



Gerald R. Ford
School of Public Policy
UNIVERSITY OF MICHIGAN

Masters in Public Policy
Masters in Public Administration

Program Handbook

2010-2011

Masters Student Handbook

2009 - 2010

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This handbook is available online at http://fordschool.umich.edu/current/academic_resources.php.

Fall 2010

Dear Students,

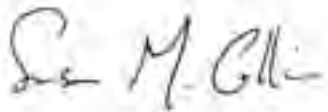
On behalf of the entire Ford School community, I write to welcome you to the Gerald R. Ford School of Public Policy and to thank you for choosing to join us this year. As you begin your studies, you are embarking on a new trajectory that we hope you will find both intellectually stimulating and personally fulfilling. You are also beginning a life-long affiliation with an extensive network of Ford School and University of Michigan colleagues. This is a special membership, and one that we hope you will value and enjoy far beyond your actual time here on campus.

I am honored to be beginning my fourth year as dean of the Ford School after fifteen years in Washington D.C., where I served as a senior fellow at the Brookings Institution and a professor at Georgetown University. At Georgetown, I taught international macroeconomics and trade as well as macro aspects of development. These days, my research focuses on determinants of growth in developing economies. I also spend a great deal of time working with the Ford School's students, faculty, and staff, and hope you will share my excitement at being a part of this vibrant and dynamic community!

We have designed an orientation program that we believe will help you to acclimate to your new community. The materials you will receive are intended to cover what you will need to know to begin classes. We also hope that the opportunity to meet some of your new classmates, as well as members of the faculty and the staff, will help you to feel comfortable right from the beginning of the program. This handbook provides guidance and information about your degree program, as well as useful information about the Ford School, the University of Michigan, and life in Ann Arbor. It is meant to be a resource for you throughout your studies. However, if you have questions not covered here or need assistance of any kind, please ask any member of the Student Services staff. They are here to help.

Again, welcome! I look forward to meeting and working with you as you build new skills, knowledge, and relationships in the years ahead.

Best Wishes,

A handwritten signature in black ink that reads "Susan M. Collins". The signature is written in a cursive, flowing style.

Susan M. Collins
Joan and Sanford Weill Dean of Public Policy

Chapter 1: Welcome to the Ford School

1) Understanding the Environment for Diversity

The University of Michigan and the Ford School of Public Policy move into the twenty-first century with a commitment to being a national and world academic leader in the racial and ethnic diversity of its faculty, students, and staff. We must work hard together to achieve this leadership. The following statement of principles reflects understandings that the faculty and staff have adopted as part of our professional code of conduct. We suggest them as a common framework for students to consider adopting on an individual basis.

Part of what makes the Ford School special is the diversity of its student body, staff, and faculty. We have worked hard at promoting this diversity, and we care about it a great deal. When we say diversity, we mean that we have people of different racial and ethnic backgrounds, genders, sexual orientations, religious beliefs, political outlooks, lifestyles, physical appearances, and substantive interests in public policy. We don't just tolerate it; we think that it enriches all of us. Much of the enrichment happens naturally as we interact with one another in class and out. To make the most of this opportunity, however, it is useful to have a few guidelines and some common understandings. We, the faculty, staff and students, have adopted the following simple understandings as part of our professional code of conduct.

Our first understanding is that the Ford School is a community and that every member of the community is important. Every member of the community should be treated with complete respect. In particular, we will listen to what all others have to say.

Our second understanding involves talking. Sometimes people in the community say or do things that are upsetting or offensive. This is often the result of a misunderstanding. Such misunderstandings sometimes occur as part of the education process in which assumptions are challenged. If someone says something or does something that is upsetting or offensive, we will try to talk about it. Talking directly to the person is preferred, but we understand that sometimes it just feels too difficult to do that.

Our third understanding involves clarifying. It isn't always clear why something is upsetting or offensive. We each have some responsibility to clarify the situation. Sometimes we find ourselves in the position of saying something that gives offense. If someone tells us that we have said or done something that others find upsetting or offensive, we will try not to be defensive. We understand that this is a common part of living in a diverse community. It is, in fact, a common part of any relationship. We will not intentionally offend anyone. We will try to engage in a discussion, not a debate or an argument. The discussion is not about right or wrong. It is not about what the person should be feeling. If someone is upset because of something we said or did, it is part of our responsibility as a member of the community to understand why, and it is a chance to learn. If we tell someone that we are upset, we expect to engage in a discussion about why. We do not have to justify our feelings; we do need to help the other person understand them, and we need to listen to what others have to say.

We have found that following these guidelines can generally turn a potentially negative experience into a constructive learning experience for everyone. These guidelines work for most situations that arise in our everyday life. We also recognize that some problems may arise for which these guidelines are not effective. In such situations, students should contact the Director of Student and Academic Services. The University also has administrators who can provide assistance and counsel.

2) Academic Integrity & Discipline Process

The Ford School is a community of scholars who are ardently committed to the free exchange of ideas. As a community we rely on individuals to identify, affirm, and promote the values of academic integrity among students, faculty and staff.

A clear sense of academic honesty and responsibility is fundamental to good scholarship. Conduct by Rackham students that violates the ethical or legal standards of the University community or of one's program or specialization may result in serious consequences, including immediate disciplinary action and future professional disrepute. Among the serious offenses against these standards are: cheating, plagiarism, misrepresentation or falsification of data, dishonesty in publication, falsification or improper modification of an academic record, misuse of human subjects or vertebrate animals, and aiding and abetting academic misconduct.

Graduate students are responsible for being familiar with and are held accountable to the standards in all applicable University policies. Information about these policies is maintained by the Rackham Graduate School here: http://www.rackham.umich.edu/policies/academic_policies/. All Rackham students should review this information. Note especially the Statement on Graduate Academic and Professional Integrity here: http://www.rackham.umich.edu/policies/academic_and_professional_integrity/statement_on_academic_integrity/.

In a case of alleged academic misconduct, the student will first meet with the instructor of the class during which the alleged misconduct took place. The faculty member will advise the Associate Dean of the Ford School and the Director of Student & Academic Services. The student will then meet with the Director. The faculty member, Associate Dean, and Director will meet and discuss the appropriate sanctions, if any. Sanctions will range from a warning up to dismissal from the program. The student will be notified in writing regarding the outcome of this meeting, and a recommendation will be put forward to Rackham Graduate School. The student has the right to an appeal to the Dean.

