

DOCTORAL PROGRAM HANDBOOK  
SCHOOL OF MANAGEMENT

Director: George Bobinski, Associate Dean

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# DOCTORAL HANDBOOK

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# **DOCTORAL HANDBOOK SCHOOL OF MANAGEMENT BINGHAMTON UNIVERSITY**

This manual provides the specific policies and procedures for the doctoral program within the School of Management. Students enrolled in the Ph.D. program in Management should review this document to become familiar with the policies and procedures that will affect how they progress through the doctoral program from admission through to the completion of the degree. Information is also provided on funding, teaching responsibilities and resources available to doctoral students. The handbook was developed to be consistent with the Binghamton University Graduate School Manual and the Ph.D. program in Management adheres to all Graduate School rules.

## **HISTORY**

The School of Management was established as a separate school on the Binghamton University campus in 1970. Prior to the establishment of the separate school (since 1951), programs in accounting and business at both the baccalaureate and masters degree levels were offered through the Department of Business Enterprise and Accounting within the College of Arts and Sciences (Harpur College). The School offers degree programs at the bachelor's, master's and doctoral levels. Since 1970 over 7000 undergraduate and more than 2000 graduate degrees (including doctoral degrees) have been granted by the School, and enrollment in the 2007-08 academic year stood at 1446 undergraduate, 234 master's, and 18 doctoral students.

## **MISSION**

The School of Management has been accredited by the AACSB (Association to Advance Collegiate Schools of Business) since 1991. As formally stated in a recent re-accreditation self-study report, the School's mission is to be "an institution of access and excellence which provides high value-added management research, education and service to its stakeholders." Thus, we seek to be a school of management that interacts with, responds to, and integrates with our practice community partners through research, teaching, and outreach activities. Our support and commitment to this mission and vision are reflected in our support of the following core values:

- We are a community that endorses fairness, equity, respect and dignity
- We promote intellectual freedom and independence in an environment that encourages rational discourse, innovation, creativity, and openness to differing views and perspectives
- We promote equal access and openness
- We strive for excellence in all that we do
- We seek to develop and encourage a balance between the needs of the individual and the institution, faculty and students, teaching and research, and giving to and receiving from the practice community

## ADMISSIONS

Students currently enrolled in the School of Management's Masters-level graduate programs may apply for admission to the doctoral program by submitting a letter to the \*Director of the Ph.D. Program, which includes a statement of research goals along with two letters of recommendation from School of Management faculty, and a current resume. One of the reference letters should be from a faculty member who has supervised the student in the capacity of a graduate assistantship, independent research and/or project.

Admissions process for students not presently in the Master's program should apply through Graduate School Admissions:

Graduate School Admissions Office  
Administration Building, Room 134  
Binghamton, NY 13902-6000

<http://gradschool.binghamton.edu/ps/applicationprocedure.asp>

\*Currently George Bobinski, Associate Dean, is also serving as Director of the Ph.D. Program

## GRADUATE SCHOOL OVERVIEW

### GRADUATE SCHOOL

Binghamton University's Office of the Graduate School provides administrative coordination for graduate programs and is responsible for academic, financial and institutional matters of concern to graduate students. The Graduate School (134 Couper Administration Building, x7-2151) answers general questions concerning the University and interprets Graduate School policies and procedures. Information regarding fees, incomplete grades, add/drop procedures, degree completion, and academic deadlines can be obtained from the Graduate School.

For more information regarding the Graduate School and its policies, please refer to the Graduate School Manual or <http://gradschool.binghamton.edu/fs/handbook.asp?lv=1&dt=fs>.

### GRADUATE COUNCIL

The governing body of the Graduate School is the Graduate Council. The Graduate Council, chaired by the Dean of the Graduate School, consists of 20 faculty members (elected from among designated graduate faculty) and four graduate students (designated annually by the Graduate Student Organization). The Graduate Council's functions include establishing regulations for the Graduate School, reviewing and approving proposed graduate courses and programs, developing standards for the admission and matriculation of graduate students, and recommending priorities for the allocation of graduate support resources.

