MICHIGAN ROSS

Ross School of Business
Doctoral Studies Program
PhD Student Handbook
2018-2019 Academic Year

1. Introduction

The Ross PhD Handbook (handbook) contains the policies and regulations of the Ross Doctoral Studies Program. The Ross Doctoral Studies Committee establishes these policies to ensure consistent standards in admissions, registration, degree requirements, and the awarding of degrees across all Ross PhD areas of study. The handbook also identifies resources designed to provide support for students as they progress through their doctoral degree program.

The Ross PhD degree is officially conferred by the University of Michigan Horace H. Rackham Graduate School (Rackham). All Ross PhD degree requirements conform to Rackham Graduate School requirements. In addition to Rackham and Doctoral Studies requirements, each area of study (Accounting, Business and Economics, Finance, Management and Organizations, Marketing, Strategy, and Technology and Operations) may have additional requirements. Students are expected to be familiar with all academic regulations and rules set forth by Rackham, the Ross Doctoral Studies Program, and their area of study.

The authoritative version of *The Ross PhD Handbook* is updated annually and published online. It will also be available in printed form. In the event of any discrepancy, the version published on the Ross website is the authoritative version. Each new edition is archived.

This edition of *The Ross PhD Handbook* was written by Brian Jones, Director of PhD and Research Administration and Ashley Stauffer, Graduate Coordinator for the Ross PhD Program. Comments or suggestions are welcome. Students, faculty and staff may send comments to rossphdprogram@umich.edu.

2. Faculty In Training

The Ross PhD program is organized around the idea that PhD students are faculty in training. The notion that Ross PhD students are faculty in training makes sense for our program because the primary purpose of the program is to prepare students for placement as tenure track business professors. Since this is a shared goal between students and program faculty, we believe that the faculty life cycle for our students begins with the Ross PhD program and not with the first assistant professor position. This way of thinking provides the program with an opportunity to treat PhD students as faculty colleagues and for students to think of the PhD program as their first tenure clock. As such, it is crucial for Ross PhD students to transition from a student orientation focused on coursework to a faculty orientation focused on research and teaching. In order to achieve this shift in orientation, students must start working on their research and developing their teaching style from the start of the program. Fortunately, the program provides a lot of opportunities for students to work on developing their research and teaching skills throughout the program and students are encouraged to take full advantage of these opportunities to ensure their success in the PhD program and to put themselves in a position to be successful on the job market.

3. Fundamental Tenets of Membership in the University Community

The University of Michigan is a community devoted to learning. Members of our community advance, preserve, and transmit knowledge through study, teaching, artistic expression, research, and scholarship. As a public university, we have a special obligation to serve the public interest. All who join the University community gain important rights and privileges and accept equally important responsibilities. We believe in free expression, free inquiry, intellectual honesty, and respect for the rights and dignity of others. We respect the autonomy of each person's conscience in matters of conviction, religious faith, and political belief. We affirm the importance of maintaining high standards of academic and professional integrity. In defining the rights we enjoy and the responsibilities we bear, we must keep those basic principles in mind.

All members of the University have civil rights guaranteed by the Bill of Rights. Because the search for knowledge is our most fundamental purpose, the University has an especially strong commitment to preserve and protect freedom of thought and expression. Reasoned dissent plays a vital role in the search for truth; and academic freedom, including the right to express unpopular views, is a cherished tradition of universities everywhere.

All members of the University have the right to express their own views and hear the views of others expressed, but they must also take responsibility for according the same rights to others. We seek a University whose members may express themselves vigorously while protecting and respecting the rights of others to learn, to do research, and to carry out the essential functions of the University free from interference or obstruction.
Adopted by the Senate Assembly, June 18, 1990

4. Ross Community Values
All members of the Ross community agree to abide by the Ross School of Business Statement of Community Values. It is a hallmark of how we study and work together. The Statement of Community Values states:

> "We, the members of the Ross School of Business community – students, faculty and staff – shall work together in striving for excellence in every aspect of our School's activities. We seek to be a model of how members of an academic community can combine their spirit and talents to achieve such institutional excellence.
> We understand that in striving for excellence, our personal and institutional integrity is our most precious asset. Accordingly, we accept accountability for our behavior and will not knowingly act in ways that might damage that integrity.
> We commit ourselves to performing our work and fulfilling our responsibilities honestly and professionally. In particular, we will not tolerate cheating of any sort by any member of our community in any situation.
> We shall treat each other with respect, honoring the dignity and value of each member of our community. We will cooperate with each other and fulfill our mutual commitments. We will extend these same courtesies to our guests.
> We pledge to share community assets, such as facilities, library materials and information technology resources, in ways that are responsible, that comply with established policies and that reflect the principle of fairness.
> We accept adherence to these values as a condition of membership in the Ross School of Business community."

Accompanying the Statement of Community Values are Codes of Conduct and specific procedures in the case of a reported violation.
These codes are maintained online:
http://www2.bus.umich.edu/MyiMpact/academics/ross-community-values
All Ross School of Business students are responsible for reading these documents.

5. Codes and Statements

The Ross School of Business Community is committed to leading in thought and action. With that commitment comes high expectations of the values and actions of the members of the community. Please find below, in the Codes and Statements section, the Ross Statement of Community Values and the individual codes and procedures that govern different arenas of our community as they pertain to our core values.

- Letter of Introduction from the Community Values Committee (CVC)

- Statement of Community Values: The Ross School of Business community – students, faculty, and staff – agree to a common Statement of Community Values that govern all community members in both academic and nonacademic settings. Membership in the Ross community requires adherence to these values.

- Academic Honor Code: This code applies to all student-related academic aspects of the Statement of Community Values. It covers all student academic activities related to the school's various degree programs, whether these activities take place on or off campus.

- Code of Student Conduct: This code applies to all student-related nonacademic aspects of the Statement of Community Values. It covers all student nonacademic and extracurricular activities, whether these activities take place on or off campus.

- Process for Student Disputes with Instructors: This document formalizes the process for handling student disputes with instructors (e.g., grade disputes).

- Statement of Student Rights and Responsibilities : When students choose to accept admission to the University, they accept the rights and responsibilities of membership in the University's academic and social community. This document outlines those rights and responsibilities, discusses the type of violations against the statement, procedures for resolving those violations, and sanctions/interventions.

6. Doctoral Studies Office

The Doctoral Studies Office, provides academic services to Ross PhD students. Ross PhD students who have questions about policies or procedures or who need support in their doctoral studies should contact Ashley Stauffer at astauffe@umich.edu or 734-647-9629, or stop by her office, located in ER3614, during regular business hours (Monday-Friday, 8:00 a.m.- 4:30 p.m.).

7. Doctoral Studies Committee

Comprised of the PhD advisors who are appointed by area chairs, this committee is responsible for the direction of the doctoral studies program and the continued improvement of doctoral education at Ross. The committee's activities include: participation in the various phases of the admission process including the decision to admit applicants and the determination of financial support; review and evaluation of student progress; review of the program structure; and, as final appeal for the Ross Doctoral Studies Academic Dismissal Policy. To achieve these ends, the Doctoral Studies Committee is to recommend policies and practices that will ensure that the Michigan PhD is viewed as one of the world's very best.

8. PhD Advisors
2018-2019 Doctoral Studies Committee

Accounting:	Chris Williams ([profile](#))
Business Economics:	Kyle Handley ([profile](#))
Finance:	Toni Whited ([profile](#))
Management & Organizations:	Andy Hoffman ([profile](#))
Marketing:	Scott Rick ([profile](#))
Strategy:	Jordan Siegel ([profile](#))
Technology & Operations:	Steve Leider ([profile](#))
	Joline Uichanco ([profile](#))

Francine Lafontaine, Senior Associate Dean, Faculty Director ([profile](#))
Brian Jones, Program Director ([profile](#))
Ashley Stauffer, Graduate Coordinator ([profile](#))

a. PhD Advisor Responsibilities
Students are encouraged to seek assistance and advice from their area PhD Advisor. The more individual students consult others about course selection, research ideas, and professional development, the better. Shortly before Fall term registration, new students, in consultation with their area PhD advisor, will establish a timetable for completing their coursework. The Plan of Study form distributed to all new students will be used in conjunction with this timetable.

It is the responsibility of the PhD advisors to assist new students with scheduling, financial aid arrangements, and to serve as liaison with the Doctoral Studies Committee. PhD advisors are also responsible for assigning a faculty research advisor, scheduling written preliminary examinations, coordinating annual performance evaluations, and providing useful feedback concerning students' academic progress throughout the program. A more comprehensive description of PhD Advisor duties follows. Students should maintain regular contact with their PhD advisors and should always discuss changes in schedules with them.

A PhD Faculty Advisor should:
- Understand academic requirements for the area of study, for Ross Doctoral Studies program and the Rackham Graduate School. Know what doctoral courses are offered that would be helpful for students. Keep students informed of all academic requirements.
- Advise students of ways to meet the program requirements and to develop professional competence needed in the field of study. Track the completion of academic requirements for all students in the area of study including candidacy, selection of a dissertation chair, formation of the dissertation committee, defense of the dissertation proposal and final defense of the dissertation. Please notify the Doctoral Studies Office when students fulfill each requirement.
- Ensure that students complete the Ross Teacher Development Program (TDP) and that they teach one undergraduate course in their third or fourth year. Consult with TDP faculty and provide opportunities for students to develop their teaching skills as appropriate.

- Notify students and the Doctoral Studies Office about prelim results. Ensure that students receive timely, constructive, detailed feedback about prelim performance.
- Coordinate annual reviews of student performance by department faculty. Give students candid, constructive feedback on performance. For students having academic difficulty, develop plans for improvement or coordinate dismissal from the program.
- Coordinate recruiting and admission of new students. PhD Advisors should be available to:
  - Talk with prospective applicants about the PhD admissions process
  - Review all applications to the area of study
  - Circulate applications among other faculty according to area procedures
  - Arrange personal interviews for top candidates with faculty and current students
  - Discuss departmental recommendations with the Associate Dean for final decisions on admissions and financial aid
  - Make contact with admitted students
- Assist students in locating research funding. Be knowledgeable about sources of funding and application processes.
- Nominate students for fellowship competitions, such as the Dykstra, Leabo, or Rackham Predoctoral fellowship competitions. Participate with other doctoral program advisors in selecting fellowship recipients for in-house competitions.
- Assist with job searches by:
  - Collecting letters announcing open positions and forward these to the Doctoral Studies Office
  - Encouraging students to prepare materials for their applications
  - Giving guidance about effective presentations of student workload; discouraging premature job searches
  - Helping students attend conferences
  - Being knowledgeable about student interests and aspirations
- Participate in Doctoral Studies Committee decisions about School policy on financial aid, program requirements, fellowship competitions, etc.
- Provide information to the Doctoral Studies Office about faculty research interests, student status, and area program requirements for various publications.
- Communicate decisions and information from the Doctoral Studies Committee to all students and faculty in your area promptly and accurately. Maintain regular communication with all students about developments in the program and school which may affect student progress.
- Be an advocate for the PhD program and students with faculty colleagues. Be sure that PhD courses are appropriately staffed. Help students constitute strong dissertation committees. Convey to everyone news of scholarships, awards, and successful student activities.
- Be a mentor to doctoral students. Attend doctoral student events. Visit student offices and the PhD lounge. Be available to consult with students about their opportunities or difficulties. Understand the needs of students in different subfields and be respectful of students with different interests than your own.

9. PhD Forum
The PhD Forum is a student-led organization whose purpose is to aid the personal and career development of the Ross PhD student body.

Forum Officer Positions
- President: Saerom (Ronnie) Lee, saerom@umich.edu
  - Represent PhD students at University meetings with Faculty and Staff
  - Coordinate activities of the Forum
- Social Chair: Mana Heshmati, heshmati@umich.edu and Sarah Gordon, sjgordo@umich.edu
  - Organize both sponsored and informal social events where you can enjoy yourself, do something different and get to know other Ross PhDs outside of school
- Facilities Chairs: Tim Doering, tpdoer@umich.edu and Paul Organ, porgan@umich.edu
  - Oversee the office and lounge space at Ross (including the office allocation process)
  - Allocate seating and storage cabinets
  - Provide a contact point to access maintenance as needed for furniture, climate control and other physical plant issues
  - Order supplies for the lounge so that PhDs will have coffee, tea and other hot and cold drinks, as well as, the tools to clean up after themselves (soap, sponges, brushes, etc.)
- Computing Liaison: Diana Jue-Rajasingh, djuerjs@umich.edu
  - Works with the Doctoral Studies Office to ensure student computing hardware and software needs are met
  - Contact person for any computing questions or needs not related to something that is specifically broken (those should be directed to rosshelpdesk@umich.edu)
- Grants Committee Chair: Christine Choi, cyychoi@umich.edu
  - Organizes and oversees the student grants review committee that disburses research grants to successful applicants three times a year
  - Knowledgeable about other funding sources outside of Ross (including a Rackham research grant that is only available to pre-candidates, so apply before you take prelims!)
- Communications Chair: Mijeong Kwon, mjkwon@umich.edu
  - Act as a conduit for communication to and from the forum, maintaining electronic repositories, meeting minutes and other communication channels
- First Year Cohort Representative: Alaina Segura, ansegura@umich.edu
  - Organize social events and activities for first year cohort
  - Represent first year PhD students at PhD Forum meetings

10. Registration and Enrollment
Students are required to be enrolled full time during Fall and Winter terms while pursuing their graduate education (Spring/Summer term registration is not required unless you are defending your dissertation).

a. Full-Time Study
Full-time study is defined as 8 or more hours of course enrollment per term. All Ross PhD students should be registered for full-time study in the fall and winter terms. International students must be registered full-time in the fall and winter terms to maintain their visa status. Students employed as

Graduate Student Research Assistants or Graduate Student Instructors, including international students, may be registered for as few as, but no less than, 6 hours with permission of their PhD Advisor.

b. Extramural Study

This enrollment status is allowed under Rackham policies, but is not a normal part of the Ross PhD program and should only be sought with the permission of a student's PhD Advisor.

A student who enrolls at another institution to pursue study relevant to the PhD a period that overlaps substantially with a University fall or winter term may be eligible for extramural study status (extramural study is not an appropriate status for a student who is engaged in fieldwork or archival research, or who has an internship but is not enrolled in a formal course of study at another institution).

