



2006-2007
BULLETIN

MBA & MAcc
Program

LEADING IN THOUGHT AND ACTION

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be viewed at <http://www.bus.umich.edu/pdf/MBAMACCBulletin.pdf>*

Message from the President

Welcome to the University of Michigan, one of our country's great public universities. One of the many reasons I am thrilled to be part of this university community is because of its long-standing commitment to diversity. I firmly believe that we can learn some of life's most important lessons from each other. The more varied the perspectives represented, the richer our education. Our differences—whether they be the academic questions that engage us, age, economic background, gender, or race, to name just a few—bring a buoyancy to our campus community and help create the intellectual vitality that makes Michigan internationally renowned.

Since its founding more than one hundred and eighty years ago, the University has aspired to provide an outstanding education to a diverse student population. Former President James B. Angell, in his 1879 commencement address, said, "Good learning is always catholic and generous. . . . It frowns on caste and bigotry. It spurns the artificial distinctions of conventional society. It greets all comers whose intellectual gifts entitle them to admission to the goodly fellowship of cultivated minds. It is essentially democratic in the best sense of that term."

Several years ago, Michigan's faculty, through the University Senate, reaffirmed its commitment "to recruiting and maintaining a culturally and racially diverse student body and faculty that are representative of contemporary society, and to assuring that these diverse influences are respected and incorporated into the structure of the University."

I am proud to belong to an academic community that historically has embraced diversity and is as committed today to this ideal as it was during the days of President Angell. I invite you to join me in supporting Michigan's ongoing efforts to promote an appreciation of and openness to the viewpoints and contributions of others.

Sincerely,

Mary Sue Coleman

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I. Philosophy of the University of Michigan MBA and MAcc Programs

The demands of a global economy have changed the requirements for personal and business success. As a result, the Stephen M. Ross School of Business at the University of Michigan is leading an industry redefinition of traditional business education. Leveraging its academic depth, an international network of corporate partners, and a diverse, cooperative culture, Michigan delivers a distinctive leadership and management educational experience. Graduates of our standard-setting Master of Business Administration (MBA) program and our Masters of Accounting (MAcc) program combine knowledge with action, gaining skills that produce results and improve business.

The Ross School of Business offers an array of opportunities for education, personal and career development, community involvement, and social interaction. In the classroom, students get the latest in both theory and practical applications from top teachers and scholars. In our MBA program, traditional management education is complemented with high-impact, hands-on professional development. Michigan MBAs work within businesses and develop valuable skills in areas like leadership, teamwork, and decision-making. And, no matter what the setting, Michigan MBAs and MAccs learn from each other. The Michigan programs produce graduates who set a standard for effectiveness and leadership.

II. Statement of Community Values

All members of the Ross Business School 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 included in the [Community Membership section \(X\)](#) of this document.

III. MBA Program Requirements

A. Full-Time MBA Core Curriculum

To make the first year of study cohesive and meaningful, the School divides each entering Full-Time MBA class into six sections of approximately 70 students. During the initial year of the program, these 70 people form a cohort: attending the same classes, working on group projects, encouraging each other, debating each other, and providing each other with a stable intellectual context and social network. Students may not change their designated sections.

The Full-Time MBA Core Curriculum consists of 57 semester hours completed over two full academic years in residence. Students enter in early September, complete the first year in late April of the following year, and have a four-month summer period before returning in September for the second year of the program. The curriculum reflects flexibility through modular scheduling, allowing both seven- and fourteen-week courses.

Courses offered in the first year of the program establish a basic understanding of the functional responsibilities of an organization. During the second year of the program, students integrate concepts learned in the first year and take electives in their area(s) of interest while completing all degree requirements.

First Year - Fall Term	
Fall A	Fall B
ACC 502: Prin of Fin Acct (2.25 crs)	FIN 503: Financial Mngmt (2.25 crs)
BE 502: Applied Microeconomics (2.25 crs)	MKT 503: Marketing Mngmt (2.25 crs)
STRATEGY (CSIB) 502: Corporate Strategy (2.25 crs)	MO 503: Human Behav & Org (2.25 cr)
OMS 502: Applied Business Statistics (2.25 crs)	Optional Business Elective or Degree Requirement
Finance 513 option ^a (2.25 crs)	

First Year – Winter Term	
Winter A	Winter B
ACC 552: Management Accounting (2.25 crs)	BA 553: Multi-disciplinary Action Projects ^b (7.5 crs)
OMS 552: Operations Management (2.25 crs)	
Optional Business Elective or Degree Requirement	

- ^a FIN 513 (in Fall A) is offered for those students pursuing a career in finance. Students may apply to take this class if they have waived a different Fall A course. Those who pass this class will not take FIN 503 in Fall B, thereby freeing up a second elective slot in that term.
- ^b During the second seven weeks of the first year Winter Term, students participate in MAP (BA 553 - Multidisciplinary Action Projects). MAP may involve domestic, international, entrepreneurial, or experimental projects. Placement into specific MAP programs is determined by an application process during the fall semester. Students are strongly discouraged from taking additional coursework while enrolled in MAP due to time obligations and intensive group work. More specifically, participation in an international MAP project especially requires that no other course work is concurrent with MAP in Winter B.

1. Second Year:

Students must take enough coursework to complete 57 total graduate credit hours during their two years in the program.

Of the 57 credits, at least 25 may be taken as electives. Students may choose to focus on one functional area or may tailor their experience by combining various functions for a more broad-based management curriculum. MBA students may choose to broaden their experience by electing up to 10 hours of graduate study in other units of the University of Michigan (Ann Arbor campus).

2. Additional Degree Requirements:

- **Law/Ethics:** This requirement can be met by waiver request or by taking ONE of a selection of courses at any time during the two years. (Students who have earned a Juris Doctor degree are automatically waived from this requirement.) See [section C-2](#) below for complete course option details.
- **Communication Requirement:** To help develop communication skills, all students must fulfill a Communication Requirement. This requirement can be satisfied by passing a Waiver Exam or with course work. See [section C-3](#) below for details.
- **World Economy** (STRATEGY (CSIB) 503 – 1.5 crs) must be completed at any time in the two years.

B. Evening MBA Core Requirements

The Evening MBA program consists of 60 credit hours in residence. Students generally take about four years to complete the Evening MBA Program and must meet the degree requirements in effect when they enter the program. If course or curriculum changes take place after a student commences the program, every effort will be made to implement the changes in the student's best interest, while still maintaining the most current program standards.

The core coursework establishes a basic understanding of the functional responsibilities of an organization. After completing the core course requirements, students integrate the concepts learned and take electives in their area(s) of interest while completing all degree requirements. Students must also fulfill the Communication Requirement within their first 18 months of the program (see [section C-3](#) below for details). Note that some elective classes can be taken earlier in the program, depending on course prerequisites.

The curriculum reflects an increased flexibility through modular scheduling, allowing both seven- and fourteen-week courses as well as courses offered in an intensive style. Core and elective degree requirements are summarized below. See Course Descriptions (<http://www.bus.umich.edu/CourseManagement/CourseDescriptions.asp>) for details.

Core Courses with no Prerequisites*	Core Courses with Prerequisites*
ACC 501: Financial Accounting	ACC 551: Managerial Accounting [ACC 501 prerequisite]
BE 501: Applied Microeconomics	STRATEGY (CSIB) 601: Corporate Strategy [ACC 501 prerequisite]
BIT 551: Business Information Technology	FIN 551: Financial Management [ACC 501 and OMS 501 prerequisites]
STRATEGY (CSIB) 503: World Economy (for admits Fall 2005 and later)	OMS 551: Operations Management [OMS 501 prerequisite]
Law/Ethics Requirement (for admits Fall 05 and later)	
MBA Communication Requirement	
MKT 501: Marketing Management	
MO 501: Management and Organizations	
OMS 501: Probability and Statistics	

***NOTES:**

1. All students will complete a minimum of 25.5 credit hours in elective coursework. Elective courses may be 1.5, 2.25, or 3 credit hours.
2. Because ACC 501 and OMS 501 are prerequisites for other core classes, we strongly recommend taking these early in the program, to allow maximum flexibility in choosing courses.
3. MBA Communication Requirement must be met within the first 18 months of your program, either by passing a Waiver Exam or by course work. See [section C-3](#) below for details.
4. For students admitted Fall 2005 and later, core requirements also include World Economy (STRATEGY (CSIB) 503 – 1.5 crs) and the Law/Ethics Requirement. For law/ethics course choices, see details in [section C-2](#) below.

C. Additional MBA Degree Requirements and Options

The MBA core courses are a set of integrated courses designed by teams of faculty to develop a foundation for efficient and effective leadership and decision-making. They provide a foundation of core concepts and tools that students will use as they progress through the program and their careers. The above information lists all core course requirements for the two programs. Additional requirements are as follows:

1. Policy on Waiving MBA Core Courses

Students in the MBA Program may waive designated core course requirements in two ways:

- A waiver petition submitted to Academic Services for consideration by the designated department representative during the prescribed review time, indicating prior academic coursework in the subject area and relevant work experience (Note: Successful completion of the core course at the Ross School of Business within two years prior to entering the MBA program, with a minimum course grade of "Pass," meets this requirement. Such courses may not be repeated for additional credit toward the MBA degree.)
- Successful performance on a placement exam offered by the respective department at the beginning of the academic year.