# SOM Ph.D. PROGRAM CURRICULUM

The School of Management Ph.D. program is designed for **full-time students only**. Ph.D. students, therefore, are expected to be enrolled in full-time course work and will also be required to have an assistantship consisting of research and/or teaching. The student can expect to be funded for four years. Due to these requirements, there will be **no outside employment** while on funding through the school and /or until your dissertation proposal defense has been completed.

A total of 90 credits is required beyond the bachelor's degree and may usually be completed in four to six years, depending on the student's background. An advisory committee works with each new doctoral student to determine the course sequence, review performance and evaluate progress. After completing the coursework the student must pass a comprehensive examination (generally written and oral) and successfully defend his/her dissertation proposal and then dissertation.

Students entering with an MBA degree\* are expected to complete the following courses and credit hours toward the PhD degree:

- Advanced quantitative/research methods – 16 credits (4 courses)
- Core courses in concentration area – 16 credits (4 courses)
- Specialization courses – 16 credits in Economics or related areas (2 courses) for the Finance concentration, 8 credits for the Marketing concentrations; 12 credits (3 courses) for OB/Leadership; and Supply Chain Management
- Research project – First Year Paper and a Second Year Paper (Finance); 4 credits.
- Pedagogy Seminar – 2 credits

\*It is possible for current MBA students to become dual degree students during the second year of the MBA Program. This requires that they be formally admitted into the Ph.D. Program. For dual degree students, Ph.D. courses may be taken as electives toward the MBA with the approval of the Associate Dean. Students entering the Ph.D. program with master's degrees need not complete an MBA, but must take or have taken the MBA foundation course work. This course work includes the following:

MGMT 500	Management Information Systems
MGMT 501	Accounting for Managers
MGMT 505	Finance for Managers
MGMT 506	Marketing for Managers
MGMT 507	Operations Management
MGMT 508	Organizational Behavior

## CONCENTRATIONS OFFERED

### ACCOUNTING

The accounting doctoral program is aimed at producing high quality researchers to become university faculty. To achieve this goal, accounting doctoral students are required to take doctoral level classes in accounting, finance, and economics, and are prepared to do cutting edge accounting research. Accounting doctoral seminars cover a broad range of topics in accounting and auditing, such as earnings management, accounting conservatism, disclosure, internal controls, and corporate governance. A typical course sequence is shown below.

With a wide range of interests, the accounting faculty members actively conduct high quality research in accounting and auditing, and have articles published in leading journals, such as the *Journal of Accounting Research*, *Journal of Accounting and Economics*, *Contemporary Accounting Research*, *Review of Accounting Studies*, *Accounting, Organization and Society*, *Journal of Business*, *Journal of Accounting*, *Auditing and Finance*, *Journal of Accounting and Public Policy*, and *Accounting Horizons*, among many others. In addition, accounting doctoral students are encouraged to interact closely with the finance faculty members. The current finance faculty members have articles published in leading journals, such as *Journal of Finance*, *Journal of Financial Economics*, *Review of Financial Studies*, *Journal of Political Economy*, *Journal of Financial and Quantitative Analysis*, and *Journal of Business*.

#### Typical Schedule for Accounting Ph.D. Students

Year 1, Semester 1:	Microeconomic Theory, Theory of Finance, Capital Market Seminar, Pedagogy
Year 1, Semester 2:	Accounting Research Seminar I, Corporate Finance Theory, Economics Statistics
Year 2, Semester 1:	Accounting Research Seminar II, Econometrics, Research Method I
Year 2, Semester 2:	Topics in Finance, Topics in Econometrics, Elective
Year 3:	Teaching experience, Comprehensive exams, Dissertation Proposal
Year 4:	Dissertation

#### Core Accounting Faculty

**Mustafa Ciftci**, Ph.D., The University of Texas at Dallas; Assistant Professor

**Research interests:** The accounting treatment and valuation of R&D; Cost behavior; Corporate governance.

**Sebahattin Demirkan**, Ph.D., The University of Texas at Dallas, Assistant Professor

**Research interests:** Financial Disclosures, Market response to Efficiency, Corporate Governance and Regulations, Trading Volume, Accounting, Behaviors and Organizations

**Scott Duellman**, Ph.D., Syracuse University; Assistant Professor

**Research interests:** Conservatism; Corporate governance; Earnings management; Disclosure; Financial statement fraud

**Representative publications:**

- "Accounting Conservatism and Board of Director Characteristics: An Empirical Analysis" (with Anwer Ahmed), *Journal of Accounting and Economics*, forthcoming.

