



## THE NATIONAL GRADUATE SCHOOL OF QUALITY MANAGEMENT

186 Jones Road, Falmouth, MA 02540 | 800-838-2580 | f: 800-838-2581 | [www.ngs.edu](http://www.ngs.edu)

---

November 7, 2016

Dear DBA Faculty:

Hello and we hope all is well with you. Academic Affairs and our DBA Program Chair have a great deal of information to share, so please be sure to carefully read the contents of this communication. Call or email us with any questions, too. Here are the items we need to share with you today:

1. Hello from our DBA Manager, Pippi Sawyer
2. Reminder from Dean Eileen about academic policy (Program Requirements, Incomplete Grade Process and Grade Appeal), plagiarism policy, use of iThenticate, NEASC recommendations and action items including ½ hour added onto class time, faculty increase of pay with additional contact time from 117 onward, notification to students about increase in class time, DBA residency statement)
3. Hello from DBA Program Chair, Dr. David Braga
4. Hello from MS Program Chair Jack Kovalcik introducing an exciting new Faculty Resource-Gemba Academy

1. From Pippi:

Dear Faculty and DBA Chairs: We appreciate the hard work and extra efforts you make to support the students in the DBA Program and under your specific care. As you know, one of our main objectives is to operate like a team to best assist students to complete each course in the sequence and help them produce satisfactory dissertations. I am on a constant vigil to ensure that the students and faculty are receiving the attention they deserve from this office. Let me know at any time how I can satisfy this important task.

2. From Dean Eileen:

In the past few months there have been some grading situations. First, the faculty of Record (the faculty teaching the assigned course) assigns the grades and works with students but, Academic Affairs needs faculty to be pro-active to communicate with us about students with low grades as early as possible. Academic Affairs and the Registrar need to be sure completion requirements are followed. If students do not meet cum or grade requirements, academic letters are sent. As faculty you assign the appropriate and earned grade for a student and then the student will need to be responsible for taking action if he/she does not meet degree requirements. Often students will need to be warned about their academic status or even retake a course to meet degree requirements. For your information, note the DBA Program requirements, Incomplete Grades, and Student Appeal Process from the Handbook:

## 22.1 Doctor of Business Administration Requirements

In order to earn the Doctor in Business Administration each student must:

- Have a master's degree and be fully accepted
- Satisfactorily complete the program of study
- Maintain a minimum of a 3.0 grade point average (GPA)
- Only two "C's" allowed in the program core courses\*
- Have successfully completed the Doctoral Dissertation Project and present an oral defense to the DBA Dissertation Committee
- Have all tuition and fees paid in full

\*The DOC 899 Dissertation Course (see page 28 for course description) provides students with extended time to complete the dissertation in collaboration with DOC867. DOC 899 is a 2-credit bearing course and the course grades are included in the GPA requirement. DBA students must maintain a 3.0 GPA inclusive of all grades earned in the 899 series.

\*Accumulation of more than two Incomplete grades will lead to suspension for all students. DBA students are only allowed one Incomplete grade before an academic warning letter is sent; to continue in the DBA program the Incomplete must be rectified and a grade posted on the transcript.

### **INCOMPLETE GRADES: (Taken from The NGS Catalog and Student Handbook 2016-2017, Policy 21.3)**

A student may receive a grade of Incomplete when a student is unable to complete course assignments due to unusual or unavoidable circumstances. The Incomplete grade denotes a student has not fully completed the course requirements or has not fully participated, but may potentially pass the course by completing the requirements and earning a passing grade. Examples of unusual and unavoidable circumstances that may arise and be accepted by faculty include: deployment, temporary duty, military duty "on orders," professional job assignments, major illness or surgery. The student is responsible for requesting to be assigned an incomplete and notifying the course instructor of the circumstances that may lead to receiving an incomplete grade; request must occur prior to the final meeting of the course. The course instructor will issue the student make up work with specific criteria for completion. The decision to issue an Incomplete grade is at the discretion of the instructor.