Waivers earn no credit toward the MBA degree. Students must substitute another course to replace the core course credit. Students who tested out or waived out of a core class may choose, however, to enroll in the core course for credit, if their waiver was not based on previous credit completion of the course at our school.

Detailed information regarding waivers is posted on the web in the summer prior to entrance to the program. (For Evening MBA students entering in Winter Term, this information is posted the following summer.)

*Note: Students who have a CPA or CA certificate are automatically waived from the Financial Accounting (ACC 501 or 502) and Managerial Accounting (ACC 551 or 552) courses and may not elect to take these courses for credit. Students with a CFA are waived from Finance 503 (Full-Time) or 551 (Evening).

2. Business Law/Ethics Requirement

(All Full-Time MBA, and Evening MBAs admitted Fall 2005 and later)

As part of the core requirements, MBA students must elect one of the approved Business Law or a Ethics courses at some time during the program. The course must be a minimum of 1.5 credit hours. Students enrolled in the dual JD/MBA program, or who already have a Juris Doctorate, are exempt from this requirement and may not elect to take the courses below for credit. The following courses fulfill this core requirement:

BA 512	Ethics of Corporate Management	1.5 crs
LHC 582	Real Estate Law	3.0 crs
LHC/ES 504	Legal Aspects of Entrepreneurship	1.5 crs
LHC 506	Corporate Governance: Wealth Power & Responsibility	1.5 crs
LHC 507	Law of Finance and Banking	1.5 crs
LHC 508	Securities Law	1.5 crs
LHC 509	Intellectual Property Law	1.5 crs
LHC 511	Legal Environment of Business	3.0 crs
LHC 512	Introduction to Business Law	1.5 crs
LHC 513	Law of Marketing	1.5 crs
LHC 514	Employment Law	1.5 crs
LHC 515	International Business Transactions	1.5 crs
LHC 516	Law of Enterprise Organization	3.0 crs
LHC 517	Law of Business Organizations	1.5 crs

3. MBA Communication Requirement

The MBA Communication Requirement can be fulfilled through course work or a waiver exam. Unlike other MBA waivers, however, students have more than one opportunity to take the test, or to try the test again should they not pass the first time. This flexibility in test taking, as well as flexibility in course options, allows students to select the option that best fits their curriculum objectives.

Option 1: Take one of the following courses and receive a passing grade.

- LHC 520 (3.0 crs)
- LHC 521 (1.5 crs)
- LHC 522 (1.5 crs)
- LHC 524 (1.5 crs)
- LHC 560 (3.0 crs)

Option 2: Take the Waiver Exam and receive a passing score.

A Waiver Exam is offered near the start of each full term (typically, August and November). The Waiver Exam presents a specific management situation and requires a written persuasive response. The written response is evaluated for clarity of thought, organization and development of ideas, audience awareness, persuasive appeal and English usage.

Full-Time MBA:

For Full-Time MBA students admitted Fall 2004 or Fall 2005, the Waiver Exam may be taken up to four times, in an effort to receive the passing score. The Waiver Exam is offered in August and late Fall of each year. A pass on the Waiver Exam fulfills the MBA communication requirement. The Waiver Exam was given in November, 2005, and will be offered again in August, 2006 and November, 2006 for the Class of 2007 students.

For Full-Time MBA students admitted Fall 2006 and later, the Waiver Exam must be successfully passed within the first three offerings of the exam available to students upon admittance: August 2006, November 2006, and August 2007.

Evening MBA:

Effective October 2005, Evening MBA students must take the writing waiver exam within the first three offerings available to them upon admittance. For those students whose first term was Winter 2006, the exam may be taken in August 2006, November 2006, or August 2007. For Evening students admitted prior to Winter 2006, the Waiver Exam must be taken within 18 months of October 2005 – no later than November 2006. Students who have not successfully completed the assessment by the deadline will need to fulfill the Communication requirement with course work.

For more details about the Communication Requirement, please also reference their website:

<http://webuser.bus.umich.edu/Programs/BMC/>.

4. Courses Outside the Business School

MBA candidates may not be concurrently enrolled in another degree program unless participating in an approved dual degree program. The one exception to this policy occurs when we admit PhD students from non-Business graduate programs into the Evening MBA program. These students may continue their enrollment in the other PhD program, with the approval of that program. MBA students may, however, complete up to ten credit hours of graduate-level courses in other units at the University of Michigan-Ann Arbor while enrolled in the MBA program. The rich variety of courses available at the University of Michigan allows each student expanded, unparalleled opportunities to develop a program of study to fit personal career objectives.

The Ross School of Business cannot transfer credit from other universities or colleges nor can it give credit for practical experience, participation in musical or athletic organizations, or for physical education or performance courses.

5. Research Projects for MBA Candidates

Individual and group research projects, supervised by faculty, are available to graduate business candidates in good academic standing. To select a project, students should consult the appropriate professor about the nature of the research and the number of credit hours the work would earn. Appropriate forms (from Academic Services web pages) must be completed and processed, indicating faculty, Department Chair, and Dean's Office approval of the research project. Students earn one to three credit hours per project and may elect only one research project in a term and no more than three over the course of their program. No more than seven credit hours from research projects will count toward degree requirements.

For each project, the student must submit a paper to the faculty supervisor who will evaluate the character and quality of the research and render a grade. The paper and the supervisor's evaluation will be catalogued and filed for three years in the Kresge Business Administration Library. The student must submit the paper to the faculty member no later than exam week of the term in which the project was elected. Non-business master-level students may also take individual and/or group research projects. The student should ask the faculty member to send the completed research paper to the Kresge Business Administration Library. Details and forms are available on iMpack:

<http://www.bus.umich.edu/Academics/Curriculum/ElectiveOptions/IndependentResearch/>.

6. Credit for Foreign Language Study

With special permission, MBA candidates may earn degree credit for undergraduate language courses at the University of Michigan-Ann Arbor. Students may receive one graduate credit hour for every two undergraduate credit hours earned with a grade of "B" or better, up to a maximum of six graduate credit hours, toward the degree. To request credit for language study, students should complete the request form through Academic Services. Grades earned in undergraduate level courses do not count when calculating academic honors.

7. International Exchange

The Stephen M. Ross School of Business participates in an International Exchange Program with approved business schools worldwide, with selections made during Winter term of the preceding academic year. All applicants must be in good academic standing. For Full-Time MBA students, the exchange itself usually takes place during the Fall or Winter term of the student's second year. Evening MBA students who have completed the core course requirements are eligible to participate in the exchange programs. Students who complete the exchange program earn 9-15 credit hours of Pass/Fail credit toward their degree. Contact Academic Services at rossacadservices@umich.edu.

8. 400-level Courses

Because some 400-level courses are approved for graduate study, MBA students are allowed to take up to a maximum of six credit hours of 400-level graduate courses in their entire degree program. Students must check the [Rackham Graduate School Bulletin](#) to confirm if a 400-level class is listed as graduate level.

Some of these approved 400-level courses may require that a graduate student do more work in the course in order to earn graduate level credits. This may vary from course to course. Even when extra work has not been completed, however, if a course is marked for graduate level, its grade and credit hours will compute into a student's GPA.

Courses at the 300-level and below do not earn degree credit (see Credit for Foreign Language Study above for possible exceptions)

9. 800-level and 900-level Courses

800 and 900-level courses are graduate courses primarily intended for doctoral candidates. Refer to each course listing for specific requirements.

IV. Master of Accounting Program. (MAcc)

In recognition of the increasing complexity of the business environment, virtually all states (including Michigan) now require that individuals complete 150 semester hours (five years) of college education to obtain licensure as a Certified Public Accountant (CPA).

The Stephen M. Ross School of Business at the University of Michigan offers a one year Master of Accounting (MAcc) program that follows the completion of a four year undergraduate degree. The MAcc degree provides students with the appropriate number of business and accounting credits required to sit for the CPA exam but, more importantly, provides students with the educational background needed to be an effective business professional in the twenty-first century.

The graduate research seminar allows students to develop expertise in reading, interpreting and conducting highly relevant accounting-based research on the important contemporary issues facing accounting and business.

A. Undergraduate Prerequisites – MAcc

Applicants are required to take the equivalent of the University of Michigan- Ann Arbor's Principles of Accounting I & II, Intermediate Financial Accounting, Intermediate Managerial Accounting, Statistics, and Principles of Microeconomics.

Thirty-three credit hours of core and elective courses are necessary to complete the MAcc degree. Students enter the program in September and complete their degree in June with a Graduate Research Seminar. The core curriculum consists of a series of accounting and financial reporting courses. As electives, a variety of business courses are available including, but not limited to, corporate strategy, finance, marketing, international business, economics and public policy. In addition, graduate level courses may be taken outside the Business School for students wishing to study non-business areas such as law, public policy, communications, or engineering.

B. MAcc Course of Study

Fall Term	Winter Term	Spring Term
ACC 561: Federal Taxation I (3 crs)	ACC 624: Advanced Fin Acc (3 crs)	ACC 695: Graduate Research Seminar (3 crs)
ACC 564: Corporate Fin Reporting (3 crs)	ACC 712: Fin Statement Anal (3 crs)	
ACC 630: Auditng & Assurance (3 crs)		
6 additional credits – see below*	9 additional credits – see below*	

* Select ONE of the following options if you **do not** waive any of the above core courses, or TWO of the following options if you **do** waive any of the above core courses.:

- ACC 640/650 – take both classes as one of your options
- ACC 620
- ACC 725
- LAW 665 or 691 or 726 or 747 or 749

C. Research Projects for MAcc Students

MAcc students may take up to 3 credit hours of independent research work. See [section III-C-5](#) for a full description of these papers.