3) Ford School Policy Statement on Harassment and Creating a Constructive Learning Environment

At the Ford School we strive for a supportive learning environment, one in which people treat each other with the utmost respect. We believe in open inquiry and intellectual honesty. Arguments over differences of opinion and interpretation are often at the heart of the learning process. Students, faculty, and staff come to the Ford School from a great variety of backgrounds and from many countries and cultures. This diversity enhances learning, but it also means that styles of expression and inquiry may

vary. For instance, a person's behavior or language may be perceived differently than he or she intends. We have a responsibility to listen with respect to the perspectives of others and to take their concerns seriously.

Sometimes people in our community say or do things that upset or insult others. This can be the result of misunderstanding or misperception by people who do not mean to give offense. We encourage students, faculty, and staff to talk about and clarify what makes such words or behaviors offensive. Potentially, doing so can turn a negative experience into a constructive one for those involved. It can become an opportunity for learning.

The following types of behavior are discriminatory harassment and are subject to discipline: Verbal or physical conduct by a member of the faculty or staff that is based upon race, color, creed, religion, national origin, sex, sexual orientation, ancestry, age, marital status, handicap or Vietnam-era veteran status and that:

- a) adversely affects a term or condition of an individual's education, employment, housing or participation in a University activity; or
- b) is used as the basis for a decision that adversely affects an individual's education, employment, housing or participation in a University activity; or
- c) has the purpose or effect of creating an intimidating, hostile, or offensive environment for academic pursuits, employment, housing, or participation in University activities.

If you feel yourself to be the object of harassing behavior, or if this behavior creates a hostile environment, there are people at the Ford School who can be contacted for guidance and advice. You may speak with the Director of Student & Academic Services, Associate Director or the Fellowship and Academic Advising Manager if you are experiencing harassment of any kind. If you are unsure of what constitutes harassing behavior and want clarification, please see one of them promptly. Behavior that inhibits other people's ability to learn in our community is unacceptable. The consequences of engaging in such behavior can, in serious cases, may lead to dismissal from the Ford School.

4) Community Expectations

The U-M's Statement of Student Rights and Responsibilities (<http://www.oscr.umich.edu/statement/>) describes certain rights and responsibilities of University of Michigan students. While it imposes no specific morality on students, the University requires certain standards of behavior on and off campus to secure the safety of the Ford School community and to ensure that the School remains a center of intellectual engagement. Students alleged of conduct in violation of the Statement may be referred to the Office of Student Conflict Resolution for mediation, review, and possible sanctions. Students whose behavior is disruptive to the Ford School community and/or is in conflict with the expectations of the Ford School community will be asked to meet with the Director of Student and Academic Services to discuss that behavior. In cases where a student's behavior has significantly disrupted the community, the Director and/or other Ford School administrators reserve the right to impose sanctions, up to and including dismissal, to protect the well-being of the community.

5) Community Events

Orientation

Ford School Orientation takes place the week prior to the start of classes. It is followed by the Ford School Service Day on Thursday and the Rackham Graduate School Orientation on Friday. Ford School Orientation gives students the opportunity to meet their fellow classmates, the faculty and staff.

Ford School Service Day

The Ford School Service Day is student-organized and is a continuation of Ford School Orientation. Both first and second year students are welcome and encouraged to participate. In recent years, students have helped maintain a park's trail systems, participated in a revitalization effort on the Northwest side of Detroit, and helped a local food systems-related nonprofit with gardening and maintenance.

Brown Bag Series

Throughout Fall and Winter semesters, the Ford School will offer brown bag lunch meetings on a variety of topics. Topics may include: student organizations fair, student advising, information technology resources, internships/career services, and funding graduate education. Watch for emails about these opportunities.

Dessert with the Director

Each fall, the Director of Student and Academic Services hosts three "Desserts with the Director." These informal events provide an opportunity for first-year students to meet and get to know the Director and your classmates, and to express how and why they chose to attend the Ford School.

Visitation Days

During the fall semester, the Office of Student and Academic Services organizes several Visitation Days for prospective students. Current students may become involved with visitation days by meeting with prospective students and by interacting with these prospective students as they visit Ford School classes.

Holiday Party

Each December the Ford School celebrates the end of the semester with an evening of food and socializing. It is Ford School tradition that each student class presents a skit about their Ford School experience.

Coursemart

Coursemart is a way for student to learn about courses that will be offered in the upcoming semester. During this lunchtime event, faculty give brief presentations about the courses they will be teaching. Coursemart happens twice a year: once in early November for winter semester classes, and once in March for fall semester classes.

Calling Night

Once students are admitted to the Ford School, the Office of Student and Academic Services organizes an evening for current students to call admitted students. The students are matched according to interest, region and school. The goals of the evening are for current students to make a personal connection with prospective students and for prospective students to receive a personal invitation to Spring Preview.

Gramlich Showcase of Student Work

Held in March, the Gramlich Showcase is an opportunity for the community to celebrate the intellectual achievements of graduate and undergraduate students at the Ford School. The showcase features a poster session highlighting outstanding student work at all levels. This annual event is named for long-time U-M faculty member and former Federal Reserve Board Governor Ned Gramlich, as a tribute to his belief in and commitment to the value of a public policy education.

Spring Preview

The Ford School organizes a preview weekend for admitted students to give them the opportunity to experience the city of Ann Arbor, the University, and the academic environment of the Ford School before they need to make their final decision about where to attend graduate school. The event is usually scheduled for the first weekend in April.

Charity Auction

In the spring, the Ford School celebrates the end of the school year with a semi-formal evening charity auction. Faculty, staff, and students donate items and services for the silent auction and the live auction, and the evening's proceeds benefit a charity selected by student vote.

Public Policy and International Affairs (PPIA) Summer Program

PPIA is an intensive seven-week summer program that focuses on preparing students for graduate programs in public policy and international affairs and for careers as policy professionals, public administrators and leaders in areas of public service. The PPIA curriculum includes calculus, economics, and domestic/international policy issues. In addition, the program provides social and cultural programming designed to fit with the coursework assigned. The Ford School has hosted the PPIA program for more than 25 summers and continues to serve as one of the five PPIA program sites

6) Integrated Policy Exercise (IPE)

The Integrated Policy Exercise is a school-wide policy simulation held in the first week of January each year. All Masters students are required to complete the IPE (see Degree Requirements, Chapter 2). Register for PubPol 638 for Winter semester.

