



Graduate Program Guide

2017-2018

Department of Political Science, University of Michigan

July 2017

Welcome to Michigan Political Science! We are all very excited and proud to have you with us in the department, and wish you great success here. The department is a big diverse place, so writing a concise document that can provide a roadmap for graduate students and faculty is challenging in some ways.

This guide to the doctoral program at the University of Michigan's Department of Political Science describes the program contours, the rules, and the opportunities within the Department for students in pursuit of a doctoral degree in political science. These policies and procedures are in addition to the general Rackham Graduate School requirements for the doctoral degree.

The regulations described in this guide apply to all students admitted since 2016. Students admitted prior to 2016 may choose to abide by the rules as laid out in this guide or may consult the guide that was current at the time that they were admitted.

Lisa Disch
Professor of Political Science
and Women's Studies (by courtesy)
Director of Graduate Studies

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Program Overview

Graduate work differs qualitatively from undergraduate work. In the first few years, while students are pre-candidates, graduate work is dedicated to the acquisition of tools, abilities, and knowledge that will qualify them to teach, carry out research, and perform as a professional political scientist. Once students become candidates, they increasingly rely on creativity and self-discipline as they carve out an independent research project.

As a general rule, students take at least four years to earn the Ph.D. degree, with most finishing within seven years. The length of time required to satisfy all the requirements for the Ph.D. degree naturally varies, depending upon whether the entering student already has an MA degree, the number of terms the student carries a reduced program because of a GSI (graduate student instructor) or GSRA (graduate student research assistant) position, and the particular requirements of the subfield and dissertation work. A program requiring extensive language training, for example, will take longer to complete if language study begins as a graduate student rather than if one is nearly proficient on entry to graduate school.

The Components

The graduate program is divided into two phases. During the first phase, when students are actively taking a full course load, they are considered *pre-candidates*. Coursework, teaching, and independent research and study prepare students to participate as research scholars in particular fields within political science. Once students demonstrate mastery of these fields, they enter the second phase, called candidacy. Other terms used to describe this stage are “dissertation candidate” or ABD (all but dissertation). During candidacy the student plans, executes, and defends the doctoral dissertation.

While a pre-candidate, students focus on two subfields. One becomes the major field and the second is the minor. Courses at the University of Michigan run for full semesters, about 13 or 14 weeks. Over the first two to two and a half years, students ordinarily take four or five courses in their major field and three or four in their minor. These are only approximations for major and minor fields; each subfield sets its own requirements for preparatory coursework. Students complete the major field and the first minor by passing a preliminary exam in each.

In addition, all students must complete a “cognate” required by Rackham that consists of four credit hours in approved graduate-level courses in a field outside their Major and Minor. Usually these credits will come from the same department, but a student might tie together courses from different departments. For example, to learn more about health care policy, a student might take one course in the School of Public Policy and another in the School of Public Health. Students whose cognate credits come from two different departments should send a memo to the DGS describing how they are connected. The memo and the DGS’s approval will be entered into the student’s academic file. A student enters the candidacy phase only after successful completion of the major and minor subfields, and the cognate.

Following the achievement of candidacy, students typically takes a year to write and defend the dissertation prospectus. With this plan in hand, and with regular feedback from a dissertation advisor, students research and write the dissertation. In the summer before the final year of graduate school the student prepares materials for job applications, and that fall is “on the market”. The dissertation defense ordinarily occurs during this final year.

The Fields

In our department, Political Science is divided into the following major fields and modular subfields:

Major Fields:

- American Government and Politics
- Comparative Politics
- International Relations and World Politics
- Law, Courts, and Politics
- Political Theory
- Research Methods

While students must select one of the above fields for their major field, they may design their own minor. The student designed minor must be in a recognized area within political science; students might look at the list of APSA Organized Sections as a guide. There is more flexibility in creatively designing a second minor, although it must still be an active research area within political science. Some examples of designed fields include:

- Public Policy and Administration
- Gender and Politics
- Organizational Theory

- Political Development
- Political Economy
- Positive Political Theory
- Race, Ethnicity and Politics
- Urban Politics

This list does not preclude the possibility of a student following a program including other fields, based on problem-oriented, interdisciplinary or other interests. Proposals must include a set of courses and a justification for how the subject represents a field of political science. Designed minors require the support of two faculty members and must include a description of the planned preliminary exam format. All proposals must be approved by the DGS.

The major fields and their current preliminary exam procedures are described in more detail in a separate chapter of this guide. Students are encouraged to consult the subfield's faculty coordinator for more information.

Double Major

Students may choose to major in two fields. In this case, the second major replaces the minor. Students are still expected to fulfill the cognate requirement.

Joint Degree Students

Some students enter the program as joint degree students. The Department of Political Science has joint degree programs with the School of Social Work and the Ford School of Public Policy. The student's joint program replaces the first minor and the cognate. Dissertation committees must comprise two regular faculty members from each department.

Student Initiated Degree Program (SIDP/IIDP)

Students may design their own doctoral program, blending aspects of two degree-granting programs. Students are admitted to one program first, and, after completing at least one term of coursework, request a modification of their degree plan. Our department's practice has been to design an SIDP program to mirror the joint degree program: students would be expected to fulfill a major in Political Science while work for their other program would substitute for the minor and cognate. Dissertation committees must comprise two regular faculty members from each department. For more information and an application see the Rackham website.

Dual Degree Students

Students may also pursue two degrees simultaneously. See the Rackham website for more information.

Department Personnel

A number of faculty and staff serve in positions related to the graduate program.

Staff:

Graduate Program Coordinator, Kimberly Smith, 5727 Haven,

ksmithz@umich.edu

Academic Program Manager, Nicole Rutherford, 5735 Haven,

nicolmba@umich.edu

The graduate program coordinator is generally the first person to contact with questions about the program, although any of us will do our best to answer your question.

Graduate Affairs Committee:

Director of Graduate Studies: Lisa Disch, 5705 Haven Hall, ldisch@umich.edu

Director of Admissions: Barb Koremenos, korememo@umich.edu

Director of Placement: Ken Kollman, kkollman@umich.edu

1. Program Fields

American Government and Politics

The study of American politics at the University of Michigan embodies a storied past and a vibrant present. From its roots in the survey research of Campbell, Converse, Miller and Stokes and as a leading force in the behavioral revolution in political science, the department has grown to encompass many approaches to and views on the study of politics in the United States. The work of many of our faculty members is tied to the scientific study of domestic politics through rigorous quantitative and qualitative methods. Today the research of our diverse faculty spans the study of national and local political institutions, the mass media, public opinion, elections and campaigns, political participation, gender, group identity and racial politics, public policy and administration, interest groups and political parties, and constitutional law. Teaching and research in the department also touch on a wide array of important policy issues in American society, including health care, economic development, immigration, poverty, crime, education, discrimination and affirmative action, civil rights, the environment, taxation, globalization, terrorism, and war.

Each year, in the fall semester, the department offers the American politics core course, POLSCI 611. The syllabus is extensive and designed to give students a broad and deep introduction to fundamental research in both American political institutions and political behavior. All students taking a preliminary exam in American politics are encouraged to take 611 in their first semester; it is expected that they will complete the course with a course grade of B+ or better.

Comparative Politics

Comparative politics is the empirical study of political phenomena across national boundaries, using concepts and formulations that are, by necessity, applicable across multiple countries. Michigan comparativists focus their work on the causes and consequences of government institutions, constitutional frameworks, and economic features of states around the world. As its name implies, the subfield investigates these questions by making comparisons across systems, either within regions or around the world. The faculty has regional expertise in East to South Asia, the Middle East, and all sections of Europe, Africa and the Americas. They employ a broad range of methodological approaches. Our graduate students bring a wonderfully diverse assortment of experiences and interests to their study, research, and teaching, as well.

The core research workshop in comparative politics is POLSCI 641. Students typically take it in either their first or second year, with strong arguments in favor of each year.

International Relations and World Politics

The study of international relations and world politics at U-M cuts across many areas of study, including formal and game theoretic models of human behavior, macroeconomic policy and international institutions and the quantitative study of conflict. Here the primary focus is understanding why states interact the way they do in the economic, legal or military domain. Graduate and undergraduate courses range widely across the theories of the study of international politics, covering international organizations, open conflict, the domestic politics of foreign relations, foreign economic policies and law, and peace and security affairs. The university's commitment to interdisciplinary study supports strong creative relationships between students in the department and faculty in other departments throughout the institution, as well.

The core course for IR is POLSCI 660, and is generally offered in the fall semester. Students who plan to major in IR often take 660 in their first year.

Law, Courts, and Politics

Law, Courts, and Politics is an expansive and methodologically diverse subfield that includes constitutional theory, philosophy of law, judicial politics, American constitutional development, comparative constitutional politics, international law, and law and society. Associated faculty conduct research that cuts across subfields and disciplines, and students have the opportunity to explore a wide range of issues pertaining to law, courts, and constitutional institutions. What are the important features of legal and constitutional institutions and how do they develop and function over time? Are constitutions working as expected, and what might be done to maintain or improve their performance? How do constitutional values and jurisprudential traditions intersect with political behavior outside of the courts? Students are encouraged to forge intellectual connections with faculty and programs outside the department, while also benefitting from the wide-ranging interests in law held by faculty members in other subfields.

Students can elect POLSCI 612 or 613 as the beginning course in Law, Courts, and Politics. Students should also plan to present their papers and dissertation research in at least one of the ongoing graduate student workshops.