D. Additional MAcc Degree Requirements and Options

- MAcc students may take a maximum of 6 credits of approved, 400-level graduate courses.
- MAcc students may take a maximum of 6 graduate credits outside the Business School, in other graduate units at the University of Michigan, Ann Arbor.

V. Global and Executive MBA

MBA and Executive programs have distinct sets of Academic Rules and Regulations that are maintained and monitored by the respective MBA Program Director. Please refer to the Executive MBA website at <http://www.bus.umich.edu/Admissions/Emba/> and the Global MBA website at <http://www.bus.umich.edu/Academics/GMBA/>

VI. Academic Counseling and Course Registration

A. Academic Counseling (All Students)

Responsibility for planning the specific content of the academic program rests with the student. Thorough familiarity and understanding of the regulations contained in this Bulletin are essential for sound planning.

Degree requirements checklists are available on iMpat

(<http://www.bus.umich.edu/Academics/DegreeStatus/DegreeRequirements/>) for students to monitor their academic progress.

The choice of electives in the MBA program is flexible and may be tailored to each student's needs and interests. The Ross School of Business does not officially recognize "concentrations" or specializations within the MBA program (except for the specific Manufacturing concentration within the Tauber Manufacturing Institute). Students choose their elective courses to customize the degree. Diplomas indicate graduation with a Master of Business Administration degree or a Master of Accounting degree (for MAcc students).

Although it is not required, all students are encouraged to take advantage of academic counseling in choosing courses. Faculty are the most qualified advisors on topics such as course content and selection. Students may speak with them during faculty office hours or at a time arranged in advance by telephoning the faculty member's office. Additionally, for queries related to academic records or degree status, the Office of Admissions and Academic Services maintains regular office hours Monday through Friday, and counselors are available by appointment to answer student inquiries. Appointments can be made online by going to iMpat under "Academics." Students may also direct their questions to rossacadservices@umich.edu or by calling 734.647.4933.

While Academic Services staff members are extremely experienced in working with the academic regulations as detailed in the Bulletin, it is the University Regulations, the Bulletin itself and the Community Values and Standards Committee which remain the final authority on decisions relating to a student's academic status and progress.

B. Course Registration

Graduate business students register for courses using several different methods. The Office of Admissions and Academic Services provides specific information via iMpat

(<http://www.bus.umich.edu/Academics/Registration/Register/>) about registration to students before the registration period begins each semester. In general, first-term courses are assigned for Full-Time MBAs by Academic Services in conjunction with section assignments and are available during orientation. For their final year, Full-Time MBAs will utilize our internal course bidding system.

Students should always be sure to check the registration dates and deadlines for each specific term

(<http://www.bus.umich.edu/Academics/Registration/TimesDates/RegistrationDates.htm>).

1. Modifying Class Selections

Core Classes: Full-Time MBA students, who are pre-registered into the majority of their core courses, are expected to take all core courses in their proper sequence and in their assigned cohort group. Full-Time MBA students are not allowed to drop a core course unless they have waived that core course. Core course waiver information is available here:

<http://www.bus.umich.edu/Academics/Curriculum/CoreCurriculum/Waivers/WaiverExam.htm>.

Elective Classes: Students may use Wolverine Access (<http://wolverineaccess.umich.edu>) to add or drop elective classes prior to the start of the term and during the first week or two of each full term (Fall, Winter, Spring, Summer). The student's revised course schedule, however, must meet the enrollment regulations of the program (see Credit Hours at [VII. A1](#)). Note that different dates may apply for intensive or alternatively scheduled course offerings; check the class listing and registration deadlines (<http://www.bus.umich.edu/Academics/Registration/RegistrationDates/RegistrationDates.htm>) for details.

After online registration closes and before the official Drop/Add deadline for the term students can still drop or add classes by completing a DROP/ADD form (or "University Election Worksheet") and taking that to the Registrar's Office (1207 LSA Building, 500 S. State Street). This process can be used to add or drop 14-week courses during the first three weeks of the Fall or Winter terms, or to add or drop 7-week courses during the first week of each Fall or Winter A/B terms or during the first two weeks of the Spring or Summer terms.

After the Drop/Add Deadline:

- To add a class after the Drop/Add deadline for the term the student must have permission of the instructor, complete a DROP/ADD form (or "University Election Worksheet"), have the form approved by Academic Services and take the completed and approved form to the Registrar's Office (1207 LSA Building, 500 S. State Street).
- To drop a course after the deadline, a Drop Verification Form (DVF*) must be completed by the student and signed by the instructor of the course. Forms are available at the reception desk at either Ann Arbor in room E2540 or in Commerce Park. This form is also available on iImpact at <http://www.bus.umich.edu/Academics/Resources/Forms/DropVerificationForm.pdf>.

The completed form must be returned to an Academic Services staff person. Subsequently students must complete a DROP/ADD form (also available in E2540), obtain Academic Services approval on this form and then take it to the Registrar's Office (1207 LSA Building, 500 S. State Street) to have the change processed.

When a course is dropped after the deadline, a notation "W" appears on the student's transcript indicating that the student elected the course and later dropped it. Requests for late drops not covered by these guidelines will be considered by the appropriate faculty committee only in cases of grave personal emergency.

* As an alternative to the DVF, Evening students may request faculty to send a signed letter on departmental letterhead. The letter must state one of the following: 1) that the student never attended the course or 2) provide the last date attended and verify that the student is doing passing work. A letter or DVF may be submitted in one of three ways: mailed or delivered to Academic Services (Stephen M. Ross School of Business at the University of Michigan, 701 Tappan, Room E2540, Ann Arbor MI 48109-1234), faxed to Academic Services at 734-763-7804, or dropped off at the Executive Residence Information desk (only outside of regular business hours (M-F, 8 am – 5 pm)).

2. Withdrawal

Withdrawal means the elimination of all courses for a given term after the term has begun. Students wishing to withdraw from a term should contact Academic Services. (See Maintenance of Active Degree Candidacy in [section VII-C.](#))

VII. Degree Progress Regulations

A. Credit Hours Guidelines

1. Full-Time MBA and MAcc Guidelines

For Full-Time students, we consider a full load to be around 15 credits per term and do not encourage students to exceed this - especially during their first term in the program. The University registration system will allow students to select up to 18 credits per term. Students are not permitted to go above 18.

2. Evening MBA Guidelines

Fall /Winter Semesters	Spring/Summer Semesters
Elect up to 7 credit hours	Elect 3 credit hours
Request to increase credit limit up to 9 credit hours without permission*	Request Academic Services to increase credit limit up to 7 credit hours without permission*
Request permission from Evening Program Director to elect more than 9 hours	Request permission from Evening Program Director to elect more than 7 hours

*Prior to the start of a term (check with Academic Services for exact dates for each term), Evening MBA students may request to have their credit hours increased if they are in good academic standing and not in their first term of the program. A request is made by sending an email to rossacadservices@umich.edu including the student’s full name, UMID, term, and number of credits to be increased.

Evening students who have the flexibility to do so can register for a Full-Time MBA class with instructor permission on an override basis the first day of class, within these credit limit guidelines. Because Full-Time students have first priority for day classes, however, availability may be limited. Full-Time students have the same flexibility for evening classes with similar restrictions on availability.

B. Time Limit for Completing Degree Requirements

Students must complete the requirements for the MBA or MAcc degree within 10 years of their initial enrollment. Students who desire more time must submit a written petition to Academic Services, including the reasons for the request and specific plans for the completion of the degree program.

C. Maintenance of Active Degree Candidacy and Readmission

Admission to the School is granted for a specific term. Students who are admitted, but do not enroll in the appointed term, must reapply for admission. Students lose active degree candidacy if they do not complete a course during the first term of the enrollment or if they do not complete at least one course within a twelve-month period. Candidates who have completed one or more terms may temporarily withdraw from the program, but must reapply for a term in which classes appropriate for the completion of their degree are available. Readmitted students must comply with the degree requirements in effect at the time of their readmission. Admission to the Ross School of Business is highly competitive, and application for readmission is decided on the standard for the term in which the former student wishes to enroll.

D. Class Attendance

At the discretion of the instructor, students may be dropped from a class if they do not attend the first class meeting for a once-a-week class, or the first two class meetings for a twice-a-week class. In addition, based on the pedagogical needs of any particular class, an instructor may set specific attendance guidelines. In these cases, students will be notified in advance by the instructor.

E. Auditing Courses

Students are expected to elect courses for credit. Occasionally, however, a student may wish to attend a course but not elect it for credit. This arrangement can take the form of an official audit (sometimes called Visitor status).

To audit a course, the following conditions must be met:

- Course may not be core course;
- Student must obtain written permission from the instructor to audit course (via instructor email or instructor signed DROP/ADD form (or "University Election Worksheet"));
- There must be space available in the class (if a class has a limited enrollment, students who take the class for credit will receive priority).
- Student must visit Academic Services during walk-in hours to verify approval to audit. Student must bring proof of instructor consent to Academic Services.
- You will have to register in-person at the Registrar's Office and present the approved DROP/ADD form (or "University Election Worksheet"). You will NOT be allowed to register for a Visit through Wolverine Access.

