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Introduction

The phrase “project management” began to emerge in the late 1950s and early 1960s when the size, scope, duration, and resources required for new projects began to deserve more analysis and attention. Today, project management is used globally by multi-billion-dollar corporations, governments, and smaller organizations as a means of meeting the needs of their customers or constituents by both standardizing and reducing the basic tasks necessary to complete a project in the most effective and efficient manner. As a result, project management (PM) leadership is a highly desirable and sought-after skill as intense global competition demands that new projects and business development be completed on time and within budget.

Project Management as a Discipline

Project Management has grown significantly over the last twenty years as indicated by the Project Management Institute (PMI), which has over 250,000 members. Only a handful of public universities have reacted to the demand for professional Project Managers with advanced degrees. The Missouri State University M.S. in Project Management is one such program built around the widely recognized Project Management Body of Knowledge (PMBOK). As of August 2012, this Project Management Program has become accredited through the PMI Global Accreditation Council.

Program Delivery

Recognizing the diversity of companies and people utilizing project management, Missouri State has chosen to offer students the option of completing the degree online. Major course work can be completed in a traditional semester timeframe, with no set meeting times. Research or seminar components of the degree are completed by emails, conference calls, and videoconferences. The cognate/elective portions of the degree may be completed online or by traditional delivery methods on the Missouri State Campus. Regardless of the delivery method, you will receive a master’s degree from a reputable state institution that meets your schedule. This handbook will provide an overview of this new and exciting degree program. If you have any questions about how we can meet your needs, feel free to call us at 417- 836-3210 or email pm@missouristate.edu. We look forward to hearing from you.
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Project Management Curricula

The Master of Science in Project Management degree provides relevant and timely graduate-level education to project management professionals from all disciplines. The program is intended for students who hold a B.S. or Engineering degree, and who are in, or aspiring to project management related positions. The Project Management program equips individuals with the various skills, both soft and hard, they need to manage projects and keep them within budget and on schedule while meeting specifications and achieving customer satisfaction. Built upon the widely recognized Project Management Institute’s (PMI) Project Management Body of Knowledge (PMBOK®), the program uses a combination of on-campus and distance learning resources to provide students with the knowledge and expertise they need to meet the intense global competition demands required by new projects and business development.

Seminar Option

Students in the Project Management Master of Science program must choose the seminar or thesis option. A majority of Project Management students typically choose the seminar option. The seminar option requires the completion of TCM 726 (seminar in project management) and the corresponding seminar paper. The seminar paper requires an in-depth literature review concerning some area of significance relating to project management. The formatting and expectations of the seminar paper will be specified in the TCM 726 course. A copy of the approved seminar paper will be retained in the Technology and Construction Management Department. No more than three semester hours of TCM 726 will count towards the degree requirements.

Thesis Option

Early in the program, students should consult with their advisor and determine whether they intend to pursue the thesis or seminar option. The thesis option requires a significantly higher level of research and contribution as compared to the seminar option. Although there is no length requirement for a thesis, works often range from 60 – 100 pages and require 9 months to 1 year to complete. Formatting guidelines and semester deadlines for the thesis option are available from the Graduate College website: http://graduate.missouristate.edu/. A thesis must involve creative thinking and does require either discovery or some other contribution to the body of knowledge. Students should consult with their advisor for a more specific explanation of these requirements. More detailed information concerning the thesis option can be found in the Thesis Option Overview section.
Project Management Master of Science

Entrance Criteria

To be considered for the program, you must apply and be admitted to the Graduate College. (See Admissions Information for more detail on page 15.)

Degree Requirements

**Seminar Option**
- Core Courses: 18 hrs.
- Free Electives: 15 hrs.
- Seminar (TCM 726): 3 hrs.
- **Total**: 36 hrs.

**Thesis Option**
- Core Courses: 18 hrs.
- Free Electives: 9 hrs.
- **Total**: 33 hrs.

At least one-half of the minimum semester hours must be in courses with no undergraduate parallel course.

**Required Courses:**

**A. Core Courses**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>TCM 701</td>
<td>Project Management</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>TCM 710</td>
<td>Project Leadership</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>TCM 645</td>
<td>Project Control Systems</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>TCM 651</td>
<td>Cost Analysis for Project Mgt.</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>TCM 740</td>
<td>Mgt. of Innovation &amp; Tech.</td>
<td>3 hrs.</td>
</tr>
<tr>
<td>TCM 750</td>
<td>Advanced Project Mgt.</td>
<td>3 hrs.</td>
</tr>
<tr>
<td><strong>Total Core Courses</strong></td>
<td></td>
<td><strong>18 hrs.</strong></td>
</tr>
</tbody>
</table>

These courses are now available online at least once each year. They do not have a campus component and can be completed entirely online.