Research Methods

The Methods of Political Analysis field provides instruction in the methodology of political science research and in the skills necessary thereto. Experiential activities may also play a part in a methods program, with fieldwork supplementing formal coursework in some cases. Coursework parallels the ways in which research methods are applied within the department, with curriculum in general research design, experimental methods, measurement, sampling, data collection, qualitative textual and ethnographic methods, and formal theory, including work in game and complexity theory. The department's faculty are leaders the use and development of diverse research methods, applying them to problems that span other subfields in the discipline and connect with other departments around the university.

Students may choose political methodology as a primary focus of their intellectual activity. Students who intend to write a dissertation in this area and to engage in research and teaching aimed at methodological innovation are invited to choose Methods as their major field. Students who desire to combine a strong interest in a substantive field with a strong methods background are invited to seek a minor in Methods.

Typically, students who plan to elect Methods as their major or minor will take the introductory sequences in formal analysis and empirical methods. In the first semester, students take POLSCI 598 and 599, and in the second semester they take 681 and 699. The faculty as a whole encourages all students, regardless of their major, to invest significant time and energy in developing a diverse portfolio of methodological expertise. This experience will serve students well throughout their careers, both in terms of the sophistication of their own work and in their ability to mentor and evaluate the work of their colleagues.

Political Theory

Political Theory at Michigan is committed to interpretive inquiry grounded in richly empirical studies of historical phenomena and events, textual analysis, literary theory, and/or archival investigation. Our course offerings enable students to develop a strong background in the history of political thought and to school themselves in a variety of modes of inquiry (for more details see our guided constructed minor of the same title under "Student Designed Minors"). Students work with faculty to draw on the classical texts of political theory, from the ancient to the contemporary world; to engage central questions concerning democracy, citizenship, power, legitimacy, responsibility, justice,

and the foundations of political thought and civic life; to explore social change, asking how it undoes old political solutions and creates new problems; and to pose questions at the intersection of social and political theory, informed by a keen interest in the narrative, rhetorical, and other literary dimensions of political speech and communication. We offer seminars on a range of topics, including democratic theory, gender and sexuality studies, reception studies, the politics of language, and social theory. We encourage students to take advantage of the methodological diversity of the theory/law faculty, as well as to pursue interdisciplinary methodological training outside the department.

POLSCI 602, history of political thought from the ancient to the early modern period, and 603, history of political thought in the modern world, provide an excellent foundation for research and teaching in political theory. Students majoring in theory or considering a minor in the field are strongly encouraged to take POLSCI 702 "Modes of Inquiry," a collectively-taught course which presents various modes of inquiry involved in some of the textual, historical and interpretive approaches that are requisite to conceive and execute dissertation research in political theory and law. Students are also strongly encouraged to participate regularly in the Political Theory Workshop, held approximately every two weeks, where both graduate students and faculty present work in progress.

2. The First Year

Choosing Courses

Students register for courses before they arrive on campus in September. While selections are not set in stone---adjustments are possible in the first week and formally feasible through the third week of classes---students should spend some time thinking about their first semester's choices. Students should seek advice from their first-year faculty mentor, the DGS, subfield faculty coordinators, and from the graduate students whom they met during recruitment weekend or on other campus visits.

As a part of the admissions process all students write a research statement. This description of research interests was elicited only to aid the admissions committee to learn how much the applicant had already thought about the discipline of scholarly political science research. It is not a contract! A student's standing in the program is not related to remaining true to this statement. It is not uncommon for students to change their research focus and area of specialization once they start taking graduate coursework. Given the likelihood of changing research interests, the department highly encourages students to take courses outside of their immediate research interests.

Most subfields have core courses that lay the foundations for work in the area. Some subfields recommend that students take the core course immediately (American Politics is one), while others, like Comparative Politics, suggest taking the core in either the first or second year. Methods has course sequences in formal analysis and quantitative analysis that require planning ahead.

In general, students take three or four courses towards their major or minor in semesters when they are supported by a fellowship (as all incoming students are) and two or three courses when they are serving as a graduate student instructor.

In reviewing the course guide (available online through Wolverine Access), it is helpful to know how the University of Michigan assigns course numbers. Courses at the 600 or pro-seminar level are designed for graduate students. Their purpose is to provide the student with a comprehensive survey of the literature as well as of the concepts, problems, and schools of thought within a given area of political science. Pro-seminars are not intended as advanced

research courses. Courses at the 700-900 level are research seminars in which primary emphasis is placed upon intensive training in the design, writing and presentation of individual or group research papers, or initial work on doctoral dissertations. Graduate students will normally elect courses at the 600-900 levels. They may elect courses at the 400-500 levels only when these are of substantial importance to the student's program. Graduate students in courses numbered below 600 are expected to perform at an appreciably higher level than undergraduate students in the same course.

Math Camp

Classes at the University of Michigan always start on the Tuesday following Labor Day. In the two weeks prior to the start of classes the Department of Political Science offers a math refresher camp reviewing functions, calculus, linear algebra, probability theory, and other math concepts used in the methods courses. The program is open to all political science doctoral students. Attendance is not obligatory, but those students who plan to take methods courses are highly recommended to attend the camp, as it will be assumed in POLSCI 598 and 599 that students have knowledge of the content covered in math camp. Information about the camp will be sent to all incoming students in midsummer. Students may also choose to attend math camp at the start of their second year.

Mentoring

Before a new student arrives to campus, the Director of Graduate studies will assign a member of the faculty to serve as the new student's initial mentor. The mentor can give suggestions about course selection and resources on campus. At the end of the first year and again at the end of the second year, students are reviewed. The faculty mentor normally chairs the review, and students select one (first year) or two (second year) additional members of the faculty to participate. (For more information about the review, see the section in this guide on assessment.) Aside from this formal role, students can make as little or as much of the mentoring relationship as they like. Students may switch their mentors/advisors as they develop relationships with other faculty through coursework and departmental activities. A quick email to the graduate coordinator from the student and the student's new mentor/advisor is sufficient to change the assignment.

Students are also encouraged to meet with the DGS during their first semester.

Getting Involved

Numerous student organizations within the department and across campus provide a wide array of opportunities to get involved. See the section of this guide that describes student organizations. In addition to these formal political science student organizations, cohorts often develop strong bonds, and students may decide to create a group to facilitate interaction or exchange research ideas. If you would like to take part in one of these service opportunities to help your fellow students and the department, please do not hesitate to contact the DGS or Graduate Program Coordinator and they will let you know how you can help. These activities can be very rewarding and help you quickly get integrated into the department, so step up and offer to help if you can!

To develop familiarity with the research process, students should plan to attend at least one research workshop regularly; make it a firm commitment on your calendar.

3. Annual Assessment

Our program is designed to give steady feedback to each student through annual evaluations. We place a strong emphasis on face-to-face conferences between relevant faculty committees and each student. Minimally, every student will have six personal conferences with a committee of faculty during the program: the first and second year reviews, two oral preliminary exams, the prospectus defense, and the dissertation defense. These conferences are designed to ensure that the student is making satisfactory progress and that continuation in the program is in the best interests of the student and the department. They also offer an excellent opportunity for students to get personal feedback at each stage of development and to ask any questions about future direction. They often become collaborative moments where research ideas are batted about---yes, even in the preliminary exam!

In addition to these face to face meetings, the DGS also undertakes a detailed audit of each student's progress in the program each year. At the end of this audit, an email message is sent to the student the advisor(s). The goal of these annual assessments is to keep the student and mentoring team on the same page with the department, the college, and Rackham regarding funding and academic milestones. The DGS is always available to discuss and clarify anything in the assessment.

Pre-candidate Assessment

The assessment system for pre-candidates contains three components: (a) the first-year evaluation, (b) the follow-up evaluation, and (c) the preliminary examinations. The purpose of the evaluations is to determine as early as is fair and practical the suitability of each student to continue in the doctoral program and to provide students with feedback from the faculty about their performance. The purpose of the preliminary examinations is to determine both the extent to which the students have mastered the fields that they have studied as well as their qualifications for pursuing advanced research in the form of a doctoral dissertation.

At the end of the first year and second year students are reviewed by a committee of faculty that the student chooses. The First Year Evaluation is made by a committee of two political science faculty members. For the Second Year Evaluation the committee size increases to three. These reviews are an opportunity for the faculty to assess the student's progress in the program. The

student also lays out a plan for candidacy. The student may also use this time as an opportunity to get feedback about her research plans. Students may find it helpful to use a planning sheet to help them to chart out their coursework (available from the graduate coordinator).

All students are required to maintain a grade point average (GPA) of "B+" or better in Political Science courses. Students failing to maintain such a GPA will not be permitted to proceed further in the program. A student should not accumulate a pattern of incompletes or fail to meet expectations for passing preliminary examinations and achieving candidacy. If it appears that the student may have difficulty completing the Ph.D. program, appropriate counseling will be provided, which may include a recommendation for discontinuation from the program.

First Year Evaluation

The first-year evaluation takes place toward the end of the first year in residence. We generally recommend that the evaluation take place in April. The First Year Evaluation Committee consists of the student's current advisor and one other faculty member chosen by the student. In making its evaluation, the First Year Evaluation Committee will take the following information into account.

- The student's grade record and a list of winter term and proposed fall term courses.
- A seminar paper or other piece of work selected by the student as their best work so far. This paper may have been prepared prior to admission to the graduate program.