The instructor must turn in the final grade no later than 10 days following receipt of the work. Unless an explicit written extension is filed with the Keeper of Records, the Incomplete grade will automatically convert, with or without notice, to an F sixty (60) days after the last course meeting. An extension of an additional thirty (30) days may be approved at the discretion of the instructor and coordinated with the Dean of Academic Affairs and Keeper of Records. An Incomplete grade on a transcript is treated as an unsatisfactory grade and will be used in determining probation, suspension, termination or dismissal. Failure to replace an Incomplete grade with an earned grade within 60 days of the last class meeting will lead to academic probation.

Accumulation of more than two Incomplete grades will lead to suspension for all students. DBA students are only allowed one Incomplete grade before an academic warning letter is sent; to continue in the DBA program the Incomplete must be rectified and a grade posted on the transcript.

If a student questions a faculty member's grade, then there is a specific process to follow. The first step is for the student to contact the faculty member and inquire about the assigned grades for the deliverables. The faculty needs to make sure the calculations are accurate and there is not any human error. The faculty should also contact the Program Chair and Academic Affairs (Maura for BSc/MS) about an issue. If a student wishes to appeal a grade then there is also a Student Grade Appeal Policy:

#### 27. STUDENT GRADE APPEAL

When a student feels the circumstances warrant an appeal of a grade received for other than academic misconduct or academic standing, the student should take the following steps: Contact the instructor to ensure that no calculation or input error has occurred. After consulting with the instructor, if the student feels that an appeal is warranted, the student should submit a written appeal to the instructor; the instructor responds in writing; if the student wishes to proceed further, the student appeals in writing to the NGS Dean of Academic Affairs or designee, who will investigate and notify the student, in writing, of the outcome of the appeal. The Dean may request a recommendation from the Review Committee. The decision of the Dean will be final. Submit appeal request to [gradeappeal@ngs.edu](mailto:gradeappeal@ngs.edu). The initial written appeal must be made within four weeks of issuance of the grade.

#### **Plagiarism Statement and Student Identity:**

A plagiarism statement citing academic honor and conduct policy was added to the NGS Learning Agreement and students will now agree to academic conduct statements at the start of each course instead of only at the beginning of the program. Student identity will also be authenticated at the beginning of each class starting with the mid November launch of the upgrade with the Janzabar platform. The plagiarism statement reads:

The School does not tolerate any form of academic misconduct. I affirm commitment to the NGS Plagiarism Policy (26.1) and the NGS Honor Code which reads:

“In the pursuit of the highest standards of academic integrity and accomplishment, I pledge to be honest in all academic endeavors and to perform with the utmost level of academic integrity.”

Please be sure to read the October faculty letter for more about your role as a faculty member in detecting and dealing with plagiarism:

<http://ngs.edu/?s=faculty+letter>

This letter also explains how to access an online software called iThenticate that assists with detecting plagiarism issues. Active faculty should request an account with this software by sending an email to NGS Librarian, Cecilia Mullen, at [cmullen@ngs.edu](mailto:cmullen@ngs.edu).

### **NEASC Update:**

After a successful visit with NAESC and the Committee's Report, NGS is working to more effectively meet Carnegie unit guidelines with credit hours. To start, thirty minutes has been added onto every class time in every course for each degree program. This will be in effect for all courses in all cohorts with the beginning of each new course after January 2017. Furthermore, the breakdown of the contact time for courses will be defined to meet the 45 hours of instructional time for each credit. NGS is collecting data to more accurately delineate the online time outside of the synchronous webinars and will state this asynchronous time with faculty contact with students. A separate line item in the breakdown of the contact time will designate instructional time for student to faculty, student to student (online discussion work), team and individual assignments, and student to content in alignment with course objectives. Here is the breakdown of the half hour addition to class time for DBA Cohorts:

#### **DBA Cohorts**

- 1016 AR DBA-starting with DOC850
- 316 AR DBA-Additional half hour starts with QSM858 on 1/26/17
- 1015 AR DBA- Additional half hour starts with DOC866 on 1/5/17;
- 313-515 AR DBA- Additional half hour starts with DOC867 DDPIV on 1/19/17

To support the extra contact time, faculty salary for a DBA contract will be increased \$100.00. DBA Chairs will see an increase of \$300.00 for the 30-month assignment. We have also attached the notification that was sent to students about the increase in class time. (See attached.)

