

ENGINEERING AND TECHNOLOGY MANAGEMENT STUDENT HANDBOOK

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About Us

Established in 1982, the Engineering and Technology Management (ETM) Master's Degree and Certificate Program from Washington State University prepares engineering and industry professionals to make strategic and operational decisions and become leaders in the management of technology. Courses provide practicing engineers and industry professionals with the knowledge, tools, and skill sets to manage projects, operations, organizations, and teams.

The ETM program is specifically tailored for technical professionals who want to advance their careers while working full-time. Live, online classes are available from anywhere, recorded, and available on demand.

Mission:

The Engineering and Technology Management Program mission is to a) provide engineers and other business and technical leaders with state-of-the-art knowledge, tools, and skills in leading and improving projects, people, operations, and quality in technical organizations; b) to help graduates be more effective in their positions of employment through the immediate application of the program principles to their current work; and c) to encourage graduates in the continued pursuit of new opportunities and positions of increased responsibility through knowledge gained in the program. The program seeks to achieve its mission both through offering the graduate degree and offering specialized graduate certificates.

New Students

Welcome! As a new graduate student in the Engineering and Technology Management Program, there are a few important things that you need to either do or remember as soon as possible. These include:

- **Read this handbook!** If you have questions, do not hesitate to ask either the ETM Student Services Coordinator/Academic Advisor or Director.
- **Attend the new student orientation!** New students will be contacted by ETM staff to attend orientation. This orientation will cover important information regarding the student handbook, course offerings, student services, etc.
- **Get a WSU email through myWSU (Web portal).** Announcements from the Learning Management System and any other university correspondence will be sent to your WSU email; however, you may forward the WSU email to your address via myWSU. If you change your email address at some point, please let the Student Services Coordinator/Academic Advisor know so that your records can be updated.
- **You should be added to the graduate student email group.** If you are not receiving ETM or WSU emails, please work with the Student Services Coordinator/Academic Advisor to verify your contact information, including your email address.

Faculty and Staff Contact Information

ETM Office
etm@wsu.edu
509-335-5595

Engineering and Technology Management
Voiland College of Engineering and Architecture
Washington State University
PO Box 642780
Pullman, WA 99164-2780

[ETM Staff and Faculty Contact List](#)

ETM Degree Programs

ETM offers two types of degree programs- (1) Master's Degree in Engineering and Technology Management (METM); and (2) Graduate Certificates (GC)

Both are designed for working professionals who want to develop skills to effectively manage people, projects, operations, engineering and technology in the workplace. The METM extends the students' knowledge and understanding of the multidisciplinary nature of engineering and technology management. Alternatively, the ETM graduate certificate programs provide a more flexible response to emerging societal needs for shorter duration specialized education.

Master's Degree in Engineering and Technology Management (METM)

METM requires 30 semester hours, comprised of 27 semester hours of coursework (4 required courses and 5 elective courses) and three (3) semester hours of a non-thesis capstone experience. The program is interdisciplinary, with course offerings in engineering management and technology-related business courses.

Required Core courses (4 courses, 12 credits)

Course #	Course Name	Offered	Delivery Method	Certificate Code*
E M 505	Finance for Technical Systems	Spring	Synchronous/Online	PM
E M 522	Leading People and Organizations	Fall	Synchronous/Online	PM
E M 570	Systems Improvement: Integrating TOC, Lean and Six Sigma	Fall/Spring	Synchronous/Online	CM, IL, QM, SE
E M 575	Managing Innovation: Strategy and Performance	Fall	Synchronous/Online	

Independent Study, Research, and Special Projects (1 course, 3 credits)

Course #	Course Name	Offered	Delivery Method	Certificate Code*
E M 701	Independent Capstone (Core)	Fall/Spring	Asynchronous/Online	

Elective Courses (select 5 courses, 15 credits)