The IPE provides you with an opportunity to work intensively on a policy issue:

- The faculty leader of the IPE divides students into teams representing different constituencies with an interest in the problem being studied.
- Working in small groups, students are assigned to represent a particular viewpoint, such as a lobbying organization, elected politician, professional organization or advocacy group.

- Groups spend the week in consultation with experts on the topic, preparing political strategies to achieve their clients' objectives, and developing policy positions for their group. The week culminates in a negotiation process between all the groups involved.

The Winter 2011 IPE is scheduled January 3 – 4 and 7 (Monday – Tuesday and Friday). Please plan your holiday travels accordingly. The instructor and GSIs will share further details, make team assignments, and hold prep workshops in the Fall semester.

IPE Fall Registration Policy:

Students who will finish all other coursework for their degree in December and wish to graduate in December may seek permission from the School Registrar to register for the IPE in the Fall semester (their final semester of enrollment), with the following conditions:

1. Total credits, including the IPE, may not exceed 18 credits for the semester.
2. Permission must be granted and registration completed prior to the drop/add deadline for regular fall semester courses.
3. The faculty member leading the IPE reserves the right to limit Fall enrollment in the IPE.
4. All IPE work must be turned in by the assigned deadline and no later than the last day of the IPE, in order to allow timely grade entry.
5. The student will have completed all other coursework for the degree by the end of Fall semester, and will not be registering for any courses in the subsequent winter term.
6. The student will attend all required sessions of the IPE in January, in Ann Arbor.

7) Student Organizations

Some of the most entertaining and memorable experiences in an academic career come from out of classroom events and involvement. The Ford School Student Affairs Committee (SAC) and the Student and Academic Services staff of the Ford School recognize this and have the goal of creating an environment that fosters the creation and maintenance of active student organizations. Student organizations and clubs help stimulate a positive community environment, encourage students to pursue their academic interest outside of the classroom, and plan student-oriented programs.

The SAC has created a guide to assist students who are leaders of existing groups or who wish to start a new student group. The Student Organization Handbook provides step-by-step information on how to register student groups, how to apply for funding for student groups, and what resources are available for student groups to have a successful school year.

One of the things we strive for at the Ford School is to be a caring community. In the Carnegie Foundation's Special Report on Campus Life the report states "a caring community not only enables students to gain knowledge, but helps them channel that knowledge to humane ends." The outstanding efforts of the student organizations play a central role toward this objective. We do hope

that you will become involved and continue the remarkable tradition of contribution to our community.

The Current Ford School student organizations include:

Student Affairs Committee (SAC)

Students of Color in Public Policy (SCPP)

Health Policy Student Association (HPSA)

International Policy Students Association (IPSA)

Michigan Journal of Public Affairs (MJPA)

Ford School Queers and Allies (FSQA)

Women and Gender in Public Policy (WGPP)

Public-Private Sectors Club (PPSC)

Domestic Policy Corps (DPC)

Environmental Policy Organization (EPO)

Future Leaders in Politics (FLIP)

Association for Public Policy About Learning and Education (APPLE)

Ford School Consulting Club (FSCC)

8) Ford School Facilities & Services

The Joan and Sanford Weill Hall, on the University of Michigan's central campus, is the academic, administrative, and social hub for the Ford School. This beautiful new world-class academic facility, made possible by generous donations from the University, friends and alumni of the school, opened its doors in August 2006.

During the 2010-2011 academic year, we in Weill Hall will need to adapt to accommodate the construction site to our immediate north. It is important that students pay close attention to emails with relevant information and updates from the Facilities Manager during construction.

Building Hours and Accessibility

Weill Hall has 2 "front doors": the south door (at the corner of Hill and State) and the north door (facing the Law school). Both doors use "card-key access" when the building is locked, requiring visitors to swipe a valid University MCard.

Card reader access doors automatically unlock at 7:30 am and lock at 6 pm, Monday - Friday. From 6 pm until 7:30 pm, anyone with a valid MCard will be able to enter the building using the card reader. After 7:30 pm and on weekends, only Ford School faculty, staff, and students will be able to enter the building. Doors to the building should not be propped open at any time and individuals should not let people they do not know into the building after hours. Of course, arrangements can and will be made for evening and weekend special events by contacting the facilities manager fspp-facilities@umich.edu.

Please note: Space in Weill Hall is available for reservation by members of the Ford School community for activities related to the mission of the Ford School.

Baby Changing Station and Lactation Station

Baby changing stations are available in both the Women's and Men's restrooms on the 1st floor of Weill Hall. There is also a Lactation station in room 2112 Weill Hall, within the Communications and Outreach offices.

Computing Center (3rd Floor, Weill Hall)

The Hudak Family Computing Center is operated by Campus Computing Sites (sites@umich.edu) and is intended to be used as a resource for faculty and students. The Basic Computing Package allows students to print up to 400 b&w pages per term. (Double-sided printing counts as two pages.)

Additional b&w pages are charged at \$0.06 per printed side.

More information about the Basic Computing Package, including allotments for faculty and staff, can be found on ITweb at <http://www.itd.umich.edu/your-account/bcp.intro.html>

Reading Room

The Margaret Dow Towsley Reading Room, located on the third floor, has a library atmosphere with couches and comfortable chairs for reading and studying. It will hold reserve materials and is open to the public during business hours. The photocopier located in the Reading Room can also be accessed using a MCard and any copies made are counted in a student's 400 page printing allotment.

Lost and Found

The Student and Academic Services Office in room 2245 has a lost and found box. Any valuable item received at the lost and found box will be delivered to the Department of Public Safety.

Student Mailboxes

Student mailboxes are located on the second floor next to the Student and Academic Services Office. Please check your mailbox frequently as much School-related mail will be delivered to you there.

Faculty Mailboxes

Faculty mailboxes are located on the fourth floor by the Faculty and Staff Lounge in room 4240. Students may leave materials in these mailboxes but should note that faculty may not pick up their mail daily and assignments left in the mailboxes may be marked late.

Room Reservations

As members of the Ford school community you are encouraged to reserve space in Weill Hall for your study groups and/or other school related events. You can check the availability of the different rooms and fill out the room reservation form at <http://fordschool.umich.edu/facilities/>. Once you have submitted the room request you will receive an electronic notice updating you on the status of your reservation.