**B. Cognate Electives (Total Free Electives 9-15 hrs.)**

A list of approved cognate courses is available at:
[http://build.missouristate.edu/pm/default.asp](http://build.missouristate.edu/pm/default.asp)  This list includes both on-campus and online courses. Other courses may be taken in consultation with your advisor. All cognate coursework must be approved by an advisor prior to completion. Cognate coursework should be selected which supports the degree program and the student’s career goals. For a complete listing of all on-line courses offered at Missouri State see: http://msonline.missouristate.edu/
The following elective courses are typically available both online and in the classroom:

CIS 681  Foundations of Information Technology Service Management (ITSM) – 3 hrs.
CIS 761  Management Information Systems – 3 hrs.
COM 611  Conflict and Communication – 3 hrs.
COM 617  Communication and Diversity in the Workplace – 3 hrs.
COM 621  Communication, Mediation and Negotiation – 3 hrs.
COM 736  Concepts and Analysis of Communication in Organizations – 3 hrs.
MKT 600  Marketing Concepts for Managers – 3 hrs.
MGT 600  Administrative, Organizational and Operations Concepts for Managers – 3 hrs.
ECO 600  Fundamentals of Micro- and Macroeconomics – 3 hrs.
FIN 600  Managerial Finance – 3 hrs.
LAW 650  Negotiation, Mediation and Arbitration in Business – 3 hrs.
QBA 600  Statistical Methods in Business Research – 3 hrs.

Available online elective credit:

TCM 611  Product Design and Development – 3 hrs.
TCM 603  Project Risk Analysis – 3 hrs.

***The above are examples of electives that we will accept. We accept more courses which can be determined by speaking with the Student Support Specialist.

Additional online courses: A complete listing of online credit can be found at the Missouri State Online web site:
http://www.msonline.missouristate.edu
All elective credit must be at the graduate level and approved by your advisor.

Advisor Approved Program of Study:

The advisor approved program of study form lists the specific courses that a student will take to complete a graduate program. This form must be completed by the student and signed by the student and the advisor before being submitted to the Graduate College. The advisor approved program of study form must be submitted before completing 14 graduate hours. The form can be found on the Graduate College web site:
http://graduate.missouristate.edu/
Thesis Process Overview

The information in this packet represents the basic procedures and policies for completing a thesis while pursuing a Master's Degree in Project Management. Each candidate must check with the Graduate Program Director for any additional requirements that may have been established by the Technology and Construction Management Department (TCM), the Graduate College, or the University.

Each candidate must obtain a thesis advisor in accordance with Graduate College procedures. Ultimately, it is the candidate's responsibility to find a member of the graduate faculty who is willing to serve as their thesis advisor. The thesis advisor must have experience in the field of study the candidate wishes to pursue. It is also important at this stage to have a clear understanding with your thesis advisor about how much time he/she is willing to give to your thesis, and how and when contact and/or communication will be made.

After obtaining a thesis advisor and reaching agreement on a general topic area, the candidate must complete a thesis proposal before enrolling in TCM 798 (research). The thesis proposal is, essentially, a written action plan of what you intend to do (your topic) and how you intend to do it (your methodology). It is important to provide enough detail in your research design and procedures so that your thesis advisor and/or members of your committee will have a clear picture of exactly how you plan to conduct your study. A major purpose of the thesis proposal is to encourage you to think through your study; the feedback you receive from your advisor or committee about your methods will likely make your thesis more focused and, ultimately, make the time you invest in it more productive. Your thesis advisor must approve your thesis proposal before permission to enroll in TCM 798 will be granted. The attached Thesis Proposal Form identifies the minimal elements that each candidate must address when planning their research work. A minimum of 3 semester hours of TCM 798 must be completed before enrolling in TCM 799.

Before enrolling in TCM 799 (thesis), the candidate must form his or her thesis committee. The thesis committee is to be composed of three members: the selected TCM graduate thesis advisor, another TCM graduate faculty member, and a graduate faculty member outside the TCM department. All identified committee members must have agreed to serve. The candidate must also submit chapters 1, 2, and 3 of the thesis to the committee for approval. The first three chapters of the thesis should consist of the following: Chapter 1 – Need and Value for Research, Chapter 2 – Literature Review, and Chapter 3 – Methodology. The committee must approve Chapters 1, 2, and 3 before the candidate will be granted permission to enroll in TCM 799 (thesis).

The completed thesis document must be submitted to the thesis committee along with a formal presentation of the student’s work. The thesis must be approved by the thesis committee before being submitted to the Graduate College prior to the thesis deadline. Information concerning the thesis, specific formatting requirements, and the thesis deadline can be found at the

Defining & Writing a Thesis:
MPM THESIS PROPOSAL FORM
To: [Thesis advisor]
From: [Student]
Subject: [Thesis Proposal Title]
Date: [___]

Introduction
Write one to two paragraphs clearly summarizing the thesis plan. Be sure to include a statement of the problem and why it should be solved.

ANNOTATED BIBLIOGRAPHY
Read and evaluate scholarly literature relevant to the thesis. Format all references according to the APA Publications Manual. Information on annotated bibliographies can be found at The Owl at Purdue (http://owl.english.purdue.edu/owl/resource/614/01/).

Methods and Deliverables
Write one to two pages summarizing:
1. The proposed stages of the study,
2. The proposed methods of investigation,
3. Needed resources and/or equipment, and
4. A timeline, using Microsoft Project, where specific deadlines for the candidate and the committee are identified (please use the Graduate College Calendar http://graduate.missouristate.edu/catalog/Calendar.htm the basis for the timeline).
Certificate Program – Required Forms

Following admission to the certificate program, a completed Plan of Study Form must be submitted to the Graduate College. Please note that courses taken for undergraduate credit may not be applied toward a graduate certificate. During the semester in which all certificate program requirements will be completed a Notification to Complete a Certificate Form must be submitted to the Graduate College. Receipt of this form initiates the final program check and provides the Office of the Registrar with the information needed to order the formal certificate. See: http://graduate.missouristate.edu/certificates.htm

Project Management Certificate Program

The Certificate for Project Management provides a 12-hour graduate-level experience with application in diverse industries and organizations including defense, construction, pharmaceuticals, chemicals, banking, hospitals, accounting, advertising, law, and state and local governments. The certificate is designed to meet the needs of individuals who are established in careers and are seeking professional growth and advancement within their professions. The project management approach adapts special management techniques with the purpose of obtaining better control and use of existing resources. http://build.missouristate.edu/pmCert/default.asp

Entrance Criteria

To be considered for the program, you must apply and be admitted to the Graduate College. (See Admissions Information for more detail on page 15.)