Course #	Course Name	Offered	Delivery Method	Certificate Code*
E M 503	Managing Variability Using Statistics	Summer	Synchronous/Online	
E M 508	Legal Concepts for Engineering and Technical Managers	Spring		PM
E M 526	Constraints Management	Fall	Synchronous/Online	CM
E M 530	Applications of Constraints Management	Summer	Synchronous/Online	CM, SM,
E M 538	Lean Tools for Systems Improvement	TBD	Synchronous/Online	IL
E M 540	Operations Research and Analytics for Managers	Spring	Synchronous/Online	IL, SM, SE
E M 560	Integrated Supply Chain Management	Fall	Synchronous/Online	CM, IL, SM
E M 564	Project Management	Fall/Summer	Synchronous/Online	PM
E M 565	Introduction to Systems Management	Spring	Synchronous/Online	SE
E M 566	Trade-Off Analytics: Exploring the System Tradespace	TBD	Synchronous/Online	
E M 567	Systems Supportability and Logistics Management	TBD	Synchronous/Online	SM
E M 568	Risk Assessment and Management	Fall	Synchronous/Online	IL, SM, PM, SE
E M 580	Quality Control and Reliability	TBD	Synchronous/Online	QM
E M 585	Design of Experiments	TBD	Synchronous/Online	QM
E M 587	Managing Human Factors for Safety and Productivity		Synchronous/Online	
E M 590	Leading Design and Innovation	Spring	Synchronous/Online	IL, QM
E M 595	Advanced Topics in Engineering Management:	Summer	Synchronous/Online	

	Construction Project Management			
E M 596	Advanced Topics in Engineering Management: AI and Digital Governance	TBD	Synchronous/Online	

*Certificate code: CM = Constraints Management; PM = Project Management; IL = Industrial Leadership; QM = Six-Sigma Quality Management; SM = Supply Chain Management; SE = Systems Engineering Management.

Graduate Certificates (GC) and Concentrations

Students may apply directly to a graduate certificate program on a part time basis. This route provides an alternative access path to graduate education, especially for the working professional or for persons who have been out of school for some time.

The ETM Graduate Certificate Program utilizes courses from the METM degree to focus on industry-relevant specializations as follows:

Certificate	Required Course(s)	Elective Courses	Elective Requirements	Total Credits Required
Constraints Management (CM)	EM526, EM570	EM530, EM560	Choose 1	9
Project Management (PM)	EM564, EM522	EM505, EM508, EM568	Choose 1	9
Industrial Leadership (IL)	EM560, EM570	EM538, EM568, EM590, EM540	Choose 1	9
Six-Sigma Quality Management (QM)	EM580, EM585	EM570, EM590	Choose 1	9
Supply Chain Management (SM)	EM560	EM530, EM567, EM540, EM568	Choose 2	9
Systems Engineering Management (SE)	EM565, EM540	EM570, EM568	Choose 1	9

Students can utilize the [Grad Certification Checklist](#) to plan and track progress towards certificate completion.

Concentrations

METM students also currently enrolled in the regular Master's degree program may concurrently enroll in a GC program in their chosen area of concentration- CM, PM, IL, QM,

SM, or SE. METM students are not required to select an area of concentration but may elect to design their own program of study instead. Other degree programs may also enroll in GC programs with approval of their advisor.

Learning Outcomes

The purpose of the WSU Voiland School of Engineering and Architecture Program in Engineering and Technology Management is to prepare students for high-level professional development in positions that require an understanding of management principles in engineering, projects, and organizations.

Objective 1: Provide graduates with current management knowledge and tools for:

1a. Communicate effectively with logical, clear, and organized thinking, to a broad range of audiences.

Outcomes:

- Clearly articulate ideas in group settings to a range of audiences,
- Demonstrate effective writing skills,
- Demonstrate active listening skills and foster open communication.

1b. Behave ethically and professionally in fulfillment of responsibilities with consideration of global, economic, environmental, societal, and organizational impacts.

Outcomes:

- Identify and articulate ethical issues,
- Make decisions consistent with societal and organizational standards.

1c. Demonstrate a desire for and ability to acquire and apply new knowledge through effective lifelong learning strategies, to address current local, national, and global challenges.

Outcomes:

- Anticipate the local and global impact of decisions,
- Remain current in technological development,
- Remain cognizant of current issues, local, national, and international.

Objective 2: Provide graduates with the expertise and confidence to assume leadership positions in technical environments by successfully:

2a. Demonstrate the ability to successfully establish, lead, manage and work in multidisciplinary teams.

Outcomes:

- Provide leadership, motivation, and feedback to team members,
- Prioritize and identify critical issues,
- Make relevant contributions to team success.

2b. Demonstrate problem-solving abilities and rational effective decision making under uncertainty by applying the principles and core concepts of ETM.

Outcomes:

- Identify core issues and problems,
- Show ability to find innovative solutions,

- Constructively challenge current assumptions and practices,
- Be able to make sound decisions under uncertainty,
- Understand the financial implications of engineering decisions.