After reviewing these materials, the committee will meet with the student and discuss the student's program and progress in that program. The committee will make a formal report. This report will identify the degree to which the student has mastered scholarly tools, accumulated substantive knowledge, and become acquainted with the relevant literature. The scholarly tools desired include a clear written and oral expository style, appropriate methodological skills, and a foreign language if appropriate. Deficiencies, if any, that the student is expected to correct will also be identified. The report will contain an overall evaluation of the progress that the student has made since entering the department and of the student's prospects for obtaining the Ph.D. degree.

A copy of the committee's report will be submitted to the Director of Graduate Studies and retained in the student's academic folder. It is available to the student.

Second Year Evaluation

The follow-up evaluation will be conducted toward the end of the student's fourth term in residence. We recommend that these evaluations take place in March or April. The committee for this evaluation will consist of three faculty members familiar with the student's performance in the program. Ordinarily the committee includes the student's dissertation advisor, if known, or the student's current faculty advisor. One of the additional faculty members should be from the student's major subfield; the other from the student's first minor subfield.

In making its evaluation, the committee will examine the same material as for the first-year evaluation, but the portfolio should include a recent piece of written work that the student completed while in the department's graduate program. In addition, the student is required to submit a written plan of coursework for achieving candidacy. The committee will also inquire into the satisfactory elimination of any deficiencies noted during the first year evaluation.

At the conclusion of this evaluation the student will be given one of the following evaluations: encouraged to proceed towards the Ph.D., eligible to proceed, or not allowed to continue in the program. The evaluation form will be submitted to the Director of Graduate Studies and retained in the student's academic folder. It is available to the student.

Students who are not allowed to continue in the program may appeal this decision to the Director of Graduate Studies, in writing, within one week of the evaluation. Students who appeal will be reevaluated within two weeks of the date of their appeal by a new committee consisting of the Director of Graduate Studies as Chairperson, the coordinator of the student's major subfield (or designate), and a third member from the department selected by the student. The decision of this second evaluation committee will be final.

Preliminary Exams

Usually early in the third year, but often sooner, each student completes two preliminary exams. Part of the examining committee's deliberation and report includes an assessment about the suitability of the student continuing in the program. More information about the preliminary exams can be found in the chapter "Achieving Candidacy." There are no set requirements for course completion before an exam can be taken in any field. The decision about exactly when to take the exam, as long as it is completed before the end of the 3rd year, is made by the student in consultation with the prelim committee

chosen for a given field. Students are strongly encouraged to move to and through the prelim stage as efficiently as possible. Some students will opt to take 5 courses in their major field before they take their prelim, but others will be ready after only 4 and possibly fewer courses depending on their experience.

Adequate Progress in Candidacy

Once a student achieves candidacy (please see section five below for details on achieving candidacy) and until the student files the dissertation, the student's dissertation advisor enters an annual assessment of the student's progress toward completion of the dissertation. These annual assessments are due each June 1st. The DGS will also audit the student's file to be sure that the student has achieved the remaining milestone of defending the dissertation prospectus by the end of the student's fourth year in the program. With a positive assessment of progress the student is in "good standing" and is eligible for departmental funding, including the LSA tuition fellowship. Students who are not making sufficient progress may recover their good standing status for the winter semester if the advisor determines that the student is making adequate progress by December 1st. Students forfeit any funding commitment from the department during periods when they are not in good standing.

The Director of Graduate Studies, with the support of the student's advisor, can modify departmental guidelines in cases of personal or family illness, childbearing, family and dependent care, or other important and relevant circumstances.

Appeals Process

A student may appeal any decision of any counselor, guidance committee, or evaluation committee to the Director of Graduate Studies. A student may appeal a decision of the Director of Graduate Studies to the Department's Graduate Affairs Committee (GAC). In case of such an appeal, a faculty member designated by the department chairperson will replace the Director of Graduate Studies as chairperson of GAC for the consideration of the appeal. The decision of the GAC is final.

Reinstatement to the Program

Reinstatement to the program is open only to Political Science students who withdrew or were discontinued from the program in good standing. Students who fail to enroll for any fall or winter semester will be considered "inactive"

and discontinued from the program (see the chapter on Rackham policies, below). Inactive students will only rarely be reinstated.

Inactive students who withdrew or were discontinued from the program in good standing may seek reinstatement by application through the Rackham Graduate School. In addition to the Rackham requirements, students must meet the current admissions standards of the department, write a plan for research at the forefront of current political science, and provide a timeline for completion of the degree that is both feasible and complete. Students seeking reinstatement are required to confer with the DGS before preparing a formal application. The DGS, in consultation with the Director of Admissions and faculty members who have worked with or are likely to work with the student, will decide whether or not to recommend that the student apply for reinstatement. Students are strongly advised to follow that recommendation in considering whether to proceed with the application.

Applications for Reinstatement must be approved by the Rackham Graduate School and by the Director of Graduate Studies, who will consult with the department's Admissions Director and the student's advisors. Reinstated students may apply for financial support, including GSI and grader positions, and are eligible to receive the college's tuition fellowship as long as they remain in good standing. Reinstated students must continue to meet every condition of their plan or they will be discontinued.

Students who discontinue their enrollment in any semester after winter 2012 are required to pay a reinstatement fee equal to one quarter of the prevailing candidacy tuition rate for each fall and winter semester that the student was not registered, up to a maximum of eight semesters. This fee will be shared equally by the student seeking reinstatement and the Department of Political Science. For joint degree students, the department's costs will be shared equally between the two programs.

Students who have been discontinued due to a failure to make adequate progress or who have failed their preliminary exams twice will not be reinstated in the program.

4. Achieving Candidacy

Qualifications

When a student has satisfied all the requirements for the Ph.D. degree except the dissertation, the student is officially admitted to candidacy. The requirements for admission to candidacy include the following:

1. Qualification in the major subfield by preliminary examination.
2. Qualification in the first minor subfield by preliminary examination.
3. Satisfaction of the cognate field requirements.
4. Clearing all incompletes. (Students may be advanced to candidacy with one incomplete remaining on their transcript provided they have a plan in place to complete it within a semester, approved by both the instructor and the DGS and filed with the DGS.)

Rackham requires students to advance to candidacy by the start of the Fall Term of their fourth year. To remain in good standing and be eligible for Fall Term funding, the Department requires students to achieve candidacy by July 1 after their 3rd year in the program. This deadline is especially crucial for students who will be on departmental funding, including GSI positions, because the department must report to Rackham that all students receiving these positions are in good standing. These reports are written in July.

Only rarely will exceptions to the three year deadline be allowed and these must be approved six months in advance of the start of the fourth year by the student's advisor and the Director of Graduate Studies. An extension shall normally be approved for only the first semester of the fourth year.

Students not securing such extensions who fail to achieve candidacy on time will forfeit the Department's financial aid commitment for the first semester of the fourth year. They will also be placed on academic probation by the Horace H. Rackham School of Graduate Studies. Provided they achieve candidacy by November 1 (the start of the GSI assignment process for Winter), their funding can be reinstated with DGS approval. The DGS makes this determination in consultation with the student's advisor. Students who do not achieve candidacy by the end of their extension will be declared inactive and will not be allowed to continue in the program. Students without extensions who do not achieve

candidacy by the end of their first term on probation will be declared inactive and will not be allowed to continue in the program.

Candidacy Expiration

Candidacy expires after five years. Any student who does not file the dissertation within five years of achieving candidacy may need to retake the major preliminary exam. This rule applies to students who have been active as well as those who have been granted a leave by Rackham.

Preliminary Exams

The purpose of the preliminary examination in the major subfield is to make it possible for the examination committee to determine whether the student is adequately prepared to teach undergraduate and graduate courses in the field. In addition, for the major exam, the committee will assess whether the student is prepared to conduct advanced scholarly research in that field. Such preparation for research includes, but is not exhausted by, mastery of a substantial body of knowledge in the field.

Preliminary examinations in both the major and minor fields should be seen as an opportunity for students to develop their own thought in written or scholarly discussion. Students are expected to be familiar with the principal literature relating to the subfield, any trends in findings, approaches to methodology, and whatever main conflicting interpretations there may be. They will be expected to organize and classify information, to discuss relationships between ideas and phenomena (whether toward analogy or contradiction) and to generalize on the basis of relevant evidence about the central issues within the subfield. The examination committee will look for originality and creativity above and beyond familiarity, understanding and mastery.

For the major subfield, students must not only display mastery of a substantial body of knowledge, but must be conversant in particular with what is going on at the cutting edge. They must not only be familiar with what we think we do know, but also with what we do not know, within the subfield. They should be able to identify major unsolved problems and they should be familiar with how research is conducted within the subfield. The major exam is not a preliminary discussion of the student's proposed dissertation; rather it is designed to determine whether the student is qualified to undertake dissertation research.

In all subfields, the content of the exam is individualized. Some subfields have a core reading list that the student supplements, while others require the student

to construct the entire reading list. Most also suggest that the student write potential exam questions. As a result, content varies a lot in scope and specificity. Students often have considerable responsibility for defining the topics and the readings that will be covered in the exams.

Despite the individuality of each exam, every exam should be fairly wide-ranging. It should not be confined to just one topic such as, for example "the government and politics of Russia and successor states." Fairness requires agreement between student and committee, typically in the form of a reading list, as to what constitutes the subfield to be covered by the exam. In order to assist the department in arriving at and maintaining reasonable consistency across subfields in the conduct of prelims, the Director of Graduate Studies reads all faculty reports of performance on major and minor prelims.