A DBA Residency Statement has been added to each schedule and we want to be sure faculty are aware of these requirements:

“The DBA in-residency courses (DOC850 DDPI, DOC862 DDPII, DOC866 DDPIII, DOC867 DDPIV) are mandatory components of the DBA Program, and students are required to attend each in-residency course in full. If there is an extenuating circumstance that prevents attendance, the Dean of Academic Affairs and the Program Chair must be notified in writing two to three weeks prior to the in-residency start date. An appeal process will determine whether an arrangement with face-to-face contact hours, as well as webinar time, can be arranged, or if a student needs to transfer cohorts to meet in-residency requirements. There will be a cost associated with the make-up hours with faculty.”

3. From Program Chair, Dr. David Braga

The DBA Program would like to announce that the following professors have recently been added to our DBA faculty. Welcome to NGS!

Dr. Randall Fandrich  
Dr. Michael Homick  
Dr. Rebecca Siceloff  
Dr. Johnnie Taylor  
Dr. Sherri Witcher  
Dr. Taofeeq Ashiru  
.....and others to be announced in the next letter

Thank you to Dr. Krell to starting off our 1016 DBA Cohort which started October 28th.

There will be a DOC902 dissertation track training for faculty, Monday November 28<sup>th</sup> for those of you who have not attended. If you haven't attended, the training is mandatory.

DOC902 Dissertation Track Faculty Training  
Mon, Nov 28, 2016 5:00 PM - 6:00 PM Pacific Daylight Time

Please join my meeting from your computer, tablet or smartphone.  
<https://global.gotomeeting.com/join/992506285>

You can also dial in using your phone.  
United States (Toll-free) 1 877 568 4106  
United States +1 (571) 317-3129

Access Code: 992-506-285

4. Announcing Gemba Academy

A very special thank you to Jack Kovalcik and others who have been instrumental with NGS purchasing Gemba Academy resources. Here is a letter from professor Kovalcik:

<https://www.gembaacademy.com/>

Faculty Introduction to Gemba Academy

Dear Colleagues,  
Academic Affairs is excited to announce that we have obtained a School of Lean and Six Sigma license with Gemba Academy to enhance our current QSM course materials with Supplemental Materials.

The Gemba Academy Learning Library Combo license includes

- Lean and Six Sigma!
- Gemba Live!!

- Optional LMS integration!
- 100+ PowerPoint Presentations!
- Lean Assessment!
- Lean Enterprise Strategy Kit!
- Online Quizzes!
- Downloadable Resources!
- DVDs

Gemba Academy materials will be available to all NGS Faculty and can be used to enrich and expand our current QSM course contents. The license includes streaming video tutorials as well as relevant learning materials, such as auto-graded self-quizzes, video overviews, and Excel templates that you can use anytime to apply what you are learning.

The BSc/MS/and DBA Curriculum Development Committees will be reviewing Gemba Academy materials and consider adding Supplemental Course Materials to the MS CURDEV Courses that are copied into the portal for Faculty course delivery.

When details are finalized, Faculty will be provided with a Username and Password to access materials available from Gemba Academy, which will allow Faculty to access Gemba Academy to evaluate the suitability of contents that can be added to the courses you are delivering. The NGS license enables Faculty to use the Gemba Academy materials on our Portal to enrich current supplemental materials by adding video lectures or Discussion Questions (DQs) to your course weekly syllabus topics. Students will enhance their learning experience by being able to review specific Lean and Six Sigma content added to courses in a self-paced asynchronous format.

Please let me know if you have any questions related to using Gemba Academy Materials. Also, please provide Academic Affairs with your feedback regarding Gemba Academy materials.

Thank you.

Jack

Professor Jack Kovalcik

Faculty, Program Chair, Master of Science

The National Graduate School of Quality Management

(603) 560-0012

[jkovalcik@ngs.edu](mailto:jkovalcik@ngs.edu)

In closing, thank you for your dedication and teaching our NGS students. We are delighted you are part of our faculty and we are here to assist you in this work. Please call or email with any questions about this communication and other matters with respect to the DBA Program.

Sincerely,

Dr. Eileen Sullivan, Dr. David Braga, and Pippi Sawyer