Safety and Security

In the event of severe weather, you will be asked to go to the first floor hallways and interior class rooms for shelter. In the event of a building evacuation, please leave the building using the exit nearest your location. Assemble at the West side of the building on the sidewalk adjacent to State Street. Do not cross the street unless directed to do so.

Construction may dictate changes to the emergency plans during the 2010-2011 academic year. Please note emails from the facilities manager regarding updates to emergency plans and building use throughout the year.

9) Electronic Communication

Student Services has established e-mail groups for each class and degree program. These group lists are a quick and easy way to broadly distribute information to everyone at the School.

Ford School email groups such as FSPP-incoming-masters-students-2010-2011@umich.edu and FSPP-all-students@umich.edu, et cetera, are intended only as venues to disburse information directly related to the activities of the school. Please choose the appropriate email group for your message so as to avoid sending mail to unintended recipients.

New email groups can be created by students for many purposes, including those who would like to discuss or debate issues outside of the activities of the school, by going to the U-M directory, creating a new group, and inviting other interested parties to join: <http://directory.umich.edu/>.

Students are expected to adhere to the "Guidelines of Responsible Use of Technology Resources" as stipulated by the University of Michigan here: <http://www.itcs.umich.edu/itpolicies/>

In accordance with the University guidelines, inappropriate use of University of Michigan technology resources may result in termination of access or other consequences.

As a U-M student, you should plan to check your U-M email account often to receive important announcements and information. Ford School staff will use your U-M email account in communications with you. Be advised that emails sent to staff from other accounts (e.g., gmail, yahoo, hotmail, etc.) often end up in junk mail boxes inadvertently, delaying our response.

If you have any questions about your University of Michigan email account, you can contact ITCS by visiting their office in the basement level of the Michigan Union at 530 S. State Street or by calling them at 734-764-8000. E-mail inquiries can be directed to itcs.accounts@umich.edu.

Chapter 2: Academics

All students enrolled in graduate programs in the Ford School of Public Policy are subject to the rules and regulations that govern the Rackham Graduate School programs and those outlined in this handbook. Please refer to the Rackham Student Handbook and the Rackham Bulletin.

Ford School course planning information is provided in this handbook and on our website. It is the responsibility of students to develop a plan to fulfill your degree requirements. Students are strongly encouraged to take advantage of academic resources from the Student & Academic Services staff and other Ford School staff and faculty. In addition, dual degree students should avail themselves of resources through their other degree program.

1) Degree Requirements: Master of Public Policy (MPP)

The MPP degree requires completion of 48 credit hours and a 10-week internship done between the first and second years. These requirements are outlined below:

Courses

All MPP students are required to complete the following core courses (23 credits):

- * PubPol 513: Calculus (Fall)
- * PubPol 529: Statistics (Fall or Winter)
- * PubPol 555: Microeconomics A (Fall) and PubPol 558: Microeconomics B (Winter)
- * PubPol 560: Foreign Policy and the Management of International Relations (Fall)

or

- PubPol 585: Political Environment of Policymaking (Fall)
- * PubPol 580: Values, Ethics, and Public Policy (Fall or Winter)
- * PubPol 587: Public Management (Winter)
- * PubPol 638: Integrated Policy Exercise (Winter - first year)
- * PubPol 638: Integrated Policy Exercise (Winter - second year)

The remaining 25 credits (of the required 48) are electives. You may choose courses of interest from the Ford School or other schools/colleges at the University. Students are required to complete a minimum of 36 credits hours in PubPol courses taken at the Ford School.

Internship

The Master of Public Policy program at the Ford School includes a required policy-related internship. The internship allows students to apply knowledge and skills acquired or enhanced through the first year of MPP coursework to significant problems in the public, private, or non-profit sectors and to an area of students' professional interests.

Students complete the requirement, 10 weeks of full time (40 hours/week) work, during the summer between the first and second year of the MPP program. Prior to completing the internship students must be full time MPP students in the Ford School for two semesters. Students must also return for at

least one semester of Ford School course work after the internship. Any exceptions to these requirements, including dual degree students and students beginning the program in January are strongly advised to meet with Graduate Career Services prior to beginning the internship search process. Students who are not MPP students and are not completing the internship requirement are not eligible to apply for Ford School internship partnerships or funding support.

Graduate Career Services provides a range of programs and resources to assist students in their internship search. All first year students are requested to schedule an initial appointment with Graduate Career Services early in the academic year to discuss individual career interests and internship goals.

Other Internship Requirements

- **Content:** Work accomplished during the summer is expected to be policy focused, challenging, and of significance and value to the sponsoring organization. Work should utilize the concepts and skills learned during the first year of study at the Ford School (e.g., policy analysis, public management, benefit-cost analysis, communication skills, etc.) It is important to define with the employer a project or “deliverable” which can be completed during the time of the internship. This helps to ensure a mutually beneficial internship experience.
- **Documentation:** As an academic requirement for graduation, the Ford School must submit verification of internship completion to the Rackham Records Office as part of your graduation audit. Completion of the internship requirement includes submission of the following:
 - **Internship Organization/Student Agreement** – Complete with employer and submit to Graduate Career Services for approval before the start of your internship.
 - **Internship Report** - Information about the required internship report will be mailed over the summer. Reports from previous years are available to review in Graduate Career Services and on the Graduate Career Services CTools site.

International students sponsored by a current employer may request exemption from the internship requirement by contacting the Director of Graduate Career Services.

2) Degree Requirements: Master of Public Administration (MPA)

The Master of Public Administration (MPA) program is a one-year program designed to enhance the analytic abilities and management skills of experienced professionals currently working in the public, private or non-profit sectors who have at least five years at work experience.

The MPA degree requires the completion of 30 credit hours, 16 of which are required core courses.

Courses

All MPA students are required to complete the following core courses (10-13 credits):

- * PubPol 513: Calculus (Fall)
- * PubPol 529: Statistics (Fall or Winter)
- * PubPol 555: Microeconomics A (Fall) and PubPol 558: Microeconomics B (Winter)

* PubPol 638: Integrated Policy Exercise (Winter)

Depending on which Microeconomics core is chosen from above, MPA students choose 1-2 additional core courses from:

* PubPol 560: Foreign Policy and the Management of International Relations (Fall)

or

PubPol 585: Political Environment of Policymaking (Fall)

* PubPol 580: Values, Ethics, and Public Policy (Fall or Winter)

* PubPol 587: Public Management (Winter)

The remaining 14 credits (of the required 30) are electives. You may choose courses of interest from the Ford School or other schools/colleges at the University. Students are required to complete a minimum of 21 credits hours in PubPol courses taken at the Ford School.