Students take prelims in both their major and minor fields. The preliminary exams are designed by each subfield. All subfields require an oral examination and some also require a written component. Some subfields offer the exam only twice annually, while others permit students to schedule the exam at any point. Oral examination committees are composed as follows:

- For a major: three faculty members in the major field and one person chosen at random from faculty outside that field. The graduate coordinator assigns the random member of the examining committee.
- For a minor: two faculty members from the minor field.

The oral examining committees must be approved by the subfield convenor or Director of Graduate Studies in the case of student-designed minors. The core membership of the major and minor preliminary examination committees may not overlap; the three faculty members from the subfield of the major preliminary examination and the two members from the subfield of the minor preliminary examination must all be different people. However, one or more of the core members of one preliminary examination committee may also participate in the other examination committee, if the student so requests, provided that the membership of the committee in which there is overlapping membership is enlarged correspondingly by one or more members of the faculty from the subfield under examination.

In subfields that permit exams at any point, students are responsible for scheduling the faculty examining committee and reserving the room. (Note: random members should be included in the scheduling process from the very start). On the day of the exam, students should pick up a prelim exam form from the graduate coordinator's office as well as the student's academic file. The

examining committee will fill out the examination form, which the student should return promptly to the graduate coordinator, along with the academic file.

The exams are graded on the scale of pass/fail/honors. Three favorable votes are sufficient to pass the major preliminary examination. Failure to pass entitles the candidate to request re-examination. On the second round the panel should consist of five department members (four from the subfield, one outside it), with a vote of four necessary to pass. Of the original four who attended the first examination, three members, one of whom must be the chair, should return for the second examination. If there is a need to replace a member other than the original random, the replacement will be nominated by the student and approved by the Director of Graduate Studies and the chair of the committee. The student, in consultation with the advisor, may request assignment of a new random member. The faculty member assigned at random to serve on the original committee may decline to serve on the re-examination.

To pass the minor prelim requires favorable votes from both faculty members on the minor prelim panel. If students fail the minor examination, they may request re-examination. On the second round, the panel should consist of three departmental members from the subfield including at least one member from the first round; a unanimous vote is necessary to pass.

Failing the second attempt of either the major or minor exam terminates the student's pre-candidacy status, and results in the student being discontinued from the program.

The Cognate Field

A student qualifies in a cognate field by taking four credit hours of cognate coursework in approved graduate-level courses in a field outside their Major and Minor. The credit hours may be taken inside the Political Science Department for a grade of B or better or outside the Political Science Department for a grade of B- or better. Cross-listed courses taught by Political Science faculty may be used to satisfy this requirement provided that the course material is in a field different from the student's major and minor fields. Cognate coursework is approved by the DGS and the student's advisor, with final approval by Rackham.

Joint Degree Students

Students enrolled in one of our two joint programs (with Social Work or Public Policy) satisfy their political science program requirements through one major subfield. The student's coursework in the joint program field substitutes for the

minor and cognate.

Subfield Qualifying Criteria

American Politics

Preliminary exams in American Politics are oral with no written component. The exam is based on a reading list drawn from the syllabi for the following three courses, which students are strongly encouraged to take. The courses will be offered regularly as follows. The American politics core course, POLSCI 611, will be offered every fall semester and will consist of a broad introduction to the study of American Politics. This course will take up both classic works and recent advances in the subfield. In the following winter semester, the department will offer two courses designed to build on 611: one course focusing on political behavior and another focusing on American institutions.

The American Politics Preliminary exam will take place in September of each year. The exam format will be oral with no written component. Students must demonstrate knowledge of research literature across all facets of American politics (e.g., behavior, institutions, etc.). Students whose primary field of study is American Politics will be expected to take the field exam at the start of their second year, after studying for the exam during the summer. The sub-field coordinator will select the faculty administering the exam. Faculty members will be selected to administer the exam at the beginning of every academic year, and will be ineligible in subsequent years until all eligible faculty members have taken a turn on this committee.

Comparative Politics

The preliminary exam in comparative politics is a two-hour oral examination based upon three questions and a reading list. These will be constructed by the student in consultation with the committee and must be approved by all members of the committee. The faculty will select at least one of the questions submitted by the student to begin the exam. For the major prelim, the examining committee will be composed of three faculty from the subfield, selected by the student with the approval of the subfield coordinator, and one random outside member assigned by the graduate office. For the minor prelim, the committee will comprise two faculty from the subfield selected by the student with the approval of the subfield coordinator.

The reading list must allow the student to address the three questions and, in doing so, to demonstrate both a broad command of the material and the promise of making intellectual contributions to relevant scholarly literature. One portion of the reading list may focus on the student's area of special interest, but the reading list must also be extensive enough for the student to demonstrate the ability to think critically about a broader cross-section of the comparative politics subfield. The subfield will maintain a repository of graduate course syllabi that students may consult to construct their reading lists.

Students should plan on taking the comparative prelim before the end of their second year in the doctoral program. They may take the exam in one of three windows during the year: the second and third weeks of January, the last two weeks of April, and the last two weeks of August (ahead of the September 1 institutional deadline). Students should plan well in advance to form their committees, to generate their reading list and questions, and to coordinate a schedule that works for the student and all members of the prelim committee.

There are no requirements regarding how many courses students should take prior to the exam. However, it is strongly recommended that comparative politics majors take the proseminar in their first year and at least two additional graduate seminars in the subfield before taking the preliminary exam. Minors may take the exam after taking the comparative politics proseminar.

Students who intend to take the comparative politics prelim should attend the informational meeting in September.

International Relations and World Politics

The preliminary examination in international relations and world politics is an oral examination based on a reading list assembled by the candidate and approved by his or her committee. For a major prelim, a committee of three faculty in the world politics field with a randomly assigned outside member administers a two-hour oral exam; a minor requires a committee of two and a one-hour exam. The basis for the reading list is the syllabus for POLSCI 660. The reading list needs to cover some material from all perspectives within world politics. It can emphasize particular topics of interest to the candidate. Common timing for a preliminary exam would be at the end of the student's second year in the program or the beginning of the third year.

Law, Courts, and Politics

General Guidelines

The preliminary examination in Law, Courts, and Politics contains both written and oral components and is offered twice a year. It is based on a reading list which covers basic debates and issues in the field. Students are also invited to generate a subsection of the list covering their own particular research interests. All students planning to take an exam in Law, Courts, and Politics should contact the subfield coordinator for a copy of the reading list.

The fall exam is two weeks after the beginning of the Fall semester and the spring exam is two weeks after the end of the Winter semester (approximately September 15 and April 30).

The Exam Structure:

Students submit three proposed exam questions two weeks prior to the date of the written exam. The written component is comprised of five questions from which a student selects three questions. Questions may cover themes in any of the categories on this list, and there is no guarantee that all sections will be covered. If a student composes a subsection of the list that relates to their research interests there will be a corresponding question on the exam.

Approximately one week later, the oral portion of the exam takes place. This oral portion may cover the written exam that the student has submitted, as well as materials from sections on the reading list that were not covered in exam questions. Please note that exam dates must be scheduled well in advance.

For a major prelim, a committee of three faculty members administers the exam. Majors will generally take their prelim at the end of their second year or in September of their third year. For a minor prelim, a committee of two faculty members administers the exam. Minors should take their prelim at the beginning of their third year, and certainly by the end of their third year. In forming a preliminary exam committee, students should consult with their major advisors, as well as faculty with whom they have worked.

Research Methods

Students may choose Political Methodology as a primary focus of their intellectual activity. Students who intend to write a dissertation in Methods and to engage in research and teaching aimed at creating methodological knowledge are invited to choose Methods as their major field. Students who desire to combine a strong interest in a substantive field with a strong methods background are invited to seek a minor in Methods.

There are five **core** Methodology courses:

- Research Design, POLSCI 680;
- Introduction to Formal Modeling, POLSCI 681;
- Field Experiments, POLSCI 689;
- Qualitative Methods, POLSCI 694;
- Quantitative Empirical Methods, POLSCI 699.
-

Requirements for the Methods Major and Minor are as follows.

Requirements for a Major in Methods:

- Three or more advanced courses within the field (i.e., courses beyond the core courses 680, 681, 689, 694 and 699); students pursuing the Master's in Statistics may substitute the advanced electives taken for that program for two of these three courses;
- Appropriate coursework in mathematics or related disciplines, or equivalent knowledge;
- A major preliminary examination.

The scope and format for the major exam is determined in consultation with a prelim committee. The major exam should evaluate the student's grasp of core material from the student's areas. The major exam usually involves the student's submission of an original research paper in methodology that works expertly at, or positively advances, the frontier in some area(s) of Political Methodology. The exam typically

- Explores the topics in and related to the paper deeply,
- Surveys and evaluates the student's broader knowledge and comfortable familiarity across the areas of Political Methodology.

Requirements for a Minor in Methods:

Students who successfully complete a minor in Methods will have the methodological background necessary for conducting rigorous scholarly research in their areas of substantive expertise and should be prepared for teaching introductory methodology courses. The requirement for a Methods minor is a successful preliminary exam. Preparation for the preliminary exam normally consists of:

- Coursework in three of the five core methods areas (i.e., three of the core courses 680, 681, 689, 694 and 699), including at least one of either POLSCI 681 or POLSCI 699;

- At least one advanced course in at least one area;
- A prelim paper.

The content of the paper and the scope and format for the exam are determined in consultation with a prelim committee. The paper should demonstrate that the student has a firm grasp of the core and advanced material, can integrate the material from the separate methods areas, and that the student can apply this material appropriately and well to a substantive research question. This paper serves as a starting point for the oral exam. The examination as a whole, however, will have more general coverage than merely referring to the paper. The examination will span the three of five broad methodological areas chosen by the student.