Audited courses will count toward the student's credit capacity for the term, but audited courses do NOT count toward the degree. Regular course fees apply. An official audit obligates a student to attend classes regularly and complete course requirements (*e.g.*, papers, assignments, tests, and the final examination). When you have satisfactorily completed a course for an official visit, the course will be listed on your permanent academic record with the notation "VI" in place of a grade. If you do not complete the course to the satisfaction of the instructor, the course will be entered on your record with the notation "E" or "ED" (unofficial drop).

Changes from audit to credit and credit to audit are not permitted after the third week of a full (14 week) term, or the second week of a half term (Spring-half or Summer-half) or one week from the first session of the class in a 7-week term. Because this choice of Audit vs. For Credit becomes final after these deadlines, students are advised to plan carefully before requesting these changes.

F. Retaking Courses

Students may retake a failed course for credit if they wish to do so and must retake a failed course if it is a degree requirement or a prerequisite to other courses that the student wishes to elect. Both the original failing grade and the grade received when the course is retaken are used to determine the student's academic standing and honors. A student may retake a course in which a passing grade was received if the desire is to strengthen knowledge or improve the grade, but the credit hours will be counted only once toward degree requirements.

In general, classes numbered 742 through 745 are designated "Special Topics" and may be retaken as the course content varies from term to term. However, because this is not always true, it is important for the student to verify that the class is indeed different from when it was taken previously to receive credit for it.

G. Elections by Students Enrolled in Other Units

Graduate students enrolled in other divisions of the University may elect most courses in the Business School, if they obtain faculty approval, satisfy course prerequisites and space permits. These students should note that if they become MBA degree candidates at a later date, credit hours taken while enrolled in another degree program at the University do not count toward the MBA degree. Dual degree students should speak with a counselor in the Office of Admissions and Academic Services about possible exceptions. Graduate courses offered by the Ross Business School are not open to undergraduates.

H. Transfer from Evening MBA into Full-Time MBA Program

While all students should plan on completing the program to which they have been admitted, occasionally Evening MBA students consider transferring to the Full-Time program. These requests should be presented as an email to Academic Services at rossacadservices@umich.edu. No request will be considered unless all core course work, along with the writing requirement, has been completed. Transfer requests are evaluated in a batch process. Factors affecting the decision include space constraints in the Full-Time MBA class that term and confirmation that core coursework (and writing requirement) will be complete at the time of transfer.

I. Academic Discipline

If a Full-Time MBA or MAcc student receives 60 percent or more of his or her grades as "Low Pass" or "Fail" in any one of the first three terms, or cumulatively, that student's record is reviewed, and the student may be placed on Academic Review Status or may be asked to withdraw from the program. For Evening MBA students, if 60 percent or more of grades in any band of 15 credits is at Low Pass or Fail, the student's record will be reviewed. In addition, any grade of "Fail" also shall result in review of the record for possible disciplinary action ranging from being placed on Academic Review Status through dismissal from the program. If a student earns a grade of "Fail" in a core course, the course must be repeated to meet degree requirements.

Students asked to withdraw may appeal the decision. Students who have been required to withdraw may petition to be readmitted in a subsequent term. The appeal must contain documentation as to why circumstances have changed, to allow for successful completion of the degree.

J. Grades and Transcripts

Term grades are posted online shortly after grades are submitted online by instructors. Students may obtain copies of their complete academic record through the University Registrar, which also stores the permanent academic record online via Wolverine Access (<http://wolverineaccess.umich.edu>). The Ross Business School does not issue transcripts; transcripts may be obtained free of charge by contacting the University Registrar, (734) 763-5174, (734) 763-9053 FAX, 1210 LSA Building 500 S. State Street, Ann Arbor, MI 48109-1382. Alumni of the University of Michigan may request transcripts electronically via Wolverine Access (<http://www.umonline.umich.edu>).

K. Taking Courses after Completion of Degree Requirements

Alumni who wish to take a course at the Business School after graduating must apply for admission as a "special student" and receive permission from the faculty to enter the course. Please note that approval of such requests is extremely restricted, and is based upon course availability and current degree student enrollment. For further information, contact the Senior Associate Director of Academic Services, Admissions and Career Development, via rossacadservices@umich.edu.

VIII. Grade Policies and Academic Honors

A. Grading Policy for coursework taken in the Business School

Stephen M. Ross School of Business uses a five-level grading scale for all MBA and MAcc students:

Excellent (EX): Performance that is of superior quality. No more than 25 percent of the students in a core course shall receive this grade.

Good (GD): Performance that exceeds all the standard requirements of the course. Approximately 35 percent of the students in a core course shall receive this grade.

Pass (PS): Performance that meets all the standard requirements of the course. Approximately 35 percent of the students in a core course shall receive this grade.

Low Pass (LP): Performance that minimally meets the standard requirements of the course. Approximately 5 percent of the students in a core course will receive LP or F.

Fail (F): Performance that does not satisfy the minimal requirements of the course and is deficient on significant dimensions. No credit toward the degree will be granted for the grade of "Fail," but the grade will be used to evaluate academic standing.

These grading standards differ slightly for **elective classes**. In MBA elective classes, a maximum of 35% of students will receive a grade of "excellent", and grades of "excellent" and "good" combined will be no greater than 75%.

There are no honor points associated with the grade designations and no grade point averages appear on transcripts. Some courses may be graded under other University school or college guidelines and some may be graded on a mandatory Satisfactory/Unsatisfactory, Pass/Fail, or Credit/No Credit basis.

B. Grades for Coursework taken in other University Units

Grades appear on the transcript in accordance with the grading system designated for that course. The grading systems used in the University and accepted for Business Administration graduate level students are letter ("A" through "E"), mandatory Pass/Fail, and mandatory Satisfactory/Unsatisfactory (refer to the Grade Modification Policy for more details). For the purpose of evaluating academic standing, graduate-level grades from Rackham and other University of Michigan schools will be treated as follows:

A+, A	=	Excellent
A-	=	Good
B+, B	=	Pass
B-, C+, C, C-	=	Low Pass
D, E, ED, NR	=	Fail

C. Grades for Coursework taken through a Business School International Exchange Program

Students who participate in the Ross Business School Exchange Programs register for the Business School course STRATEGY (CSIB) 689, which has a mandatory Pass/Fail grading basis. Courses at the host school must be taken for grades in order for us to evaluate and translate into our mandatory P/F table. Grades are issued based on performance at their host institution. Definitions of passing and failing performance depend on the standards of the respective foreign institutions. Pass/Fail grades do not count when calculating academic honors.

D. Incompletes

When part of the work of a particular course is not completed at the end of a term, a mark of "I" may be recorded, provided the work actually completed is of not less than C- quality. Grades of "I" must be resolved and corrected within four weeks following the last day of classes of the term in which they were earned. If they are not corrected within this period, they automatically are converted to failures. When the instructor submits a final grade for an incomplete course, the "I" will remain on the transcript.

E. Grade Modification Policy

Neither business courses nor courses in other divisions of the University may be taken on an optional Pass/Fail basis. Exceptions are limited to: courses with mandatory Pass/Fail, Satisfactory/Unsatisfactory and Credit/No Credit grading; non-business undergraduate courses that will not be counted toward the degree requirements; and credits in excess of the hours needed for graduation. Students may elect only one mandatory P/F, S/U, or CR/NC course per term and only three throughout their entire degree program; these grades do not count when calculating academic honors.

F. Dispute of Final Grades

After a faculty member determines a final grade, a student may feel it is necessary or appropriate to dispute that grade. Students should review the Ross procedures for student disputes with an instructor (available here: <http://www.bus.umich.edu/pdf/StudentDisputesInstructors.pdf>, or in the Community Membership portion of this document), and proceed to the first step: discussing the issue with the instructor (in person).

G. Academic Honors

Academic achievement is recognized through designations in the granting of degrees and membership in several honorary organizations.

1. Graduation "With Distinction" or "With High Distinction"

For the purpose of determining academic honors for MBAs and MAccs, grades are converted into value points and an average is computed for each student. For Full-Time MBAs, two calculations are done—one with MAP (BA553) and one without. Students who qualify under either calculation are eligible for honors and may be recommended by the faculty to receive their degree "With High Distinction" or "With Distinction." The University posts the award on the transcript and diploma when the degree is conferred. The point conversions for honors range as follows:

High Distinction: 3.500 to 4.000

Distinction: 3.250 to 3.499

Some student records may include grades earned under both the Business School grading system and the grading scales used by other University of Michigan schools and colleges. Honors for dual degree students are calculated by using all credit hours, both business and non-business, elected in terms when the student was registered in the Business School. To evaluate records for academic honors, the following equivalencies apply:

Excellent	=	A+, A	=	4 value points
Good	=	A-	=	3 value points
Pass	=	B+, B	=	2 value points
Low Pass	=	B-, C+, C, C-	=	1 value point
Fail	=	D, E, ED, NR	=	0 value points

Note that value points as listed are not a grading scale, but are solely used to determine academic honors. Grades earned in undergraduate level language courses do not count when calculating academic honors. Class rank is not computed.