Students typically complete coursework for the MPA degree by taking:

a. 15 credits per term (Fall and Winter), or

b. 12-14 credits per term (Fall and Winter) and 3-6 credits in the Spring and/or Summer sessions [Note: only independent study and directed reading courses are available in the Ford School Spring/Summer],
or

c. 9-12 credits per term (Fall, Winter, and also the following Fall).

Students are encouraged to work closely with an academic advisor to choose the most appropriate option.

3) Cognate Requirement

Rackham's cognate requirement applies to all MPP and MPA students. The following excerpt from Rackham's Academic Policies Manual explains this requirement:

Rackham recognizes the value of intellectual breadth in graduate education, and the importance of formal graduate study in areas beyond the student's field of specialization. Cognate courses are those that are in a discipline or area different from a student's field of study, but are related or connected with some aspect of this field. Cognate coursework must be approved by the department or program, and may be satisfied in three ways:

1. By completing 4 credit hours of cognate coursework in approved graduate-level courses with a grade of B- or better (departments or programs may have additional cognate requirements).

2. By using coursework within the same department or program but in a subfield different from the student's own. A course in a student's program that is cross-listed as a course in another program may satisfy the cognate requirement. In this case, the department or program should notify Rackham OARD.

3. By using credit officially transferred from another institution in another field of study.

4. By completing graduate coursework at another institution that meets the expectation of the cognate requirement without officially transferring the credit to the transcript. The student must provide Rackham OARD with an official transcript, including the courses and credit hours, and the department or program should notify Rackham OARD. These courses do not apply toward the minimum requirement for the degree, and do not appear on the University transcript.

4) Registration

The Office of the Registrar maintains a website for your convenience: <http://ro.umich.edu>. Information and deadlines are available on this site. You should be particularly mindful of deadlines for dropping and adding classes, withdrawing from classes, and for payment of fees.

Students at the University register for classes using Wolverine Access, <http://wolverineaccess.umich.edu>. Ford School students are given first priority for spaces in our classes, and the Wolverine Access system will recognize you as a Ford School student and allow you to register.

If you are unable to register for Ford School classes, please contact the School Registrar at (734) 764-0453 or fspp-registrar@umich.edu. Students in joint or dual degree programs who have questions about registration or who are encountering difficulty registering as Ford School students should contact the Registrar at the number above.

* The system will check for service indicators (i.e., “holds”). If a service indicator is found, you will have to resolve it before you can register. Please contact the unit that placed the hold.

Registration issues for dual degree students

* If you are a dual degree student, be sure to select the appropriate career (GRAC) and program (MDDP Pub Policy & other program).

* Students in dual programs where both programs are administered through Rackham will only have the career choice of GRAC. You should be especially careful to select the correct program, which will have Public Policy listed before the name of your other program.

Remember that you must register with your Ford School career and program if you are in your Ford School year and/or if you are receiving a Ford School fellowship. Students in most dual or joint degree programs MUST register as Ford School students for three of the six semesters they are enrolled. (JD/MPP students need only register as Ford School students for the two semesters of their core public policy year, although may register for a third semester if able.)

Permission to Enroll/Electronic Overrides

Many classes at the University require electronic permission to register. In addition, you need an electronic permission to register for any class that is full or has a waiting list. If Wolverine Access

denies your request to register for a non-Ford School class because you need an electronic permission, you will receive an error message that instructor or departmental permission is required. If this occurs, please contact the student services staff in the department, school, or college that is offering the class you want for permission to register. We can only give electronic permission to register for Ford School classes.

Please note that you may have to wait until the first class meeting (which you should attend) before you can obtain permission from the instructor to register. Each department or school/college has its own procedures for granting permission, but Ford School students are welcome in most classes around the University.

Reminder: Requesting permission to enroll does not register you for the classes. Once you have received an electronic override notification email, you will still need to register for the class using Wolverine Access.

Waiting Lists

Wolverine Access allows students to put themselves on waiting lists for full classes. Once a class fills and a waiting list is generated, the class does not re-open automatically if seats become available. Open seats are filled with students from the waiting list in order, with priority given to Ford School students. Students on the waiting list will receive an Electronic Override email granting them permission to register if seats become available.

Withdrawing from a Class

At the beginning of each semester, there is drop/add period during which you may change your registration through Wolverine Access without penalty. Changes after this deadline are only possible in certain exceptional situations (e.g., serious illness). To make a change to your schedule after the add/drop deadline, you'll need to complete an Elections Worksheet (available from the Student Services office), obtain written approval from the instructor and from Student Services, and submit the Worksheet to the Office of the Registrar in the LSA building. If you need to withdraw from a class after the drop/add deadline, the class will continue to appear on your transcript, with a grade of "W" (for withdraw). Mini-courses that run less than the length of the full semester have their own drop/add deadlines.

5) Academic Policies

Academic Progress

Ford School masters students must earn a grade of B- or better in each **core** course.

A student whose cumulative grade point average falls below a "B" (5.00) in a given term or half term will be placed on probation for the following term or half term, or may be denied permission to register. A student whose cumulative grade point average falls below a "B" average for two successive terms or half terms may, upon the recommendation of his or her graduate chair and with the consent of the Rackham Graduate School, be granted a final opportunity to correct the scholastic and/or academic

deficiency. A student whose cumulative grade point average falls below a “B” average for three successive terms or half terms may not be permitted to enroll again and, further, may be required to withdraw from the University.

Note: Any student placed on academic probation is not allowed to serve as an officer in any Ford School Student Organization or club.

Courses with Travel Components – Extended Travel Policy

A few PubPol courses include a travel component. It is sometimes the case that students wish to extend their travel beyond the dates specified for the course. While missing classes is highly discouraged, students with strong personal or professional reasons for extending their stay may request permission to do so from the course’s faculty supervisor. If students are serving as GSIs for a U-M course, they must additionally obtain permission from their course instructor. The University’s responsibility for students on extended travels ends when the program ends. The program director and/or the Ford School reserve the right to deny any requests to extend travel time beyond the duration of the course’s regular travel component.