Political Theory

The preliminary examination in political theory includes written and oral components. The exam is offered twice each year in September or January.

Guidelines:

1. Political theory majors will take their theory prelim in the September of their third year. Only in unusual and exceptional cases may a theory major be allowed to take the exam earlier or later. If students fail the exam in September, they must retake it in the following January.
2. Political theory minors may take the exam in September or January. **If students are facing institutional deadlines and needs to pass the exam before September 1, they should consult with the subfield coordinator to explore the possibility of taking the exam out of season.**
3. Well before the term during which students intend to take the exam, they must contact the faculty whom they would like to serve on the exam committee. At this point, the student and the faculty discuss the initial reading list and student's interest areas.
4. The written exam is a combination of questions written by the faculty and questions submitted by the student.
5. All students who intend to schedule a theory examination should work with member(s) of the theory faculty to develop a reading list and potential questions. Students must submit topics, questions, and/or particular points of concentration **no later than the first day of classes** of the term during which they plan to take the exam.
6. **On the second Thursday** after classes begin, questions pertaining to the written portion of the exam will be available for students on CTools at 1 p.m.
7. Written essays are due back electronically by **5 p.m. the following Monday.**

8. The oral portion of the examination will be given **within the next 14 days**. Students should coordinate the scheduling with the exam committee members and with the graduate coordinator well in advance.

Students may obtain more specific information about the content of the preliminary written exam and typical reading list from the political theory section of the Department of Political Science website.

Student Designed Minors

Student Designed Minors (e.g. in Political Economy, Women and Politics, Race and Politics) can be an excellent way for students to tailor their coursework to fit the specific needs of their dissertation research, to integrate into their Program approaches and methodologies for political research from outside the Political Science Department or to build on intellectual strengths within the Department that cut across the subfields. To design a minor, students should form a committee of two faculty who work within the field that the student proposes to design. The student and faculty together, in consultation with the Director of Graduate Studies (who approves all student designed minors), should select courses for the proposed minor and decide the format of the preliminary exam. All prelims must have an oral component, but the student and faculty may decide to add a written component. The student must receive approval from the committee for the examination reading list.

Modes of Inquiry Minor

The Modes of Inquiry Minor is a “guided” student designed minor that aims to serve graduate students in our program who want to develop skills of problem-posing and analysis so as to be able to successfully frame a doctoral thesis project using approaches that are not covered by the Methods minor nor by POLSCI 680 (research design). As with any student designed minor, courses for the Modes of Inquiry minor and the design of the prelim are chosen by the student and a committee of two faculty members, one of whom must be a member of the Political Theory or Law, Courts, and Politics subfields, in consultation with the Director of Graduate Studies (who approves all student designed minors).

The “Modes of Inquiry” minor would involve different configurations of courses depending on the student’s particular interests and area of specialization.

1. It will most likely involve training in analytic approaches specific to students’ research projects, which may be fulfilled by existing offerings in Political Science (e.g. qualitative methods, measurement, statistics), or by

options outside the department (e.g., in Communication Studies; Women's Studies; Screen Arts and Cultures; History; Sociology).

2. Law/political theory students may wish to structure the minor to enable them to take additional seminars in the fields of law/political theory, specifically those of our existing offerings that focus on current debates in the fields of law and political theory with an emphasis on reading and analysis of secondary literature plus formulating/situating questions that engage ongoing debates.

3. Every student who opts for the Modes of Inquiry minor is strongly encouraged to take POLSCI 702 "Modes of Inquiry," a collectively-taught course which presents various modes of inquiry involved in some of the textual, historical and interpretive approaches that are requisite to conceive and execute dissertation research in political theory and law.

5. The Dissertation Stage

Once a student enters candidacy, the experience in the program changes dramatically. While the student may continue to register for one course per semester, and the student may serve as a GSI or hold a compensated research assistantship, the bulk of the student's time is dedicated to independent research. Many find the stretches of unstructured time disorienting. It is a good idea to establish a daily routine, set intermediate goals, participate in formal or informal research workshops, and keep in close contact with the dissertation advisor.

Dissertation Committee

Choosing a Dissertation Chair

During the third year (or sooner) the student should select a dissertation advisor and file the request with the graduate coordinator. The dissertation chair must be a regular member of the Department of Political Science. Students may select two advisors to co-chair the committee; in this case, one of the members may come from outside of the department. Selection of the dissertation advisor is entirely up to the student, and the student may alter the selection at any point during candidacy. Any alterations should be filed with the graduate coordinator.

Committee Composition

By the end of the fourth year, and no later than the end of the fifth year, the student should formulate the full committee, filing the committee with the graduate coordinator and with Rackham. A dissertation committee normally consists of three faculty members from the Department of Political Science and one cognate faculty member who holds at least a .50 appointment in another Rackham doctoral program, although the student may form a committee with as few as two members from the political science faculty. Faculty holding a courtesy appointment in Political Science may serve either as an internal or cognate member of the committee. Faculty from other universities may participate on the committee, but may not serve as the sole dissertation chair or as the cognate member of the committee. Full guidelines for dissertation committee composition and eligibility are available on the Rackham website: <http://www.rackham.umich.edu/faculty-staff/information-for-programs/dissertation-committees/guidelines-dissertation-committee-service>

Coursework

All candidates should register for POLSCI 995 (Dissertation/Candidate) with their dissertation advisor. Candidates may enroll in one additional course per semester. If a course is only offered once per year, students may “bank” their course, taking two in the next semester. Students may only bank courses for one semester.

Dissertation Prospectus

In a prospectus doctoral candidates lay out their intended dissertation research. It is a form of commitment to a research project that will consume the student for the next several years, and often will lay the foundation for a career. The prospectus defines the student’s dissertation research question by assessing the existing literature and noting the gap---and its significance---that the student intends to fill. The prospectus also includes a plan for filling the gap: the method to be employed, the data needed, the theory that must be constructed. The precise format and content of the prospectus varies between subfields and topics. Students should discuss expectations with their advisor.

Writing a prospectus is a process that generally involves multiple meetings with one’s advisor and sometimes the full committee. It is expected that students will submit a dissertation prospectus and convene a meeting with the members of the dissertation committee to discuss it no later than the end of the fourth year or within one year of achieving candidacy, whichever comes first. Students who fail to meet this milestone risk falling out of good standing.

A successful prospectus defense requires minimum 3 members of the dissertation committee to be in attendance (virtual participation counts as attendance). This must include the chair or co-chairs, and two attending members must hold appointments in the Political Science Department. The cognate member need not be present, although students are encouraged to include their cognate member at this stage. When the prospectus is successfully defended, a copy of the report must be submitted to the department and filed in the student’s academic file.

Students who have not had a dissertation prospectus approved and have not set up an official dissertation committee with the Rackham School of Graduate Studies within two years of achieving candidacy may be declared inactive and will not be allowed to continue in the program.

The Dissertation

The final requirement for the Ph.D. is the doctoral dissertation itself. The dissertation must be original scholarly research conducted by the student that makes a contribution of substantial merit and value to the discipline.

Dissertations normally take one of two forms: a book-like project or three relatively independent essays, each of publishable quality as a stand-alone article. Different topics lend themselves better to one format or the other, and each has its merits.

The final copies of the dissertation must be prepared in conformity with the requirements of the Rackham School of Graduate Studies, and it must be successfully defended before the student's dissertation committee, which normally consists of three faculty members from the department and one faculty member from outside the department.

A student has five years to finish the dissertation after achieving candidacy or seven years after admission to the Ph.D. program, whichever comes sooner. These deadlines are set by the Rackham School of Graduate Studies. Those not completing the dissertation within five years of achieving candidacy will be required to retake and pass a preliminary examination in their major subfield.

6. Master's Degrees and Program Certificates

For Political Science Doctoral Students

While the Department of Political Science does not offer a terminal master's degree and does not admit students who seek only a master's degree, doctoral students may elect to earn a master's degree in the course of their study.

Requirements for a general M.A. in Political Science include:

- 24 hours of graduate level course work (course numbers 500 and above), including
 - 18 hours of graduate level political science coursework
 - 6 hours of work in cognate courses
- a grade of B or better in all courses
- certification of the preparation of an M.A. thesis by a faculty member.

The master's thesis should be a substantial piece of original research prepared for a graduate course in the department or prepared especially for the M.A. degree. As a general rule of thumb, the thesis should be of a quality suitable for submission to a political science journal. A member of the political science faculty must approve the thesis.

Political science doctoral students may be interested in earning a master's degree in another Rackham program such as economics or philosophy. Students should consult the graduate program guidelines of the other department to learn of that department's particular requirements.

For Doctoral Students from other Rackham Programs

Students from other Rackham programs may earn a master's degree in Political Science with the same requirements as internal students with one addition: students must defend the thesis orally before a committee of two members of the political science faculty.

For University of Michigan Undergraduates

The Rackham Graduate School offers Michigan undergraduates an opportunity to earn a master's degree in their major. The program is titled CUGS. More information is available on the Rackham website.

The CUGS program in political science is reserved for our most exceptional undergraduate students. Admission to the CUGS program is based on the same standards as admission to the doctoral program.

The political science requirements for a CUGS-sponsored master's degree is the same as for doctoral students in other Rackham departments. Specifically:

- 24 hours of graduate level course work (course numbers 500 and above), including
 - 18 hours of graduate level political science coursework
 - 6 hours of work in cognate courses
- a grade of B or better in all courses
- preparation of an M.A. thesis
- successful defense of the M.A. thesis before two members of the political science faculty.