Objective 3: Increase the graduate’s value to an employer by:

3a. Apply the principles and core concepts of ETM to real-world problems to develop optimal, affordable, sustainable solutions in real-world situations.

Outcomes:

- Create and execute plans in a technical environment,
- Manage limited resources,
- Adapt professional life to the global environment,
- Prepared to advance to higher levels of management.

3b. Demonstrate the ability to understand, analyze, and improve organizational practices through the use of current technology, analysis, and design to address evolving business and customer needs.

Outcomes:

- Apply measurement and analytical tools to improve process systems,
- Apply measurement and analytical tools to increase the quality of products and/or services,
- Provide leadership, guidance, and assistance to coworkers when implementing changes,
- Understand the financial and legal workings of organizations.

Admission Requirements

Admission to the Engineering and Technology Management Master’s Degree Program and the WSU Graduate School requires a bachelor’s degree transcript from an accredited program with a minimum GPA of 3.0. Other admission items are specified below.

METM Admissions Checklist

- Bachelor's degree from an accredited institution (3.0 GPA or better).
- Transcript.
- One or more letter(s) of recommendation.
- Personal statement.
- Resume showing work experience

Admission to the ETM Graduate Certification Program and the WSU Graduate School requires a bachelor’s degree transcript from an accredited program with a minimum GPA of 3.0. Other admission items are specified below.

Graduate Certification Admissions Checklist

- Bachelor's degree from an accredited institution (3.0 GPA or better).
- Transcript.
- Personal statement.

- ❑ Resume showing work experience

Applicants who do not meet the minimum GPA threshold can be admitted under Provisional or NADC status to be transitioned into the ETM program after 6 credits (minimum) to up to 12 credits (maximum) of coursework completed. NADC students should contact the Students Services Coordinator/ Academic Advisor to process a Plan and Degree Level Change form.

Undeclared Admissions

Admission to the Undeclared option is available for applicants who are late getting the full admission. To begin taking classes at the beginning of the next term when there is insufficient time for full admission, students may take the two-step approach to admission. Initially, students apply to the Graduate School in the Undeclared Graduate Status category. You may stay in this category for one calendar year; however, a maximum of 12 credits will count toward a degree.

To continue taking courses that will apply to a degree or certificate after six credits or one year, students must re-apply to a regular admission category and submit all application requirements. (Note: You may not stay enrolled in the Undeclared Graduate Student status after one calendar year.)

Course Delivery

All courses are offered online and use an innovative blend of traditional classroom instruction and video streaming and web conferencing technologies that allow courses to be delivered live to students anywhere in the world. The convenience and flexibility of the program make it ideal for the working professional. Mobile capabilities are also available. Classes are archived and available to review at any time. Descriptions of current platforms are found here-

<https://etm.wsu.edu/program-delivery/>

Prior to attending your first class session, please visit the Global Campus General Technology Resources to familiarize yourself with the technology used at WSU-

<https://online.wsu.edu/techready/tech-tool-resources/general-technology-tutorials/>.

Expectations for ETM Students

Student Effort

Students will typically be engaged in the following types of activities in an online course: attending and participating in class or listening to the class recording, reading, listening to/ viewing media, participating in online discussions, conducting research, completing individual and team assignments, reviewing instructor feedback, meeting with team members, completing self-assessments, studying for and completing exams, etc. The most important step for being successful in an online graduate course is establish a schedule so that you have dedicated time each week for completing these class related activities – spread over multiple days. In general, students should expect at least 6 hours outside class time per class for a 3-credit course. For Spring and Fall courses this equates to 6 hours outside class per week; for

Summer courses this equates to 12 hours outside class per week. Other tips for being successful in an online program include learning from each other; keeping an open mind; becoming an advocate for online learning; and building a support structure of folks who will help you achieve your learning goals.

Company Proprietary Information

Students should be careful not to discuss, present, or submit company proprietary information in this course. If students are not certain of the status of company related information, they should contact the proper authority in their company to ascertain whether the information is or is not company proprietary.

Copyright

Any course-related materials, presentations, lectures, etc. are the instructor's intellectual property and may be protected by copyright. The use of University electronic resources for commercial purposes, including advertising to other students to buy notes, is a violation of WSU's computer abuses and theft policy (WAC 504-26-218). Selling class notes through commercial note taking services without written advance permission from the faculty, could be viewed as be as copyright infringement and/or academic integrity violation, WAC 504-26-010 (3)(a,b,c,i).