Credit Overload Policy

Rackham graduate students are limited to 18 credits of registration per semester (Fall, Winter, Spring/Summer) or 9 credits of registration per half-semester (Spring, Summer). Only students who have demonstrated success with Ford School graduate coursework as indicated by a Rackham GPA of 6.5 or higher are eligible to request a course overload. Students in their first semester at the Ford School will not be allowed to take a course overload, and are strongly advised to limit their enrollment to 12-15 credits.

Eligible students who wish to take more than the allotted credits in a term must submit a written request to the School Registrar by the end of the first week of classes in that term, including the following information:

1. List of courses, with credits, that the student proposes to take;
2. Reason(s) for requesting an overload

Student and Academic Services staff will review the request and make a decision based on the merits of the proposal in the context of the student’s prior academic work. The student will be notified of the decision by email. Students are responsible for working with the central Office of the Registrar to determine and address any tuition implications of a credit overload.

If approved, students are required to check in (in person or by email) with Student and Academic Services staff prior to the drop/add deadline to give an update on how they’re managing their courseload and other obligations.

Grading Basis

Students must elect all core courses on a graded basis, with the exception of the IPE (PubPol 638), which is only offered on a Satisfactory/Unsatisfactory (S/U) basis. Student may choose to take electives in the Ford School or in elsewhere on an S/U basis. To change the grading basis for a course, students must obtain an Elections Worksheet from the Student Services office, have it signed by the course instructor and by the School Registrar, and submit it to the Office of the Registrar in the LSA building before the drop/add deadline for the course.

Students may also elect to audit courses as an official Visitor. The course will appear on the transcript with a designation of "VI" (for visitor) in the grade column. Students do not receive credit for audited courses, but tuition charges apply as they would for a graded class.

Contesting a Grade

Grades may be contested up to 30 days after being posted.

Incompletes

A student may receive a grade of Incomplete ("I") for a course only if

- a) the unfinished part of the work for the course is small, and
- b) the reason(s) for the unfinished work is acceptable to the instructor, and
- c) the student's standing in the course is that of a grade of "B" or higher.

If the student finds he or she cannot complete the work for a course on time, he or she must then arrange to meet with the instructor and discuss a schedule for finishing the remaining work before the instructor assigns a grade of "I." The student's grade point average will continue to be based on hours of coursework he or she has completed.

Note: A grade of "I" stays on the student's academic record permanently. If the student has made up the coursework according to the procedures noted above, the grade for the course will appear on the academic record as, for example, "IB+".

Independent study

Independent Study projects offer students the opportunity to work one-on-one with an instructor to pursue an area of interest in greater depth than may be possible in a regular course. Each year several Ford School students undertake Independent Study. Students wishing to pursue an Independent Study project must first find a Ford School instructor who is willing to sponsor and assess their work. To register for an Independent Study course, students must complete an Independent Study form, available in the Student Services office, and have it signed by their sponsoring instructor.

Students are allowed to take no more than 6 credits of independent study toward the completion of their MPP or MPA program. No more than 3 credits should be taken in any one semester.

In general, faculty who sponsor independent study courses must meet the following criteria:

1. Must be a member of the Ford School faculty or teaching a PubPol course.
2. Must be tenured/tenure-track, or a Lecturer III/IV. (The Lecturers' Employee Organization does not allow Lecturers I/II to lead independent studies without changing their appointment.)

If in doubt, students should confirm with Student and Academic Services that their proposed faculty supervisor is eligible to lead an independent study course.

Progress Toward Degree Completion

A student who is not making satisfactory progress in his or her program, or who has failed to demonstrate an ability to succeed in his or her plan of studies, may be required to withdraw from the University. A student has until the end of the fourth (4th) week into the next term of enrollment to finish any incomplete coursework. If the coursework cannot be completed in this time, the student must submit a time-extension request, signed by the instructor, to the Director of Student & Academic Services. If a student has an Incomplete in two (2) or more classes, a hold will be placed on registered classes for the subsequent term, and the student will be notified in writing. The student will need to meet with Fellowship and Academic Advising Manager to develop a course of action to ensure timely completion of coursework.

Time Limit for Completion of a Master's Degree and Extensions

Effective for those starting in the Fall 2007 term, a student in a terminal master's program is expected to complete all work within five years from the date of first enrollment in the program. Students exceeding this time limit must file a petition for modification or waiver of regulation with Rackham OARD. Petitions must describe explicitly the amount of work remaining and a timeline for completion. A student who fails to complete degree requirements within five years may be withdrawn and required to apply for readmission.

Transfer Credit

No more than 6 credits of non-UM graduate credit will be accepted toward the degree. These credits cannot have been applied to a previous degree program. Any transfer credit counts as credit taken outside the Ford School, and does not apply toward the minimum 36 PubPol credits required for the MPP degree (21 for the MPA).

Students who have completed coursework in Public Policy at UM-Flint or UM-Dearborn can use no more than 12 credits of that coursework toward an MPP degree or 9 credits of that coursework toward an MPA degree.

6) Graduation and Commencement

Graduation means having a degree conferred by the University. In order to graduate, an MPP/MPA student must complete all degree requirements and apply to graduate through Wolverine Access. Students may graduate in the April, December, or August, depending on when they complete their

degree requirements. Diplomas are mailed approximately 6-8 weeks after graduation. For questions about graduation, contact the School Registrar.

Commencement is the ceremony celebrating graduation. Ford School MPP/MPA students are eligible to participate in any or all of three separate commencement ceremonies: the University's ceremony, Rackham's ceremony, and the Ford School's ceremony. (For more information on University Commencement, see <http://www.umich.edu/~gradinfo/>.) The Ford School's Commencement is typically held the Saturday of Commencement weekend in April/May. Students who have graduated in December or April of that academic year, or who will graduate in August, may participate in the Ford School's Commencement. Dual degree students may choose to participate in Commencement with their entering class, even if they have not completed all degree requirements, but may participate in only one year's Commencement. There is a rehearsal for the Ford School's commencement on the Study Day between the last day of classes and the beginning of the Final Exam period. Students receive emailed information about the Ford School's Commencement beginning in February, and must RSVP no later than two weeks before the ceremony to participate in Commencement. For questions about Commencement, contact the Student Services office.