A student's participation in the CUGS program may spur an interest in further graduate study. Upon earning a Master's degree, if the CUGS student is interested in pursuing a doctoral degree, the student must apply for admission separately and during the regular annual cycle in our doctoral program.

JD/MA in World Politics

The Department of Political Science and the College of Law have collaborated to offer dual degrees in law and political science, with an emphasis in world politics. Students secure admission to the law school first, and during their first or second year apply to the department political science master's program. Entry to the program requires the completion of POLSCI 660 and recommendation of the instructor to admit the student. Master's degree criteria are the same as for all other students outside of the political science doctoral program. Specifically:

- 24 hours of graduate level course work (course numbers 500 and above), including
 - 18 hours of graduate level political science coursework
 - 6 hours of work in cognate courses
- a grade of B or better in all courses
- preparation of an M.A. thesis
- successful defense of the M.A. thesis before two members of the political science faculty.

Students should take courses in world or comparative politics, with at least one-half of the required hours coming from world politics.

Law students with interests in other political science subfields should contact the Director of Graduate Studies.

Program Certificates

Some campus programs offer certificates that can testify to your mastery of the program's material. For example, the Program in Survey Methodology and the Center for the Study of Complex Systems each offer a certificate program. Contact the program for more information.

7. Rackham and University Policies

Continuous Enrollment and Leaves of Absence

Effective since the fall semester of 2010, Rackham requires that all graduate students enroll continuously in each fall and winter semester from the time that they matriculate until they graduate. Leaves of absence are available for medical purposes and personal reasons. See the Rackham website for more information about leaves.

Students must be enrolled if only for one hour of credit (which carries a minimum enrollment fee) when they take preliminary exams (except in the summer). Students must be enrolled full-time during the term in which they take the final oral defense of the dissertation, including the spring/summer term.

The Horace H. Rackham School of Graduate Studies defines full-time enrollment as 9 credit hours per term as a pre-candidate and 8 credit hours per term as a candidate. Students who are enrolled half-time may not take more than six hours of courses. Students who enroll half-time for one or more terms must enroll for more than the eight-term minimum referred to above (or pay equivalent fees).

Time to Degree

A student has seven years to complete all requirements for the Ph.D. program. The Graduate School may permit an additional calendar year if a student files for a time extension. Students who anticipate taking longer than seven years must file for a time extension six months before exceeding this deadline. In exceptional cases, the Graduate School may allow up to 24 months beyond the seven-year rule.

The Graduate School reserves the right to rescind candidacy for those exceeding seven years. Those who have not met all the requirements for the degree within seven years and who have not had a formal extension approved by the Graduate School may be declared inactive and will not be allowed to continue in the program.

Ten Term Rule

Graduate Students are limited to ten terms of support that come from College General Funds (e.g. employment as a GSI). Tuition-only fellowships, Departmental Fellowships and most GSRA positions do not count toward the ten terms. This rule imposes a cap on employment; it is not a guarantee of ten terms of employment. Students should consult their offer letters to see what is guaranteed to them. For more information on exceptions to and calculation of the ten term rule, see <http://lsa.umich.edu/lsa/faculty-staff/graduate-education/policies/the-ten-term-rule.html>.

8. Resources

Financing your Education

Graduate school is an expensive undertaking, requiring a significant investment of time and financial resources. The University of Michigan, through a combination of college, departmental, and graduate school resources, is happy to share in that investment, significantly reducing the financial burden on our doctoral students.

At present, new doctoral students admitted through the regular admissions process enter the program with a funding package sufficient to cover tuition, insurance, and modest living expenses for the first five years of study. This section describes additional resources, beyond the department's funding package, that are available to every student.

Most students are admitted to the doctoral program during the annual cycle. In rare instances students will be considered off-cycle. However, no student admitted off-cycle will be awarded departmental funding.

A Typical Path

Years 1 to 5:

Students have funding commitments from the department. Support combines fellowship (ordinarily during the first year) and teaching positions as laid out in the student's offer of admission. Students often pursue other sources of funding to reduce teaching loads or gain stipend support that is higher than the departmental fellowship. Note that any outside funding replaces the department's funding; the departmental commitment cannot be deferred.

Most students who do not obtain outside funding teach for three or four years, two semesters per year. The department requires all first-time GSI's to take a graduate student instructor training course (POLSCI 993) in both Winter term of their first year, and Fall term of their first year teaching. International students are required to demonstrate language proficiency.

Year 6 and beyond:

It is not uncommon for students to take more than five years to complete their degree. Currently, the national average time to degree is 6.7 years and students in our program average just under 7 years.

Funding beyond the fifth year is not guaranteed. As long as a student remains in good standing within the program, LSA offers a tuition fellowship for tuition and insurance expenses in the fall and winter semesters. (See Below: The LSA tuition fellowship cannot be used in the semester when a student files the dissertation). Students remain responsible for registration fees and their living expenses. Many students obtain external sources of support.

Students who have not obtained an external source of support, and who have not hit their 10-term limit, may apply for a teaching position within the department. Teaching positions are limited and students in their first five years of study have priority for assignments.

The final semester:

LSA Tuition fellowships, which cover tuition expenses for candidates, cannot be used for the semester in which the student files the dissertation. Forms of support that may be used to cover tuition include: a GSRA, a Rackham One-Term award, or external awards. As these sorts of resources are scarce and awarded competitively, students are strongly encouraged to plan for their funding in the final term well in advance.

LSA Tuition Fellowship

As described above, once students achieve candidacy, and as long as they remain in good standing, they are eligible for a tuition fellowship. The LSA tuition fellowship covers a student's full Rackham candidacy tuition for fall and winter semesters, plus health insurance. Students who fall out of good standing in the program (see the chapter on Assessment) cannot receive the tuition support. LSA introduced the tuition fellowship when Rackham introduced the continuous enrollment requirement to offset the costs associated with that requirement. It was not intended and cannot be used to cover tuition costs in the final semester of registration. Students should plan ahead to cover tuition through other sources for this semester.

Departmental Supplemental Support

At the start of each academic year, the Director of Graduate Studies circulates a list of all departmental supplemental funding opportunities and any Rackham funds that require departmental nomination or assessment. Some funding opportunities are competitive and some are merit-based awards. Please see the appendix for information on departmental awards.

The department's merit-based awards are determined by the faculty Graduate Affairs Committee, composed of the Director of Graduate Studies, the Director of Admissions, and the Director of Placement.

Other Resources

Graduate Student Research Assistants (GSRA)

Many of our faculty have research grants that enable them to hire graduate students as research assistants for a semester or more. In most cases a GSRA position will cover the student's tuition, health care, and a stipend. Often sponsor constraints mean that GSRA positions cannot be offered to students who have not achieved candidacy. Faculty do not generally advertise GSRA positions. We encourage students to ask faculty about position availability.

Rackham funding

Rackham sponsors a variety of fellowships and resources to help defray research expenses, travel costs, tuition and stipend support, and emergency costs. Please see the appendix for information on Rackham funding as well as the Rackham website.

Infrastructure

Computing Lab

The Department of Political Science houses a computing lab on the sixth floor of Haven Hall. The CAP lab contains computers loaded with a variety of software used most often in our program. Graduate students can access the lab by swiping their M-Card. The University of Michigan supports Linux, Microsoft Windows, and Mac OS X operating systems.

Office Space

As space permits, students are allocated shared office space. Students who are writing their dissertations may also inquire at the circulation desk of the Harlan Hatcher Graduate Library for a locked study carrel. Carrels are located on the third through sixth floors of the graduate library. Carrels may be shared by up to three students.

Counseling System

Director of Graduate Studies

The director of graduate studies is available to students to provide advice and answer questions about the program.

Initial Faculty Mentor

The Director of Graduate Studies will assign each new student to an initial faculty member according to the student's research interests. The faculty mentor can give advice about course selection, professional development, and resources on campus. Students are free to change their faculty mentor at any time, but should let the graduate coordinator know of the change.

Ordinarily the faculty mentor will chair the student's first and second year assessments until the student chooses a dissertation advisor. Students should meet with their faculty mentor at least once per term to discuss their academic development.

Dissertation Committee

As the student progresses through the program and focuses individual research interests, the student will compose a dissertation committee. The dissertation advisor will assume the role of the student's primary mentor, but the student will find that periodic contact with other dissertation committee members will be useful.

Discrimination and Harassment Counseling

The Department of Political Science is committed to a climate of mutual respect. If any student has experienced discrimination or harassment in any form, there are resources available within the department as well as in multiple

venues across campus. Students should feel free to contact the Faculty Allies for Diversity for advice and further resources.

Rackham Resources

The Rackham Graduate School offers a variety of resources to help students with the academic as well as non-academic aspects of being a graduate student. Resources include how to build an effective mentoring relationship with your advisor; dispute resolution; advice for those who have experienced harassment or discrimination; new parent accommodation; and health and wellness counseling. See the Rackham website for more information.

Student Files

Student academic files are maintained in the Office of the Graduate Program Coordinator. Students are free to review their file. The academic file contains reports from all annual and preliminary exam assessments.

Job Placement Resources

Each year a faculty member serves as the Director of Placement. The director of placement advises students on all aspects of the job market, including timing, preparation of the curriculum vitae, the cover letter, packet materials, and where to apply. Once a student is offered a job talk, the placement director can complement the dissertation advisor to give advice about the job talk. Students should contact the placement director in the winter or spring before they plan to go on the market.