Required Courses

TCM 701  Project Management- 3 hrs.
TCM 645  Project Control Systems- 3 hrs.

Plus two of the following electives:

TCM 611  Product Design and Development- 3 hrs.
TCM 651  Cost Analysis for Project Management- 3 hrs.
TCM 710  Project Leadership- 3 hrs.
TCM 740  Mgt. of Innovation and Technology 3 hrs.

Recommended sequence: TCM 701, two electives, TCM 645

GPA Requirements

A graduate student becomes ineligible for graduate study if more than 9 semester hours of “C+” or lower are earned in graduate courses taken in the degree program.
Grade Requirements

No course with a grade "C" or below may be applied toward a graduate degree or graduate certificate. A graduate student becomes ineligible for graduate study if more than 9 semester hours of "C+" or lower are earned in graduate courses taken in the degree program, or if the student does not meet any additional specific degree retention requirements imposed by a department or program.

Master of Project Management Accelerated Option

Exceptional undergraduate students may apply for preliminary acceptance into the Master of Science in Project Management degree program their junior year after admission requirements for the accelerated program have been satisfied. If approved, up to 12 hours of 600-level or 700-level TCM courses may be designated as “mixed credit” and counted toward both the undergraduate and graduate degree programs. See the Graduate Catalog or contact the program director for further information and guidelines.

For courses to be designated as Mixed Credit, the graduate advisor, undergraduate department head, and Graduate College dean must approve by signing the Permission for Mixed Credit form. This form must be provided to the Office of the Registrar in Carrington Hall, room 320 no later than the end of the Change of Schedule Period for the semester.

Admission requirements for the Accelerated Masters Option:

1. Junior standing and an overall GPA of 3.00 or better;
2. Acceptance of applicant by Masters of Project Management graduate advisor:
3. A supportive recommendation from the student’s undergraduate advisor or undergraduate department head.

Courses available for mixed credit (when approved by advisor) are: TCM 651 (for TCM 551 or TCM 453), TCM 701 (for TCM 359), TCM 740 (for TCM 458) and any TCM 600 level or higher course (for BAS elective requirements).

Transfer Policy

On a case-by-case basis, Missouri State University may accept graduate credit earned at other regionally accredited institutions or well-established international institutions. Acceptance of transfer credits on a graduate degree program occurs through recommendation of the student’s major advisor and approval of the Graduate College. Transfer hours may count for up to 30% of the Program of Study.
A student who has been awarded a master’s degree at Missouri State University or at another accredited institution may apply up to 9 hours of graduate credit earned on the first degree toward meeting the requirements of a second degree. All courses must be approved by the advisor. See the Graduate Catalog for more information.
Technology and Construction Management Courses

TCM 603 Project Risk Analysis

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. In-depth analysis of the types of risks that threaten projects at each stage of development. Strategies used to recognize risks, assess probabilities and potential impacts, steps to respond to project risks. Tools used to analyze and plan for managing project risk. May be taught concurrently with TCM 503. Cannot receive credit for both TCM 603 and TCM 503. 3(3-0) F

TCM 611 Product Design and Development

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. An overview of the product development process from concept generation to design in an entrepreneurial environment. The perspectives of marketing, design and manufacturing are blended into a single approach to product development. Provides students with an appreciation for the realities of industrial practice and for the complex and essential roles played by the various members of product development teams. May be taught concurrently with TCM 511. Cannot receive credit for both TCM 611 and TCM 511. 3(3-0), F

TCM 645 Project Control Systems

Prerequisite: TCM 701 and acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. Advanced application of microcomputers with an emphasis on their use in project control. Topics include project control planning and objectives, change control processes, project documentation and communication, project progress/variance reports, payment requisitions, project closure activities, and project lessons learned systems. May be taught concurrently with TCM 545. Cannot receive credit for both TCM 645 and TCM 545. 3(3-0), Su
TCM 651 Cost Analysis for Project Management

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. The use of cost analysis as a decision-making tool in the context of project management. Topics include the time value of money, analysis of alternatives, decision-making under risk, estimating, cost accounting, and capital budgeting. May be taught concurrently with TCM 551. Cannot receive credit for both TCM 651 and TCM 551. 3(3-0), F,S

TCM 701 Project Management

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. This course provides a comprehensive overview of project management. The culture, principles, and basic techniques of project management are addressed using the project lifecycle as the primary organizational guideline. The project management functions of planning, organizing, motivating and controlling with an emphasis on the application to business and technology are explained. Basic tools of project management such as work breakdown structure, scheduling, contracting, earned value analysis, and risk management are explained and demonstrated. 3(3-0), F,S