Academic Integrity

You are responsible for reading WSU's Academic Integrity Policy, which is based on Washington State law. If you cheat in your work in this class, you will:

- Incur a penalty up to and including failing the assignment, exam, quiz, course requirement, or the course itself.
- Be reported to the Center for Community Standards.
- Have the right to appeal my decision.
- Not be able to drop the course or withdraw from the course until the appeals process is finished.

If you have any questions about what you can and cannot do in this course, ask the instructor. If you want to ask for a change in decision about academic integrity, use the form at the Center for Community Standards website. You must submit this request within 21 calendar days of the decision.

ETM requires students to including the following statement on exams and other course assignments as required by the instructor:

I commit myself to Washington State University's high standards to uphold academic honesty and scholarly values as established by the WSU's Standards of Conduct. I affirm that I have not given nor received any unauthorized assistance on this assignment/examination, that the work product presented here is the work of the author(s) [myself or all team members listed], and that all materials from other sources

(including books, articles, Internet, Artificial Intelligence, or other media), whether quoted or paraphrased, have been properly cited

<student signature>

Typing my name above serves as my signature

Incomplete Grade Policy

An incomplete (I) grade is given to a student who, for reasons beyond the student's control, is unable to complete the course requirements within the enrolled semester. An incomplete will only be considered if at least 50% of point assignments required in the course are completed and submitted by the end of the enrolled semester. The incomplete must be cleared and completed within one year following the semester in which the "I" grade was assigned. If the incomplete is not completed and a grade change is not submitted by the deadline, the grade will automatically change to an "F".

A student may not simply repeat the course to remove an Incomplete grade. A student must have a written permission from their faculty advisor to register for future semesters if the student has two or more Incomplete grades on their transcripts. If a student intends to graduate less than one year following the semester in which the 'I' grade was assigned, the student must clear the incomplete before the end of the semester that they intend to graduate or receive a certificate. A student will not be allowed to graduate or receive a certificate with an Incomplete grade on their transcript.

A student who desires an Incomplete grade must:

- (1) Notify the professor in writing,
- (2) Provide sufficient reason for the incomplete request,
- (3) Complete and submit an Incomplete Grade Agreement Form found at-
<http://gradschool.wsu.edu/?p=3673>.

Course Enrollment Maximum

ETM's graduate level courses have considerable time commitments that include homework and required participatory obligations, in addition to class attendance. Therefore, it is recommended that students who work full-time limit their enrollment to one or two courses per semester to ensure student success. Enrolling in more than 6 credits during any given semester will require approval from ETM's academic coordinator and the student's faculty advisor.

Graduate Leave

Students unable to take at least one class for one or more semesters must fill out the Graduate Student Leave form. Students who do not complete a Graduate Student Leave form for an absence will have to apply for re-enrollment or reapply to the program depending on the length of absence.

ETM Diversity, Equity, and Inclusion Statement

At the ETM program of Washington State University, we are committed to fostering an inclusive and supportive environment where diversity is not just welcomed but celebrated. We recognize that a diverse community of students, faculty, and staff is essential for innovation, creativity, and academic excellence.

Our Commitment to Diversity:

We strive to create an educational environment that reflects the rich diversity of the global community. This includes not only racial and ethnic diversity but also diversity in gender, age, socioeconomic background, disability status, sexual orientation, and thought. We believe that every individual brings unique perspectives and experiences that enrich our learning community.

Equity in Opportunity:

We are dedicated to ensuring that all members of our community have equitable access to the resources and opportunities they need to succeed. This includes proactive efforts to identify and eliminate barriers to participation in our programs and initiatives. We provide support systems and resources to help all students, particularly those from historically underrepresented groups, to thrive in their academic and professional pursuits.

Inclusive Practices:

In the ETM program, inclusion is at the core of our mission. We actively work to create a culture where all voices are heard and valued. We encourage collaboration across diverse groups and strive to create a space where everyone feels respected and empowered to contribute their best work. We integrate inclusive practices into our curriculum, pedagogy, and student support services, ensuring that all students can engage fully in their education.

Continuous Improvement:

We understand that the journey toward diversity, equity, and inclusion is ongoing. We are committed to continuous learning and improvement in this area. This includes regularly reviewing our policies, practices, and outcomes to ensure they align with our DEI (Diversity, Equity, and Inclusion) goals. We seek feedback from our community and remain open to new ideas and approaches that can help us better achieve our mission.