A student may seek approval for extramural study status and will be considered to meet the registration requirement if:

- the graduate chair in the student's program has approved the course of study as directly relevant to the student's ability to complete the PhD;
- tuition or fees are being paid to the other institution;
- the course of study is seven weeks or longer during a fall or winter term, but no more than six full terms; and
- the student is in good academic standing after having completed at least one fall or winter term of study.

A student may pursue extramural study more than once, but for no more than a cumulative total of six full terms over the graduate career.

The student must seek authorization in advance from Rackham Academic Records and Dissertations (OARD) for extramural study status, providing documentation confirming acceptance to the course of study and assessment of tuition or fees. If a student intends or needs to pursue study at another institution for longer than six full terms, the student would withdraw and seek reinstatement when ready to return. A student not authorized by Rackham OARD for extramural study status and not registered for the term or on a leave of absence will be considered to have withdrawn and will be discontinued from the program.

US visa regulations may constrain extramural study options for international students. International students considering extramural study must consult with the International Center.

A student on academic probation is not eligible for extramural study status.

c. Leaves of Absence for PhD students

Events may occur that make it necessary for a student to interrupt his or her progress toward the Ross PhD degree. Since students in PhD programs are required to be continuously enrolled, they may ask for a temporary leave of absence when certain life events make impossible continued active participation in the Ross PhD degree program. A leave of absence enables a student to not register during a fall or winter term and remain in compliance with the continuous enrollment requirement. A leave will be granted to students for illness or injury, to provide care or assistance for family and dependents, to meet military service obligations, or for other personal reasons.

A student on a Rackham-approved leave of absence suspends progress toward the Ross PhD degree for a minimum of one fall or winter term. No tuition and fees are charged for the period during which a student is on a leave of absence. A leave of absence may have implications for a student's federal financial aid

and loans. Students should consult with the Office of Financial Aid to determine how a leave status might affect their aid and eligibility to defer loan repayment.

Students on leave have access to limited services that allow them to remain current in their field of study and connected to their program. Students on leave do not have the benefits of registered status, however, and may not use University facilities or services normally available to registered students, including the use of laboratories, equipment, and other research facilities. Students on leave may not use the services of faculty or administrative staff except for planning the transition back to registered status.

A student is strongly encouraged to discuss the impact of a leave on the plan of study with his or her PhD Advisor and faculty advisor and develop a strategy for completing the degree program. A student should also discuss alternatives to a leave with the PhD Advisor, the faculty advisor and the Doctoral Studies Office. It is important for faculty to have the opportunity to provide advice and counsel about how to manage the intersection of graduate education and personal situations. As an alternative arrangement, a student may remain enrolled but ask for a within-term accommodation that allows a temporary reduction in coursework, research, teaching or other educational responsibilities, or an extension of time allowed for achieving candidacy and completing the degree. Such within-semester accommodations allow a student to maintain eligibility for student services.

Emergency situations may require a student to begin a leave of absence in the middle of a term. In these circumstances, students would withdraw their registration for that term and then immediately begin the approved leave of absence. Adjustments to tuition and fee charges are made according to the schedule set by the Registrar's Office. Emergency leaves do not reverse the charges set by this schedule.

US immigration regulations may restrict the eligibility of an international student for a leave of absence. International students considering a leave of absence must consult with the International Center, so that the Center can either inform the student that the proposed leave of absence is permissible under immigration regulations and can update the student's SEVIS record if needed, or, if the proposed leave is not permitted by immigration regulations, advise the student on other possible courses of action.

The following general policies apply to all leaves of absence.

1. The Ross Associate Dean with responsibility for the PhD Program will review and forward all requests for leaves with recommendations to the Dean of the Rackham Graduate School for review and approval.
2. A leave of absence is not required for the spring/summer, since students maintain active status during these terms whether or not they are enrolled for courses.
3. A student may submit a request to return early from an approved leave of absence, which is subject to the recommendation from the graduate program and approval of a Rackham dean
4. Leaves of absence will not be approved for prior terms.
5. Students are not eligible to request a leave of absence until they have completed one term of study in the Ross PhD. program. A newly admitted student who has registered may seek an admissions deferral rather than a leave of absence if the request and approval occur before the end of the third week of classes in the initial term of registration. If the request is made and approved after the end of the third week of classes in the initial term the student will be discontinued and can apply for reinstatement at a later term.
6. Students returning from an approved leave must enroll for the next fall or winter term that follows the leave. Students who are at the end of a term of an approved leave and do not either request a new leave or register for the next fall or winter term will be considered to have withdrawn and be discontinued from the program at the end of the term that follows the leave.

7. Students on leave may finish work from previous terms, such as completing unfinished work for prior courses in which grades of incomplete have been assigned, but may not complete other academic requirements for their degree (e.g., taking exams for achieving candidacy).
8. The time limit for reaching candidacy or for completing the PhD degree will be extended by the number of terms the student is on leave.
9. With the exception of a leave for military service, a student may be on leave for no more than four consecutive fall and winter semesters.
10. A student who has been suspended for academic or non-academic reasons is not eligible to apply for a leave of absence. A student on an approved leave of absence who subsequently is suspended will have the leave rescinded.

i. Leave of Absence for Medical Reasons

A student will be granted a leave of absence for medical reasons for a serious physical or mental health condition that prevents continued participation in the program. A request for a leave requires a written recommendation from a health care provider.

A student can request a leave for up to two consecutive fall or winter terms, or 12 consecutive months, and may request an extension for up to an additional 12 months, or a maximum leave of 24 months. The Ross PhD Program may initiate a request for a leave for medical reasons in the event that the student is incapacitated. Students who are withdrawn under the provisions of the University's Policy on Emergency Mental Health and Readmission will be granted an approved leave of absence for medical reasons for the duration of the Emergency Withdrawal. The checklist and link to request a leave of absence for medical reasons is available on Rackham's website.

For some medical circumstances, students should consider whether a within-semester medical accommodation is more appropriate.

ii. Leave of Absence for Family Necessity or Dependent Care

A student may be required to step away from study for a term or more to take care of an urgent family necessity or to provide dependent care. A student will be granted a leave of absence:

● to take care of a serious circumstance that directly affects a family member, such as a death, serious health condition, financial difficulty, or other critical life situation; or
● to provide care for a dependent incapable of self-care because of age or disability.

For family necessity, "family" is defined according to the University's Standard Practice Guide (SPG 201.11) to include the student's spouse or domestic partner with whom the student shares living accommodations and expenses, and, without regard to their place of residence, the child, sibling, parent, grandparent or other related individual whose primary care is the responsibility of the student. For dependent care, a dependent is defined as: a biological, adopted or foster child, stepchild, or legal ward who is either under 18 years old; a family member (as defined above) older than 18 years and unable to provide self-care; or a spouse or domestic partner.

A student must explain the reasons why a leave is needed. A student can request a leave for up to two consecutive fall or winter terms, or 12 consecutive months, and may request an extension for up to an additional 12 months, or a maximum leave of 24 months. Students who have become parents through birth or adoption may remain enrolled, with the benefits of this status, but seek a Graduate Student Parental Accommodation within the term. The checklist and link to request a leave for family necessity or dependent care are available on Rackham's website.

iii. Leave of Absence for Military Service

A student will be granted a leave of absence for the duration of a military service obligation to their country of citizenship. The student must provide documentation confirming induction or authorization for active duty. The checklist and link to request a leave for military service are available on Rackham's [website](#).

iv. Leave of Absence for Personal Reasons

After completing at least one full term in a PhD program, a student may request a one-term non-renewable leave of absence for personal reasons. A student should request this leave before the beginning of the term for which this leave is requested. A leave of absence for personal reasons may be taken only once during the graduate career, even if the student begins a leave in mid-term. A student considering a personal leave is encouraged to discuss other possible arrangements with his or her PhD Advisor and/or dissertation chair. Alternative strategies may help the student to continue in the program and to have the benefits of enrolled status. The checklist and link to request a leave of absence for personal reasons are available on Rackham's [website](#).

v. Services Available to Students on Leave

Insurance and Health Care
- may be eligible to purchase an extension of existing health insurance coverage at personal expense;
- are not eligible to begin enrollment in either GradCare or the Domestic Student Health Insurance Plan;
- can have access to the services of the University Health Service (UHS) at personal expense on a fee-for-service basis by purchasing the UHS Prepaid Plan, or through the provisions of any health insurance coverage the student may have.

Academic Services
- retain access to the University's libraries, including borrowing privileges and remote access;
- are not eligible for University-administered fellowships, grants, temporary student employment or any of the following appointments: Graduate Student Instructor, Graduate Student Research Assistant, or Graduate Student Staff Assistant;
- are not eligible for University grants or reimbursements for supplies, materials, travel or other expenses.

Student Loans
- are not eligible to apply for new student loans intended to span the period of non-enrollment;
- should consult with the Office of Financial Aid for deferral and forbearance options of any outstanding student loans.

E-mail and Computing
- retain access to their University e-mail account, storage space in the IFS home directory, and to University websites that require authentication with a Login ID;

Other
- may be able to retain their University Housing contract, depending on the duration of the leave and its intersection with the contract (students who live in University Housing should consult with the Housing Office to understand their options to continue or cancel their contracts);
- retain access to the International Center; and

- can have access to Recreational Sports with a continuing student pass at personal expense.

d. Withdrawal and Discontinuation from a PhD Program

A student who withdraws from the Ross PhD program, or is dismissed from the program for academic reasons, is officially discontinued from the program by the Rackham Graduate School and the University Registrar's Office. Similarly, a PhD student who is not on an approved leave of absence and who does not maintain registration through a fall or a winter term will be considered to have withdrawn and will be discontinued from the Ross PhD program. Funding commitments made at the time of admission expire when a student is discontinued from the program. A student should consult with the area PhD advisor and the Doctoral Studies Office before deciding to withdraw from the Ross PhD program.

i. Disenrolling From a Term

Students who have registered for courses but change their plans may disenroll prior to the first day of classes for the term. A student who wishes to disenroll must notify the University Registrar's Office by written notice, e-mail or in person, providing University identification number, graduate program, and term for which the student should be disenrolled. A disenrollment fee is assessed after the first day of classes. To maintain standing in the Ross PhD program, a student who disenrolls from a fall or winter term must obtain a leave of absence, seek extramural status, or subsequently re-register during that term. Otherwise, the student is presumed to have withdrawn and will be discontinued from the Ross PhD program.

ii. Withdrawing From a Term

Students considering withdrawing from a fall or winter term should consult first with the area PhD Advisor and the Doctoral Studies Office to discuss steps required for withdrawal and to review possible alternatives to this action. Students who withdraw from all courses after the first day of classes in a fall or winter term will be discontinued from the Ross PhD program on the last day of the term unless they are approved for a leave of absence or extramural study status or subsequently re-register during that term. Students who withdraw from all courses after the first full day of classes in a spring or summer full or half term will not be discontinued from the program. Students who withdraw from courses in a spring or summer full or half term and who do not register in the following fall term will be discontinued from the PhD program.

Students who withdraw after the term begins are responsible for registration and disenrollment fees regardless of their class attendance. Tuition adjustments follow the dates and amounts set by the University Registrar. Withdrawing from courses may affect eligibility for federal financial assistance and repayment obligations, and students should consult with the Office of Financial Aid.

International students must consult with the International Center before disenrolling or withdrawing, as this will affect their visa status.

e. Reinstatement to a PhD Program

A former student who has withdrawn or has been discontinued from the Ross PhD program while in good academic standing, or was discontinued for failing to show sufficient progress, may seek reinstatement to program. A former student who has been discontinued from the Ross PhD program may apply for admission to another PhD program by completing the regular admissions application. A student returning from an approved leave of absence does not apply for reinstatement, but registers for the next fall or winter term that follows the leave.

The former student must complete an application for reinstatement and provide supporting materials. No fee is charged for this application. A former student on probation when last enrolled in the Ross PhD program must provide reasons for the lack of academic progress, explain how conditions that produced poor performance have changed, and present specific plans for improvement.

Reinstatement is at the discretion of the faculty admissions committee for the student's area of study. More than one faculty member must be involved in a reinstatement decision; in no case shall a reinstatement decision be made by a single faculty member. Decisions to approve or deny the reinstatement request are based on factors such as the former student's academic progress at the time of withdrawal as well as his or her readiness to return, the availability of faculty to advise the student, and other considerations such as the availability of funding, space, and research facilities.

If a former student seeking reinstatement was on probationary admission, academic probation, or extended probation, that standing remains in effect if reinstatement is granted, unless the issue is remedied and the Ross PhD program and the Rackham Graduate School remove or modify the status. If a student has been dismissed or required to withdraw, reinstatement may be granted only if the application has been approved by the Ross PhD program and the Rackham Graduate School.

For a former student who was discontinued after achieving candidacy, the Ross PhD program may, at its discretion, ask the Rackham Graduate School to reinstate the former student as a candidate or to return him or her to precandidacy status if, for instance, the state-of-the-art knowledge in the field has changed substantially since the student was last active in the program. A reinstated student who is returned to precandidacy status must meet candidacy requirements again. Terms completed before a reinstated student was discontinued are counted toward the time limits for achieving candidacy and for completing the doctoral degree.

If approved for reinstatement by the Ross PhD program faculty, students who were discontinued during or after the spring 2012 term will be assessed a reinstatement fee upon their first registration. The fee will be equal to a quarter of the prevailing Rackham candidacy tuition at the term of reinstatement for each fall and winter term that he or she was discontinued from the program. The maximum reinstatement fee will be equivalent to two full terms of the prevailing Rackham candidacy tuition at the term of reinstatement regardless of the length of absence. When the Ross PhD program faculty approve the reinstatement of a former student who then registers in the program, the Ross PhD program is responsible for paying at least half of the assessed reinstatement fee. A student who faces a severe financial hardship may apply for a grant from the Rackham Graduate School to cover his or her portion of the fee.

f. Within-Semester Medical Accommodation

Students who have a brief illness or other health-related difficulties during the term should expect faculty and the Ross PhD Program to make reasonable accommodations for course-related work and other academic deadlines. Consultations about health-related services are available at University Health Services, Counseling and Psychological Services, the Psychological Clinic and Services for Students with Disabilities.

g. Ross PhD Parental Accommodation Policy

Ross PhD students who experience a child birth or the adoption of a child under the age of 6 for whom the student has parental responsibilities are eligible for accommodation under the Rackham Graduate Student Parental Accommodation Policy.

