculty recommendations.

Role of the Academic Advisor:

The advisor is the student's primary point of contact for services, including:

- Academic advising and degree planning.
- Mentoring, coaching, and general student services.
- Assistance navigating university processes (financial aid, registrar, billing, etc.).
- Coordination with faculty to ensure a seamless academic experience.
- Oversight and management of transactional steps required for completion of the program.
- Holistic, proactive, wraparound student support focused on progress to degree and informed decision making.

Enrollment Requirements:

- Students must enroll in a minimum of 6 competencies (3 for summer) by Day 14 of the term; academic advisors will assist with the enrollment process.
- Students in their final term who need fewer than 6 competencies (3 for summer) to graduate may enroll in only the competencies required for completion.
- After initial enrollment, students may be actively enrolled in up to 6 in-progress competencies at one time.
- Upon completion of a competency during a term, students may enroll in an additional competency to maintain 6 active competencies.
- Enrollment in additional competencies is restricted in the last 14 days of the term.
- Students may not add competencies if they have a past due balance hold.
- Students will work with their academic advisor to add additional competencies.
- Students must maintain academic engagement throughout the semester in at least one competency and must academically engage with all enrolled competencies a minimum of 14 days prior to the end of the term. Additional details about academic engagement are provided later in this section.

Enrollment Restrictions:

- Students may not be enrolled in a course-based and competency-based program concurrently. This ensures alignment between program pacing, assessment structure, and financial aid requirements.

- Students cannot change from a course-based to a competency-based program within the same term; they must wait 16 weeks from the start date of their most recently attended term before enrolling in a program in a different format.
- An enrolled student is a student who has established attendance in a term. Additional details about establishing attendance is provided later in this section.

Enrollment Process:

- Semester enrollment must be initiated by Day 14 of the term.
- The academic advisor assists with course enrollment based on the approved student's degree plan.

Establishing Attendance:

Students must establish attendance in at least one registered competency by the 14th day of the term. Attendance may be established as follows:

- Engaging with the academic requirements within a competency unit (such as submitting an assignment or participating in a required activity).
- Completing the course check-in, which verifies access to course materials.
- Meeting with an instructor or academic advisor.

Students receive reminders from the instructor, copying the Academic Advisor starting on Day 7 if they have not established attendance.

Academic Engagement:

Students must maintain academic engagement by completing at least one academic engagement activity in at least one competency every 14 calendar days. Engagement activities include:

- Completing the course check-in.
- Submitting an academic assignment.
- Taking an assessment or examination.
- Participating in an interactive tutorial, webinar, or other interactive computer-assisted instruction.
- Participating in a study group, group project, or institutionally assigned online discussion; or
- Interacting with an instructor regarding academic matters.

Withdrawal:

Administrative Withdrawal

- KU **may** administratively withdraw a student from the CBE program if the student has not established attendance in at least one competency by Day 14

- Administrative withdrawal may affect financial aid eligibility and academic standing.

Student-Initiated Withdrawal

- Within the first 14 days of the term:
- The student is dropped from all competencies at no charge, regardless of participation.
- Any competencies mastered during this window are removed from the student's record.
- Within the term after 14 days:
- Extenuating Circumstance Withdrawal: Under very rare circumstances, a student may need to withdraw from some or all competencies within the term. To qualify, circumstances must be:
- **Serious:** Conditions that significantly disrupt a student's ability to participate academically and exceed typical life stressors.
- **Unforeseen:** Events outside the student's control that could not have been anticipated during registration or before the drop deadline.
- **Documented:** Students must provide documentation showing their inability to successfully continue the term.
- Cases involving chronic or intermittent conditions are evaluated individually.
- Students with extenuating circumstances consult with their academic advisor to submit an extenuating circumstance withdrawal request.

Military Deployment:

Students called to active military duty should contact their academic advisor immediately. The university will work with the student to:

- Process appropriate withdrawals or incomplete arrangements.
- Ensure minimal disruption to academic progress.

Non-Completion by End of Term:

- A grade of **Not Mastered** is permanently recorded on the transcript if a student enrolls in a competency and:
- Does not attempt the competency, or
- Completes the competency without demonstrating mastery.
- A grade of **Incomplete** may be temporarily recorded on the transcript if certain conditions are met.
- Instructors may assign an incomplete ("I") grade for students who have had insufficient attempts or time to achieve mastery.