At ETM, we believe that embracing diversity, equity, and inclusion is not just the right thing to do—it is essential to preparing the next generation of leaders who can thrive in a complex and interconnected world. We invite all members of our community to join us in this important work, as we strive to create a more just and inclusive environment for all.

Compliance and Civil Rights Compliance

WSU subscribes to the principles and laws of the state of Washington and the federal government, including applicable executive orders pertaining to civil rights, equal opportunity,

and affirmative action. WSU's policy statement prohibiting discrimination and sexual harassment can be found at <https://ccr.wsu.edu>.

Notice of Non-Discrimination

In matters of admission, employment, housing or services, or in the educational programs or activities it operates, WSU does not discriminate or permit discrimination by any member of its community against any individual on the basis of sex (including sex stereotypes, sex characteristics, pregnancy or related conditions, sexual orientation, and gender identity), race, color, national or ethnic origin, physical disability, mental disability, sensory disability, use of a trained service animal, age, religion, creed, genetic information, marital status, protected veteran status, honorably discharged veteran, member of the military, or immigration or citizenship status except as authorized by federal or state law, regulation, or government contract.

WSU policies comply with federal and state civil rights laws and regulations, including, but not limited to: Title IX of the Education Amendments of 1972 (20 USC § 1681), Title IX implementing regulations 34 CFR 106, Title VII of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq) and the Pregnancy Discrimination Act, Title I and II of the Americans with Disabilities Act (ADA) of 1990 as amended, the Rehabilitation Act of 1973 (P.L. 93-11) and 45 CFR Part 84, Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq), Title IV of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq), Chapter 49.60 RCW, and the Gender Equality in Higher Education (Chapter 28B.110 RCW).

Inquiries about the application of these laws and regulations (including inquiries regarding the application of Title IX and its implementing regulations), as well as reports and complaints of discrimination and harassment, can be made verbally or in writing to WSU's Compliance and Civil Rights, the Department of Education's Office of Civil Rights, or both:

Reports and complaints about conduct that may constitute discrimination (including sex discrimination under Title IX) can be made verbally or in writing to Compliance and Civil Rights and the university's Title IX Coordinators at the contact information above. WSU's prohibition on and relevant procedural guidelines for discrimination, discriminatory harassment, sex discrimination, and sexual harassment, including sexual assault, dating violence, domestic violence, and stalking, are available here:

- [WSU's Policy Prohibiting Discrimination and Harassment](#)
- [CCR's Procedural Guidelines](#)
- [WSU's Standards of Conduct for Students](#)

Employee manuals:

- [Faculty Manual](#)
- [Administrative Professional Handbook](#)
- [Civil Service code](#)
- [Collective Bargaining Agreements](#)

WSU does not discriminate and prohibits discrimination on the basis of sex, race, color, national origin, disability, age, religion, creed, genetic information, marital status, protected veteran/military status, or immigration or citizenship status in any education program or activity that it operates compliant with Title IX and other civil rights laws and regulations. Inquiries regarding Title IX, ADA, or other civil rights laws, as well as reports of discrimination can be directed to the [Compliance and Civil Rights, WSU ADA Coordinator](#), or [WSU Title IX Coordinator](#). More information on WSU's policies and procedures to respond to discrimination and harassment are available here: [Nondiscrimination statement](#).

ETM and WSU Student Resources

ETM Support and Resources: <https://etm.wsu.edu/resources/>

ETM Advising and Commonly Used Forms: <https://etm.wsu.edu/commonly-used-forms/>

ETM FAQs: <https://etm.wsu.edu/faqs/>

Grad School Graduate Student Services:

<https://gradschool.wsu.edu/documents/2015/04/student-services.pdf/>

At the Global Campus: <https://online.wsu.edu/student-experience/student-services/>

At Pullman Campus: <https://www.handbook.wsu.edu/resources/campus-resources-and-support/>

METM- Master's Degree Milestones (Based on Full-time Student Enrollment)

1. Advisor and specialization/ track:
 - a. A faculty advisor is assigned, and the track is selected before the end of the first semester of graduate study
2. Draft Program of Study (POS):
 - a. The Master's Advisory Committee must sign the draft POS.
 - b. The POS must be submitted to the Student Services Coordinator/Academic Advisor after a second course is completed or during the second semester, whichever is sooner.
3. Program of Study:
 - a. The Graduate School requires that the final Program of Study must be filed no later than the beginning of the semester preceding the anticipated semester of graduation.
 - b. The deadline for submission is on the Graduate School Deadline and Procedures form.