The Rackham Graduate Student Parental Accommodation Policy, allows for extension of time limits to degree or candidacy, a parental accommodation period, and stipulates how students will be funded during the parental accommodation period. Students should apply for Rackham Graduate Student Parental Accommodation by completing the Graduate Student Parental Accommodation Request Form and submitting it to the Rackham Office of Academic Records & Dissertations with a copy to the Doctoral Studies Office.

The Ross PhD Parental Accommodation Policy provides a few benefits to Ross PhD students (limited to 2 total childbirths or adoptions) in addition to those provided by the Rackham Graduate Student Parental Accommodation Policy:

I.   Extension of Time Limits to Degree or Candidacy
In addition to the one year extension of time to degree and/or time to candidacy per childbirth or adoption provided to PhD students by the Rackham policy, the Ross policy allows an additional semester of time, per childbirth or adoption, to achieve early candidacy (and receive the $1,000 bonus) and an additional semester of time, per childbirth or adoption, to defend the dissertation proposal (and receive the $1,000 bonus).

II.   Parental Accommodation Period
As with the Rackham policy, the Ross policy allows an accommodation period of up to 6 weeks long immediately following the birth of a child or the adoption of a child under the age of 6 for whom the student has parental responsibilities. PhD students should work with their faculty advisors to arrange appropriate accommodations in advance of the childbirth or adoption. PhD students should contact the Doctoral Studies Office if they need assistance or have questions about arranging their accommodations. Once accommodations are finalized, they should be communicated to the Doctoral Studies Office.

III.   Student Funding During the Parental Accommodation Period
In addition to the funding provisions outlined in the Rackham policy, the Ross policy provides one additional semester of full funding, per childbirth or adoption of a child under the age of 6 for whom the student has parental responsibilities, from the Ross PhD program. Funding may include stipend, GSRA, and/or GSI funding along with tuition and health care.

IV.   Approval
Ross PhD students that are approved for a Rackham parental accommodation will receive the additional benefits provided by the Ross PhD Parental Accommodation Policy. No additional application or approval is required.

h. Time Limit Extensions for Family Care

The demands of caring for immediate family (such as children, ill or injured partners, or aging parents) may seriously affect the time and energy graduate students can devote to educational responsibilities. Because of the difficulty of combining educational pursuits with such dependent care demands, a graduate student may, upon written request to the Doctoral Studies Office, be granted a one year extension to the maximum time limits for achieving degree and candidacy and the time limits for funding. "Family" is defined according to the University's Standard Practice Guide (SPG 201.11) to include the student's spouse or domestic partner with whom the student shares living accommodations and expenses, and, without regard to their place of residence, the child, sibling, parent, grandparent or other related individual whose primary care is the responsibility of the student. Students should write a memo or use the Rackham OARD Petition for Modification or Waiver of Regulation form with a note requesting a one year extension for dependent care and explaining the reasons for the request. The Ross faculty PhD program director determines the outcome of this petition with input, as needed, from Rackham.

i. Emergency Mental and Physical Health Withdrawal and Reinstatement

The University reserves the right to request or require students to withdraw from the University for reasons pertaining to mental or physical health when mental or physical health-related behavior significantly disrupts the ability of the student or other students, faculty or staff to participate in the educational programs or employment opportunities of the University. A student who withdraws at the request or requirement of the University will have the opportunity to engage in a structured and supportive process of withdrawal and subsequent re-entry that is designed to facilitate the student's likelihood of success. Students who withdraw or are withdrawn under this policy may be considered for reinstatement following a determination by the Vice President for Student Affairs or designee that the behaviors requiring withdrawal have been, for the most part, eliminated. Visit the Policies for Students website for full details of this policy and procedures.

PhD students also have the option of seeking a Leave of Absence for medical reasons (see above).

j. Course Registration

Ross PhD students should be registered as full-time students. Full-time enrollment usually consists of 9-12 credit hours per semester for pre-candidates or 8 credit hours per semester for candidates. While assigned as a Graduate Student Research Assistant or as a Graduate Student Instructor, registration for at least 6 credit hours is mandatory.

k. Register and Drop/Add through Wolverine Access

Students register for classes online using Wolverine Access. Complete instructions can be found in the Class Schedule published each semester or at the Registrar's Office website.

Students who do not register before the first day of classes will be charged a $50 late registration fee. This late fee will increase by $25 on the first of every subsequent month during the term. For example, students who register after classes start in September will be charged $50. The fee increases to $75 on October 1, $100 on November 1, and $125 on December 1 (this is the maximum amount that can be charged). Doctoral candidates registering to defend their dissertation are exempt from this fee.

l. Electronic Permission

In order for a student to register for any independent study or dissertation writing course (e.g. 900, 990 or 995) that is listed in the time schedule with entry restrictions such as "Permission of Instructor" or "ARR," an electronic permission must be created. This is handled by the Graduate Coordinator, Ashley Stauffer. Send an email to Ashley (astauffe@umich.edu) with the catalogue number (i.e. 995) and the instructor's name. After the permission is created, you will receive an email notifying you that you have been issued a class permission with the class information and instructions to enroll. Please note that this only gives you permission to register; it does not automatically enroll you in the class. You must go to Wolverine Access and register yourself. Students must allow a 24-hour turnaround time for electronic permissions to be processed.

m. Retroactive Withdrawal

A retroactive withdrawal is defined as a request made to withdraw from a course or term after the last day of classes. Any changes to the student's enrollment record after the last day of classes are retroactive and should be considered an exception to University and Rackham policy. The University has a fiduciary responsibility to maintain and report an actual accounting of class and student enrollment totals to state,

federal and other agencies. As such, at no point after the term has ended will a class be removed from the student record. It will remain on the record with a grade of "W," if the exception is approved. Any request to retroactively withdraw from the term must be reviewed by the Dean of the Graduate School and must meet the following conditions to be considered:

1. Changes will be considered only within twelve months from the end of the term.
2. There must be a compelling case with sufficient documentation to support the appropriateness of the exception, which includes a justification for why the student did not seek an incomplete or withdrawal during the term.
3. The retroactive withdrawal must apply to all classes in the term unless a physical or mental health problem prevented the student from finishing a particular class.

11. Coursework, Grading and Academic Standing

Courses taken in fulfillment of Rackham degree requirements must be approved for Rackham graduate credit. Courses at the 300 level or below may not be used for graduate credit. Courses at the 400 level are open to both undergraduates and graduate students but must be approved by the Registrar to carry graduate credit. 400-level courses usually require additional work for graduate students. Approved courses are listed by graduate program in Rackham's Programs of Study section.

Graduate students may petition to receive graduate credit for a 400-level course not normally approved for such credit and must submit this petition to Academic Records and Dissertations (OARD) before taking the course. Approval of these requests is not guaranteed. Both the course instructor and the graduate chair of the student's program must endorse the petition, which must be accompanied by a memo explaining how graduate-level work will be accomplished in the course. The Registration Adjustment Request forms are available online under Forms & Applications.

Courses not approved for Rackham graduate credit appear on the transcript with the notation NFC or NDC. The course grade will appear but will not be averaged into the cumulative grade point average or the total credits required for the program (CTP) total.

a. Visiting (Auditing) a Course

With permission of the advisor and the course instructor, a student may enroll in a course as a visitor (auditor) rather than for credit. A notation of "VI" appears on the transcript when the course is completed successfully. After a grade has been issued, a course may not be changed from letter grade to visit (audit) status, or vice versa. A visit (audit) will not be counted toward degree credit requirements.

Full fees will be assessed at the current rate of tuition. After registering for the course online via Wolverine Access, the student must register for this status in person at the Registrar's Office and present a Drop/Add form with the signatures of both the instructor and the Doctoral Studies Office. Before enrolling, the student must confer with the instructor to reach an agreement on what will constitute satisfactory completion of the course. The student is expected to attend class regularly and may be asked to submit assignments and take examinations. Elections of visited (audited) courses must appear on the class schedule printout provided at registration. Students should check their class schedule printouts for accuracy and completeness.

b. Adding, Modifying, Dropping and Repeating a Course

Students should change course selections only after consultation with their PhD Advisors. The Registrar's Office evaluates revised course elections to determine if an adjustment in fees is necessary.

Through the third week of classes in a full term (or the second week of classes in a half term), students may use Wolverine Access to add or drop a course, change status from credit to visit (audit), or increase or decrease the hours for a course within the range listed in the Time Schedule. The Registrar's Office publishes each year's Drop/Add deadline on its website. After the Drop/Add deadline, approval from the Doctoral Studies Office is necessary to change course elections. A student who seeks to drop the only course for which he or she is registered must follow procedures for a term withdrawal as outlined above in this handbook. A Ross PhD student who drops the only course for which he or she is registered will be considered to have withdrawn and be discontinued from the program.

After the third week in a full term (or the second week in a half term), and until the last day of classes of that term or half term, students must obtain signed approval from the course instructor and the Doctoral Studies Office before an add, drop or change of status from credit to visit (audit) can be made. Students should contact the Doctoral Studies Office for election worksheets. Note: Any course for which a drop is registered after the third week in a full term (or the second week in a half term) will appear on the permanent record as "W."

No changes to a course is allowed after a grade has been assigned. A student who registers for a course and either never attends or stops attending—but does not officially drop the course—receives a notation of "ED" (Unofficial Drop). A notation of "ED" is equivalent to a grade of "E" (failure). Requests for a retroactive withdrawal after the last day of the term will be considered only for exceptional circumstances in which a student was unable to complete the term and will not be approved for a course for which a grade has been submitted. A request for retroactive withdrawal must be made within 12 months from the end of the term and usually applies to all classes in the term. Applications for retroactive withdrawal require documentation of compelling circumstances why the student was unable to complete the term and unable to request a withdrawal during the term. The student must submit a Registration Adjustment Request to the Doctoral Studies Office and Rackham that includes documentation confirming extenuating circumstances. At no point after the term has ended will a class be removed from a student's record; if the exception is approved it will remain on the record and noted as "W." International students should consult with the International Center before dropping courses, as this may affect their immigration status. Students may repeat a course with permission of the PhD Advisor and course instructor. Credits for the course may not be earned beyond the limit set by guidelines of the graduate program. Each election and grade for a course that is repeated will remain on the transcript and will be counted into the grade point average as separate elections.

c. Grades and Transcripts

To maintain satisfactory academic standing, Ross PhD students must make satisfactory progress toward their degrees and have a minimum Rackham cumulative grade point average (GPA) of B (3.00 on a 4.00 point scale). Students who fall below the 3.00 GPA requirement are placed on academic probation. Courses in which grades of D or E are earned cannot be used to fulfill degree requirements.
Instructors enter grades on the student's permanent academic record. Students may elect courses without letter grades, either as a visit (audit) or for Satisfactory/Unsatisfactory (S/U) grading. A visit (audit) does not count for credit, but a grade of S does.
The academic transcript is part of a student's academic record. Other University offices collect and maintain necessary information about students. The transcript and these records constitute the student's

permanent academic record. For more information about the permanent academic record, see [Student Rights and Records](#).

The permanent academic record is the history of a student's academic progress in the Rackham Graduate School and cannot be altered except in conformance with policies governing dropping, adding, and modifying courses, and the achievement of milestones (e.g., receipt of a degree, advancement to candidacy, etc.). This record may not be altered because of dissatisfaction with a particular instance of academic performance.

Coursework is graded with a letter system (A, B, C, D, or E) except for special courses noted below. An instructor may add "+" or "-" to grades. Letter grades for programs on the Ann Arbor campus are converted into numbers, or points, as follows:

- A+ = 4.3
- A = 4.0
- A- = 3.7
- B+ = 3.3
- B = 3.0
- B- = 2.7
- C+ = 2.3
- C = 2.0
- C- = 1.7
- D+ = 1.3
- D = 1.0
- D- = 0.7

These numbers are used to calculate Michigan Honor Points (MHP) and the Grade Point Average (GPA). Michigan Honor Points (MHP) are calculated by multiplying the number of credit hours for which the course was elected by the number of points earned on the grading scale. For example, a grade of B for a 3 credit hour course produces 3 (credit hours) x 3.0 (points for a grade of B), or 9 honor points. The grade point average (GPA) is calculated by dividing Michigan Honor Points earned for a term or more by the number of semester hours (or credit hours) for the courses. A total of 45 MHP for 12 course credit hours produces a GPA of 3.75.

Students may access their unofficial transcripts or order official copies of their transcripts through Wolverine Access.

Note: The Ross School of Business and the Rackham Graduate School do not provide copies of academic records from other institutions. Students must obtain such records directly from the institution.

Other transcript notations include:
- Visit (VI)

"VI" appears on the transcripts of students who successfully complete a course which they have elected to visit (audit). These courses do not count for degree credit requirements. Students who do not complete a

course to the satisfaction of the instructor and who have not dropped the course may receive a notation of "E" or "ED" (unofficial drop, equivalent to failure) on their transcript. This grade is calculated as part of the student's GPA.

- Satisfactory (S) and Unsatisfactory (U)

The graduate program designates courses for which S/U grading is used. With permission from the advisor and the course instructor, a student may elect S/U grading in a course that would otherwise be letter graded. Instructors cannot assign letter grades to students electing courses designated as S/U. A grade of "S" indicates that the instructor considers the student to have performed satisfactorily at the graduate level, and is counted toward the credit hour requirements of the graduate program. A grade of "S" is considered to be a grade of "B" or better. A grade of "U" is assigned when a graduate student's level of performance is not acceptable, and is not counted toward a student's required credit hours. Grades of "S" and "U" are not converted into numbers, and are not factored into the Grade Point Average or Michigan Honors Points.

- Incomplete (I)

A student may receive a grade of Incomplete ("I") only if the coursework remaining to be done by the end of the semester is small and the instructor approves an extension for completing the unfinished work. The instructor must agree to this arrangement and determine a deadline for finishing the assigned work before a grade is assigned. The notation of "I" remains a permanent part of the academic record. When coursework is completed to the satisfaction of the instructor, the grade will appear on the transcript as, for example, "I B+." The grade point average is based only on hours of coursework completed.