The department also offers administrative support to students. A staff member will collect the student's job packet materials including the letters of recommendation and help the student to send out all materials.

Our program is designed to prepare students for a career as an academic political scientist, and most of our students pursue an academic position. However, the training that we offer prepares students for a variety of positions demanding well-developed analytical skills. Recent graduates have obtained positions at think tanks including the Rand Corporation and Brookings, as well as consulting firms.

International Student Resources

The University of Michigan's International Center is dedicated to assisting international students with their transition to Michigan as well as aiding them

while they complete their studies here. Visit their website at <http://www.internationalcenter.umich.edu> for more information.

9. Workshops and Student Organizations

Research Workshops

The department sponsors a number of formal workshops, and students often organize additional informal workshops. Some of the related workshops are:

Comparative Politics Workshop (CPW): The Comparative Politics Workshop consists of both student presentations and external speakers focusing on comparative politics broadly defined. We welcome a wide range of approaches and topics, and emphasize works in progress. The goal is to constructively critique and improve the research of graduate students, and to also provide an opportunity to present, discuss, and meet prominent speakers. For the student sessions, we read the presenter's paper/ chapter/ prospectus/ memo ahead of time, and then a grad student and a faculty member both comment on the paper. For the external speakers, after the speaker's presentation and a broad discussion, the grad students take out the speaker for lunch.

Interdisciplinary Seminar in Quantitative Methods (ISQM): The goal of the Interdisciplinary Seminar in Quantitative Methods is to provide an interdisciplinary environment where researchers can present and discuss cutting-edge research in quantitative methodology. The talks will be aimed at a broad audience, with more emphasis on conceptual than technical issues. The research presented will be varied, ranging from new methodological developments to applied empirical papers that use methodology in an innovative way. We welcome speakers and audiences from all fields in the social, natural, and behavioral sciences. To be added to the ISQM email list please contact us at isqm-subscribe@umich.edu. For additional information, including the complete list of speakers, go to <http://www.isr.umich.edu/cps/events/isqm/>.

Interdisciplinary Workshop on American Politics (IWAP): IWAP consists of both student presentations and speakers focusing broadly on American Politics. This may take the format of discussing a student paper, work-in-progress, or idea or may involve guest speakers. You can contact the IWAP coordinators at iwap.coordinators@umich.edu.

Political Economy Workshop: The Political Economy Workshop (PEW) is a weekly interdisciplinary research workshop and forum for discussion on research at the intersection of political science, economics and the other social sciences. PEW provides a space for presentation of work by doctoral students,

faculty and outside speakers who study topics relevant to political science and economics. More details about the presentation schedule and contact information is available in the workshop's website, at <https://sites.google.com/a/umich.edu/political-economy-group/>.

Political Theory Workshop: Political Theory Workshop will focus on any writing/research in the area of political theory (very broadly conceived, to include among other things, public law). The Political Theory Workshop typically meets to discuss pre-circulated papers (dissertation chapters, article drafts, conference presentations, etc.). The workshop opens with prepared comments from a designated discussant, followed by open conversation. Both faculty and students are welcome to present their work (if scheduling conflicts arise, priority is given to students). If you are interested in being added to the workshop email list, please contact Lisa Disch (ldisch@umich.edu).

Conflict & Peace, Research & Development Workshop:

The Conflict & Peace, Research & Development (C&P, R&D or CPRD) group comprises individuals and activities broadly concerned with political conflict (e.g., genocide, civil war, human rights violation, terrorism, protest, torture, domestic spying and everyday resistance) and peace (e.g., community building, inter-group relations and negotiation). The range of topics is purposefully conceived in as encompassing a manner as possible. This is a Rackham Interdisciplinary Workshop. More information is available in the workshop's website: <http://cprd.weebly.com/>

A number of other opportunities exist. Students are strongly encouraged to attend one or more of the workshops regularly.

Graduate Student Organizations

Graduate Association of Political Scientists (GAPS)

The Graduate Association of Political Scientists (GAPS) advances the professional and social needs of the community of graduate students within the political science department. Its primary goals are to foster relationships among graduate students, faculty and staff and to provide an avenue through which the diverse needs of graduate students can be met. GAPS works with other student organizations to promote a department environment that encourages both a strong sense of community and, ultimately, professional success.

Email: gapsprez@umich.edu

Professional Development Committee

The Professional Development Committee is appointed by the DGS to organize workshops and other activities conducive to the professional development of political science students. The committee usually organizes several workshops annually. Programming often targets specific subpopulations, such as a dissertation prospectus workshop, or making the most of field work, or what to do over the summer. At least once each year the committee hosts subfield lunches.

Political Scientists of Color (PSOC)

The purpose of Political Scientists of Color (PSOC) is to provide a network of political scientists – students and alumni – interested in creating and maintaining a supportive academic and professional environment in the University of Michigan regardless of race or ethnic background. PSOC also seeks to foster a sense of community among political science graduate students of color and to advocate for their concerns and interests to the Department of Political Science and the graduate student community at large.

Email: psoc-exec@umich.edu

Women's Caucus

The Political Science Women's Caucus is an important component of the political science graduate student community. The leadership of the Women's Caucus is looking forward to providing a social and intellectual space for graduate students. Our primary goals are to engage with departmental gender and climate issues and to provide a forum for students and faculty to discuss new research related to gender issues.

Email: polsciwomenscaucus@umich.edu

Graduate Employees Organization (GEO)

Graduate student instructors and graduate student staff assistants are collectively represented by a labor union, the Graduate Employees Organization, or GEO. The GEO negotiates all GSI and GSSA contracts with the university. See www.umgeo.org for more information.

10. History of Revisions

This guide was significantly reorganized in July 2011 by Jenna Bednar. The content is consistent with the guide last revised in 2008 except that the current guide is updated to reflect Rackham's policy of continuous enrollment, to incorporate the preliminary exam requirements by subfield, and to make clear the master's degree requirements.

July 2012 (Bednar): minor language adjustments and clarification that new admissions with financial aid offers occur on-cycle only.

May 2013 (Bednar): (1) Reduced the departmental field coursework expectations: we recommend a minimum of four courses in the major and three courses in the first minor, down one course each from the previous recommendations. Subfields retain the right to require more courses in preparation for the preliminary exam. (2) Clarification of the student-designed first and second minor. (3) Added description of the joint, SIDP, and dual degree programs. (4) Clarification of the cognate and second minor course distribution swap.

July 2014 (Valentino): Changed the description of the Comparative prelim to reflect the new guidelines. Updated requirements for JD/MA in World Politics.

July 2015 (Disch): (1) Clarification of reinstatement process, adding initial recommendation from DGS prior to application with Rackham; (2) Methods subfield qualifying criteria updated to reflect new guidelines; (3) added description of guided Modes of Inquiry minor; (4) added Ten Term Rule to Rackham and University Policies.

July 2016: Major language changes throughout to reflect restructuring of the Graduate Program to eliminate the second minor requirement.

August 2017 (Disch): (1) Change to policy regarding penalty for failing to achieve candidacy to reflect GAC consensus that students should lose only their Fall Term funding; clarification of process for restoring funding and/or being discontinued from the program; (2) American Politics subfield preliminary exam criteria updated to reflect new curriculum and guidelines; (3) clarification of July 1 deadline for achieving candidacy.

11. APPENDIX: Funding Deadlines

AWARD	DEADLINE	DEPT. DEADLINE	CALL SENT	REVIEWER
RACKHAM AWARDS				
Shapiro/Malik/Forrest Awards	Early October	Student initiated	Fall Term	n/a
Full-time students in any Rackham degree program may apply. Students must have completed one full term before the fellowship deadline. Awards are intended to assist with interest charges accruing on education loans that must be paid while a student is in graduate school. U.S. citizens or permanent residents with \$10,000 or more in unsubsidized educational loans (both private and federal) will be given first consideration.				
Rackham International Student Fellowship	Early October	Early October	Fall Term	DGS
Any Rackham program on the Ann Arbor campus may nominate up to two international graduate students who have successfully completed one year of graduate study and are in good academic standing as a master's or pre-candidate student. Preference will be given to students who do not have other sources of funding. U.S. citizens and permanent residents are not eligible. Awards of \$10,000 may be used as stipend or tuition. Students may receive this award only once.				
Rackham Predoctoral Fellowship	Early January	Early December	Fall Term	GAC
Any doctoral program in the Rackham Graduate School may nominate doctoral candidates for this award. To be eligible, students must be advanced to candidacy by Rackham Academic Records and Dissertations no later than January 8, 2017 (for Winter 2017 or earlier).				