- Students must work with their instructor to determine the amount of time allowed to complete an incomplete, which will not exceed one year from the original grade due date from when the competency was taken; otherwise, “Not Mastered” will be recorded.
- Competencies with incomplete grades count against satisfactory academic progress requirements for financial aid, and the maximum number of six competencies in progress per term.
- No more than three competencies can be graded as incomplete, and students must maintain enrollment minimums in the subsequent term (e.g., the next term will require six competencies (three for eight-week term) above and beyond any incomplete competencies).

Graduate Credit (Including Transfer Credit)

This section is primarily focused on course-based programs.

Graduate Credit

The University’s Graduate Credit [policy](#) defines KU’s conditions for the following:

- Definition of graduate credit for the purposes of a course “counting” towards a graduate degree or graduate certificate at KU;
- Transfer of graduate credit to KU from an outside institution;
- Reduction in the required number of graduate hours for Master’s students;
- Counting credit hours taken as non-degree seeking student towards a later graduate degree at KU;
- Counting credit hours taken as a certificate seeking student toward another graduate degree.

Transfer Credit

The transfer credit option allows master’s students to add graduate-level coursework completed at another institution to their KU transcript to count toward their KU degree. Upper-level coursework taken as an undergraduate, even courses numbered at the graduate level, **is not eligible for transfer** in any case. Additional restrictions apply to what non-KU graduate courses and the number of credit hours that can be counted toward a KU master’s degree, so students should carefully review the information provided in the link above and the related policies below, as well as consulting with their DGS. In all cases, transfer credit must first be approved at the department or program level. To begin the transfer process, students should consult with their DGS (Director of Graduate Studies) to submit the required transfer materials. These include a transcript reflecting the courses to be transferred and descriptions and/or syllabi for the courses in question.

No transfer credit is allowed for competency-based programs. Coursework taken as course-based units cannot be applied to flex/competency-based program requirements.

Reduced Credit Hour Degree

KU policy defines 30 hours as the minimum for master's degrees. Departments may petition for a reduced-hour master's degree for individual students in cases where they may provide evidence that

the student entered the program especially well-prepared to complete a graduate-level degree and the student is able to maintain a superior grade point average. Reduced credit hour degrees must be based on coursework or experiences that can be objectively measured, such as coursework, qualifying internship, or a study abroad program. Professional or life experience does not qualify. A reduction in hours is distinct from a transfer of credit and is reserved for students whose prior coursework doesn't qualify for transfer credit (e.g. was already used to fulfill requirements towards a completed degree) , and there are no modifications on the transcript.

Restrictions apply to the number of credit hours that can be reduced for a master's degree, so students should carefully review the information provided in the link above and the related policies below.

In all cases, a reduction in hours must first be approved at the department or program level, so to begin the process for approval, students should consult with their DGS. Students must also provide documentation of the coursework or experience being used to justify the reduced hours (e.g. transcripts, program descriptions).

Related Policies:

- [Graduate Credit](#)
- [Co-enrollment](#)
- [Master's Degree Requirements](#) (on Reduced Hour Master's Degree)

Credit/No Credit

The University supports and encourages interdisciplinary study, which may include graduate students enrolling in coursework at the graduate level that is outside of their primary discipline. The Credit/No Credit (CR/NC) is an option for graduate students who are taking a course that is not required for their degree or certificate and who do not wish to have the course grade reflected in their cumulative graduate GPA. Rather than a grade appearing on the transcript, the student receives a designation of CR or NC, which does not factor in the GPA.

No course graded CR/NC will count toward the satisfaction of any graduate degree or certificate requirement. This includes, but is not limited to, courses taken to fulfill the Research Skills and Responsible Scholarship requirement for doctoral students.

Students make the CR/NC election via the Registrar's CR/NC [online request](#) form. Elections and changes to elections can only be made during the specific CR/NC period. For regular semester courses, this period begins after the last day to add a class and extends for approximately two weeks. Exact dates may be found on the current KU [Academic Calendar](#). Please keep in mind, short courses may have [alternate dates](#).

The student should consult with their own program advisor about the appropriateness of the course prior to enrolling; however, in cases where CR/NC is elected, the course instructor is not informed of the election unless the student chooses to share this information. Additional restrictions apply. Students should carefully review the information in the link above.

CR/NC is not available for students in competency-based programs.

Related Policies and Forms:

- [University Senate Rules and Regulations \(USRR\), Section 2.3.8](#)

Probation & Dismissal

Probation & Dismissal apply to both course- and competency-based programs.