2. Preliminary Determination of Honors

Upon completion of the first year (two full terms or 30 credit hours) of the Full-Time MBA Program, students may note eligibility for "Initial Candidacy for Honors" for purposes associated with the Office of Career Development and/or resumes. The same grade point average calculations and ranges apply for "Initial Candidacy" and actual graduation honors.

3. Beta Gamma Sigma

Beta Gamma Sigma is a national honorary business administration fraternity. Membership in Beta Gamma Sigma is the highest national recognition a student can receive in an undergraduate or master's program in business or management accredited by the American Assembly of Collegiate Schools of Business. To be eligible for membership, a student must rank in the upper 7 percent of the junior class, upper 10 percent of the senior class, or upper 20 percent of the graduating master's class. Beta Gamma Sigma contacts eligible candidates for admission.

4. Financial Management Association National Honor Society

The Financial Management Association is a professional organization that sponsors a national honor society for finance students. Membership requires outstanding scholastic achievement in both finance and accounting courses.

IX. Graduation

Follow the steps below to prepare for graduation.

A. Complete Degree Audit

The Academic Services Office completes an official audit for the purpose of degree confirmation. At any time in their student careers, students may complete a preliminary degree audit by making an appointment with an advisor in Academic Services or by doing a self-audit. Appointments with advisors can be made online by going to iMpack (<http://www.bus.umich.edu/CounselingCalendar/AcademicServices/>). Students may also track their own progress by reviewing a Degree Requirements Checklist available at: <http://www.bus.umich.edu/Academics/DegreeStatus/DegreeRequirements/>.

B. Submit Diploma Application

For August and December 2005 graduates, students must complete a "Degree/Diploma Application Card" and submit it to the Office of Admissions and Academic Services, Room E2540, during the first month of the term in which they complete their degree requirements. If the academic work is not completed, students must submit a new application in the subsequent term in which they will graduate. Students are graduated in the term in which they complete degree requirements and will only receive a diploma after submitting a diploma application.

Beginning with the April 2006 graduates, the degree application process is handled directly through Wolverine Access (<http://wolverineaccess.umich.edu>). Students will apply online for the term of expected graduation, and provide all address information online.

C. Confirm Name

Prospective graduates are requested to confirm how they want their name to appear on the degree list prior to graduation.

D. Complete Exit Interview

Graduating students who have borrowed through the Federal Direct Loan Program – Subsidized and Unsubsidized are required by Federal Law to complete an "Exit Interview." The Exit Interview requires that you participate in a 25-30 minute online counseling session and take a quiz about managing your loan debt. Graduating students are sent email notifications about six weeks before graduation.

E. Commencement

The Ross School of Business offers a formal Commencement ceremony after the Winter term (in late April). Students who plan to have their coursework completed in April, or by the end of the summer (August) are encouraged to participate in that event. A Ross specific ceremony is not held in December but those students graduating at the end of the Fall term are encouraged to participate in the University Commencement ceremony and attend Ross specific events for graduating students. Further information regarding commencement can be found here: <http://www.bus.umich.edu/Commencement/>.

X. Community Membership

A. Ross Community Values, Codes and Procedures

1. Academic Honor Code:

<http://www.bus.umich.edu/pdf/AcademicHonorCode.pdf>

- I. **Applicability.** This code applies to all student-related academic aspects of the Statement of Community Values. Except for PhD students, it covers all student academic activities related to the school's various degree programs, whether these activities take place on or off campus. This code does not cover disputes about grades or complaints about courses or instructors, which are dealt with in a separate document.
- II. **Examples of Academic Misconduct.** The following list of categories of academic misconduct and the examples for each category are not intended to be all-inclusive.
 - a. Cheating is any attempt to gain an improper advantage over other students in an academic setting, including courses and projects. Examples of this form of dishonesty include: (a) receiving or rendering unauthorized assistance on an assignment, project or examination; (b) seeking or receiving information about all or part of an assignment or examination before it is officially made available; (c) having a substitute perform an assignment or take an examination; (d) viewing another person's answer to an examination question; (e) consulting

any form of unauthorized source during an examination (including the Internet); and (f) altering a graded work after it has been returned, then submitting the work for re-grading. It is also improper to submit the work one has done for one class to a second class without getting the informed permission of the second instructor.

- b. Plagiarism is the representation of another person's ideas, writing, or artistic or technical work as one's own. It includes not only text, appendixes or addenda, but also graphs, tables, diagrams, photographs, spreadsheets, computer programs and any other non-textual materials. Plagiarism is not limited to hard-copy materials, but also includes Internet content or content recorded on any form of media. The most obvious form of this kind of dishonesty is the presentation of all or part of another person's published work as something one has written. Perhaps less obvious but no less dishonest are, without proper acknowledgment of the source: (a) adopting part of another's writing into one's own written document (e.g., a direct quote with no quotation marks or citation); (b) paraphrasing another's writing; or (c) presenting another's ideas or work as one's own. In different forms, these all constitute a theft of someone else's work. This is not to say that students should not draw upon the work of others. To avoid plagiarism all one has to do is fully acknowledge the source of the work in sufficient detail that would enable the reader to locate the original source.
- c. Falsification of information includes the fabrication of information and the falsification of investigative results, whether in writing or orally. This can occur in either course-related or project-related work, including in-class comments. The most obvious form is the outright fabrication of data or information. Other examples include improper revision of data, deceptive selective reporting of data to support a particular notion, or the deceptive omission of conflicting data. Forging a signature also falls under this category. (Falsification not related to course or project work is covered under the student code of conduct.)
- d. Abuse of confidentiality is the disclosure of ideas, information or data that were shared with the student with the expectation or understanding that they would be kept confidential. Such abuse can take place whether or not a formal confidentiality agreement was signed.
- e. Aiding or abetting misconduct is assisting in any way an individual's violation of any provision of this code. This includes condoning or not reporting inappropriate conduct that has been witnessed, even though the witness did not perpetrate the misconduct.
- f. Attempted academic misconduct may be treated as seriously as the completed act.

III. **Reporting Procedure.** Any reasonable suspicion of a student's honor code violation observed by a fellow student, faculty member or staff member is required to be reported promptly to the Associate Dean for Degree Programs and the chair of the Community Values Committee (CVC) or their designees. (As used herein, "student" or "witness" may mean either one or several individuals.) Outsiders, such as project sponsors or corporate interviewers, also may report a suspected violation to the associate dean. The report should be in writing, preferably using the form designed for this purpose (<http://www.bus.umich.edu/pdf/ViolationReportForm.pdf>), unless circumstances warrant an immediate oral report, such as to the instructor or a proctor during an examination. An initial oral report should be followed as soon as practicable by a written one.

Anyone reporting a suspected violation may request anonymity to the extent feasible given the necessary investigation procedures. An instructor reporting a student violation may propose a resolution of the case, including sanctions, but should take no disciplinary actions pending review of the case. Anyone not sure of whether a suspicion should be reported should consult with the associate dean or CVC chair before making a decision not to report the suspicious behavior. Only if all suspected violations are reported can there be equity in application of the code across the entire

student body. Failure by any community member to report legitimate suspicions of violations will be viewed as nonconformance with the Statement of Community Values.

- IV. **Preliminary Investigation.** A preliminary investigation will be conducted by a three-person ad hoc team selected by the CVC chair and composed of a faculty member and a staff member of the CVC and a student from the same program as the accused student. The student will be selected from a panel that has been appointed by the Associate Dean for Degree Programs in consultation with the CVC chair. Potential members of this panel are the BBA and full-time MBA students who were elected as their sections' representatives, SGA Executive Board Members, representatives elected by MAcc and Global MBA students, and the officers of the evening and Executive MBA programs' student government associations. In addition to interviewing the accused student and the party who reported the possible violation, this team may interview any other party involved in the alleged misconduct, including other witnesses and, even if not a witness, the instructor of the course. The intent of this preliminary fact-finding is to spend only as much time as is felt necessary to decide on what to recommend to the full CVC as the next step to be taken, rather than immediately conducting a time-consuming comprehensive investigation and hearing.

The faculty member of the team will prepare a written report for the CVC with the team's recommendation and the basis for it. The full CVC will decide what the appropriate next step is. Possible next steps include: (a) dropping the case; (b) accepting the instructor's proposed resolution or a modification thereof; (c) asking the Associate Dean for Degree Programs to try to resolve the matter directly with the student, conveying to the associate dean committee-suggested sanctions; or (d) recommending that the committee conduct a more thorough investigation and hearing ("full investigation"). If the case is referred to the associate dean and no resolution is subsequently reached, it will be referred back to the committee for a full investigation and resolution. During this preliminary investigation and any subsequent proceedings, the accused student may arrange for one advisor to be present with the student when meeting with committee members or the associate dean.