**Sara Reiter**, Ph.D., University of Missouri; Professor

**Research interests:** Accounting theory; Applied Ethics; Sociology of Science

**Representative publications:**

- "The Structure and Progressivity of Accounting Research: The Crisis in the Academy Revisited" (with Paul Williams), *Accounting, Organizations, and Society*, August 2002, 27 (6), 575-607.
- "Bond Ratings, Bond Yields and Financial Information" (with David Ziebart), *Contemporary Accounting Research*, fall 1992, 9 (1), 252-282.
- "Determinants of Corporate Pension Funding Strategy" (with Jere Francis), *Journal of Accounting and Economics*, April 1987, 9 (1), 35-59.
- "Regression Strategies When Multicollinearity Is a Problem" (with Douglas Pearce), *Journal of Accounting Research*, spring 1985, 23 (1), 405-407.

**Steven Schwartz**, Ph.D., Ohio State University; Associate Professor

**Research interests:** Experimental Economics

**Representative publications:**

- "A Laboratory Investigation of Verification and Reputation Formation in a Repeated Joint Investment Setting" (with Rick Young), *Contemporary Accounting Research*, summer 2002, 19 (2), 331-363.
- "Behavioral Implications of Information Systems on Disclosure Fraud" (with David Wallin), *Behavioral Research in Accounting*, 2002, 14, 197-221
- "Reputation without Repeated Interaction: A Role for Public Disclosures." (with Rick Young and Kristina Zvinakis), *Review of Accounting Studies*, December 2000, 5 (4), 351-375.

**Yan Zhang**, Ph.D., Louisiana State University; Assistant Professor

**Research interests:** Financial accounting and reporting

**Representative publications:**

- Audit Committee Quality, Auditor Independence, and Internal Control Weaknesses (with Jian Zhou and Nan Zhou), *Journal of Accounting and Public Policy*, May/June 2007, 26 (3), 300-327.
- "The Information Content of Short Interest: A Natural Experiment" (with Tom Arnold, Alex Butler, and Tim Crack), *Journal of Business*, July 2005, 78 (4), 1307-1335.

**Jian Zhou**, Ph.D., Syracuse University; Assistant Professor

**Research interests:** Financial accounting; Auditing

**Representative publications:**

- "Audit Committee, Board Characteristics and Auditor Switch Decision by Andersen's Clients" (with Ken Chen), *Contemporary Accounting Research*, forthcoming.
- "Auditor Reputation, Auditor Independence, and the Stock-Market Impact of Andersen's Indictment on Its Client Firms" (with Srinivasan Krishnamurthy and Nan Zhou), *Contemporary Accounting Research*, summer 2006, 23 (2), 465-490.
- "Did Conservatism in Financial Reporting Increase after the Sarbanes-Oxley Act? Initial Evidence" (with Gerald Lobo), *Accounting Horizons*, March 2006, 20 (1), 57-73.

**Nan Zhou**, Ph.D., University of Minnesota; Associate Professor

**Research interests:** Auditing; Disclosure; Intangibles; IPO; Information economics

**Representative publications:**

- “Auditor Reputation, Auditor Independence, and the Stock-Market Impact of Andersen’s Indictment on Its Client Firms” (with Srinivasan Krishnamurthy and Jian Zhou), *Contemporary Accounting Research*, summer 2006, 23 (2), 465-490.
- “The Valuation of Biotech IPOs” (with Re-Jin Guo and Baruch Lev), *Journal of Accounting, Auditing and Finance*, fall 2005, 20 (4), 423-459.
- “Competitive Costs of Disclosure by Biotech IPOs” (with Re-Jin Guo and Baruch Lev), *Journal of Accounting Research*, May 2004, 42 (2), 319-355.