<p>Strong preference will be given to nominees who are on track to complete their degrees within six years. The fellowship provides three terms of support that may begin with Spring/Summer or Fall term 2017. Rackham Predoctoral Fellows are expected to work full-time toward the completion of degree requirements throughout the period of the award. Fellowships include a stipend of \$32,640 (currently), candidacy tuition and required fees for a maximum of twelve months. GradCare health and dental insurance will be available during the fellowship period. Students may receive only one award.</p>				
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AWARD	DEADLINE	DEPT. DEADLINE	CALL SENT	REVIEWER
Barbour Scholarship	Mid January	Early December	Fall Term	GAC
<p>Any graduate program may nominate one student each year. Nominees must be citizens of countries in the area formerly known as the Orient (encompassing the large region extending from Turkey in the west to Japan and the Philippines in the east). In addition, nominees: (1) must not be permanent residents or citizens of the United States and not married to permanent residents or citizens of the United States; (2) must intend to devote themselves to a professional career in their native countries after graduation; (3) must be enrolled full-time in a master's or doctoral program at the University of Michigan; (4) must have completed two full semesters of graduate work at the University of Michigan before beginning tenure as a Barbour Scholar; and (5) must be in residence on campus as a full-time student during the tenure of the award. Awards cover</p>				

full tuition and required fees, stipend of \$19,738 (currently) for one academic year (fall and winter terms), GradCare health and dental (option 1) during the tenure of the fellowship. Students may receive only one award.				
Rackham International Research Awards	Early February	Student initiated	Fall Term	n/a
Preference will be given to doctoral students who will have reached candidacy by September 2016 and have an approved dissertation topic. Students of any citizenship may apply. Students may not apply exclusively for language training, but may submit proposals that combine language study with research. The grant may not be used for the purchase of equipment or software. Students with external research fellowship support may apply, but must demonstrate convincing need for additional funding. RIRA is a one-time only award. The maximum award amount is \$10,000.				
Lipschutz, Host, & Smith Awards	Late January	Early December	Fall Term	GAC
Any Rackham doctoral program may nominate only one student for the combined competition. Nominees must be women actively pursuing a doctoral degree who have achieved candidacy by the application deadline. Students may receive this award only one time. At least six \$6,000 awards will be made for Spring/Summer support. Based on the availability of funds, additional awards may be made during the competition process.				
Debt Management Award	Late March	Early March	Winter Term	GAC
Students who are enrolled full-time and have reached candidacy in the following Rackham doctoral programs: Social Work and Social Science, all doctoral programs in				

Public Policy and Public Health, Nursing, Anthropology, Economics, Political Science, Psychology and Sociology. Students must have spent at least 2 years in community service prior to beginning graduate school; must intend to return to public service careers in the United States upon graduation; and must carry student-related debt accrued during the undergraduate and/or graduate years. Participating graduate programs may nominate no more than three students. At least four one-time awards of up to \$10,000 will be made. Payments will be issued after July 1.				
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AWARD	DEADLINE	DEPT. DEADLINE	CALL SENT	REVIEWERS
Rackham Conference Travel Grant	Ongoing	Student initiated	Fall Term	n/a
<p>Graduate students are eligible to apply for a Rackham Conference Travel Grant award if: (1) the graduate student is in good academic standing in a Rackham degree granting program; (2) the student has responded to a formal call for abstracts; and (3) the student has been accepted to present a poster or paper at a conference. A student is eligible to receive one travel grant award (either domestic or international, but not both) during a fiscal year which runs from July 1 - June 30, based on the date the conference is attended.</p> <ul style="list-style-type: none"> Up to \$800 for the continental US. 				

<ul style="list-style-type: none"> • Up to \$1,050 for Alaska, Hawaii, Puerto Rico, Canada, Mexico, the Caribbean, and Europe. • Up to \$1,300 for Africa, Asia, South America, and Australia. 				
Rackham Graduate Student Research Grant	Ongoing	Student initiated	Fall Term	n/a
<p>Graduate students are eligible to apply for a Rackham Graduate Student Research Grant if:</p> <p>(1) the graduate student is in good academic standing in a Rackham degree granting program;</p> <p>(2) the proposed research project or activity directly relates to and helps achieve progress towards the degree.</p> <p>A doctoral student is eligible for two Rackham Graduate Student Research Grants during the graduate program, one before candidacy and one as a candidate.</p> <ul style="list-style-type: none"> • Pre-candidates are eligible for an award up to \$1,500 • Candidates are eligible for an award up to \$3,000 				
Rackham Emergency Funds	Ongoing	Student initiated	Fall Term	n/a
Students must be in good academic standing in a Rackham degree program. Rackham graduate students are				

limited to two (2) Emergency Fund awards. Ph.D. students on an approved leave of absence are eligible if they were in good academic standing at the beginning of the period of leave and have an approved plan for their return to active study at the conclusion of the leave. Awards may be up to \$2,500.				
DEPARTMENT AWARDS				
Research Grants (formerly thesis grants)	ongoing	ongoing	Fall and Winter Term	DGS
Thesis grants up to \$2,000 may be available to cover the research costs of a dissertation. High priority for these grants will be given to candidates who have defended a prospectus and for those who have also applied for outside funding for dissertation research.				
Conference Travel Funds	ongoing	ongoing	Fall and Winter Term	DGS
Conference travel funds are available from the department if the following conditions have been met: (1) you must have already used your Rackham conference travel grant funds; and (2) you must be presenting at the conference. To apply, send the graduate program coordinator the				

<p>following information PRIOR to the start of the conference:</p> <ol style="list-style-type: none"> 1) Name, location, and date of the conference 2) Title of your presentation or paper 3) Abstract 4) Estimate of conference costs 5) Amount of funding requests 6) Explanation of how your Rackham Conference Travel Grant was used this year (name, location, and date of conference) 7) List the purpose and amounts (as best you remember) of any Department Conference Travel Grants you have received in the past two years <p>After the conference students are required to submit a short paragraph describing the experience at the conference and the receipts to documents how the funds were utilized.</p>				
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AWARD	DEADLINE	DEPT. DEADLINE	CALL SENT	REVIEWERS
Gerald R. Ford Fellowship	Early April	Early March	Winter Term	American subfield coordinator

Gerald R. Ford Fellowships go to U of M Political Science students who are working on dissertations in the fields of American politics or American public policy. The fellowships provide a research stipend for an academic year, plus a fund for research expenses. They are given for one year, but fellows are eligible to apply for a second year.				
Eldersveld Award	Early April	Early March	Winter Term	GAC
The Department of Political Science has established an award for the best paper presented at a professionally-sponsored conference <i>written by students only</i> . The competition is open to candidates and pre-candidates in good standing. (In keeping with the wishes of Professor Eldersveld's estate, the award will alternate annually between graduate student [odd years] and faculty research [even years].)				
Meyer & Zimmerman awards	Early April	Early March	Winter Term	GAC
The Department of Political Science has set up summer awards in honor of Professor Alfred Meyer and Professor William Zimmerman. Applicants must be candidates in the Department of Political Science in good standing.				
Summer Collaboration Award	Early April	Early March	Winter Term	GAC

<p>The Department offers funding for new research collaborations between faculty and graduate students. The collaborations should be new and not a previously written paper nor a paper that is currently being written. The student's participation in the project will be such that one or more co-authored papers might eventually arise from it. Hence, these funds are not intended to fund students' current dissertation research (though the collaboration might give rise to a dissertation topic) or to give faculty members a free research assistant to do whatever they want. Stipends will be in the \$750-2,000 range</p>				
<p>Rackham One-term dissertation awards</p>	<p>Fall, Winter, Spring/Summer</p>	<p>July 1, Nov 1, March 1</p>	<p>ongoing</p>	<p>GAC</p>
<p>A student must have achieved candidacy prior to the beginning of the term in which he or she receives a Rackham One-Term Dissertation Fellowship. The student must have established a dissertation committee and submitted the Nomination of Dissertation Committee form to Rackham prior to the beginning of the term in which he or she receives this fellowship. Recipients of this award may not be employed more than ten hours a week during the tenure of the fellowship,</p>				

<p>may not hold this award in conjunction with another award, may not divide the award into smaller ones, and may not receive the award more than one time. Students must be registered full-time before stipend or tuition payments can be released.</p> <p>A Rackham One-Term Dissertation Fellowship consists of candidacy tuition and registration fee plus a stipend of \$9,869 (currently) for one term. Recipients will be eligible for GradCare health and dental insurance coverage provided by the Graduate School during the term of their award. A student may receive only one Rackham One-Term Dissertation Fellowship. The fellowship may not be divided into smaller awards.</p>				
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OTHER AWARDS				
AWARD	DEADLINE	DEPT. DEADLINE	CALL SENT	REVIEWERS
Center for the Education of Women – Mary Malcomson Raphael Award	Early March	Early February	Fall Term	GAC
This fellowship was established in 1985 for women graduate students in a humanities or social science field in the College of Literature, Science and the Arts. It is intended as an award of high distinction and is				

<p>presented to women held in the highest esteem by their faculty. Fellowship recipients are selected on the basis of their academic excellence and their potential to make a contribution of exceptional usefulness to society.</p> <p>The amount of the fellowship will be determined by individual need, and more than one may be awarded. A department may choose to re-nominate a student who was previously nominated but was not selected as a fellow.</p>				
International Institute Area Centers - Foreign Language and Area Studies Fellowship	Typically January	Student initiated	Fall Term	n/a
<p>Academic Year Graduate FLAS Fellowships are awarded to graduate and professional school students at the master's and doctoral level to study modern foreign languages and related area and/or international studies. FLAS recipients receive full tuition, mandatory fees, and a stipend during the fall and winter terms.</p> <p>Academic Year FLAS fellows receive full tuition, mandatory fees, and a stipend during the fall and winter terms.</p> <p>FLAS awards cannot be deferred.</p>				
Center for Political Studies - Roy Pierce Scholar's Fund	Late February	Faculty initiated	Winter Term	n/a

<p>Applications will be accepted from research faculty at the Center for Political Studies, ISR, to support collaborative work with graduate students in the Department of Political Science at the University of Michigan. Awards will be for graduate student support in the spring/summer semester. Preference will be given to graduate students working with junior faculty and to projects that build skills and experiences valuable for the graduate student's career.</p>				
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Reviewer abbreviation meanings:
DGS – Director of Graduate Studies:
GAC – Faculty Graduate Affairs Committee: DGS, Director of Admissions, and Director of Placement.