7) Course Waivers

Students who have completed graduate level study of the subject matter in our core courses may choose to petition to waive that core course. Be aware that a waiver does not give you credit toward your degree but exempts you from taking the required class. Waiver forms are available in the Student Services office. Please complete a separate petition form for each class you wish to waive. You must attach material from the course(s) you have already completed including a syllabus and/or 1-2 paragraph course description from the institution's course catalog. All waiver forms should be submitted to the Ford School Registrar. A copy will be kept in the student's file.

Note: Students who waive the Statistics (PubPol 529) requirement must take an advanced statistics course, such as Quantitative Methods for Program Evaluation (PubPol 639) or Econometrics (PubPol 571) instead.

8) Academic Resources

Academic Advising

The primary purpose of the Academic Advising program at the Ford School is to assist students as they develop meaningful educational plans. Advising is provided by both faculty and professional staff. Faculty advisors can provide field-specific insights, suggestions for Ford School electives in their policy areas, and information on their research activities. Student and Academic Services staff are trained to assist current students with guidance on course options and academic planning; interpretation of academic requirements, policies, and procedures; graduation audits and degree clearances; and academic and personal support. Graduate Career Services staff shares information about the variety of career choices available with a policy degree, connects students and policy employers, assists students

in creating an individual strategy for their career goals, and provides support for students through the career planning and job search process.

Entering students also find that continuing Masters students provide helpful, informal advising on Ford School courses, other graduate electives, and graduate life at UM.

Student Services Walk-in Advising Hours

Students with a quick academic advising or registration question are welcome to stop into the Student Services office during walk-in advising hours. No appointment is necessary for walk-in hours. Students with more detailed questions or who may require a longer meeting should contact the Student Services front desk to schedule an advising appointment.

Writing Skills Assistance

A successful career in public policy rests not only on your ideas, but on your ability to effectively communicate those ideas well. Many Ford School courses help you to sharpen your writing skills. In general, our students are good writers, but many have not had the opportunity to do academic writing for some time, or to write at the graduate level. To enhance your writing skills, we provide several support mechanisms.

The writing instructors are available to read all your written work for Ford School courses. They are located in room 4216 and room 4219. To schedule an appointment, please visit http://fordschool.umich.edu/current/academic_resources.php.

In addition to our writing instructors, your GSI and professor are available to help you with paper topics and writing skills. In classes that demand written work, GSI's will read drafts of papers and review them with you. Before a paper deadline approaches, take advantage of these support services and get help early!

Faculty

All of the Ford School faculty members have offices in Weill Hall and hold office hours which they will list on their course syllabi. You are encouraged to talk with them about your academic interests and career aspirations.

Graduate Student Instructors (GSIs)

Ford School core courses and some elective courses have at least one Graduate Student Instructor (GSI). GSIs are usually second year students in the Ford School. They have a comprehensive understanding of the course materials and can provide explanation or clarification about the subject matter outside of the professor's lecture.

Some classes have scheduled weekly review sessions that will be conducted by the GSI. These sessions are an opportunity for you to ask questions and seek additional information about topics covered in the lecture. All GSI's will hold scheduled office hours during which you can talk one-on-one. Office hours will be announced in class during the first week of the semester. Remember, GSI's are here for you. They are a great source of information about course subject matter, as well as life at the Ford School.

GSI's have been where you are; they are a very understanding and supportive source of information during your first year at the School.

9) Certificate Programs

The University of Michigan offers a number of certificate programs designed to develop specialization in a topic area which spans several disciplines. A Certificate of Graduate Studies is a non-degree credential designed to provide students with specialized knowledge that is less extensive than a master's program. Graduates receive an official Certificate upon completion. A limited number of certificate requirements can be met within the number of electives available to MPP students. Students interested in these certificates are responsible for making the appropriate application and for meeting program requirements. Information about certificate programs available at UM, application information, and registration policies can be found through the Rackham website.

10) Science, Technology and Public Policy (STPP) Certificate Program

The Ford School offers a certificate in Science, Technology, and Public Policy. Details about this program and its admissions process are available at <http://fordschool.umich.edu/research/stpp/index.php>.

11) Emergency Mental Health Withdrawal and Readmission Policy and Procedures

The University's policy and procedures are available at <http://umich.edu/~spolicy/mentalhealth.html>.

Chapter 3 : Campus Resources

1) Services for Students with Disabilities

The University of Michigan complies with federal and state laws which affect qualified persons with disabilities. It is the policy and practice of the Ford School of Public Policy to provide equal educational opportunities for students with documented disabilities in all programs and activities, including internships and field placements. Students with disabilities who require academic adjustments are encouraged to contact their instructors at the beginning of the term to discuss their specific needs.

Services for Students with Disabilities (SSD) provides services to students with visual impairments, learning disabilities, mobility impairments or hearing impairments. We 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. Our 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/TTY)

To find out more about services, or to volunteer as a reader, note taker or tutor, see

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

2) Campus Safety Statement

Each year, the University of Michigan prepares and “Annual Security Report” and publishes it in the Campus Safety Handbook. The report, which is issued each October 1st, contains detailed information on campus safety and security policies, procedures, and programs, including information on: emergency services, security telephone numbers, sexual assault policy, stalking laws, handling obscene phone calls, sexual harassment policy, dealing with workplace violence and threats, police agencies, health services, counseling services, safe transportation after dark, safety tips, and alcohol and drug policies and programs. The report also includes statistics concerning crimes on campus, If you would

like to receive a complete copy, visit the University of Michigan Department of Public Safety website at www.umich.edu/~safety/ or call (734) 763-3434.

3) Libraries

The University Library consists of many libraries and vast collections, but the best place to start your research is at the Shapiro Undergraduate Library. Most library research consists of finding books and finding journal articles. To find what books (and journals subscriptions, datafiles, CDs, etc.) that the University Library owns, connect to the library catalog, MIRLYN. Main library homepage is: <http://www.lib.umich.edu/>

The MIchigan Research LibrarY Network is the University's computerized library system. It includes an online catalog of the University's libraries, periodical indexes, access to other Big Ten and regional university catalogs, and other information about the libraries and their holdings. MIRLYN is an important resource, which you will need to access to conduct research for the Ford School and other university courses. The online book catalog MIRLYN: <http://mirlyn.lib.umich.edu>

To find out what databases we have and to find citations to scholarly articles, use search Tools: <http://searchtools.lib.umich.edu>

The library also holds a number of workshops throughout each semester.

4) International Center

The International Center provides a variety of services for international students. The Center's website contains important information on a number of topics, including visas, financial aid, health insurance, employment questions, and student organizations.