- c. The student should ensure the Program of Study on file in the Graduate School is correct; a Program Change form must be filed.
4. Graduation:
- a. The Graduate School requires that a student must have completed or be enrolled in all required coursework and enroll for a minimum of three credit hours of the EM701 Capstone Course at the beginning of the semester or summer session in which the final exam is to be taken.
 - b. EM701 Capstone and Final Examination:
 - c. Prerequisite.
 - i. The Application for Degree must be on file in the Graduate School before the final exam may be scheduled.
 - d. Scheduling the exam.
 - i. The deadline for submission of the Final Exam Scheduling form is on the Graduate School Deadlines and Procedures form.
 - ii. The completed form must be submitted to the Graduate School Office by the deadline and at least ten working days before the exam date.
 - e. Note: The exam must be taken by the deadline listed on the Graduate School Deadlines and Procedures form, or the student will be required to enroll in a minimum of two research (700) credits hours in the following semester, even if the student is taking the exam at or near the beginning of that semester
 - f. Payment of graduation fee:
 - i. The graduation fee must be paid to the Controller's office before the date of the final exam
 - g. The deadlines and graduation procedures can be found at:
<https://gradschool.wsu.edu/deadlines/>
 - i. Follow the link to Deadlines and Procedures for Graduate Degree.
5. Commencement:
- a. ETM students wishing to participate in commencement must have applied for graduation.
 - b. Graduates have two commencement options:
 - i. In person or virtually at the Pullman campus.
 - ii. In person or virtually in Seattle with the Global Campus.

Satisfactory Degree Progress Assessment

The Satisfactory Degree Progress Assessment at Washington State University is a policy that evaluates graduate students' academic progress to ensure they meet program standards. This process involves regular reviews by the student's advisory committee, typically once a year, where the student's academic achievements, course progress, and overall performance are assessed. If a student is found to be falling behind, they may be placed on academic probation and given a set timeline to improve. Failure to meet these expectations can result in dismissal from the program.

The Satisfactory Degree Progress Assessment involves the following steps:

1. Annual Review: The student's advisory committee conducts an annual assessment of the student's academic and research progress.
2. Documentation: The student may need to submit progress reports or meet specific milestones as outlined by their program.
3. Feedback: The committee provides feedback, including any areas of concern and recommendations for improvement.
4. Probation or Dismissal: If progress is deemed unsatisfactory, the student may be placed on probation with specific goals and timelines. Continued failure to improve can lead to dismissal.

Students are encouraged to regularly consult with the Student Services Coordinator/Academic Advisor and their advisor and meet all program expectations to maintain satisfactory progress. For more details, students should refer to the Graduate School's Policies and Procedures Manual.

[ETM Student Annual Progress Review Template](#)

GC- Graduate Certification Milestones

1. Advisor and specialization/track:
 - a. A faculty advisor is assigned, and the track is selected before the end of the first semester of graduate study
2. Select your Graduate Certificate(s) Program:
 - a. View the Certificate options here: <https://etm.wsu.edu/certificate-programs/>
3. Apply for the Graduate Certification:
 - a. A certificate fee is assessed at the time of completion of the certificate.
 - b. The student must be enrolled during the semester in which the student applies for a graduate certificate.
 - c. Complete the Application for Graduate Certificate
 - i. <https://app.smartsheet.com/b/form/6ed46916c5bf4b778bo822949aab6c4d>

Master's Advisory Committee

The advisory committee guides the student through the master's program, advises the student on required coursework, oversees the student's scholarly activities or research, reviews progress toward degree, and conducts the final exam. The master's advisory committee is formed through the *Program of Study*. If not already determined at the time of matriculation, during the first semester of enrollment, the chair/director of the major program should, in conjunction with the student, appoint an advisor from the Faculty of the Graduate School with membership as a Graduate Faculty or Associate Graduate Faculty to serve as chair of the student's master's advisory committee until a permanent chair is obtained. It is the student's responsibility to obtain a permanent chair and advisory committee members for the graduate program.

The advisory committees shall consist of at least two active members of the ETM Program graduate faculty. The third member of the committee may be an appropriate non-ETM WSU faculty member who holds graduate faculty status in his/her program. External individuals who are not WSU faculty, may be considered in advisory committees in addition to, but not in replacement of, the three members listed above. Examples of external advisory committee members would include faculty from another university or individuals from an appropriate government, business, or industry organization. All members of the advisory committee must hold a degree of comparable level to the degree sought by the student.