TCM 710 Project Leadership

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. A practical and relevant course that focuses on the people skills needed to manage a project successfully. Prepares students to handle project problems related to communication, motivation, performance, behavior, and crisis. Students analyze real life scenarios and develop solutions that are supported by the latest research to develop skills necessary for strong, effective project leadership. 3(3-0), F,S

TCM 726 Seminar in Project Management

Prerequisite: TCM 701 and a total of 21 graduate hours in the Project Management M.S. program of study; and permission of the Project Management M.S. program director. Presentation and discussion of professional or technical problems in the organization and management of projects. Students are expected to demonstrate the ability to apply the knowledge and experience gained in their program of study to the critical evaluation and analysis of the theory, research and practice of project management. 3(3-0), F,S
TCM 740 Management of Innovation and Technology

Prerequisite: acceptance in the Project Management M.S. or Graduate Certificate program; or permission of the Project Management M.S. program director. Focuses on the strategic management of technology and innovation in organizations. Builds primarily on broad models of technological evolution and organizational change. Students analyze crucial organizational innovation and technology issues and identify concrete managerial actions to address innovation and technology problems and opportunities. 3(3-0), Su

TCM 750 Advanced Project Management

Prerequisite: TCM 701 and a total of 12 graduate hours in the Project Management M.S. program of study. Builds upon the foundation of prerequisite courses by discussing advanced problems encountered in the discipline of project management in a seminar format. Practical examination of projects using the criteria of project excellence and project management maturity models. Students are expected to demonstrate the ability to apply the knowledge and experience gained in their program of study to the critical evaluation and analysis of the theory, research and practice of project management. 3(3-0), S

TCM 792 Graduate Internship

Prerequisite: permission of Project Management M.S. program director. Educational experience in cooperation with student’s full-time employer. Written, oral, and classroom assignments related to workplace improvement. May be repeated, but no more than 6 hours may be counted as credit toward a Master's degree. 3(3-0), F,S,Su

TCM 798 Research

Prerequisite: permission of Project Management M.S. program director. Supervised research in technology. May be repeated, but not more than 3 hours may be counted toward a Master’s degree. Graded Pass/Not Pass only. 1-3, F,S,Su

TCM 799 Thesis

Prerequisite: permission of Project Management M.S. program director. Preparation of a thesis. May be repeated, but no more than 3 hours may be counted as credit toward a Master’s degree. Graded Pass/Not Pass only. 1-3, F,S,Su
Admissions

The application deadlines are approximately as follows. See the Graduate College Calendar for current dates:

- Fall semester application, July 20
- Spring semester application, December 20
- Summer semester application, May 20

Students who apply after the application deadline will be charged an additional $25 late fee. In addition, some programs have specific application deadlines that must be met. Contact the department to find out if your program has a specific application deadline. Students desiring admission into a graduate degree program must take the following steps:

1. **Obtain an MSU Graduate Catalog**
   - Access the Online Graduate Catalog
   - Request a copy from the Graduate College by calling 417-836-5335

2. **Complete an Application for Graduate Admission, which can be found:**
   - In the back of the Graduate Catalog
   - Online at [http://graduate.missouristate.edu/forms.htm](http://graduate.missouristate.edu/forms.htm)
   - At the Graduate College office in Carrington Hall, Room 306

3. **Pay the application fee of $35 and $50 for international students (non-refundable)**

4. **Submit transcripts to the Graduate College**
   - Two official copies of your transcripts showing coursework for you bachelor's degree, as well as any graduate level courses (please ensure that your last 60 hours of coursework is represented).
   - MSU transcripts do not need to be sent.

5. **Check with the department for any additional materials needed for admission, which may include the following:**
   - GRE, GMAT, or MAT scores
   - Letters of recommendation
   - Resume
   - Departmental/Program Application

6. **Send all materials (application, fee, transcripts, and test scores) to this address:** Graduate College, Missouri State University, 901 S. National Avenue, Springfield MO 65897

A transcript is only considered official if it is received directly from the institution where the coursework was completed. In addition, students sending transcripts while coursework for a bachelor’s degree is in progress will need to send another official copy showing that the bachelor’s degree is complete.

The Graduate College or the appropriate department will inform you of your admission status. Please allow approximately six weeks to process your application materials. Applications that arrive within six weeks prior to the start of the semester and do not have necessary transcripts may make it
impossible to process in time for the start of a semester. At the discretion of the Dean of the Graduate College, late applicants will be admitted as non-degree seeking students pending a full review of their materials.

**Admission Requirements**

 Persons with the following qualifications will be considered for the Master of Science in Project Management Program:

1. The student must have received a Bachelor’s or Master’s degree from a regionally accredited college or university.
2. A GPA of at least 2.75 for the last 60 hours of academic work. In addition, students must have attained a score of at least 400 on the Graduate Management Admissions Test (GMAT) or a comparable percentage rank score on the Graduate Record Examination (GRE).
3. A background in project management including industry experience. These requirements will be waived if the student has an undergraduate or graduate degree in business administration, engineering, or similar curricula. The Graduate Director will determine if the student has the necessary background.
4. All of University and Graduate College requirements for admission to a degree program will also apply. Qualified applicants may enter the program at the beginning of any semester. For information on the GMAT or GRE, please contact the Graduate College (836-5335) or the Missouri State University Counseling and Testing Center (836-5116).

Students who do not meet the normal admission requirements, but who possess high promise (usually based upon a successful record of managerial performance at increasing levels of responsibility) will be considered for probationary admission.