- Drop (W) and Unofficial Drop (ED)

A course that is officially dropped after the first three weeks of a full term (or the first two weeks of a half term), will be recorded with the notation of "W," and will not earn credit hours toward the degree program or Michigan Honor Points.

A student who registers for a course and either never attends or stops attending—but does not officially drop the course—receives a notation of "ED" (unofficial drop). A notation of "ED" is equivalent to a grade of "E" (failure).

- Multi-Term Course (Y)

Graduate programs may designate a graduate course as a multi-term sequence. The instructor may report a "Y" grade at the end of the first term to indicate that the work is still in progress. When a final grade is reported, the grade will be posted for both terms and the "Y" notation will be removed.

d. Good Academic Standing

A student in good academic standing:
- is making satisfactory progress toward the completion of degree requirements and is within the time limits of the degree program, including approved extensions;
- is demonstrating an ability to succeed in the degree program; and
- has a cumulative grade point average of 3.0 (B) or better.

e. Academic Probation and Dismissal

Ross PhD students should periodically discuss their academic progress with their PhD Advisors to learn whether they are performing satisfactorily and making sufficient progress toward the degree. The PhD

Advisor will follow the Ross PhD Academic Probation and Dismissal Policy (see appendix) when student performance falls below an acceptable level.

In response to a student's academic deficiencies, the Ross PhD program and the Rackham Graduate School may take any of the following actions:
1. admit a student on probationary status;
2. place a continuing student on probation;
3. require a student to withdraw from the University; or
4. not confer a degree or certificate.

A student whose cumulative GPA falls below a B (3.0 on a 4.0 point scale) in a given term or half term will be placed on academic probation for the following term or half term of enrollment. During the probationary term, the student will not be awarded a graduate degree or certificate and cannot transfer credit to a Rackham master's program, be advanced to candidacy, or be allowed to change his or her program (i.e., dual degree, degree level, etc.). Upon the recommendation of the Ross faculty PhD director, and with the consent of the Rackham Graduate School, a student may be given an opportunity to correct the scholastic and/or academic deficiency.

A student on probation when last enrolled in the Rackham Graduate School who wishes to be reinstated or change fields or degree level, must petition the Ross PhD program and the Rackham Graduate School to modify the conditions of academic standing or discipline. The petition should: provide reasons for the poor academic record; explain how conditions that produced this poor performance have changed; and present specific plans for improvement. The Ross PhD program must approve the petition before a student can be reinstated.

A student may be required to withdraw or be dismissed. A student whose cumulative GPA falls below a B (3.0 on a 4.0 point scale), who is not making satisfactory progress toward the degree, or who is failing to demonstrate an ability to succeed in his or her plan of studies, may be denied permission to register, required to withdraw, or dismissed from the Ross PhD program. The full Doctoral Studies Academic Dismissal Policy is included in the Appendix.

Students may also be dismissed for failing to meet the standards of academic and professional integrity (see Ross Academic Honor Code).

The Ross PhD program will provide the student written notification of the grounds for dismissal.

12. Degree Requirements
Doctoral education has two stages. Graduate students first take preliminary coursework to prepare for advanced research. During this precandidacy stage, students must complete program and area required coursework. Students who are successful in this coursework, who pass the preliminary exam, and who demonstrate readiness to do original and independent research by submitting an acceptable first and/or second year research paper are admitted to candidacy.

To be awarded the PhD degree in Business Administration, students must:
● Demonstrate a satisfactory understanding of general background knowledge

- Demonstrate an acceptable knowledge of the analytical tool area subjects
- Satisfactorily complete the special doctoral requirements of research methodology
- Complete the field of concentration and related disciplines written preliminary examination
- Satisfactorily complete the research paper requirement
- Satisfactorily complete the teaching requirement
- Select a dissertation chair and form a dissertation committee
- Write an acceptable dissertation proposal
- Present an oral defense of the research proposal
- Write an acceptable dissertation
- Defend the dissertation at a University Oral Examination

a. General Background Requirements

Before enrolling in the program, students are expected to have satisfactorily completed the following pre-enrollment requirements:
- Coursework in college algebra and one year of calculus
- Intermediate Microeconomics (must be satisfied prior to advancement to candidacy)
- Marketing and Finance majors must have linear algebra and advanced calculus. Depending on their research interests, Accounting majors may be also required to have linear algebra and advanced calculus.

b. Breadth Requirements

All PhD students are expected to have or to acquire some basic knowledge in business from accounting, business economics, finance, management and organizations, marketing, strategy, and technology and operations. In order to satisfy this requirement, students must take two Ross MBA classes from two different disciplines. Unlike other classes, students may fulfill this business background requirement after their candidacy but prior to their graduation. Students who have already taken equivalent courses at other universities at the graduate level may use those courses to substitute for part or all of this requirement.

c. Analytical Tools Requirements

All students must complete a two-course sequence of graduate level statistics. Possible options include STAT 425 (Introduction to Probability) and STAT 426 (Introduction to Mathematical Statistics), or STAT 510 (Probability and Mathematical Statistics I) and STAT 511 (Probability and Mathematical Statistics II) or ECON 671 (Econometric Analysis I) and ECON 672 (Econometric Analysis II) OR other sequences approved by your PhD area advisor.

d. Candidacy

The Ross PhD program is organized so that students normally advance to candidacy after two full years of study (see Early Candidacy below). Students take PhD program and area required coursework and work part-time on research during the fall and winter terms of years one and two. Students work full-time on research during the first and second summer terms. Students take the preliminary exam for their area and are evaluated on their area research paper during the second summer. If students are not passed on to candidacy at the beginning of their third year, they will be offered one additional chance to be advanced to candidacy at the discretion of their area faculty. By Rackham rule, students must advance to candidacy before the beginning of the fourth year. Students who fail their second attempt to advance to candidacy or who do not advance to candidacy prior to the beginning of the fourth year will lose their funding and be placed on academic probation or be asked to leave the Ross PhD program.

e. Early Candidacy

The deadline for Early Candidacy is the beginning of the third year in the program - no later than September 1 of that year. Students who meet candidacy requirements by the September 1 deadline at the

beginning of their third year will have the use of $1,000 for approved conference travel or other expenses that support their academic progress. In addition, the student's area of study will receive $3,000 per student deposited to the area PhD funding account to be used for supporting the academic progress of PhD students in the area.

f. Candidacy Requirements

i. Coursework
Students must complete the PhD program analytical tools requirement and area required coursework prior to advancing to candidacy.

ii. Preliminary Exam
Students must pass their area preliminary exam before advancing to candidacy. Students may attempt their preliminary exam only twice. Students that fail their preliminary exam on their second attempt will be asked to leave the Ross PhD program.

iii. First and Second year Research Papers
Students must be passed by their area faculty on any first and/or second year research papers required by their area prior to advancing to candidacy.

iv. Responsible Conduct of Research and Scholarship (RCRS)
Students must complete the eight Ross RCRS modules prior to advancing to candidacy. The modules are repeated each academic year and include the following:

Understanding and Avoiding Plagiarism
Data Acquisition, Use, Management; Data Fabrication and Falsification
Protection of Human Subjects
Collaborative Research
Editors' Roundtable; Authorship, Publication, and Peer Review
Media Relations; Reporting Research and Commenting on Issues in the Press
Conflicts of Interest, Conflicts of Commitment, and Faculty/Student Romantic Relationships
Supervisory, Mentoring, and Collegial Relationships

v. PEERRS
The Program for Education and Evaluation in Responsible Research and Scholarship (PEERRS) is a web-based foundational instruction and certification program for the members of the University of Michigan community engaged in or associated with research. The PEERRS modules complement the Ross RCRS modules and first year students are required to complete modules 1, 2, and 3 before the end of the fall term.

- Module 1: covers foundations of responsible research conduct including publication/authorship, intellectual property, conflict of interest, plagiarism, and misconduct reporting.
- Module 2: covers the basics of research administration.

- Module 3: covers definitions and recognizing potential conflicts, responsibilities toward students/colleagues, consulting and conflict of commitment, sponsored project and technology transfer issues.

All modules are completed online in Wolverine Access and usually take less than an hour.

g. Candidacy Course Registration

Ross PhD candidates register in the fall and winter terms for 995 in their area of study (ACC 995, BE 995 etc.), which consists of 8 credit hours. No part-time enrollment is possible. A student who defends in a spring/summer (June - August) term must register for 8 credit hours of 995 for the spring/summer full term.

Note that students are only eligible to register for 995 after they have been officially advanced to candidacy by Rackham. Students that register after being advanced to candidacy by their area and before officially advanced by Rackham should register for 990. Regardless of the number of hours elected, 990 registrations will automatically be converted to 8 hours of 995 when students are officially advanced to candidacy by Rackham.

Once students advance to candidacy, they do not normally register for any courses in addition to 995. Candidates who want to register for an additional course should seek prior approval from their faculty advisor. Candidates should only register for additional courses if the course will help to advance their dissertation research. Candidates may elect one course per term without paying additional tuition beyond candidacy tuition. This course may be taken for credit or as a visit (audit). A student who does not elect a course during a term of 995 enrollment may elect two courses in the next term of 995 enrollment; no more than one course may be deferred in this manner (an additional course may not be taken in anticipation of taking none in a future term of 995 enrollment). Candidates who choose to take more courses than those for which they are eligible with candidacy tuition will be assessed additional tuition per credit hour. **The additional tuition must be paid by either the area or the student as the program does not fund tuition over the candidacy amount.** Note that Ross PhD candidates must register for BA 831 during the fall or winter term they are scheduled to teach of their third year and this counts as an additional course so additional courses selected during this term for will be charged tuition above the candidacy amount and must be covered by the area or the student. Students who have not advanced to candidacy by the beginning of their third year do not register for 995 but continue to register as pre-candidate students.

h. Moving to Candidacy and Conducting Research

Having completed all the Ross School of Business as well as area candidacy requirements, the PhD student, now a candidate, is ready to define his or her dissertation research and begin writing the dissertation. This final stage affords each candidate the opportunity to delve deeply into a particular problem requiring philosophical treatment and is executed under the guidance of a dissertation committee (see information below about forming the dissertation committee).

Briefly, a dissertation must:
- Present material that is significant within the candidate's field of specialization
- Conform to a standard format
- Be prefaced by a publishable abstract of no more than 600 words

Numerous ideas for a dissertation arise in the classroom, from research projects with faculty or other students, in preparation for preliminary examinations, and in informal discussions with faculty members

and students. Often, pre-dissertation projects required in some areas serve as a valuable avenue for shaping and pre-testing a dissertation proposal.

In some cases, the student works very closely with the chair of the dissertation committee as the research progresses, consulting with other members only at critical choice points or for occasional progress reports. In other cases, the student works with all committee members individually or with the committee as a whole in frequent meetings. These options should be discussed with the chair and committee.

i. Teaching Requirement

The Ross PhD program requires PhD students to teach a Ross School of Business undergraduate course one semester during their program. Students are appointed as Graduate Student Instructors for their teaching term and serve as the instructor of record for the course that they teach. Students normally teach in their third or fourth year. Students are required to participate in the Teacher Development Program (TDP) in years one and two in order to prepare themselves for their teaching term. TDP includes a range of activities facilitated by Tammy Feldman from Business Economics and Brian Jones from Business Administration. TDP activities leading to the teaching semester are highlighted below in the order doctoral students are required to take them.

i. First Year

1. TDP Kickoff

Incoming doctoral students will meet with Tammy Feldman and Brian Jones early in the fall term for their orientation to the Teacher Development Program. During this session, students are given a class observation assignment that is to be completed during their first year.

2. Class Observation Assignment

Students are required to observe two Ross School of Business classes taught by two different instructors and write reflection paper that describes how their observations impacted their perceptions of teaching in a business school classroom. Students are encouraged to be thoughtful about who they observe teach to maximize their learning. For example, choosing a senior professor that consistently receives high student ratings along with a junior professor or a PhD student.

ii. Second Year

1. BA 830 Methods of Teaching Foundations

Focuses on concepts of teaching and the development of effective classroom lessons. BA 830 is offered only Winter A.

2. Practice Teaching

At the end of BA 830, doctoral students teach a lesson to undergraduate students who provide candid and constructive feedback. In consultation with a teacher educator, the doctoral students identify areas that need to be strengthened prior to teaching their undergraduate course.

iii. Third Year

1. BA831 Methods of Teaching Practicum

Provides direct preparation for the teaching semester. Students construct their syllabus, design lesson plans, and refine skills related to instructional presentations, discussions, and active

learning. BA 831 is offered in August for doctoral students teaching Fall term and in November for those teaching Winter term.

iv. Additional Components of the TDP
1.   Pre-Teaching Conferences
Several months before they teach, doctoral students meet with Tammy and Brian, appropriate faculty advisors, and peers who have taught the same or similar courses. The pre-teaching discussions focus on course design, material selection, syllabus preparation, and lesson planning.

2.   Graduate Student Instructor (GSI) Teaching Orientation (optional)
GSI Orientations offered by the Center for Teaching and Learning (CRLT) are held prior to each academic term for doctoral students who have not taught previously. The orientation provides an overview of instructional procedures, support, and resources at RSB. Relevant topics, such as establishing credibility and managing the first class, are discussed.

3.   Teaching Responsibility
RSB doctoral students typically teach only one semester, but they have full responsibility for their class. During their teaching semester, they have support of their peers, departmental faculty members, and occasionally a course coordinator.

4.   Teaching Observations
Tammy and Brian observes each GSI at least twice and provides both written and oral feedback. In addition, GSIs are placed in diverse groups so they can observe classes of three of their peers. All GSIs are required to give midterm course evaluations and have a conference to discuss the results.

5.   Weekly GSI Teaching Meetings
During the first half of their teaching semester, GSIs attend informal, weekly discussions facilitated by Tammy Feldman and Brian Jones. The Teaching Meetings focus on topics of immediate applicability to GSIs.

6.   Future Action Plan
GSIs send their final teaching evaluations and comments to Tammy and Brian. In many cases, the students arrange a conference to discuss their results and decide on actions they can take to improve their teaching in the future.

j.   Dissertation Committee
The Dissertation Committee is charged with the supervision of a candidate's dissertation activities. The committee should guide and encourage the student in the design and execution of the student's research and in the writing of the dissertation. Committee members must file an evaluation of the dissertation and certify that the student has passed the oral examination, and has produced a dissertation that is satisfactory in every way.