- V. **Committee Investigation.** If the CVC decides that a full investigation should be conducted, then the CVC chair will appoint a hearing committee composed of two CVC faculty members and one CVC staff member and one student panel member from the accused student's program, excluding the three members of the preliminary investigation team. One of the faculty members will be designated as the head of the committee. The accused student will promptly be informed in writing of this investigation, at which time the student may submit a written response to the charge. After doing any preliminary fact-finding it deems appropriate, the hearing committee will hold a formal hearing at which the accused student, the person reporting the alleged violation, and others selected by the committee will individually appear. The accused student will be given the opportunity to present his or her point of view. Based on testimony at the hearing and other evidence, the head of the hearing committee will prepare a report with the committee's conclusions as to the student's guilt, including the basis of the conclusions, and recommended sanctions if the student has been found guilty of the alleged violation. The entire CVC will discuss these recommendations, possibly modify them, and then vote on the final determination of guilt and, if applicable, sanctions. The report will be given to the associate dean of degree programs for implementation. This final determination will be communicated to the student in writing by the associate dean, and this will end the process unless the student appeals the decision.
- VI. **Possible Sanctions.** If the violation involves a course, the course instructor is not to impose any sanction, including a grade change, pending consideration of the case by the CVC. As noted above, the instructor may propose a resolution of the case, including sanctions, to the committee. However, imposing sanctions is the responsibility of the CVC, unless the case was referred to the associate dean for resolution. This reflects the intent of having sanctions be consistent over time and across the entire student body. The following list of sanctions is not necessarily intended to be all-inclusive. Also, a combination of sanctions may be imposed. A record of any sanction(s) imposed will be kept in the CVC's files. Possible sanctions include:

- a. Educational project: Completion of a class, workshop or project to help the student understand why his or her behavior was inappropriate and/or how to avoid a future violation (e.g., a workshop on proper citations).
- b. Service: Performance of one or more tasks designed to benefit the school or the nearby community and to help the student understand why her or his behavior was inappropriate.
- c. Warning: Informing the student in writing that he or she has violated the code and that future violations will be dealt with more severely. No copy of the warning shall be put in the student's academic file.
- d. Grade change: A lowering of the student's grade, possibly to "Fail."
- e. Formal reprimand: A written reprimand to the student that she or he has violated the code and that any future violations will be dealt with more severely. A copy of the reprimand shall be put in the student's academic file.
- f. Disciplinary probation: Designation of a period of time during which the student will not be in good standing with the school. The terms of the probation may involve restrictions of student privileges and/or may delineate expectations of behavior. Consequences may also be spelled out if the student fails to meet the terms. A record of the probationary period will be included in the student's academic file.
- g. Transcript notation: A notation on the student's transcript that a failing grade in a course was related to an academic honor code violation.
- h. Withholding a degree: Withholding of the student's degree until stated sanction requirements have been met. There may be a deadline set for meeting the requirements which, if not met, will result in the student's loss of eligibility to receive the degree at any time in the future.
- i. Suspension: Temporary removal of a student from the program for a specified or unspecified period, which will be permanently noted on the transcript. There can be stipulated conditions for re-admission to the student's program as well as a time limit for meeting those stipulations.
- j. Expulsion: Permanent dismissal from the program, which will be permanently noted on the student's transcript, including the reason for expulsion.

VII. **Appeals.** Within five business days of receiving the written notification of the committee's decision from the associate dean, the student may submit a written appeal of the decision or sanction (or both) to the Associate Dean for Degree Programs. Appeals must be based on at least one of the following assertions:

- a. There were violations of procedure that seriously compromised the investigation and/or conclusions.
- b. The evidence clearly does not support the findings.
- c. The sanctions are excessive relative to the violation.
- d. There is significant new evidence not reasonably available at the time of the hearing.

In considering the appeal, the associate dean will read the report of the CVC's investigating subcommittee and will consult with the committee's chair. If the associate dean feels that all or part of the student's appeal is valid, the case will be referred back to the committee for reconsideration. The associate dean shall report his or her opinions to the committee in writing and may also be asked to

meet with the entire committee. If after reconsideration a difference of opinion still remains between the committee and the associate dean, the case will be referred to the dean of the school for a final determination.

- VIII. **Target Timetable for Procedures.** It is obviously in the best interests of all parties that any alleged violations be resolved as soon as practicable. It is possible that extenuating circumstances may cause procedures to take longer than is presumed in the following target timetable. Similarly, the urgency of resolving a case may necessitate scheduling special meetings to shorten the total length of the process. Early in the fall term the CVC shall schedule monthly meetings throughout both terms plus a meeting in May. The preliminary investigation should be completed within two weeks of referral of the matter to the committee or by the date of the next monthly meeting, whichever is later. At its first meeting following completion of the preliminary investigation, the committee should discuss the case and make a decision as to the next step to be taken. If it is decided that a full investigation and hearing are necessary, the hearing committee's report should be presented and a final determination made at the following month's CVC meeting. If the student submits an appeal, recognizing the heavy advanced scheduling of the associate dean's time, it is possible that his or her opinion will not be conveyed to the committee until as long as two weeks after the appeal was received. If so requested by the associate dean, based on his or her opinions the committee will reconsider the case and reach its final conclusions at the meeting following receipt of the associate dean's request.
- IX. **Maintenance of Records.** For every accusation a file of the case shall be maintained for at least five years, unless the sanction was withholding the degree, suspension or expulsion, in which case the file shall be maintained indefinitely. This file shall contain (a) the original written report of a suspected violation, (b) the preliminary investigation report, (c) the report of the hearing committee, (d) the full committee's final determination, and (e) any documents related to any appeal that was submitted and considered. Should the CVC decide that the case should not be pursued, or support a request from the associate dean as part of the appeals process that the case be dropped, the only record of the case shall be in the files of the CVC. Any violation-related documents in the student's academic file shall remain there until such time as school policy allows destroying the file. Transcript notations shall be permanent for whatever period university policy requires retaining the transcript, unless at some future point the dean, in consultation with the Associate Dean for Degree Programs and the CVC, supports a petition from the student that the notation be removed.
- X. **Other CVC Responsibilities.** Whether or not mentioned in the Dean's Office charter for the committee, the CVC is responsible for ensuring that the provisions of this code are publicized throughout the school and that students, faculty and staff members are aware of and have easy access to the code's content via the school's website. Without compromising a student's confidentiality rights, the committee may at any time publicize its actions through e-mails, the student newspaper, or other means. At a minimum, early in the fall term the committee shall issue an annual report to the entire school community summarizing its activities of the preceding academic year. Statistics on the number of cases considered and the collective outcomes of these cases may be presented to the community orally, but not through any other medium. This report shall incorporate information on CVC and Office of Student Life activities related to alleged violations of either the academic honor code or the code of student conduct.

2. Code of Student Conduct:

<http://www.bus.umich.edu/pdf/StudentConductCode.pdf>

- I. **Applicability.** This code applies to all student-related nonacademic aspects of the Statement of Community Values. Except for PhD student misconduct covered by Rackham's policies and procedures, it covers all student nonacademic and extracurricular activities, whether these activities take place on or off campus and whether or not they are affiliated with, or sponsored or sanctioned by, the school. Included are volunteer work and internships. This code does not apply to any course- or project-related activity or conduct that would be a violation of the Academic Honor Code.

This code may be applied to alleged illegal activities, irrespective of whether those violations are pursued under municipal, state or federal procedures.

- II. **Examples of Nonacademic Misconduct.** The following list of categories of nonacademic misconduct and the examples for each category are not intended to be all-inclusive.
- a. Falsification of information includes fabricating information, altering documents and misrepresenting academic status, whether in writing or orally. This can occur in documents such as resumes, applications and petitions, or during interviews. Also included are (a) communicating or acting under the guise, name, identification, e-mail address or signature of another person and (b) communicating without authorization under the rubric of any organization, entity or unit of such organization or entity.
 - b. Misuse of community assets includes: (a) removing or damaging assets such as library and other academic or nonacademic reference materials, information technology resources, furniture, equipment and supplies; (b) defacing or other damaging of facilities (including university-owned housing facilities); (c) tampering with fire or other safety equipment; (d) employing community assets in any activity that constitutes an attempted violation of any school or university rule, code or regulation; and (e) using such assets for personal gain such as generating personal income through consulting activities.
 - c. Disrespect of personal assets is the stealing, hiding, damaging or destroying of personal assets or belongings of any member of the community. Among other assets, this would include course-related materials (whether in hard copy or electronic format), computers and related hardware, computer software, clothing, jewelry, purses, wallets, keys and vehicles, irrespective of the location of such assets when the disrespectful act occurs.
 - d. Disruptive conduct includes (a) obstructing or disrupting classes, research projects, talks or other presentations, or other activities or programs of the school or other parts of the university and (b) obstructing access to school community assets or to similar resources in other parts of the university. Excluded is any behavior protected by the university's policy on "Freedom of Speech and Artistic Expression."
 - e. Harassment includes not only sexual harassment, but also hazing, stalking, repeatedly sending e-mails, making phone calls or transmitting documents that are uninvited and unwanted, making threats, and any other wrongful conduct that seriously interferes with the work or study of any member of the school community, guest or any person with whom the offender is interacting in connection with any school program or activity. (The university's definition of sexual harassment can be found at <http://www.studentpolicies.dsa.umich.edu/facstaffhass.htm>.)
 - f. Other violations include any misconduct not covered herein that is described in the university's "Statement of Student Rights and Responsibilities" (<http://studentpolicies.dsa.umich.edu/statementsstudentrights.htm>). Among others, this statement includes such serious offenses as physically harming another person, possession of firearms or other weapons, drug-related offenses, and "conviction, a plea of no contest, acceptance of responsibility or acceptance of sanctions for a crime or civil infraction (other than a minor traffic offense) in state or federal court if the underlying behavior impacts the university community."