The GRE or GMAT entrance exams may be waived for those applications with a cumulative undergraduate GPA of 3.0 or higher.

**International Student Admission**

International students must apply to graduate programs through the Office of International Student Services at MSU. International students must request application material or apply online.

Please contact the Office of International Student Services to request information:

Missouri State University  Phone: (417) 836-6618
901 S. National Avenue  Fax: (417) 836-7656
Springfield, MO 65897, U.S.A.
MSU is authorized under Federal law to enroll non-immigrant alien students. International students applying for graduate study at MSU are required to submit the following items:

1) Verification of financial support in an amount determined by the university as stated in the application materials.

2) Complete academic record, including proof of degree attained. The applicant must have completed all requirements equivalent to a U.S. baccalaureate degree at an accredited, licensed, or recognized college or university and have appropriate undergraduate training to pursue the graduate degree of the applicant's choice. The student must have an overall GPA of at least 2.75 on a 4.0 scale, or at least a 2.75 GPA on a 4.0 scale for the last 60 hours of academic coursework; or have a score of 475 or higher on either the verbal or quantitative section of the Graduate Record Examination, and a score of not less than 400 on the other section.

3) Applicants to certain programs must submit GRE or GMAT scores. Please check your specific program’s admission requirements.

4) Applicants whose primary language is not English are required to submit a TOEFL (Test of English as a Foreign Language) score of at least 550 on the paper-based, or a comparable score of 213 on the computer-based, with a minimum score at or above the 50th percentile on the Listening Comprehension Section. For applicants who do not meet the TOEFL requirement, MSU offers a full-time intensive English Language Institute on campus. An online application is available at http://ccpe.missouristate.edu/eli/.

For more information, contact the ELI at the following address:

English Language Institute
Jim D. Morris Center for Continuing Education
Missouri State University
301 S. Jefferson Avenue
Springfield, MO 65806

Phone: (417) 836-6540
Fax: (417) 836-4784
Email: jer405t@missouristate.edu

Re-Admission

The procedure for readmission of a graduate student who has not maintained continuous enrollment (summer excluded) is based on the period of absence.

- **Applied and accepted, but never attended or completed a class as a graduate student**: If the time period has been less than one year, students may call the Graduate College and update their semester application (program exceptions are: Communication Sciences and
Disorders, Counseling, Nurse Anesthesia, Physical Therapy, Physician Assistant Studies, Psychology, and Social Work. If the time period has been more than one year, students will need to reapply and pay the application fee again.

- **Return after one to three years:** Students remaining in the same degree program and returning after a one to three-year absence may "quick admit" through any of the registration centers and register for classes for the semester they wish to return. Assuming there are no encumbrances on the student’s record, the registration official will update information and register the student. However, a few programs have a limited enrollment and students will not be able to return by the ‘quick admit’ process. Programs that do not allow students to ‘quick admit’ include: Communication Sciences and Disorders; Counseling; Nurse Anesthesia; Physical Therapy; Physician Assistant Studies; Psychology; and Social Work. For these programs, students need to reapply and be readmitted by the department.

- **Return after three years:** Students will need to reapply and be readmitted into the program. If at least one class was completed as a graduate student in the prior enrollment, no additional application fee will be required.

- **Return after more than eight years:** Students will need to complete and submit a new application form and any supporting materials which are needed by the Graduate College or the department. If at least one class was completed as a graduate student in the prior enrollment, no additional application fee will be required.

- **Prior MSU master's degree recipients:** Students returning to take additional classes and who are not seeking an additional degree may 'quick admit' through any of the registration centers and register for classes for the semester they wish to return. These students will be classified as Post Master's students. Students wishing to pursue an additional degree will need to complete and submit a new application form and any supporting materials which are needed by the department. No additional application fee will be required.

Any graduate student who wishes to pursue a second undergraduate degree at MSU should contact the Admissions Office (417-836-5517) for procedures.

**Online Application, PDF Application Form, and Application to Request a Change in Academic Area are available at**

http://graduate.missouristate.edu/ admissions.htm.
Billing Information

Bills are sent to students at the end of each month. If the required minimum payment is not paid by the due date, a finance charge of 1% will be assessed on the balance. Payments are due by the 15th day of the month. The monthly minimum payment amount is calculated by dividing the total due at the beginning of the semester by the number of scheduled payment dates in the semester and adding the finance charge. There is a total of four scheduled payment dates each semester beginning in August and ending in November for the fall semester, and beginning in January and ending in April for the spring semester. Summer semester payments are due in June and July.
Application To Degree Program

To apply for the Master’s in Project Management (MPM), proceed to the admissions section of the Graduate College Homepage. You should receive an indication of your admission status within six weeks of submitting the completed application.

Once admitted, the Project Management Program Director, Dr. R. Neal Callahan or one of the Graduate faculty members from the department, will become your advisor. Students who choose the thesis option will select a thesis advisor at a later date. Should you have any questions about the program, or the admissions process, contact the Graduate College or Dr. Callahan.

Advisor/Advisory Committee

Initially, each student will be advised by the Project Management Program Director. The Project Management Program Director and/or Student Support Specialist, Megan Dieckhoff, will assist students with advising. The Student Support Specialist will assist with course permission, selection and advisor release each semester. Students who choose the Thesis option must select a thesis advisor and two additional faculty members: one from their secondary emphasis and the other from outside the TCM Department, to serve on their graduate advisory committee. The committee, headed by the student’s thesis advisor, will supervise the remainder of the student’s program.