As specified in the Graduate School's Policies and Procedures, the performance of each graduate student shall be reviewed annually by the student's advisor with assistance from the ETM Academic Coordinator/Advisor; action items shall be brought to the attention of the student's graduate committee for resolution if needed.

The student is responsible for establishing and maintaining an advisory committee. WSU faculty have the right to decline to serve on any specific student's advisory committee. All advisory committee members and the graduate program director must sign the *Program of Study*. Once the *Program of Study* has been filed with the Graduate School, changes may be made to the advisory committee composition by completing the *Committee Change* form.

Timeline for Selecting a committee

Engineering and Technology Management (ETM) typically select their advising committee within the first year of the program. Students are encouraged to form their committee after completing a significant portion of their coursework, often by the end of the first or second semester. The committee usually consists of faculty members who will guide the student through their capstone course, examination, project or non-thesis option, ensuring alignment with their academic and professional goals.

For specific timelines and requirements, students should consult their program handbook or advisor.

EM 701 Non-Thesis Capstone Course and Final Examination

The EM701 capstone course extends the students' knowledge and understanding of the multidisciplinary nature of engineering management and provides students the opportunity to demonstrate their depth and breadth of understanding of their courses of study, research, and ability to synthesize and apply what they have learned throughout the ETM program.

EM701 is completed during the student's final semester of their master's program under the guidance of a committee chair (ETM faculty) and two ETM faculty committee members and includes the analysis of a set of four case studies followed by a final executive summary and a final oral presentation presented to their faculty committee.

The 701 credit is a graduate professionally oriented Master's Independent Capstone Project and/or Examination credit. Faculty should set course requirements for each semester that a student is enrolled in 701 credits and provide an S/U grade at the end of the semester based on

the student's performance in meeting those requirements. Generally, METM students enroll in three (3) credits of 701 in the semester in which they take their capstone course. A minimum of two credits of 701 may be allowed in certain circumstances.

In the event of a failure of the final examination, a U grade should be assigned for that semester's 701 credits. Two U grades for 701 credits will result in dismissal from the program. In extenuating circumstances, faculty may use the X grade to indicate continuing progress toward completion of those requirements. The X grade should be changed when the faculty member determines whether the student has successfully or unsuccessfully met the requirements for that semester; the X grades should be changed by the faculty no later than the last semester of study.

Final Exam Committee Decisions

At Washington State University (WSU), the process for managing committee decisions during final examinations is carefully structured to ensure fairness and consistency.

Eligibility

- To schedule the final oral examination, you must have completed the necessary coursework.
- Maintained a minimum GPA of 3.0;
- The final exam is scheduled in the final academic term of the student's Program of Study (POS).
- A final POS form must be submitted prior to the start of the 701 course.

Procedure

- The exam scheduling form must be submitted to the Graduate School at least 10 business days before the exam date.
- The examination committee, which usually remains the same as the Master's advisory committee, must approve the scheduling of the final exam.

Committee Decisions

- During the final exam, your committee assesses your EM701 capstone course deliverables.
- After the oral defense, the committee immediately vote on whether you pass.
 - Committee decisions are expected to be majority vote:
 - Pass: all assessment outcomes have been achieved or exceeded.
 - Conditional Pass: some assessment outcomes have been achieved; more work/development is required. (Committee will set deadlines for completion and resubmission/additional oral defense).
 - Fail: assessment outcomes were not achieved.

Appeal Process

Appeal of Course Grades

At Washington State University (WSU), the process for appealing a graduate course grade is structured and involves several steps:

1. **Initial Steps:** If you believe that your grade was not based on a fair assessment of your performance, you should first discuss the issue with the course instructor. If this does not resolve the matter, you can escalate the issue to the department chair or program director.
2. **Formal Appeal:** If the issue remains unresolved, you can formally appeal the grade to the University Grade Appeals Board. This board is composed of faculty members from various departments, and its role is to review appeals related to final course grades. The appeal must be submitted within one semester of the grade being posted, not including the summer term.
3. **Review Process:** A subcommittee of the Grade Appeals Board will review the appeal. They may consider various sources of information, including discussions with the student, instructor, and relevant department personnel, as well as reviewing assignments, exams, and grade records.
4. **Decision:** If the subcommittee determines that the grade was not assigned fairly based on academic performance, they have the authority to change the grade. This change could be to another letter grade, a pass/fail (P/W), or a withdrawal (W). Their decision is final and cannot be appealed further.