Chair: The student chooses a dissertation committee chair who will be the primary director of the student's research. A chairperson must be from the student's area of study and have at least a 25% appointment with the Ross School of Business. Faculty who do not have at least a 25% appointment with Ross may serve as a co-chair with a qualifying Ross faculty member. Together with their chair, a student chooses other faculty members who are expected to apply a high degree of expertise in the special area of the dissertation.

Member: Ross faculty (including dry appointments) who bring a high degree of expertise in the special area of the dissertation.

Cognate Member: Faculty with at least a 50% appointment outside the Ross School of Business. The cognate member's role is to broaden the scholarly representation of the dissertation committee beyond the candidate's home program. The cognate member also serves the Graduate School and its Faculty by providing a non-specialist's perspective on the quality of the dissertation.

Committee Composition: All Ross dissertation committees must consist of at least 4 members. Each Committee must have a chair or two co-chairs, and an outside (cognate) member, and consist of at least three regular members of the graduate faculty. An acceptable Ross School of Business committee consists of two members from the student's area (one as a chair and one as a member or both as co-chairs), one from outside the student's area but within Ross, and one from outside the Ross School of Business (at least 50% appointment outside of Ross).

i. Dissertation Membership
1. The Graduate Faculty

For dissertation committee purposes, "The Graduate Faculty" consists of persons who are tenure or tenure-track instructional faculty holding an "unmodified" (i.e., not visiting, adjunct, etc.) appointment at the University of Michigan as Professor, Associate Professor, or Assistant Professor with an earned Doctorate from an accredited institution.

2. Eligibility for Dissertation Service

- Graduate Faculty (see definition above) —i.e., Professors, Associate Professors, and Assistant Professors—affiliated with a Rackham doctoral program and who hold an earned Doctorate from an accredited institution may serve as a member of the committee, or as sole chair, co-chair, or cognate member.
- Graduate Faculty (see definition above) not affiliated with a Rackham doctoral program may serve on dissertation committees. They may also serve as co-chair with a member of the Graduate Faculty (see definition above) affiliated with a Rackham doctoral program, but not as sole chair or cognate member.
- Instructors and Lecturers who have no appointment as members as Graduate Faculty (see definition above) may serve on dissertation committees if they hold an earned Doctorate from an accredited institution. They may also serve as co-chair with a member of the Graduate Faculty (see definition above) affiliated with a Rackham doctoral program, but not as sole chair or cognate member.
- Retired and emeriti Professors who were affiliated with a Rackham doctoral program may serve on dissertation committees. They may also serve as co-chair or, by special arrangement (see Special Membership), as sole chair or cognate member.
- Research Professors (i.e., Research Professors and Research Associate Professors) who are affiliated with a Rackham doctoral program may serve on dissertation committees if they hold an earned Doctorate from an accredited institution. They may serve as a co-chair, regular member or by special arrangement as a sole chair.
- Research Scientists (RS, i.e., Research Scientists, Associate Research Scientists, Assistant Research Scientists, Research Assistant Professors, and Research Investigators) who are affiliated with a Rackham doctoral program may serve on dissertation committees if they hold an earned Doctorate from an accredited institution (see Special Membership form). They may not serve as sole chair or cognate member.

- All those who do not have an earned Doctorate, whether affiliated with a Rackham doctoral program or not, must be approved for dissertation committee service on a case by case basis. If approved, they may serve as a member of the committee, as the sole chair, co-chair, or cognate member.
- University faculty and staff not included in the preceding categories and qualified individuals outside the University whose service is desirable may serve on dissertation committees, subject to review on a case by case basis. They may also serve as co-chair with a member of the Graduate Faculty (see definition above) affiliated with a Rackham doctoral program, but not as sole chair or cognate member.

3. Special Membership

University faculty and staff who are not Graduate Faculty (see definition above), and qualified people from outside the University of Michigan who may or may not hold academic appointments and whose service on the Dissertation Committee would contribute significantly, may be nominated for special membership. In order nominate a special dissertation member, please submit the following to the Doctoral Studies Office:
- A memo detailing the nominee's expertise in the dissertation topic
- A Vita or resume
- For a retired Professor, a memo confirming he/she has:
  - Experience in serving on, and chairing dissertation committees (decision-making experience as chair is required)
  - Service as a teacher of formal courses or seminars
  - Served as a counselor or advisor for doctoral students

It is recommended that students choose their dissertation chair by the end of the third year.

4. Dissertation Committee Formation Deadline

Students should select their dissertation chair by the end of their third year. Dissertation Committees should be formed by the end of the fourth year. In order to declare their dissertation committee, students should send an email message to the Doctoral Studies Office with the names of their dissertation committee members to the Doctoral Studies Office. The Doctoral Studies Office will submit the required form to Rackham.

k. Dissertation Proposal

With the advice of the dissertation chair, the student prepares his or her dissertation proposal. The committee must be satisfied that the student has designed a dissertation project that is sufficiently original and important to the literature and that satisfies the fundamental canons of rigorous scientific investigation. Hence, the written proposal typically includes a review of the relevant literature, specification of a theoretical causal model (including assumptions, general propositions and specific hypotheses), specification of an empirical model and/or construction of an experiment, and a realistic design of the data collection.

The major purpose of the proposal is to clarify the agreement between the student and the committee that the student's plan for the dissertation is acceptable. The proposal must have sufficient detail to demonstrate to the committee that the research can be carried out by the student and can be expected to yield meaningful results. Another purpose is to protect students from any misunderstandings about expectations or in case the composition of the committee changes (for example, because of faculty resignations). Once a proposal has been written and approved, questions of topic, methodological approach, and scope are considered settled. If the student follows through with the accepted proposal, the committee cannot disapprove the completed dissertation on those grounds. If, however, the student selects

an alternative topic or makes major changes in the methodology or scope of the research, the committee is not constrained by their endorsement of the original proposal. In case of major changes, the student may wish to prepare a new proposal and/or revise the composition of the committee. Once the student has satisfied the dissertation committee through a formal oral defense of the proposal, the committee will record the agreement with the Doctoral Studies Office (a form will be provided to the dissertation chair by the Doctoral Studies Office).

i.   Dissertation Proposal Defense

The following information is intended to clarify the objectives and the processes related to the Dissertation Proposal Defense.

Students should create a dissertation committee that conforms with the policies of both Rackham and the Ross School of Business prior to their proposal defense.

ii.   Objectives of the Proposal and Oral Defense

The dissertation proposal and the oral defense have the following objectives:
- To attempt to ensure that the candidate has a clearly defined, acceptable and researchable topic
- To ensure that the candidate is capable of pursuing the topic set forth in the proposal
- To receive the constructive criticism from the members of the oral examining committee
- To sharpen the focus of the dissertation
- To minimize the time period for completion of the dissertation

iii. The Written Proposal

1.   Abstract

All dissertation proposals submitted to the Doctoral Studies Committee must include an abstract not to exceed 300 words.

2.   Proposal

The research proposal normally includes the following:
- A title page
- A table of contents
- A general introductory statement of the problem indicating the scope and depth of the research
- The reason for conducting the research
- The objectives of the research
- The hypotheses to be tested or the research questions to be answered
- The research methodology and sources of data
- A bibliography of the literature relating to the proposed topic
- A tentative outline of chapters and their objective(s)
- A time frame for completion of the research

There will be some variation in the contents from area to area. You should check with your dissertation chair if you have any questions about the appropriate content for your dissertation proposal.

iv. The Oral Proposal Defense

The oral defense serves as an oral examination of the candidate's written proposal. In general, this examination is conceived to be comprehensive and designed to explore the candidate's ability to conduct a research project.

Where the oral examining committee has valid reasons for questioning the candidate's understanding of either the theory or the research methodology necessary to conduct the proposed research, the members will probe for more information. Depending on the outcome, the committee may suggest revisions to the proposal.

v. Decision of the Oral Proposal Examining Committee

Because the oral examination is the final step prior to preparation of a thesis, the decision of the committee (the student's dissertation committee) is a crucial one in a candidate's graduate career. The following range of performance on the oral examination is used:
- Pass with no suggested changes in proposal
- Pass subject to the approval of the Oral Examining Committee with suggested minor changes in the research proposal
- Pass subject to the approval of the Oral Examining Committee with suggested substantial changes in the research proposal. The Committee should decide whether another oral exam is necessary or not.
- Rejection, the proposal is unacceptable because:
    - The topic is researchable but the proposal has not been satisfactorily developed and must be rewritten and resubmitted for another oral examination
    - The topic is not acceptable and a new proposal must be developed
- Failure, the candidate is not capable of doing research and completing the dissertation requirement

Any other significant qualification may be made in the Oral Examining Committee's report which would contribute to the candidate's total record and which might affect an ultimate decision regarding a degree recommendation or continuation in the program.

vi. Procedure to be Followed for the Oral Proposal Defense

The process of the proposal defense contains several steps that require advanced planning. Students are strongly advised to begin planning for their proposal defense at least two months in advance of their intended defense date.

- Students are responsible for contacting the Facilities Office to reserve a room for their examination. You will need to make contact with Facilities at least two weeks in advance.
- Once the room is reserved and no later than 10 to 14 business days in advance of the proposal defense, students must send the following information to Ashley Stauffer (astauffe@umich.edu) in the Doctoral Studies Program:
    - The date, time and location of the proposal defense
    - The names, ranks and roles of all committee members
    - An electronic copy of your proposal abstract
    - An electronic copy of your full proposal. This copy will be kept on file until your dissertation defense.
- The candidate must provide each member of the Oral Examining Committee with a copy of the proposal at least one week prior to the examination.

- Present the research proposal for oral examination.
- Follow the decision of the Oral Examining Committee regarding any changes to the proposal and determine the next steps in your dissertation research.

vii. Incentive Payment for Fourth Year Dissertation Proposal Defense

Students who successfully defend their proposals before the end of their fourth year will receive a $1,000 bonus. The deadline to qualify for the bonus payment is the Rackham candidacy deadline date at the beginning of the fifth year. Students will receive a lump sum payment posted to their student accounts in the fall term of their fifth year after the Doctoral Studies Office receive the proposal defense memo from the dissertation chair. Students who receive a Rackham approved leave or who are approved for parental accommodation, may add on their leave time or accommodation time to the deadline date and still be eligible for this bonus payment.

l. Dissertation Defense

Ross PhD students will work directly with the Rackham Graduate School and follow Rackham dissertation requirements once they have successfully defended their dissertation proposals and until they complete all remaining degree requirements.

i. Doctoral Dissertation Requirements

Rackham's Dissertation Handbook, available on the Rackham website, is a guide to completing PhD degree requirements and submitting the dissertation, and contains information about procedures, advice for the oral defense of the dissertation, an outline of responsibilities of the dissertation committee, and steps for submission of the finished dissertation.

ii. Time Limit for Completing the Doctoral Degree

Students are expected to complete the Ross PhD degree in five years. Students who are unable to complete their degree within the five year time limit should consult with their PhD Advisor as the program does not provide funding past the fifth year. Funding after the fifth year must come from the area but is not guaranteed. Rackham allows students seven years to complete their degree and the Ross PhD program will allow students to remain in the program past their fifth year as long as they are making satisfactory progress toward their degree. Rackham allows requests for an unconditional one-year extension for students deemed to be making satisfactory progress toward the degree, providing a plan and timeline for completion. However, the Ross PhD program does not normally make this type of request.

iii. Human Subject and Other Research Approval

Federal regulations and University policy require that all investigations using human beings as subjects of research be reviewed and approved by an appropriately constituted Institutional Review Board (IRB) before such investigations may begin. No dissertation based on the use of human beings as subjects can be accepted without prior review and approval by the appropriate IRB. In many instances, the faculty advisor will request the review, but graduate students should verify with their advisors that the necessary review has taken place and approval for the investigation has been granted. See the Office of the Vice President's Website, Use of Human Volunteers in Research for more information.

iv. Use of Copyrighted Material

Doctoral students are required to receive written permission from the copyright owner for any material to be used in the dissertation that falls outside the guidelines of fair use.

v. Dissertation Formatting Requirements

The style and format of the dissertation must meet Rackham's style and formatting requirements. See the Dissertation Format Guidelines and Dissertation Self-Editing Checklist on the Rackham website for requirements.

vi. Oral Defense Preparation

A candidate must register online to schedule a pre-defense meeting (in-person or remote options are offered) with a representative of the Rackham Office of Academic Records and Dissertations (OARD). The pre-defense meeting must take place at least 10 working days before the oral defense. Candidates are encouraged to bring a copy of the dissertation for a format review. OARD staff and the candidate review steps to complete the degree.

Oral defenses must be public. Candidates provide OARD with the date, time, and location of the defense, and OARD will publicize the information.

As soon as possible but no later than 10 working days before the oral defense, a candidate should distribute copies of the dissertation and abstract to all committee members. A committee member who does not receive a copy of the dissertation and abstract at least 10 working days before the defense may ask for a postponement.

At least 3 working days before the oral defense, Rackham OARD must receive and review dissertation evaluations from the committee members so that Rackham may authorize the final defense.

vii. Final Oral Examination Report

The Final Oral Examination Report should be submitted within 48 hours, but no later than the deadline for the final term of enrollment. The student should confirm with the chair that the report has been submitted. Any disagreement over the acceptability of a dissertation will be resolved by the Dean of the Graduate School, who will act as final arbiter in consultation with the Dissertation Committee members. The Certificate of Dissertation Committee Approval must be submitted no later than the deadline for the final term of enrollment.

viii. Post-Defense Meeting and Dissertation Revisions

The candidate must register with Rackham OARD for a post-defense meeting. Requirements to be submitted to Rackham OARD include:
- final Oral Examination Report
- Certificate of Dissertation Committee Approval
- a final, correctly formatted PDF of the dissertation and abstract which will be the official copy of record and submitted electronically to the University's Deep Blue digital archive
- application for graduation via Wolverine Access
- NSF Survey of Earned Doctorates
- electronic submission of dissertation and abstract to ProQuest/UMI (optional)
- exit survey of Rackham Doctoral Recipients (optional)

To avoid registering for another term or having the degree awarded in a following term, the candidate must submit these requirements to the Graduate School by the published OARD deadline for the final term of enrollment. A candidate who fails to submit these requirements by the deadline will be required to register for another term, or may be awarded the degree in a later term.