Timetable For Full Time Students

Before the First Semester
Consult with Academic Advisor
Register

First Semester
Classes (8-12 credits)
Choose Thesis or Seminar Option

Second Semester
Classes (8-12 credits)
Advisor-Approved Program of Study
(Thesis) Submit Thesis Proposal
(Non-Thesis) Investigate Summer Internships

Third Semester
Classes (8-12 credits)
(Thesis) Conduct Research and Form Thesis Committee
Submit to thesis advisor completed chapters 1, 2, and 3 for approval before writing thesis.

Fourth Semester
Classes (6-12 credits)
Application for Graduation Form
(Thesis) Write Thesis
-Submit to advisor at beginning of the semester
-Submit to committee by mid-semester
-Oral Presentation (if required)
Thesis Deadline to Graduate College
Federal Financial Aid

Qualifications

1) Be admitted as a graduate student into a specific graduate program, or;
2) Be admitted as a graduate non-degree seeking (unclassified) or post-baccalaureate student taking courses required for teacher certification based on an evaluation of your credentials by the MSU Office of Teacher Certification, or;
3) Be admitted as a graduate non-degree seeking (unclassified) or post-baccalaureate student working on prerequisite coursework to gain admittance into a master's degree program based on an evaluation of your credentials by the director of that program.

Federal Stafford Loans

Stafford Loans have fixed interest rates and are available to graduate students. Students may qualify for subsidized, unsubsidized, or a combination of both depending upon need which is determined by the Free Application for Federal Student Aid (FAFSA). You must be enrolled at least half-time and be a U.S. citizen or eligible non-citizen to qualify. Loan proceeds are disbursed directly to the school with typically one disbursement in the fall semester and the second disbursement in the spring semester.

Federal Subsidized Stafford Loans

The Subsidized Stafford Loan carries a fixed interest rate and requires repayment after the student leaves school. Eligibility for this program is based upon demonstrated financial need. The federal government pays the interest on these loans while the student is in school.

Federal Unsubsidized Stafford Loans

The Unsubsidized Stafford Loan is available to all students. The interest rate and deferment requirements are the same as the Stafford Subsidized Loan; however, the student must pay the interest while they are in school or capitalize the interest and have it added to the principal of the loan.

Grad Plus Loan

The Grad Plus Loan is designed to supplement the Stafford Loan for creditworthy graduate students. Students have to complete the FAFSA and have first applied for Stafford Loan eligibility and are a U.S. citizen or eligible non-citizen. Students may borrow up to the cost of attendance less any other aid including Stafford Loans.
Federal Work Study

This program provides part-time jobs to current students. Jobs are available in various departments on campus, as well as off campus in health, welfare, and recreation programs. The rate of pay is at least minimum wage. Awards are based upon information contained in the student's financial application.

Scholarships for Graduate Students

The following is a summary of scholarship programs for students who enroll full-time at the Springfield campus. Unless otherwise noted, scholarships cannot be combined and are only renewable for up to three additional years (eight semesters total.)

To qualify for scholarships, you must first apply and be admitted. Application forms are available on-line at http://www.missouristate.edu/futurestudents/applynow.aspx and from the Missouri State Office of Admissions. Your application must be received by the deadline specified for each scholarship description for consideration. In general the application deadline for fall applicants is March 1; the deadline for spring applicants is October 1.

Aileen and Keith Ford Endowed Scholarship

Student must be a first-year graduate student who earned an undergraduate degree at MSU. Consideration will be given to performance at the undergraduate level of study, academic potential to successfully complete the program in which the applicant is enrolled, leadership qualities, personal maturity, and motivation. The scholarship recipient must be enrolled in at least nine hours each semester. For more information, contact the Graduate College at 417-836-5355.

Basil and JoAnn Boritzki Scholarship

The Basil and JoAnn Boritzki Endowment annually awards scholarships to two full-time graduate students; one female and one male, in recognition of their academic excellence. To be eligible a student must have the intention of entering the teaching profession at a publicly-supported educational institution, have a cumulative GPA of 2.75 or above, and be enrolled full-time during the academic year that the award is given. For more information, contact the Graduate College at 417-836-5335.
Continue the Tradition Fee Waiver Program

Continue the Tradition is a program for out-of-state students who are the children and grandchildren of Missouri State graduates. To qualify, students must be classified as non-residents for fee purposes, must be enrolled full-time (nine hours for graduate students), and must have at least one parent (or stepparent) or grandparent who is a graduate of Missouri State (Associate, Bachelor, Masters, or Specialist degree). In addition, eligible students must have a cumulative undergraduate GPA of 3.25 and be formally admitted into a degree program. The application deadline for this program is May 1 for summer/fall applicants and October 1 for spring applicants.

Students who meet these criteria and apply by the deadline will receive a waiver covering the out-of-state portion of required student fees for the fall and spring semesters. The summer semester is not included. This waiver may be renewed for one year (a total of four semesters) for graduate students who complete 18 hours per year with a GPA of 3.0 at MSU. Because this waiver covers all out-of-state fees, it cannot be combined with other out-of-state waivers or graduate assistant stipends. Apply online at www.missouristate.edu/continuethetraditionapp.