Probation is an academic status that can be assigned to a graduate student who is not making [satisfactory progress](#) toward completing their degree. The department initiates the probation process and will inform the student of why they are not making satisfactory progress, what they must do to return to good standing, and the deadline for doing so.

Students are most commonly placed on probation due to their graduate cumulative [GPA](#) dropping below a B average (3.0 on a 4.0 scale). In these cases, probation occurs automatically and is reflected on the student's record for the semester following the semester in which the student's GPA drops below 3.0. If the student's cumulative GPA is raised to 3.0 by the end of the probationary semester, the student will be automatically returned to good academic standing.

Individual Schools/the College may set more stringent GPA requirements. Students may also be placed on probation by their departments for other reasons that constituting a failure to make satisfactory progress towards degree. These may include, but are not limited to;

- Lack of progress on the thesis, dissertation, or capstone project
- Unacceptable academic performance on program milestones outside of coursework (e.g. exams)
- Unsatisfactory grades or GPA within foundational required courses (despite the overall cumulative GPA)
- An unsatisfactory result in their department's annual progress evaluation nearing or going beyond their maximum time to degree. See the Time Limits section below for more information.

Students should carefully review the [Good Academic Standing policy](#) for graduate students at KU for more information on what constitutes making satisfactory academic progress.

Individual programs may also have additional measures of progress. Students should also consult the Annual Review section of their department graduate handbook or the degree requirements section and with their program advisor for more information.

Students unable to raise their cumulative GPA or otherwise meet the communicated terms of the academic probation, the department will reconsider their continuation in the program, and in most cases will recommend the student for dismissal. Once dismissed, a student is no longer able to be enrolled in coursework and cannot complete their degree. Students dismissed from any graduate program may not be admitted to any other graduate program at the University of Kansas.

Students on probation or facing dismissal should discuss their status with their advisor.

Related Policies:

- [Academic Probation](#)
- [Dismissed Enrollment](#)
- [Good Academic Standing policy](#)

Grading

The Office of Graduate & Postdoctoral Affairs' (GPA) [Grading policy](#) governs requirements for the grading of graduate students above those described in [Article II](#) of the University Senate Rules and Regulations. Additionally, individual schools, departments, or programs may have grading policies that are more stringent than those of GPA.

Students should also consult their advisor and the departmental grading section of this handbook for additional information that may affect them.

Course-based programs:

At minimum, for all graduate students at KU, at least a B average is required on coursework counted toward any of the master's degrees at KU, and only courses graded A, B, or C (excluding C-) may be counted. Coursework counted toward a doctorate, including that for a master's degree if obtained at KU, should average better than a B.

Competency-based programs:

Grades in competency-based programs include Mastered and Not Mastered. Mastered is equivalent to a 4.0 on a 4.0 scale, and Not Mastered is equivalent to a 0.0 on a 4.0 scale.

Related Policies:

- [University Senate Rules & Regulations](#)
- [Grading](#)
- [Academic Probation](#)
- [Dismissed Enrollment](#)

Time Limits

The University expects that master's degree should typically be completed in two (2) years of full-time study.

Students who anticipate exceeding these targets should review the information in the policies below, as well as consult with their program advisor to create a timeline for degree completion. To support this process, students are encouraged to use a Mentoring Agreement Template and/or adapt it to their own needs to support effective mentoring and a positive mentoring relationship.

Note that individual schools/the College/degree programs may require Mentoring Agreements for students who are nearing their maximum time to degree.

Related Policies and Forms:

- [Master's Degree Program Time Constraints](#)
- [KU CLAS Mentorship Agreement Template](#)
- [Univ. Michigan Rackham Graduate School Mentoring Plan Templates](#)
- [KU Graduate & Postdoctoral Affairs IDP template](#)

Leave of Absence

In exceptional circumstances (e.g., cases of illness, emergency, financial hardship, military leave, to pursue family responsibilities, or to pursue full-time activities related to long-range professional goals) it may be necessary for graduate students to take a break from their program temporarily, without having to withdraw entirely from the program. An approved leave of absence allows a student to take a temporary break from enrolling in graduate coursework while remaining in good standing with the University and the department and while “stopping the clock” on their time to degree. When a student is on Leave of Absence status, it is understood that they have temporarily suspended their graduate work and therefore will not make use of University resources, including faculty time.