A candidate who fails to submit all requirements within one year from the date of the oral defense will be required to defend the dissertation again.

ix. Submitting the Dissertation to the University Library

Every dissertation will be submitted electronically to the University Library as the official copy of record. After the post-defense format check, the candidate will upload a PDF of the final corrected and complete dissertation. Once the degree is conferred, the Graduate School will transfer the dissertation to the Library for electronic access in the Deep Blue digital archive. Additional information is available in the [Rackham Dissertation Handbook](#).

x. Dissertation Embargo

Doctoral dissertations and abstracts are normally made publicly available upon degree conferral when they are deposited electronically in Deep Blue. In limited circumstances, a doctoral student may wish to postpone public release of the final dissertation of record that is deposited in Deep Blue, the permanent digital repository of the University Library.

A student who is considering such a postponement, also called a dissertation embargo, should discuss this option with his or her faculty advisor and the rest of the dissertation committee. The student is responsible for requesting an embargo of the dissertation, and the request must be approved by the chair (and co-chair, if any) of the dissertation committee. Embargo requests must be submitted before the final dissertation submission deadline with which the student is working.

Two dissertation embargo options are available.

1. U-M-only access. A student may choose to restrict access to the dissertation to members of the U-M community (those with a uniqname and a Kerberos password) for up to one year from the date of degree conferral. The title and abstract will be displayed in online listings of the University Library, but the content of the dissertation will not be available to view or to download.
2. Full restriction. A student may seek permission from the Graduate School for an embargo that restricts all access to the dissertation for up to one year from the date of degree conferral. Permission will be granted only when:
- The student (or his or her collaborators) is applying for a patent on research contained in the dissertation and does not wish to make the contents public until the patent application has been filed; or
- The dissertation includes information that is covered for a limited period of time by a confidentiality agreement or contains third-party proprietary information.

Dissertations that are fully restricted are not included in the online listings of the University Library and the title and abstract are not available to the public or the University Community. Unless the graduate requests and is granted permission for an additional year of U-M-only access, the dissertation will be fully released.

Dissertation embargo renewal: At the end of the one-year U-M-only or full embargo period, graduates may ask the Graduate School to postpone public release for an additional year at the U-M-only access level. Full restriction cannot be renewed. Permission from the Graduate School is required to renew a deferral. Permission will be given only for specific reasons, such as the graduate's intention to publish work from the dissertation in a journal or book with a publisher that restricts consideration of manuscripts derived from dissertations that have been made available online. (Please note that most publishers do not have restrictive pre-publication policies.) It is the graduate's responsibility to request a renewal of the U-M-only dissertation

embargo. Permission is not guaranteed. Graduates may ask for up to two annual renewals, for a total of three years.

A student may independently choose among several levels of embargo for the copy of the dissertation that is deposited electronically with UMI/ProQuest.

xi. Final Dissertation and Degree Requirement Deadlines
Degrees are awarded three times a year, at the end of the fall, winter, and summer terms. The final dissertation deadline for degrees to be awarded at a given commencement is a firm date, and extensions are not permitted. Rackham OARD publishes the deadline dates for the intended final term of enrollment on the Rackham website. By 5:00 PM EST on the published date, the candidate must have completed and submitted all degree requirements, including all format revisions, to Rackham OARD. A candidate who does not meet the final deadline cannot be listed among the degree recipients for that particular term, nor participate in the Rackham commencement ceremony.

Each year OARD publishes deadlines for conferral of degrees in the same term in which a candidate meets all requirements. Students meeting this deadline may participate in commencement exercises, which are held fall and winter terms only. Students completing in spring/summer may participate in a future commencement.
OARD establishes two deadlines for conferral of degree in the following term without requiring a new registration:
- The last day to defend is the last day of the term. Students whose oral defense is held beyond this date will be required to enroll for an additional term unless they have been granted an extension. To be granted an extension, a candidate must submit before the oral defense a note or e-mail from the chair of the dissertation committee that requests an extension and states that all revisions, corrections and other doctoral degree requirements will be completed by the deadline.
- Rackham OARD annually publishes the last day to complete and submit all degree requirements without a new registration. If all requirements are not met by the published deadline, a new registration will be required. Candidates must submit final revisions to Rackham OARD within a year of the date of the defense.

13. Academic Evaluation Procedures
Each year, the faculty in each area of concentration evaluate the academic performance of each PhD student in that area. Usually the PhD area advisor coordinates the review. During the first two years, the focus of this evaluation is typically the student's performance in required and elective coursework, progress in fulfilling the requirements for candidacy and potential for conducting original research. In subsequent years, the focus of the evaluation turns to the student's teaching and research performance. A number of factors are considered by the faculty, including grades, fulfillment of requirements, performance as a research assistant, academic integrity, citizenship in the PhD program, and other information deemed relevant by the faculty. As a result of the review, the faculty offers constructive advice, in writing, to assist the student in becoming an outstanding scholar and teacher.

The second purpose of the annual evaluation is to consider whether the student is progressing in a satisfactory way toward completion of the degree. Continued financial aid and continued enrollment in the program depend upon such progress. To maintain satisfactory standing, a student must maintain a graduate grade point average of B+ for all graduate level courses taken for credit. A student must also

complete the requirements of the area of concentration or of the mentoring committee on a reasonable schedule. Significant delays in completing degree requirements (such as prelims, research projects, or the dissertation proposal) may constitute evidence of unsatisfactory progress for the faculty. Financial aid will be suspended for all students who have not achieved candidacy by September 1 of their 4th year in the program.

If the faculty reaches the conclusion that the student's progress is not satisfactory, the PhD area advisor should follow the Ross PhD Academic Probation and Dismissal Policy (see appendix).

14. Master of Arts Degree

Sometimes a student is unable to complete all of the requirements for the PhD degree. This may be due to the student deciding not to complete the PhD degree or due to the area faculty deciding that the student is not making sufficient academic progress to complete the PhD. Under these circumstances, a student may be eligible to receive a terminal master's degree from the Ross School. In this context, the terminal master's degree (Master of Arts in Business Administration) is the highest degree that the student may earn from the Ross School. After receiving the degree, the student is not eligible to be readmitted in the future to complete the PhD degree.

Requirements for the M.A. degree are 30 hours of graduate level coursework with a minimum of a B grade point average.

15. Funding

Ross PhD students are fully funded by the Ross School for five years. Funding includes a graduate assistantship, a stipend, and health care. Students are also provided opportunities for research and travel funding by both the Rackham Graduate School and the Ross School. Finally, students may receive additional funding from their area of study for travel, research, and other expenses that support their academic work.

a. Graduate Assistantship

All Ross PhD students are appointed as Graduate Student Research Assistants (GSRA) for years 1-4 except for one term when they are appointed as a Graduate Student Instructor (GSI). All students are appointed as GSRAs at 25% except for accounting students, who are appointed at 50%. Students appointed at 25% are expected to work on research with a faculty member in their area for 10 hours per week. Students appointed at 50% are expected to work on research with a faculty member in their area for 20 hours per week. Students are assigned to work with faculty by their PhD Advisor.

All students are appointed as GSIs for one term at 50%, to teach an undergraduate course. The GSI appointment is normally the fall or winter term of the third year, but can also occur in year 4. The graduate assistantship provides an employment check that is issued on the last business day of each month.

b. Stipend

All Ross PhD students receive a stipend to help them pay for living expenses. There is no work required for the stipend. Stipends are issued each year on a monthly schedule from September to August. Currently, a special schedule for PhD students begins at the end of August and runs through the end of June, totaling 12 payments. A stipend payment schedule is sent out by the Doctoral Studies Office at the beginning of each academic year.

c. Tuition

Ross PhD students receive full tuition in years 1-5.

d. Health Care

The Ross School funds health care for PhD students and their dependents. Students may also select dental and vision coverage for a small monthly copayment.

e. Travel

Students receive a yearly travel award from the Rackham Graduate School and the Ross School. Each travel award requires student presentation at the conference to be attended and application prior to travel. The Rackham travel award application can be found here:
http://www.rackham.umich.edu/prospective-students/funding/student-application/rackham-conference-travel-grant

Students may access the application for the Ross travel award here or contact Ashley Stauffer (astauffe@umich.edu) to obtain a copy. The Ross travel award provides up to $500 in travel funds, requires student presentation, and application prior to travel. Students are eligible for funding once each fiscal year (July 1-June 30).

In addition to the Rackham and Ross travel awards, students may ask their area to provide additional travel support. This additional funding also requires application and PhD students should contact Ashley for all travel supported by their area prior to their expected travel dates.

f. Research

Ross PhD students may apply for research funding from the Rackham Graduate School and the Ross School. The application for Rackham research funding includes a $1,500 award for pre-candidates and a $3,000 award for candidates. The Rackham research grant applications can be found here:
http://www.rackham.umich.edu/prospective-students/funding/student-application/graduate-student-research-grant

Students are eligible for $4,000 in research funding from the Ross School. Students may apply for funds all at once or may apply twice and split the money up in whatever way best supports their research funding needs. Applications for the Ross research award are accepted September 30, February 15, and May 30 of each year. Please refer to the Ross Research Grant Policy in the appendix for more information.

16. Additional Work (50 hour work policy)

Ross PhD students are allowed up to 50 hours in additional hourly work per academic year. Students may receive additional work hours with support of their PhD Advisors. A waiver form is available in the Doctoral Studies Office. Note that international students are limited to 20 hours of work per fall and winter semester (includes hours for graduate assistantship work). There is no limit over the summer (May 1 - August 31).

17. Office Space

Each Ross PhD student is provided with an office space. Office space is available in the Ross Building on floors 3, 4, 5, and 6; and in the Executive Residence on floors 3 and 4. Seating assignments are made each year over the summer by the PhD Forum Facility Co-Chairs. Assignments are made using an algorithm that has been developed by the PhD Forum officers so that assignments are fair and consistent from year-to-year. A copy of the Seating Algorithm is included in the appendix.

The PhD Forum and the PhD program encourage all PhD students to create and maintain collegial relationships within the office environment. To help support this, the PhD Forum maintains a document that outlines office etiquette. Students are encouraged to follow the suggestions on this document to ensure a safe and productive work environment. A copy of the Office Etiquette document is included in the appendix.

18. Computing

Ross PhD students receive a new desktop computer when they begin the PhD program. Students will use the same desktop computer throughout their five year program. A standard Microsoft setup is included on each computer. Statistical software is funded by Ross and ordered by the Doctoral Studies Office. Students will have an opportunity to order software at the beginning of their first year. A software menu identifying available software will be sent to incoming PhD students in early September. Subsequent to this, students may send an email message to Ashley Stauffer, astauffe@umich.edu, to request software needed for their research. Software not included on the menu may be requested, but may not be funded by the program. Students can request funds from their area if the program is not able to cover the expense.

Appendix

Ross Doctoral Research Grants

The purpose of the Ross School of Business Doctoral Research Grants program is to encourage Ross PhD students to engage in active research projects by assisting with research related expenses. This document contains information on:

<u>**Overview**</u>
Eligibility
Deadlines
Awards and Limitations
Acceptable Items of Expense
Unacceptable Items of Expense
Reimbursement
Final Report

<u>**Submission Process and Guidelines**</u>
How to Apply
How Grant Applications are Processed
Procedures for Revise & Resubmit Requests

OVERVIEW

ELIBIGILITY:

Doctoral students in good standing in the Ross School of Business are eligible to submit Doctoral Grant requests. Eligibility is restricted to current full-time students who have not graduated or begun full-time employment as of the date of application. **Students who plan to submit a grant request should inform their PhD Advisor and their faculty research advisor.**

DEADLINES:

Fall: September 30
Winter: February 15
Spring: May 30

If these deadlines fall on a weekend or holiday, the deadline will shift to the next University business day. Expect the process to possibly take up to two months, though notification may be sooner. Funds are available immediately upon approval of grant applications. All applicants will receive grant decisions via campus mail. Late submissions may be considered at the discretion of the Doctoral Grants Committee.

AWARDS & LIMITATIONS:

A student may only receive **two grants** during their PhD program and may have only one grant active at any given time. Students are strongly encouraged to apply for Rackham Graduate Student Research Grants prior to applying for a Doctoral Study Grant. Rackham Grants are accepted on a rolling basis and allow for a one time pre-candidate award of up to $1,500 and a one-time candidate award of up to $3,000. More information about the Rackham Graduate Student Research Grants is available on the [Rackham website](#).

Students are allowed $4,000 in total Doctoral Grant funds that can be split however they like across their two allowable grants. For instance, a student may apply for one grant of $1,500 and a subsequent grant for $2,500, or may apply for a single grant of $4,000. Whatever the amount requested, grant applications should show the budget for the entire project, but will not be approved for more than $4,000 (or if the student has already received a previous Doctoral Grant, not more than $4,000 less the amount of the prior grant). Students who have received support from other sources for their research project should indicate the line items that have already been funded. If a budget exceeds the funding limit, students should indicate which items will be covered by the grant along with other sources of funding or other outstanding grant applications. Showing availability of additional funds is only meant to ascertain whether students have the ability to successfully complete the project and will not affect the funding decision of the Doctoral Grants Committee.