Department and College Scholarships

Discipline specific scholarships are listed in the Graduate Catalogue - see http://graduate.missouristate.edu/catalog/assistance.htm for more information on these scholarship opportunities.

Fellowships

The Fellowships Office was created to help MSU students become aware of, and submit applications for, national and international fellowships, scholarships, and grants that are available to graduate students.

Graduate Assistant Fee-waiver Scholarships

Students who are appointed as graduate assistants are also eligible for fee waiver scholarships to cover their graduate course fees. Fee waivers are intended to cover graduate courses required on the Advisor Approved Program of Study. The maximum cumulative graduate credits allowable with the fee waiver scholarship assistance will not exceed ten percent beyond the credit hour requirements of the degree program. Upon review, courses which do not meet this guideline will result in loss of the fee waiver benefit for such courses. With special permission of the Graduate Dean, undergraduate courses mandated by the advisor to complement a student’s program of study may also be covered by the fee waiver.

Fee-waiver scholarships are for up to 15 hours of coursework for each of the fall and spring semesters. Those receiving summer term fee-waiver scholarships have fee coverage for up to six hours of coursework. Students appointed a graduate assistantship during the spring semester are eligible for a
fee waiver scholarship during the following summer term. This eligibility does not depend on having a summer graduate assistantship.

For fee-waiver purposes, credit hours taken in the intersession prior to the semester are part of the allowable fee-waiver limits of that semester (i.e., 15-hour limit in the fall and spring and a six-hour limit in the summer).

Please note that the GA fee waiver scholarship covers only tuition and student services fees and does not cover special course fees, internet course fees, student health insurance, books, or other miscellaneous expenses.

**Missouri Outreach Graduate Opportunity (MOGO) Scholarship**

The Missouri Outreach Graduate Opportunity (MOGO) Scholarship provides a partial remission of out-of-state fees for full-time graduate students who are not Missouri residents. This scholarship is available to students who have been admitted into an eligible graduate program for the first time.

The MOGO Scholarship has a value of three-fourths of the non-resident graduate student fees for nine credit hours (5 credits hours in the summer). The scholarship amount will be adjusted annually when the MSU Board of Governors approves changes to the student fee schedule.

No application is required. When a student meets the eligibility criteria, the scholarship will be offered automatically.

The MOGO Scholarship cannot be combined with other forms of University aid, including scholarships, graduate assistantships, or fee waivers. View details.

**Midwest Student Exchange Program**

MSU participates in the Midwest Student Exchange Program (MSEP). This program provides an opportunity for Kansas, Michigan, Minnesota, North Dakota, and Nebraska residents to attend Missouri State at less than the regular non-resident fees. All graduate degree programs are available to qualified MSEP students at MSU.

Graduate students whose legal residence is Kansas, North Dakota, Nebraska, Michigan, or Minnesota may qualify if they also have an undergraduate cumulative GPA of 3.25 and are formally admitted to a graduate degree program. The value is a full waiver of out-of-state fees for the academic year (fall and spring) and may not be held in conjunction with the MOGO Scholarship. The Midwest Student Exchange Scholarship will be renewed for one year (a total of four semesters) for graduate students who complete 18 hours per year with at least a 3.50 Missouri State GPA. This award cannot be combined with other out-of-state waivers or graduate assistant stipends. Application is automatic with application to the university, but the total amount of awards available is limited to the first 20 eligible students. This award is not available during the summer semester.
Other Financial Resources

Tuition Tax Credit for Non-Resident Students

Student who are classified as non-residents for fee purposes but who pay Missouri income tax may offset the amount paid to Missouri in income tax against non-resident fees. For further information regarding this option, please contact the Financial Services Office at 417-836-5632 or financialservices@missouristate.edu

Lifetime Learning and Hope Tax Credit Programs

As a graduate student, you may be eligible for the Lifetime Learning and Hope Tax Credit Programs. These programs may be available to you if you are saving for or paying higher education costs for yourself or another student. To seek additional information on these programs please visit http://www.irs.gov/pub/irs-pdf/p970.pdf.

Army Reserves Officer Training Corps (ROTC) Program

As a graduate student, the ROTC program can help you finance your graduate education. The ROTC program will pay 100 percent of your tuition and up to $600 per year in books. In addition ROTC officers receive a monthly stipend of $350-400. For more information on this program please visit http://www.armyrotc.com or call the MSU Military Science Department at 417-836-5793.

Financial Assistance for Veterans

The Veteran's Services office provides assistance to veterans and their eligible dependents applying for and receiving Veteran's Administration educational benefits (G.I. Bill). For more information, please contact Veteran Services at 417-836-4615, or stop by Carrington Hall, Room 320 http://www.missouristate.edu/registrar/veterans.html.

Vocational Rehabilitation Assistance

Vocational Rehabilitation assists students with physical or emotional limitations. Benefits can include tuition, books, and room and board allowance. Vocational Rehabilitation offices are located throughout Missouri. If you are disabled, contact the Vocational Rehabilitation office nearest you (http://www.vr.dese.mo.gov/ or http://www.vba.va.gov/bln/vre/vrs.htm)

Deferred Payment Plan

The university offers a deferred payment plan, which allows students to make monthly payments toward required student fees, residence hall charges, bookstore purchases, and Taylor Health and Wellness Center charges.
Enrollment in the program is automatic for all students. Those who do not wish to participate must pay all charges when they are due.