Requesting a Leave of Absence is done through a University petition. University petitions must first be approved and supported at the program level, so students wishing to initiate the petition process should first consult with their Director of Graduate Studies and review their department’s internal petition procedures. Units or the Director of Graduate Study may request documentation to support the student’s need for a leave of absence.

For a Leave of Absence to be approved, the student must be withdrawn from all active and/or future enrollment. Withdrawal for the purposes of Leave of Absence is still subject to all Registrar deadlines, required forms, and applicable tuition and fees.

Students on Leave of Absence are automatically reactivated after their leave is over and are eligible to enroll for their intended semester back during the normal enrollment periods. See the KU [Academic Calendar](#) for exact dates that enrollment begins.

If at any time plans change and a student wishes to return and enroll before the leave was supposed to end, they may contact their department to be reactivated early.

Related Policies and Forms:

- [Leaves of Absence](#)

Graduate Academic Advising

Graduate Academic Advisors within Jayhawk Academic Advising (JAA) provide comprehensive support intentionally structured around the student lifecycle: Connection, Entry, Progression, Completion, and

Transition. Each phase is designed to meet students where they are in their academic journey and guide them forward with purpose and confidence. Students are encouraged to engage proactively with their advisor to receive individualized support, including academic planning, enrollment guidance, referrals to university resources, program-specific advising, and the development of meaningful advisor-student relationships that foster both academic and professional success.

Upon admission, students are connected via email with the JAA Graduate Academic Advisor assigned to their academic program. Students will also be contacted via phone by the JAA Student Success Navigator Team to:

- Schedule a technology onboarding session
- Receive access to the Online Graduate Orientation
- Schedule a Graduate Welcome Meeting with their assigned JAA Graduate Academic Advisor

These initial touchpoints are designed to help students navigate university systems, connect with key resources, and begin their graduate studies with a strong foundation for success.

Following that, continuing students can set up an advising meeting with their JAA Graduate Academic Advisor at any time through [Jayhawk GPS](#).

Graduate Certificate Requirements

The University offers a variety of [Approved Graduate Certificate Programs](#) to encourage current graduate students to pursue interdisciplinary study, gain a credential for expertise in an outside area of study, or provide an option for a coherent course of advanced study for those not ready to commit to a full degree program. Note that students must be fully admitted to a graduate certificate by the end of the last course that will count to fulfill the certificate. Students wishing to complete the certificate should apply as early as possible. Students whose interests or career goals may be served by a Graduate Certificate should familiarize themselves with the University's policies relating to Certificate programs (found below) early in their graduate career, in addition to individual certificate program requirements.

Related Policies and Forms:

- [Graduate Certificate Programs: Eligibility and Admission Criteria](#)
- [Policies & Procedures for Graduate Certificate Programs](#)

Graduation Requirements (Master's)

In addition to all program requirements, students [planning to graduate](#) must complete all University graduation requirements **prior to the published Graduation Deadline** in a given semester. Students should consult the current [Academic Calendar](#) for the published Graduation Deadline, which varies by semester.

Graduate Graduation Checklists (Master's):

Graduation checklists provide a comprehensive list of all University requirements for graduation and should be consulted by every graduating master's or doctoral student as soon as graduation is expected.

We strongly encourage students to submit an Application for Graduation as early as possible; ideally prior to the 20th day of classes of the semester they intend to graduate.

Graduate Studies Funding Opportunities

The Office of Graduate & Postdoctoral Affairs (GPA) offers funding opportunities in several different categories. Students interested in applying should direct inquiries to the department's Director of Graduate Studies or to GPA. Some of the available funding includes:

- [Summer Research Scholarships](#): intended primarily for post-comp doctoral students.
- [Graduate Student Travel Fund](#): intended for graduate students presenting a paper at a national or regional meeting of a learned or professional society. A student may receive an award (max \$750) only once per academic year, with priority given to students who have not received the fund previously. Funds are available on a first-come, first-served basis.

Policies Regarding Freedom of Expression on Campus

Kansas State Law (HB2333) requires postsecondary educational institutions in Kansas to publish in their handbooks and orientation programs the institution's policies, regulations, or expectations of students regarding free expression on campus.

Per KU General Counsel, this includes the following two policies:

- [KU Public Assembly Policy](#)
- [Kansas Board of Regents Statement on Free Expression](#)

Note that the two policies listed above apply to ALL members of the campus community; they are not specific to graduate students.