ACCEPTABLE ITEMS OF EXPENSE (this list is not meant to be exhaustive):

1. Travel: to libraries, to conduct interviews, fieldwork, to attend a professional meeting (dates, destinations, and length of stay must be included in the budget).
    a. Automobiles: for a vehicle owned or used regularly by the applicant, the University of Michigan's reimbursement policy will apply (currently $0.575/mile); for a rented vehicle, the commercial rental rate (cost of gas will not be covered).
    b. For air, bus, or train travel, applicants are expected to plan their trips with an eye towards costs. The University only allows reimbursement of coach airfare. Reserving tickets several weeks in advance will generally yield a better fare than waiting until the last minute.
    c. Lodging costs: Although lodging is an acceptable expense, the Doctoral Grants Committee encourages applicants to seek the lowest possible cost alternatives. For example, local university housing or sharing a hotel room may permit a lower daily lodging rate. The Doctoral Grants Committee reserves the right to reduce the per day amount that will be reimbursed, even if the requested amount is within the $2000 limit.
    d. For conference travel where you are presenting a paper, the paper you have written must appear on the program. You must also certify that you have applied to Rackham for travel funds before you can receive funds from this program.
    e. For conference travel where you are not presenting a paper, you must document how attending the conference directly contributes to the success of the research project covered by the Doctoral Grant, and why the benefits of attending cannot be met by another means (e.g. consulting with Ross faculty).
2. Microfilms or photocopies and photographs of books or articles not in circulation (list titles, volume of workload, and length of time in archives)

3. Services: (Applicants will not be reimbursed for work they do themselves, and must justify hiring services accordingly.)
    a. Subjects for tests and experiments
    b. Independent test scores
    c. Coding*
    d. Assistance in fieldwork when appropriate skills (such as language ability) are lacking
4. Construction, rental or purchase of special equipment when demonstrated that necessary items are not available on campus or economical to rent. Note that any equipment purchased will become the property of the Ross School of Business upon completion of the project or when the student leaves the school.
    a. Computing hardware (including external drives and peripherals)
    b. Audio-visual and photographic equipment
    c. Construction of demonstrations
    d. Computer interfaces for special experiments
5. Computing Resources & Databases
    a. Funds may be used for renting time on large-scale, high performance computing (HPC) systems, such as Flux or Amazon EC2.
    b. Documentation should be provided that the University Library System, University & Ross ITS, Kresge Library and the concerned academic department do not have this resource (computing or database), are unable to acquire it or are unwilling to acquire it.
    c. Licensing information about a database should be provided (i.e. does the database have a single or multiple user license, how many sites can the database be loaded at, etc.)
    d. Applicants must also specify the future use of a database after the applicant uses it (i.e. will it revert to the school/department or will the applicant retain possession of the database, etc.)
6. Data Collection/Data Entry
    a. Printing and postage for surveys
    b. Phone calls for interviews (Please note, however, that the Doctoral Studies Office can make arrangements for you to use a campus phone free of charge.)
    c. Rental or purchase of data tapes, only if they are not available currently through the library or faculty group.
    d. Payments to individuals for data entry*

* NOTE: The Doctoral Student Grants Committee typically does not recommend funding for clerical assistance. Their assumption is that students should do such work themselves or obtain such services at little or no cost. If you are requesting funding for these items, be aware that your justification will be subject to special scrutiny.

UNACCEPTABLE ITEMS OF EXPENSE:

1. Tuition and Fees
2. Costs of typing, binding, editing or preparing copies of the dissertation
3. Costs of food for field trips and other travel
4. Travel to consult or meet with members of the dissertation committee

REIMBURSEMENT:

1. Original receipts will be necessary for reimbursement. Keep copies of these receipts for your records.
2. We encourage you not to accumulate expenditures longer than 9 months prior to application for a grant.
3. Applicants may not be reimbursed twice for the same expenses (for example, from two separate grants from different sources).

FINAL REPORT:

Applicants must submit receipts for all expenditures that were covered by the grant. The deadline for submitting receipts is one year after the award of the grant. Consequences for violation: lack of eligibility for further grants and/or refunding the remaining balance of the grant.

SUBMISSIONS PROCESS & GUIDELINES

HOW TO APPLY:

Grant applications should be submitted as PDF documents online via the submission portal:

https://umich.qualtrics.com/SE/?SID=SV_bsKje7jUZDxHdk1

Grant applications should include one copy of your de-identified proposal (uploaded as a single PDF document). **Your name should not appear anywhere on the proposal**. The proposal should provide the following elements:

1. Description of the project (no more than five (5), single-spaced pages, minimum 11-point font). Your project description should cover:
    a. Title: Place your title at the top of the first page. If the full title of the project is long, please choose one phrase from your title as a "short title" for the project, and list it on the cover sheet.
    b. Description of Problem Area: This brief section should describe the problem area or general research topic and explain why research in this general area is important.
    c. Project Description: This brief section should describe what your project will be investigating or testing, without using jargon. This should be considered similar to an abstract so that a researcher outside your discipline can understand what you intend to do.
    d. Background and Literature Review: This is a longer section of your application. Obviously a comprehensive literature review would be impractical in the space permitted; however, important relevant references should be discussed briefly, especially highlighting how they relate to your project. If you have hypotheses to test, list and discuss them here. If your project is exploratory, be sure to justify why that is appropriate for the stage of research on this topic in your field.

e.   Project Design/Methods: This is a longer section of your application. Some appropriate subheadings for this section might include Sample Description, Data Collection Techniques, and Analysis Tools and Techniques. Applicants should ensure that full justifications are included for all aspects of their project design. Lack of justification has been a major stumbling block for the anonymous reviewers in the past and has caused applications to be rejected.

f.   Role of this project in your degree program: For example, indicate if it is a candidacy requirement, collaboration with faculty, dissertation, etc.

g.   Current Stage of Research: In this brief section, indicate whether you have already begun the research, and estimate when you hope to begin data collection, begin analyses, and complete the project.

NOTE: Because grant funds are typically needed for data collection or analysis, please make sure that your project justification (i.e., background and literature review, with hypotheses if appropriate) and your description of what you will do with the funds (i.e., project design/methods) are clear and compelling.

2.   Budget, with detailed justification of each item of expense. (This is not included in the five (5) page limit for the project description.)

a.   Provide a simple table with labels and amounts, each followed by a description of the item, a brief explanation of why the expense is necessary, and an explanation of how you estimated the cost for the item.

b.   Be sure to include the total amount requested.

c.   Do not apply for items that are specifically excluded from eligibility for funds (e.g. food during research trips). To do so implies to the committee that you have not read the above guidelines with appropriate care.

d.   Include information about other grants you have applied for or have received to support this project. Students are strongly encouraged to seek funding from other sources. If a student receives reimbursement for expenses from Rackham or other external funding that covers the same items funded through this program, we expect the student to return the amount duplicated so that the funds may be spent on other students' research.

3.   References. You are welcome to submit a reference list that reflects a more extensive literature review than the page limit allows (such as all the references that are cited in a longer proposal). This may help your reviewers know if you are familiar with a particular article or body of literature (even though you have not had space to include discussion of this literature in the project description). This list of references is not included in the 5 page limit for the project description.

4.   Appendices, such as interview protocols, diagrams, sample survey instruments, mathematical program formulations; or other items too awkward to fit in the body of the project description. Please keep this information as brief as possible, and limit appendices to a maximum of five (5) pages.

Additionally, if applicable, you should upload a copy of the Institutional Review Board (IRB) approval form (uploaded as a separate PDF). All studies that use human subjects (e.g., experiments, surveys, interviews, some archival data) must be reviewed and approved by (most likely) the Behavioral Sciences Institutional Review Board. General information is available at: http://research-compliance.umich.edu/irb-health-sciences-and-behavioral-sciences-hsbs. The application form, called

"eResearch," is now online and is linked from the IRB web site. The IRB review process can be time consuming, so please plan accordingly.

Applications received without complete information are unlikely to be approved. **Do not include your name or the names of committee members or other advisors within the text of your submission.**

Proposals with more than five (5) pages for the project description and/or more than five (5) pages of appendices (not including budget and references) will not be accepted.

HOW GRANT APPLICATIONS ARE PROCESSED*:

1.   The Doctoral Studies Office will register each application, store the application information, IRB approval, and generate a list of faculty members who are ineligible to review the application.
2.   The PhD Forum Grants Committee reviews the anonymous applications and assigns four reviewers. The reviewers fall in the following profile:
    a.   At least one doctoral student
    b.   At least one faculty member
    c.   At least one in the applicant's department
    d.   At least one not in the applicant's department
    e.   The evaluators will not include the applicant's advisor
    f.   The evaluators will not include any members of the applicant's dissertation committee (if the applicant has already formed an official committee)
3.   The Doctoral Studies Office sends an e-mail and a copy of the anonymous application to each reviewer, asking for a response in two weeks (or as soon as possible). Reviewers receive the following set of questions to guide the review:
    a.   Is the project carefully designed to answer the questions posed by the student?
    b.   Is the budget reasonable to carry out the proposed activities?
    c.   What are the things that impress you?
    d.   What are the things that confuse you?
    e.   Do you believe the proposal merits funding?
4.   When the Doctoral Studies Office staff receives the reviewers' comments (which is usually more than two weeks later), identifying information is removed, and copies are made for the review committee members.
5.   Upon receipt of all reviews, the PhD Forum Grants Committee meets to discuss each application at length. The committee makes recommendations regarding acceptance and the budget approval amounts. These recommendations may include approving the application, approving partial funding, requesting additional information (a revise and resubmit), or denying the application. The chair summarizes the rationale for the recommendations. Committee recommendations and rationale are forwarded to the Doctoral Studies Office.
6.   The applications, evaluations, and Doctoral Grants Committee recommendations are then forwarded to the Associate Dean and Director of the Doctoral Program for final award approval and amount.
7.   The Doctoral Grant applicant receives, in writing, the final decision and award amount, plus copies of the anonymous reviews.

8. Award money is posted to the student's account. If receipts are not submitted within one year, the balance must be returned.

*If the grant application is received from a student who has advanced to candidacy, and is intended solely to support completion of the student's dissertation, the PhD Forum Grants Committee has the option to fast track the request. Fast tracking requires a letter of support from the student's dissertation chair (uploaded by the student in the online portal), which replaces the 4 reviewers.

PROCEDURES FOR REVISE & RESUBMIT REQUESTS:

1. To expedite the funding process, you may revise and resubmit your application to the Doctoral Studies Office as soon as you are ready to do so.
2. If you have any questions about the feedback you receive, please contact the PhD Forum Grants Committee Chair and ask for clarification so that your revision can be as strong as possible.
3. Your cover letter can (and should) be as long as necessary to explain your changes and clarifications. Your revision should address each of the reviewers concerns, which will have been summarized in the memo from the Associate Dean. Although funding is not guaranteed, the more thoroughly you address reviewers concerns, the more likely you will receive the requested funding.
4. The PhD Forum Grants Committee may choose to resubmit the application to the original reviewers or the Committee may simply review the application to see that the reviewers concerns were addressed.
5. The Committee makes recommendations regarding acceptance and the amount of money to the Associate Dean. These recommendations may include: approving the application, approving partial funding, or denying the application. The Chair summarizes the rationale for the recommendations to the Associate Dean.
6. The PhD Forum Grants Committee recommendations are then forwarded to the Associate Dean and Director of the Doctoral Program for final award approval and amount.
7. Applicant receives, in writing, the final decision and award amount, plus copies of the anonymous reviews if applicable.
8. Money is awarded upon acceptance of the application. If receipts are not submitted, the balance must be returned.

Seating Algorithm (Rev: 11/09/2018)

In case the demand for specific location(s) exceeds availability, the following heuristic will be used to resolve any seating preference conflicts. Note that preferences collected through the seating survey will be our foremost data point in determining new seating assignments and the below heuristic will come into play only in case of preference conflicts.

1. Job Market
   a. Students on the job market will receive highest priority. Our reasoning here is that job-market candidates might find the most need to be within phone's reach (among other reasons) so might prefer to not be located in the bullpen if possible.
2. Priority rankings
   a. Seniority in the PhD program
      i. Students receive 1 point for each year in the program

        b.   Student performed service on the PhD Forum actively
              i. Students receive .4 points for each year as president of the PhD forum
              ii. Students receive .3 points for each year as a regular member of the PhD forum
        c.   Student performed service on the Grants committee
              i. Students receive .1 points for other valuable community services (e.g. grants committee, UPLIFT, etc.)
3.   Tiebreakers (if two students not on the job market are equal in priority rankings).
        a.   On job market:
              i. If tied in terms of priority rankings, the one who defended the dissertation proposal will receive a higher priority
        b.   Not on the job market (applied in the following order).
              i. Preference to be seated near a collaborating faculty
              ii. Preferences NOT to be seated around someone
             iii. Preferences to be seated around someone
             iv. Other preferences (e.g. would like to sit with someone from a certain department)
              v. Random number drawn by facilities co-chairs

NOTE on Incoming PhD student seat allocations:

      Incoming PhD Student seat allocation will be determined by the facilities co-chairs. They will make an effort to sit students from the same department near each other.

NOTE on seat allocations for visiting PhD students:

      It was agreed upon with Brian Jones that seating for visiting students will be reserved only as available (i.e., if any seats are available within the Modular Offices after all Ross PhDs are allotted seats). Further, preferences for visitors' seating would be considered in order of "seniority" (with higher priority given to visitors that have been visiting at Ross for a while, over others that arrived more recently). Lastly, to help provide seating to maximum number of visiting students, a maximum of two visiting students may be assigned per cube within the Modular Offices. Visitors to be provided Ross desktop computers contingent availability.

Guidelines for Office Etiquette

1. Noise/Volume Etiquette

In Ross: Please check with your roommates first before making prolonged phone or video calls.

In the ER: If you must talk in the hallways, please whisper. If you need to engage in conversations, please move to the lounge or outside the office area. Even when in your office room, please mind your volume to ensure you are not disrupting others.

Please do not hold meetings or office hours in ER or Ross offices. Rooms can be reserved through the iMpact Web Portal. Please consult the Graduate Coordinator or appropriate faculty support office if you need assistance.

2. Help keep common areas clean.

Pick up after yourself—and others. If you make a mess, clean it. Even if you aren't the one responsible for the mess, try to be a good citizen and do what you can to help clean it up. (If necessary, email Facilities at rossoperations@umich.edu)

3. Protect our space & be respectful of others.

Always accompany any guests to PhD office space (including RAs). Don't give out the code to the Executive Residence floors to anyone other than students. If someone knocks on the door, ask them whom they're looking for, and then accompany them to find the person ("oh, sure, let me show you where they sit"). There are a lot of valuables in the PhD Offices—computers, laptops, bags, etc.—so please help keep PhD office space secure.

       3.1. When it comes to visitors, it is okay to show your office to friends or loved ones. However, it is not okay to give visitors free access to offices (i.e. give them keys or key cards) or to let them squat at your desk on an ongoing basis. This applies even when you are in a relationship, engaged, or married to the visitor. When you do have visitors, please remind them of the noise control etiquette in the ER offices and to not disrupt other students. Bottom line, you are responsible for any visitors that you bring.

       3.2. Please do not use another student's desk or their belongings unless you have their explicit permission to do so. We strongly discourage the use of somebody else's desk on an ongoing basis. It is okay to squat at somebody else's desk for a little while but not for extended periods of time.