- III. **Reporting Procedure.** Any reasonable suspicion of a student's violation of this code of conduct observed by a fellow student, faculty member or staff member is required to be reported promptly to the Associate Dean for Degree Programs, the student affairs director, the associate director of the Office of Student Life (OSL) or the chair of the Community Values Committee (CVC). Outsiders, such as project sponsors, corporate interviewers, or employers or supervisors of volunteers or interns, also may report a suspected violation. The report should be in writing, preferably using the form designed for this purpose (<http://www.bus.umich.edu/pdf/ViolationReportForm.pdf>), unless the urgency of the matter warrants an immediate oral report, such as when someone's safety is endangered. An initial oral report should be followed as soon as practicable by a written one.

Anyone reporting a suspected violation may request anonymity to the extent feasible given the necessary investigation procedures. Anyone not sure of whether a suspicion should be reported should consult with the OSL associate director or any of the above-named people before making a decision not to report the suspicious behavior. Only if all suspected violations are reported can there be equity in application of the code across the entire student body. Failure by any community member to report legitimate suspicions of violations will be viewed as nonconformance with the Statement of Community Values.

- IV. **Preliminary Investigation.** A preliminary investigation will be conducted by the Office of Student Life. Unless the accusation is determined to be unwarranted, OSL will interview the accused student and the party who reported the possible violation, and also may interview any other party involved in the alleged misconduct including other witnesses, if applicable. The intent of this preliminary fact-finding is to spend only as much time as is felt necessary to decide on what to recommend as the next step rather than immediately conducting a time-consuming comprehensive investigation and hearing. Possible next steps include: (a) dropping the case; (b) attempting to resolve the matter directly with the accused student; (c) referring the case to the university's Office of Student Conflict Resolution (OSCR); or (d) conducting a more thorough investigation and hearing ("full investigation"). The matter can be resolved directly with the student only if the student accepts both the responsibility for the charges and the sanction chosen by OSL. During this preliminary investigation and any subsequent proceedings, the accused student may arrange for one advisor to be present with the student when attending any meeting with any member of the OSL or CVC member involved in the investigation.
- V. **Full Investigation.** A full investigation may be conducted either if that was the recommended outcome of the preliminary investigation or if a case that was referred to OSCR is referred back to the school for resolution. The accused student will promptly be informed in writing of this investigation, at which time the student may submit a written response to the charge. The CVC chair will appoint a hearing committee composed of three CVC members and one student panel member, with one of the CVC members designated as the head of the committee. The student member shall from the same program as the accused student and will be selected from a panel that has been appointed by the Associate Dean for Degree Programs in consultation with the CVC chair. Potential members of this panel are the BBA and full-time MBA students who were elected as their sections' representatives, SGA Executive Board Members, representatives elected by MAcc and Global MBA students, and the officers of the evening and Executive MBA programs' student government associations.

After doing any preliminary fact-finding it deems appropriate, the hearing committee will hold a formal hearing at which the accused student, the person reporting the alleged violation, and others selected by the hearing committee will individually appear. The accused student will be given the opportunity to present his or her point of view. Based on testimony at the hearing and other evidence, the head of the hearing committee will prepare a report with the committee's conclusions as to the student's guilt, including the basis of the conclusions, and recommended sanctions if the student has been found guilty of the alleged violation. The entire CVC will discuss these recommendations, possibly modify them, and then vote on the final determination of guilt and, if

applicable, sanctions. The report will be given to the Associate Dean for Degree Programs for implementation. This final determination will be communicated to the student in writing by the associate dean, and this will end the process unless the student appeals the decision.

- VI. **Possible Sanctions.** The imposing of sanctions is the responsibility of the CVC. This reflects the intent of having sanctions be consistent over time and across the entire student body. The following list of sanctions is not necessarily intended to be all-inclusive. Also, a combination of sanctions may be imposed. A record of any sanction(s) imposed will be kept in the CVC's files. Possible sanctions include:
- a. Educational project: Completion of a class, workshop or project to help the student understand why his or her behavior was inappropriate and/or how to avoid a future violation (e.g., a workshop on sexual harassment).
 - b. Service: Performance of one or more tasks designed to benefit the school or the nearby community and to help the student understand why her or his behavior was inappropriate.
 - c. Warning: Informing the student in writing that he or she has violated the code and that future violations will be dealt with more severely. No copy of the warning shall be put in the student's academic file.
 - d. Formal reprimand: A written reprimand to the student that she or he has violated the code and that any future violations will be dealt with more severely. A copy of the reprimand shall be put in the student's academic file.
 - e. Disciplinary probation: Designation of a period of time during which the student will not be in good standing with the school. The terms of the probation may involve restrictions of student privileges and/or may delineate expectations of behavior. Consequences may also be spelled out if the student fails to meet the terms. A record of the probationary period will be included in the student's academic file.
 - f. Withholding a degree: Withholding of the student's degree until stated sanction requirements have been met. There may be a deadline set for meeting the requirements which, if not met, will result in the student's loss of eligibility to receive the degree at any time in the future.
 - g. Suspension: Temporary removal of a student from the program for a specified or unspecified period, which will be permanently noted on the transcript. There can be stipulated conditions for re-admission to the student's program as well as a time limit for meeting those stipulations.
 - h. Expulsion: Permanent dismissal from the program, which will be permanently noted on the student's transcript, including the reason for expulsion.

- VII. **Appeals.** Within five business days of receiving the written notification of the committee's decision from the associate dean, the student may submit a written appeal of the decision or sanction (or both) to the Associate Dean for Degree Programs. Appeals must be based on at least one of the following assertions:
- a. There were violations of procedure that seriously compromised the investigation and/or conclusions.
 - b. The evidence clearly does not support the findings.
 - c. The sanctions are excessive relative to the violation.
 - d. There is significant new evidence not reasonably available at the time of the hearing.

In considering the appeal, the associate dean will read the report of the CVC's investigating subcommittee and will consult with the committee's chair. If the associate dean feels that all or part of the student's appeal is valid, the case will be referred back to the committee for reconsideration. The associate dean shall report his or her opinions to the committee in writing and may also be asked to meet with the entire committee. If after reconsideration a difference of opinion still remains between the committee and the associate dean, the case will be referred to the dean of the school for a final determination.

- VIII. **Target Timetable for Procedures.** It is obviously in the best interests of all parties that any alleged violations be resolved as soon as practicable. It is possible that extenuating circumstances may cause procedures to take longer than is presumed in the following target timetable. Similarly, the urgency of resolving a case may necessitate actions to shorten the total length of the process. The preliminary investigation should be completed within two weeks of referral of the matter to OSL. If it is decided that a full investigation and hearing are necessary, the hearing committee's report with recommendations should be presented to the associate dean no later than four weeks after formation of the committee. Any appeal of the associate dean's decision by the student must be submitted to the dean no later than five business days after the student's being informed of the final determination.
- IX. **Maintenance of Records.** For every accusation a file of the case shall be maintained for at least five years, unless the sanction was withholding the degree, suspension or expulsion, in which case the file shall be maintained indefinitely. This file shall contain (a) the original written report of a suspected violation, (b) the preliminary investigation report, (c) the report of the hearing committee, (d) the full committee's final determination, and (e) any documents related to any appeal that was submitted and considered. Should at any point it is decided that the case be dropped, the only record of the case shall be in the files of the CVC. Any violation-related documents in the student's academic file shall remain there until such time as school policy allows destroying the file. Transcript notations shall be permanent for whatever period university policy requires retaining the transcript, unless at some future point the dean, in consultation with the Associate Dean for Degree Programs and the CVC, supports a petition from the student that the notation be removed.
- X. **Other OSL Responsibilities.** In conjunction with the CVC, the OSL is responsible for ensuring that the provisions of this code are publicized throughout the school and that students, faculty and staff members are aware of and have easy access to the code's content via the school's website. Without compromising a student's confidentiality rights, at any time OSL may publicize its actions through e-mails, the student newspaper, or other means. At a minimum, early in the fall term OLS shall issue an annual report to the entire school community summarizing its activities of the preceding academic year. Statistics on the number of cases considered and the collective outcomes of these cases may be presented to the community orally, but not through any other medium. This report will be incorporated in the CVC annual report.

3. Student Disputes with Instructors:

<http://www.bus.umich.edu/pdf/StudentDisputesInstructors.pdf>

- I. **Applicability.** This document describes the process for handling student disputes with or complaints about instructors (As used herein, "student" may mean either one or several students. "Instructor" means any individual responsible for teaching a class or supervising and grading a student project, irrespective of that individual's title or official status at the school. Although in most instances the student will be enrolled in a course taught by the instructor, these procedures can also be applied to complaints about other instructors with whom the student has had interactions, such as project advisers, area chairs and student club advisers.).

Although it is anticipated that the primary use of these procedures will relate to grade disputes, the procedures are applicable to the resolution of any student-instructor disagreement or student-initiated complaint related to an instructor's teaching or other interactions with the student. These procedures do not apply to any matter that falls under the applicability of either the Academic Honor Code or the Code of Student Conduct. As with those codes, the school's Statement of Community Values provides the context for these procedures. Also, these procedures are not applicable to allegations of legal violations or to alleged violations of school or university policies for which there are formal procedures to handle such allegations (e.g., sexual harassment).