**Graduate Assistantships**

Graduate Assistantships are available in many areas to assist students with expenses and to enhance learning while studying for advanced degrees at MSU. Graduate Assistantships are offered in both administrative and academic areas and involve administrative, research and/or teaching responsibilities. Whenever feasible, the assistantship assignment is closely related to the student’s program of study. Students who are enrolled as non-degree seeking, post baccalaureate or any other non-graduate degree enrollment classification are ineligible for assistantships.

**Eligibility**

To be eligible for a graduate assistantship, a student must be admitted into a degree program and have at least a 3.00 undergraduate cumulative GPA, a 3.00 for the last 60 hours of undergraduate coursework, or nine hours of graduate work. Students who receive an assistantship must be enrolled in a minimum of six hours of graduate-level coursework (500-800 level) during a regular semester. Summer graduate assistants must enroll for at least three hours of graduate-level coursework. Students in a masters degree program may hold their assistantship for a maximum of two years (including fall, spring, and summer), and those who have been admitted to a certificate program may hold their assistantship for two semesters. Students may be eligible for a third year of assistantship support if they complete the requirements for a master’s degree and enroll in a second master’s degree or a graduate certificate program. Also, students in a doctoral program are eligible for a third year of assistantship support. Graduate assistants are not eligible to work at any other paid position at MSU during the time of their assistantship. Assistants must maintain a 3.00 GPA to continue eligibility.

**International Students**

Newly hired foreign national graduate assistants cannot legally begin working until they have been cleared by International Payroll. This process should be initiated as soon as the student is hired. If the student is not cleared prior to the start date entered on the PAF, the start date will be changed to match the date clearance was received and the stipend prorated accordingly.

Graduate students who did not receive both their primary and secondary education in a country where English was the primary language, must meet the following requirements to qualify for graduate assistantships with teaching assignments at MSU.

1. Successful completion of one semester of graduate studies at MSU, during which they complete cultural orientation to prepare them for a teaching appointment.
2. Pass an MSU juried examination in which the candidate must demonstrate the ability to interpret written English passages and to communicate orally in English in a classroom setting. Juried examinations are to be coordinated by the Graduate College. Membership of the jury will include one member of the applicant's major department (appointed by that department's head), one member from the Department of Communication, and one other faculty representative (the latter two members to be appointed by the Dean of the Graduate College).

**Stipends and Fee Waiver Scholarships**

The graduate assistantship provides a stipend for the academic year (nine months), and in a few situations a larger stipend may be awarded. (Each department has flexibility in the determination of the stipend and may offer stipends above the minimum amount as long as the number of assistantships remains at or above the previous year's totals.) A graduate assistant is required to complete a minimum of six hours of graduate coursework (500-level or above) during each semester of appointment. Some departments/units may require graduate assistants to take more than six hours of coursework.

A limited number of graduate assistantships are available during the summer session. Summer graduate assistants are required to complete a minimum of three hours of graduate coursework during the summer session.

Students who receive graduate assistantships are also eligible for fee waiver scholarships if appointed by September 15 (fall semester or academic year GA) or February 15 (spring semester GA). Fee waivers are intended to cover graduate courses required on the Advisor Approved Program of Study. The maximum cumulative credits allowable with fee waiver scholarship assistance will not exceed ten percent beyond the credit hour requirements of the degree program. Upon review, courses which do not meet this guideline will result in loss of the fee waiver benefit for such courses. In rare situations, with special permission of the Graduate Dean, undergraduate courses mandated by the advisor to complement a student’s program of study may also be covered by the fee waiver. Fee-waiver scholarships are for up to 15 hours of graduate coursework for each of the fall and spring semesters. Those receiving summer term fee-waiver scholarships have fee coverage for up to six hours of graduate coursework. Students appointed on a graduate assistantship during the spring semester are eligible for a fee waiver scholarship during the following summer term. This eligibility does not depend on having a summer graduate assistantship. For fee-waiver purposes, credit hours taken in the intersession prior to the semester are part of the allowable fee-waiver limits of that semester (i.e., 15 hr. limit in the fall, 15 hr. limit in the spring; six hr. in the summer). Please note that the GA fee waiver scholarship covers only credit hour fees and student services fees. It does not cover special course fees, student health insurance, books, or other miscellaneous fees.
Availability

Graduate assistantships are offered in both academic and administrative areas. Assistantships provided through academic departments typically involve either teaching or research responsibilities. Assistantships in administrative offices involve a variety of office-specific tasks.

Application

Graduate assistantship applications must be submitted directly to the department in which the assistantship is sought. It is wise to check with the department before applying. Applications are available online or from the Graduate College in Carrington Hall 306, (417)836-5335, TDD (417)836-4770. Information requested from an applicant includes employment and academic history and the listing (names, address, and phone number) of references. Departments employing graduate assistants may request additional information.

Procedures

Once you have been notified that you are being offered an assistantship, you will receive a confirmation and additional information from the Graduate College. You will receive an award letter and an Employment Appointment Form. The Employment Appointment Form must be returned to the Graduate College in a timely manner in order to process your fee waiver and to ensure that your paycheck is not delayed.

Appointment Period

Assistantships begin the week prior to classes and continue through graduation. Graduate assistants work 20 hours per week on average. Specific hours of employment are arranged between the student and the supervisor. Graduate Assistants are not eligible to hold any additional on-campus positions during the time of their appointment.