For cases where a grade appeal is linked to a dismissal from the Graduate School due to academic deficiencies, the appeal must be filed promptly, as it can impact decisions regarding reinstatement.

Graduate and Professional Student Grievance and Appeal Processes

Programs and departments should contact the Graduate School for advice on the appropriate office(s) to contact and process to follow regarding graduate student conduct and academic issues. There is no grievance process for applicants who are denied admission to a graduate program.

Many avenues are available to WSU graduate students to resolve differences that may arise during the pursuit of an advanced degree. For issues related to academic progress and other complaints by current graduate students, the graduate student complaint and grievance processes may involve several steps depending on the nature of the issue.

If a graduate program has its own grievance procedures, these procedures should be followed before utilizing the Graduate School's grievance procedures. In general, the operational principle that should be followed is to maintain open communication at the most immediate

point of access and to work upward from there when appropriate. As such, the student should work with the designated major professor or advisor to resolve matters if possible. The next level would be the program director, department chair, or school director. There are, of course, cases in which this is difficult. In these cases, graduate students should make an appointment with one of the associate or assistant vice provosts of the Graduate School for further advice. A key role of the Graduate School is to serve as an impartial arbitrator in these matters and to provide advice to both students and faculty that would result in the student continuing in good academic standing.

Professional students (D.V.M, D.N.P., M.B.A., M.D., M.H.A.L., and Pharm.D.) should follow the grievance process established by their college. They may appeal to the dean of the college's decision to the vice provost for graduate and professional education if they believe there were procedural or policy irregularities in the grievance process. The vice provost will consider only whether the college followed all procedural and policy requirements. Complaint, Grievance, and Appeal Procedures can be found in Chapter 12, Graduate Student Rights and Responsibilities.

Additional appeals processes can be found at the WSU Center for Community Standards here: <https://communitystandards.wsu.edu/>.

Degree Conferral/ Graduation Checklist

Completing a Master's degree in Engineering and Technology Management (METM) at Washington State University involves successful completion of the coursework, a non-thesis capstone course, and several administrative steps. Refer to <https://gradschool.wsu.edu/deadlines/>

Program of Study Checklist:

- The program of study (POS) on file must match coursework completed toward the degree.
 - This form outlines your intended coursework and must be approved by your academic advisor and committee.
 - Approval: Ensure your Program of Study is approved by the Graduate School.
 - Any changes must be documented on a Program Change form with approval by the chair of the master's advisory committee and the chair of the program and submitted to the Grad School.
- Master's Advisory Committee on file with the POS must match the examination committee for the final exam.
 - Any changes to the advisory committee must be documented on a Change of Committee form
- Coursework Completion:
 - Total Credit Hours: Complete a minimum of 30 semester hours, including:
 - 27 semester hours of coursework (4 core courses and 5 elective courses).
 - 3 semester hours dedicated to the non-thesis capstone experience.
- Maintain GPA: Ensure you maintain a cumulative GPA of 3.0 or higher.

- ❑ Application for Graduation:
 - Apply via MyWSU: Submit your application for graduation through the MyWSU portal.
 - This should be done at the beginning of the semester in which you intend to graduate.
- ❑ Pay Graduation Fee: Ensure you pay the required graduation fee through the MyWSU portal.
- ❑ You must complete an Examination Scheduling Form.
 - Scheduling: Schedule your final oral examination (if required) in coordination with your academic advisor and committee. This exam may include a defense of your capstone course deliverables, examination, or project. Ensure that the exam is scheduled by the Grad School deadline for final exams.
 - Submit Scheduling Form: Submit the Final Examination Scheduling Form to the Graduate School at least 10 business days before the exam date.
- ❑ Final Documentation:
 - Committee Approval: Obtain approval from your committee on the readiness for your final exam.
- ❑ Clear Holds: Ensure there are no holds on your account that might delay graduation processing.
- ❑ Graduation Ceremony (Optional):
 - Participate in Commencement: If desired, participate in the graduation ceremony. Ensure you have completed the necessary steps to attend.
 - ETM students can participate in person at the Pullman campus commencement, or the Global campus commencement held in Seattle. Or virtually at the global campus commencement.
 - You can register for commencement at <https://commencement.wsu.edu/>

Degree Conferral

Diploma Issuance: After successful completion of all requirements, your Master's degree will be conferred, and you will receive your diploma.