The spirit of these procedures is for the student and instructor to resolve the matter informally without invoking the higher-level, more formal steps in the process. It is nevertheless recognized that on occasion certain very serious matters may require more timely resolution and thus may require beginning the process with the area chair.

- II. **Reporting and Resolution.** The sequence of steps for the reporting and resolution of student-faculty disputes is as follows:
- a. Meeting with the Instructor. The student should first describe and discuss her or his disagreement with the instructor in person. Only if it is not possible to arrange such a face-to-face meeting in a timely fashion should a telephone conversation be used for this initial discussion. It is expected that this will be the only step needed to resolve most relatively minor complaints or disagreements. No matter how many of the succeeding steps are involved, the instructor is the only person who can change a grade unless the Associate Dean for Degree Programs concludes that the instructor is behaving unreasonably or irresponsibly in refusing to change the grade.
 - b. Meeting with the Course Head. If the instructor is teaching one of several sections of a course for which there is a designated course head, this person should be the next one contacted if the first step did not result in a resolution of the issue. The student may request that the first meeting with the course head not include the instructor. Subsequent meetings of the course head and the student, if any, may also include the instructor at the course head's discretion. The course head will promptly discuss the matter with the instructor, in person if feasible. The course head will inform the student and instructor in writing and in a timely manner of his or her proposed resolution of the matter.
 - c. Meeting with the Area Chair. If the course head's proposed resolution is not acceptable to both the student and the instructor, then the area chair should be contacted by the student, course head, or both. The area chair will meet with both the student and the instructor, and with the course head, if there is one, either individually or simultaneously at the chair's discretion. The chair's proposed resolution will be conveyed in writing in a timely matter to the student, instructor and course head (if applicable). If the complaint involves the instructor's teaching skills or methods and the chair finds the complaints to be justified, it is the chair's responsibility to promptly provide the instructor with counsel and any necessary coaching (by the chair or other faculty members), and to facilitate formal instructional training that would be beneficial to the instructor (e.g., seminars offered by the Center for Research on Learning and Teaching).
 - d. Meeting with the Associate Dean. If the area chair's proposed resolution in previous step is not acceptable to the student, then the student shall appeal the matter in writing to the Associate Dean for Degree Programs. The associate dean will meet with the student and instructor, and may also choose to meet with the area chair, other students and, if applicable, the course head. The associate dean's written resolution of the matter will be sent to and binding on all involved parties.

4. Violation Reporting Form

Ross Community members who learn of a violation of the Academic Honor Code or the Code of Student Conduct are required to report it using the Violation Reporting Form (<http://www.bus.umich.edu/pdf/ViolationReportForm.pdf>).

B. Services for Students with Disabilities (SSD)

G-664 Haven Hall, 505 S. State Street, Ann Arbor, MI 48109- 1045

<http://www.umich.edu/~sswd/ssd/>

Services for Students with Disabilities (SSD) provides services to students with visual impairments, learning disabilities, mobility impairments, or hearing impairments. They also work with students who have chronic health problems or psychological disabilities. SSD offers services which are not provided by other University offices or outside organizations. We provide such services as accessible campus transportation, adaptive technology, sign language and oral interpreting, readers and other volunteers, guidance for course accommodations, and requests to modify degree requirements. The services are free of charge.

Before and after a student enrolls at the University, SSD staff are available to answer questions and provide referrals concerning admission, registration, services available, financial aid, etc. In addition, SSD can help assess the need for modified housing, attendants, interpreters, transportation, classroom accommodations, note-takers, and adaptive equipment.

Some might be particularly interested in the Volunteer Reader Program, which is run by SSD. It consists of students reading material onto cassette for use by students with visual impairments or print disabilities. The primary qualification the reader must have is a clear speaking voice. Volunteers are also needed to edit scanned printed materials to be put onto disk. The primary qualification for this task is strong text editing skills.

To request additional information call (734) 763-3000 Voice or (734) 615-6921 TTY

C. Office of Student Conflict Resolution: Statement of Student Rights and Responsibilities

3200 Student Activities Building, 515 East Jefferson St., Ann Arbor, MI 48109-1316

<http://www.umich.edu/~oscr/index.htm>

Statement of Student Rights and Responsibilities

<http://studentpolicies.dsa.umich.edu/statementsstudentrights.htm>

The University of Michigan--Ann Arbor (the University) is dedicated to supporting and maintaining a scholarly community. As its central purpose, this community promotes intellectual inquiry through vigorous discourse. Values which undergird this purpose include civility, dignity, diversity, education, equality, freedom, honesty, and safety.

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. As members of the University community, students are expected to uphold its previously stated values by maintaining a high standard of conduct. Because the University establishes high standards for membership, its standards of conduct, while falling within the limits of the law, may exceed federal, state, or local requirements.

Within the University, entities (such as schools and colleges, campus, professional, and student organizations) have developed policies that outline standards of conduct governing their constituents and that sometimes provide procedures for sanctioning violations of those standards. This [Statement of Student Rights and Responsibilities](#) (the Statement) does not replace those standards; nor does it constrain the procedures or sanctions provided by those policies. This Statement describes possible behaviors which are inconsistent with the values of the University community; it outlines procedures to respond to such behaviors; and it suggests possible sanctions which are intended to educate and to safeguard members of the University community

The Statement may be obtained on the web at <http://www.umich.edu/~oscr/>. For further information please contact the Office of the Judicial Advisor at (734) 936-6308.

The Office of Student Conflict Resolution also publishes a list of policies which govern non-academic student conduct on campus. Refer to the listing at <http://www.studentpolicies.dsa.umich.edu> for additional policy statements.

D. Residency Regulations

Information on Residency Classification for Admission and Tuition Purposes. Please refer to the Residency Office web site for all updates, necessary documentation, guidelines, eligibility criteria, and forms. See <http://www.umich.edu/~regoff/resreg.html>

The University of Michigan enrolls students from 50 states and more than 120 countries. Residency Classification Guidelines have been developed to ensure that decisions about whether a student pays in-state or out-of-state tuition are fair and equitable and that applicants for admission or enrolled students who believe they are Michigan residents understand they may be required to complete an Application for Resident Classification and provide additional information to document their residency status.

If you claim Michigan resident status and any of the following circumstances apply, you must file an Application for Resident Classification and be approved to qualify for in-state tuition:

- you currently live outside the state of Michigan for any purpose, including, but not limited to, education, volunteer activities, military service, travel, employment.
- you have attended or graduated from a college outside the state of Michigan.
- you have been employed or domiciled outside the state of Michigan within the last three years.
- you are not a U.S. citizen or Permanent Resident Alien (if you are a Permanent Resident Alien, you must have a Permanent Resident Alien card).
- your spouse, partner, or parent is in Michigan as a nonresident student, medical resident, fellow, or for military assignment or other temporary employment.
- you are 24 years of age or younger and a parent lives outside the state of Michigan.
- you are 24 years of age or younger and have attended or graduated from a high school outside the state of Michigan.
- you have attended or graduated from an out-of-state high school and have been involved in educational pursuits for the majority of time since high school graduation.
- you previously attended any U-M campus (Ann Arbor , Dearborn, or Flint) as a nonresident.

Other circumstances may also require you to file a residency application. The University reserves the right to audit prospective or enrolled students at any time regarding eligibility for resident classification and to reclassify students who are classified incorrectly.

FILING A RESIDENCY APPLICATION

Residency applications and in-person assistance are available at the Residency Classification Office, University of Michigan Office of the Registrar, 413 E. Huron St. , Ann Arbor , MI 48104-1520 , phone (734) 764-1400. Business hours are 8 a.m.-5 p.m. weekdays. Applications can also be downloaded at <http://www.umich.edu/~regoff/resreg.htm> . Completed applications should be submitted to the Residency Classification Office.

FILING DEADLINES

September 30 for Fall Term

January 31 for Winter Term

July 31 for Spring, Spring/Summer, and Summer Terms

Applications must be received in the Residency Classification Office by 5 p.m. on the deadline date. The deadline date is always after the first day of classes of the term in which you are enrolling and seeking residency. If the deadline falls on a weekend, it will be extended to the next business day. These deadlines apply to all University of Michigan schools, colleges, and campuses. You may apply for resident classification for any term in which you are enrolled or intend to enroll. Late applications will be assessed a nonrefundable \$300 late fee and will be accepted up to the last published day of classes of the term for which you are applying. Late applications received after the last day of classes will be processed for the following term. In all cases, decisions will be based only on those facts that are in place by the original filing deadline for the term under consideration.

Again, please refer to the Residency Office web site at See <http://www.umich.edu/~regoff/resreg.html> for all questions concerning residency status.

The University of Michigan as an Equal Opportunity/Affirmative Action Employer, complies with all applicable federal and state laws regarding non-discrimination and affirmative action, including Title IX of the Education Amendments of 1972 and Section 504 of the Rehabilitation Act of 1973. The University of Michigan is committed to a policy of non-discrimination and equal opportunity for all persons regardless of race, sex, color, religion, creed, national origin or ancestry, age, marital status, sexual orientation, disability, or Vietnam-era veteran status in employment, educational programs and activities, and admissions. Inquiries or complaints may be addressed to the University's Director of Affirmative Action and Title IX/Section 504 Coordinator, 4005 Wolverine Tower, Ann Arbor, Michigan 48109-1281, (734) 763-0235.

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