       3.3 Some students are using their computers remotely. Please do not disturb these students' computers or outlets. Furthermore, please do not use the desks of these students without their explicit permission (see 3.2.). If you plan to use your computer remotely for extended periods, please leave a clear note/sign on your desk indicating this.

4. Only eat food that's yours, & throw out food you don't eat.

Only eat food in the fridge that is yours. Writing your name on your food can help avoid confusion. Throw out any food that you do not eat—don't contaminate others' food with your moldy food's funkiness. Also, please try not to eat especially fragrant food in the Executive Residence public space — one person's delight could be another person's poison!

It is great if you share leftover food with other students by leaving it in the ER lounges or Ross business hubs: it saves money, resources, and makes many people very happy. However, please make sure that the leftovers are gone after a day or so. In the past, spoiled leftovers and/ or single-use plates, silverware, etc. have been left in ER lounges for somebody else to clean up. If you don't have access to ER floors, please ask someone to check if the food is gone after a while.

5. Think about others when you print.

When printing large jobs (things that take more than a few minutes to print), try to print in batches so that a huge line does not form behind you in the printer queue.

6. Temperature & Energy Conservation

Please be respectful of others' temperature preferences. Do not change the thermostat in the PhD offices unnecessarily. Wearing layers and/or keeping a sweater at your desk can be really helpful in all seasons. We ask that you ensure all windows are closed and lights are off when you are not using your office.

7. Respect faculty space.

The faculty lounge on the 6th floor is for faculty only—students should only go to the lounge if they are accompanied by a faculty member. Even if a faculty says it's ok for you to go alone, please let them know that they'll need to accompany you.

8. Do not sneeze. Ever.

Just kidding. This rule is just a joke, to see if you were still reading!

9. One last tip if you ever have computer trouble...

The email for Ross IT is rossitsupport@umich.edu

Michigan Ross Doctoral Studies
Academic Probation and Dismissal Policy

The Michigan Ross Doctoral Studies Academic Dismissal Policy provides program specific procedures that align with the Rackham Academic Dismissal Policy. In order to provide a convenient single source for both policies, this document provides the Rackham Academic Dismissal Policy followed by the Michigan Ross Doctoral Studies Academic Dismissal Policy.

Policy for academic progress, unsatisfactory academic standing, and academic probation and dismissal from doctoral programs, approved by the Rackham Executive Board, 4/25/18

4.7 Deficiencies in academic progress of doctoral students
Students should periodically meet with their advisers to discuss their academic performance and progress toward the degree. Graduate programs should immediately notify students in writing when their performance falls below an acceptable level. In response to a student's academic deficiencies, the Graduate School may take any of the following actions:

- place a note of "unsatisfactory academic standing" on the student's academic record
- place a continuing student on academic probation;
- require a student to withdraw from the University; or
- not confer a degree or certificate.

4.7.1 Unsatisfactory academic standing
The Graduate School will place a notation of "unsatisfactory academic standing" on the academic record at the end of the term in which a student's cumulative GPA falls below a B (3.0 on a 4.0 point scale). Graduate programs may have additional requirements for satisfactory standing, such as requiring minimum grades in the overall program or in particular courses. The program will publish these additional requirements and notify Rackham OARD when it determines that a student's performance is unsatisfactory. The program may decide whether unsatisfactory academic standing may be a basis for placing a student on academic probation (*section 4.7.2*).
A student with unsatisfactory academic standing may not advance to candidacy and will not be awarded a degree or graduate certificate, and may change programs and transfer credits only with permission of the admitting program.

4.7.2 Academic probation and dismissal of doctoral students for academic reasons
Academic probation is normally required before a program may recommend that a doctoral student be dismissed for academic reasons. As an exception, and only with advance notice to students, program policy may allow dismissal without probation for a student who fails to pass candidacy or preliminary exams.
As of the 2019 Winter Term, each program will implement program-level policy for academic probation and dismissal that is consistent with the following guidelines. Programs are responsible for communicating this policy to all doctoral students and faculty and for applying this with equity and fairness, taking into account accommodations for disabilities. Academic probation will be noted on the student transcript.

Placing a student on academic probation. The advisor or graduate chair or director may recommend that a student be placed on academic probation. The decision to place a student on probation must be made by a faculty group of at least three persons to include, for example, the department chair (or the chair's designee), the graduate chair, and the advisor; the graduate committee of the program; or another committee constituted of faculty.

Length of the probationary period. The probationary period may be no shorter than two months of the fall or winter term and ordinarily conclude at the end of that term. For a student placed on probation within two months of the end of the fall term, the probationary period will extend into the winter term for a total of at least two months. For a student placed on probation within two months of the end of the winter term, the probationary period may include the spring or summer half-terms or the following fall term, for a total of at least two months. A student may be placed on probation starting in the spring or summer half term for a minimum of two months, and does not need to be enrolled during these half terms.

Notifications. The graduate chair must notify the student and Rackham OARD in writing before the probationary period begins, explaining the reasons and conditions of probation; the start and end dates of the probationary period; funding support (see below); conditions, if any, for returning to satisfactory standing; and options for appeal (see below). A student who has been placed on probation may request a leave of absence from Rackham or withdraw (*sections 2.2.2, 2.2.3*). The leave or withdrawal will stop the clock on the probationary period, which resumes when the student returns to active status or is reinstated. Probation will remain in effect until the conditions are remedied or the student is dismissed.

Funding a student on probation. The level of funding prior to probation should be continued through the probationary period.

End of the probationary period and dismissal. At the end of probation, and upon the recommendation of the graduate chair and the consent of the Graduate School, a student may either be returned to good academic standing or dismissed from the program. The decision to dismiss a student must be made by a faculty group of at least three persons to include, for example, the department chair (or the chair's designee), the graduate chair, and the advisor; the graduate committee of the program; or another committee constituted of faculty. The graduate chair must notify Rackham OARD of a recommendation for dismissal.

Option to appeal academic probation or dismissal. Students must be notified of options to appeal academic probation or dismissal. The program should constitute a separate committee of review to consider appeals. Students may use the Graduate School's Academic Dispute Resolution process only for procedural issues of fair and equal treatment under the policy of the program, and not to appeal the academic reasons for the decision.
Students who fail to meet standards of academic or professional integrity or who have been found responsible for violations of other University standards of conduct may be dismissed in accordance with separate procedures described in Rackham Academic and Professional Integrity Policy (*section 11*).

Policy for academic progress, unsatisfactory academic standing, and academic probation and dismissal from the Michigan Ross Doctoral Studies Program.

Program-specific criteria for satisfactory academic standing at the pre-candidate and candidate levels.
- Pre-candidate level
  - Students are expected to be registered for a minimum of 6 credit hours per term (fall and winter)
  - Students are expected to maintain a minimum 3.0 GPA
  - Students are expected to attend all 8 Responsible Conduct of Research and Scholarship modules
  - Students are expected to complete the following PEERRS training modules:
    - Conflict of Interest
    - Foundations of Good Research Practices Module & Certification Test
    - Research Administration Module & Certification Test
  - Students are expected to attend the Institute for Faculty In Training
  - Students are expected to pass their area preliminary exam
  - Students are expected to pass their area research paper requirement
  - Students are expected to advance to candidacy before the fall term of their fourth year (using the Rackham fall advance to candidacy deadline date)
- Candidate level
  - Students are expected to teach a BBA course in their third year (fourth year with approval of their PhD Advisor)
  - Students are expected to select their dissertation chair before the end of their third year (8/31)
  - Students are expected to select their dissertation committee members and submit their dissertation committee paperwork to the Doctoral Studies Office before the end of their fourth year (8/31)
  - Students are expected to defend their dissertation proposals by the end of their fourth year (using the Rackham fall semester advance to candidacy deadline date; end of fifth year with approval of their dissertation chair and PhD Advisor)
  - Students are expected to defend their dissertations by the end of their fifth year (using the Rackham spring/summer registration deadline date; end of sixth year with approval of their dissertation chair and PhD Advisor)

Any options for re-taking qualifying or candidacy exams and the consequences for failure, including dismissal.
  - Students may retake the preliminary exam once with approval of their area PhD Advisor
  - Students who are not approved to retake the preliminary exam will be dismissed from the program
  - Students who are approved to retake the preliminary exam will be scheduled to retake the exam within one year of the first attempt
  - Failure to pass the preliminary exam on the second attempt will result in dismissal from the program

Any options for resubmitting the area research paper and the consequences for failure, including dismissal.
  - Students may resubmit their area research paper once with approval of their area PhD Advisor
  - Students who are not approved to resubmit their area research paper will be dismissed from the program
  - Students who are approved to resubmit their area research paper will be scheduled to resubmit their area research paper within one year of the first submission
  - Failure to pass the area research paper requirement on the second attempt will result in dismissal from the program

Standard length of the probationary period.
- o Students placed on probation for grades will return to good standing if their GPA rises above 3.0 at the end of a one semester probationary term
  - ▪ If grades do not rise above a 3.0 GPA at the end of one term, students will be dismissed from the program unless an additional term of probation is approved by their area PhD Advisor
  - ▪ If grades do not rise above a 3.0 GPA at the end of an approved second term, students will be dismissed from the program
- o Students placed on probation for failure to pass their preliminary exam will remain on probation until they retake the preliminary exam (maximum of one year at the discretion of the area PhD Advisor)
  - ▪ Students will return to good standing if they pass their preliminary exam on their second attempt
  - ▪ Failure to pass the preliminary exam on the second attempt will result in dismissed from the program
- o Students placed on probation for failure to pass their area research paper requirement will remain on probation until they resubmit their research paper for a second review (maximum of one year at the discretion of the area PhD Advisor)
  - ▪ Students will return to good standing if they pass their area research paper requirement on their second attempt
  - ▪ Failure to pass the area research paper requirement on the second attempt will result in dismissed from the program
- o Students who have achieved candidacy may be placed on probation for lack of research progress for the following reasons:
  - ▪ Dissertation Chair is not selected in a timely fashion (deadline is end of the third year, 8/31)
  - ▪ Dissertation Committee is not selected in a timely fashion (deadline is end of the fourth year, 8/31)
  - ▪ Dissertation Proposal is not defended in a timely fashion (deadline is end of the fourth year, using the Rackham advance to candidacy deadline date; end of fifth year with approval of their dissertation chair and PhD Advisor)
  - ▪ Dissertation Defense is not defended in a timely fashion (deadline is end of the fifth year, using the Rackham spring/summer registration deadline date; end of sixth year with approval of their dissertation chair and PhD Advisor)
  - ▪ Students who are placed on probation for lack of research progress will have a minimum of one semester and a maximum of one academic year to return to good academic standing by completing the milestone for which they were placed on probation

Procedures for notifying students placed on academic probation and options for appeal.
- o Students placed on probation will be notified in writing by their area PhD Advisor. Written notification will include the reason(s) for probation, the length of the probationary period, and what the student must do prior to the end of the probationary period in order to return to good academic standing.
- o Students may appeal their probation to their area Chair.
  - ▪ The appeal must be in writing and explain why the reason(s) for probation are not justified, why the length of the probation is not appropriate, and/or why the actions required of the student prior to the end of the probationary period are not reasonable.
  - ▪ The written appeal must be submitted to the area Chair within ten business days of the date of the PhD Advisor's written notification of probation.
  - ▪ The area Chair will take one of the following actions within 10 business days of the date that the written appeal is submitted:
    - Uphold the probation as written by the PhD Advisor
    - Deny the probation and keep the student in good academic standing

- Modify the reasons for the probation, the length of the probation, and/or the actions required of the student prior to the end of the probationary period

Funding arrangements during the probationary period.
- o The level of funding prior to probation will be continued through the probationary period unless the probationary period extends beyond the end of the student's fifth year (8/31). Funding beyond the fifth year is at the discretion of the student's area of study and is often at a level lower than years 1-5 even for students in good standing.

Procedures for recommending a student for dismissal and options for appeal.
- o Students will be informed in writing by their PhD Advisor of a decision to be dismissed from the PhD program. Written notification will include the reason(s) for dismissal.
- o Students may appeal their dismissal to their area Chair.
  - ▪ The appeal must be in writing and explain why the reason(s) for dismissal are not justified.
  - ▪ The written appeal must be submitted to the area Chair within ten business days of the date of the PhD Advisor's written notification of dismissal.
  - ▪ The area Chair will take one of the following actions within 10 business days of the date that the written appeal is submitted:
    - Uphold the dismissal.
    - Deny the dismissal and keep the student in good academic standing.
    - Deny the dismissal and put the student on probation including the reason(s) for probation, the length of the probationary period, and what the student must do prior to the end of the probationary period in order to return to good academic standing.
- o Students may appeal the decision of the area Chair to the PhD Graduate Chair.
  - ▪ The appeal must be in writing and explain why the reason(s) for dismissal or probation are not justified.
  - ▪ The written appeal must be submitted to the PhD Graduate Chair within ten business days of the date of the area Chair's written notification of dismissal or probation.
  - ▪ The PhD Graduate Chair will take one of the following actions within 10 business days of the date that the written appeal is submitted:
    - Uphold the dismissal or probation.
    - Deny the dismissal or probation and keep the student in good academic standing.
    - Deny a decision of dismissal and put the student on probation including the reason(s) for probation, the length of the probationary period, and what the student must do prior to the end of the probationary period in order to return to good academic standing.
    - Modify a decision of probation including the reason(s) for probation, the length of the probationary period, and/or what the student must do prior to the end of the probationary period in order to return to good academic standing.
    - The decision of the PhD Graduate Chair will be final.

Terminal Master's degree for PhD students who are dismissed from the Ross PhD Program.
- o Students who are dismissed from the Ross PhD program are eligible to receive a Master's of Arts in Business Administration degree.
- o Requirements for the M.A. degree are 30 hours of graduate level coursework with a minimum of a B grade point average.
- o Once awarded, the terminal master's degree (Master of Arts in Business Administration) is the highest degree that the student may earn from the Ross School of Business. After receiving the degree, the student is not eligible to be readmitted in the future to complete the PhD degree.

How procedures are communicated to all students.

- o These procedures will be included in the PhD Handbook. The PhD Handbook is sent to all PhD students each year in September as an email attachment.