The U-M International Center offers events and workshops throughout the year on topics of interest to international students and scholars, U-M department administrators, and domestic students seeking information on studying, working, or traveling abroad. See a listing of the topics at

http://www.internationalcenter.umich.edu/events/orientation_events.html

Students and scholars can join the International Center email list to receive program schedules, job and job fair announcements, and other information of interest.

5) English Language Institute

The English Language Institute was established in 1941 as the first English language research and teaching program of its kind in the United States. Since its founding, the ELI has become a leader in language teaching, learning, and assessment, in applied linguistics research, and in teacher education at the University of Michigan and throughout the world. ELI offers services in the areas of teaching, testing, research, and international outreach.

Prior to enrolling in courses at the Ford School and in other university departments, entering students whose native language is not English are evaluated by Rackham to determine whether they must take the Academic English Evaluation (AEE) at the English Language Institute (ELI). If Rackham has told you to take the AEE, you must arrange to do so by calling the English Language Institute.

Depending on the results of the AEE, non-native English speakers may be required to take classes in English for Academic Purposes (EAP). The ELI offers a wide range of courses that focus on specific English needs such as pronunciation, grammar, oral communication, and academic writing. All of these courses are designed to help students function effectively in the academic setting. The ELI will be offering advanced courses for graduate students each term. Contact the ELI at 734-764-0369 or visit their website at <http://www.lsa.umich.edu/eli> for a complete schedule and description of classes being offered.

6) Area Studies Centers

The University's area studies centers have gained national distinction through the support of research and training across the University of Michigan. The Centers organize lectures, seminars, workshops, and conferences. Additionally, the Centers contribute to a wide range of campus activities, including language study and multi-disciplinary courses focused on the country areas. The area studies centers work closely with the University Library in the development of unique holdings relating to the regions of interest.

Six of the Area Studies Centers offer MA programs that can be combined with the MPP into a dual degree program:

- * Center for Chinese Studies
- * Center for Japanese Studies
- * Center for Middle Eastern & North African Studies
- * Center for Russian and East European Studies
- * Center for South Asian Studies
- * Center for Southeast Asian Studies

Ford School students need not be in a dual degree program to take courses through these centers.

Who's Who in Student Services

Trey Williams

[treww | 2246 Weill]

Director, Student & Academic Services

- * Oversee all area functions; hire, train, supervise, and evaluate staff
- * Develop and manage area budget
- * Provide leadership and strategic planning for area
- * Assist with implementation of new initiatives
- * Assist Associate Dean and/or Dean with special projects as requested

Beth Soboleski

[bsobo | 2234 Weill]

Associate Director, Student & Academic Services

- * Oversight of all Ford School recruiting and admissions processes and events
- * Represent the Ford School at graduate fairs and other student recruiting events
- * Serve as the Ford School admissions representative in professional organizations such as APSIA, APPAM and NASPAA
- * Development and maintenance of partnership programs with organizations such as Teach for America, Americorps, the Peace Corps, etc.
- * Serve as the Ford School liaison with other university offices regarding university admissions policies and procedures
- * Supervision of the admissions office staff
- * Assist the Director with special projects as needed

Regina Zmich

[reginaz | 2248 Weill Hall]

Fellowship and Academic Advising Manager

- * Oversight of all Ford School academic advising and fellowship processes and events
- * Administer the fellowship program
- * Manage the MPP/MPA and BA academic advising programs
- * Serve as Ford School Liaison with other university offices regarding university advising, student records and student financial policies and procedures
- * Advise current students on academic matters
- * Supervise the School Registrar
- * Assist the Director with special projects as needed

Amy Thudium

[athudium | 2252 Weill]

Ford School Registrar

- * Help students navigate the registration process from enrollment to the posting of grades
- * Develop class schedules for upcoming semesters

- * Maintain student academic records including verification of progress toward and completion of degree requirements
- * Coordinate the GSI application process
- * Organize the faculty and GSI evaluations
- * Submit all Ford School course approval forms
- * Plan Fall and Winter Coursemart programs

Skye Stewart

[skyes | 2252 Weill]

Academic Advisor

*Serves as Academic Advisor to both Undergraduate and Masters students

Assistant to the Director (Position is currently open, to be filled in late August)

[2245 Weill]

- * Provide support for student services area, i.e. recruitment, admissions, registration, and graduation
- * Serve as liaison between student services area and Ford School
- * Assist in the resolution of routine inquiries and problems from students, clients, visitors or guests regarding admissions, financial aid, registration, or counseling.
- * Coordinate and schedule meetings, conferences, facilities and services for student services staff.
- * Assist with special projects as needed

Michelle Spornhauer

[migalita | 4223 Weill]

PhD Program Administrator

- * Provide administrative support for the Ph.D program
- * Primary contact, fielding inquiries and assisting Ph.D students
- * Assist new Ph.D students in getting started during orientation
- * Administer financial aid to Ph.D students
- * Maintain records and data for the Ph.D program

Megan Piersma

[mpiersma | 2244 Weill]

Program Coordinator

- * Assist in planning and implementation of Ford School admissions and recruitment efforts
- * Communicate, meet and advise prospective students about Ford School programs
- * Primary contact for Ford School student services events
- * Primary contact for students for commencement
- * Overall coordination of Summer Program in Public Policy & International Affairs (PPIA) preparation
- * Assist with Student Services publications
- * Plan and design programs with student organizations

Scott Berkley

[berkleys | 2236 Weill]

Admissions & Recruiting Information Manager

- * Manage and develop the systems related to admissions and recruiting for undergraduate, masters and certificate programs
- * Online recruitment activities, including mass mailings and email communications
- * Organize the application evaluation process, including reporting and advising on trends, demographics, etc.
- * Communicate, meet and advise prospective students about Ford School programs
- * Create and maintain web content, e-mail lists, and online surveys related to student services activities

Contact information for Ford School staff is available at

http://fordschool.umich.edu/faculty_staff/staff_dir.php.

Contact information for Ford School faculty is available at

http://fordschool.umich.edu/faculty_staff/fac_dir.php.



For more information:

Joan and Sanford Weill Hall
735 S. State Street, Suite 2245
Ann Arbor, MI 48109-3091
www.fordschool.umich.edu

Student & Academic Services: 734-764-0453 (p)

Regents of the University of Michigan

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