## **FINANCE**

Finance doctoral classes cover the broad range of topics in finance. Finance doctoral students take a significant number of economics doctoral classes as part of their program. A typical course sequence is shown below.

The finance area faculty have a wide range of interests, and the area does not focus on a narrow sub-area. The finance faculty have achieved significant national recognition for their research.

Current finance faculty members have authored books, and articles in leading journals, such as the *Journal of Finance*, *Journal of Financial Economics*, *Review of Financial Studies*, *Journal of Political Economy*, *Journal of Financial and Quantitative Analysis*, *Financial Management*, *Journal of Banking and Finance*, *Journal of Business*, *Journal of Money Credit and Banking*, *Management Science*, *Journal of Futures Markets*, *Journal of Empirical Finance*, among many others.

### **Research and course schedule for finance PhD students:**

#### Year 0: Before you start the program

Prior to arrival, incoming Finance Ph.D. students are given a syllabus to read up on (a) MBA level finance topics: corporate finance, derivatives, investments, and fixed income, and (b) Introduction to research methods. A “Background Qualifying Exam” based on this material is administered as part of Fin 600 – Theory of Finance course.

		Fall	Spring	Summer
Year 1	Courses	1. Theory of Finance (FIN 600) 2. Capital Mkt. Seminar (FIN 581A) 3. Microeconomics (500) 4. Econometric Methods (502)	1. Corporate Finance (FIN 610) 2. Microeconomic Theory I (611) 3. Economic Statistics (615) 4. Pedagogy	
	Research	Replicate a published empirical paper in FIN 581A <b>"First Year Paper"</b>		
	Exams	<b>"Background Qualifying Exam"</b>		
	Courses	1. Topics in Investments (FIN 630) 2. Econometrics (616) 3. Microeconomic Theory II (612)	1. Applied Econometric (617) 2. Elective 3. Pre-dissertation Research	

Year 2	Research	<b>"Second Year Paper"</b>
	Exams	<b>1. Micro Economics Field Exam</b> <b>2. "Finance Qualifying Exam"</b>
Year 3	Research	Form dissertation committee, and defend the proposal by the end of summer.
	Other	Focus on gaining teaching experience. Have the job application packet ready by the end of summer.
Year 4	Research	Complete the dissertation, and be ready to graduate by the end of the fourth year.

**NOTES:**

1. At the present time, BU/SOM provides funding support for a maximum of four years, subject to making satisfactory progress. This funding support requires recipients to work as a teaching / research assistant or teach courses, for 20 hours every week. SOM policy does not permit funding recipients to take on any other work (paid or otherwise), unless approved by the finance Ph.D. coordinator, the SOM Ph.D. program director, and the SOM Dean. This includes Fall, Spring, and Summer of every year. Failure to abide by these rules may result in dismissal from the Ph.D. program. Additional SOM and BU Graduate School guidelines may apply.

2. Satisfactory completion of the items in **bold letters** within the time frame is required for a student to be considered making satisfactory progress and hence is required for continuation in the program.

3. **"Background Qualifying Exam"**: Students have two chances to take the exam and get a passing grade by the end of first summer.

4. **"First Year Paper"**: Present to faculty by the end of first summer. The paper should have original work and not merely replicate prior work.

5. **Economics Field Exam**: Administered by the Economics Department, BU.

6. **"Finance Qualifying Exam"**: Includes both a written test and the "Second Year Paper". The exam will be administered at the end of the second year. Students have a second chances to take the exam and get a passing grade (independently pass both the written test and the "Second Year Paper") by the Fall semester of the third year.

7. **"Second Year Paper"**: Present a completed paper to faculty. This paper is part of the finance comprehensive exam and must be "journal ready", i.e., be of a quality that can be submitted to a journal.

**Core Finance Faculty**

**Upinder S. Dhillon**, Ph.D., Louisiana State University; Dean and Koffman Scholar of Finance; research interests: corporate finance, investments, real estate finance.

**Murali Jagannathan**, Ph.D., Virginia Tech; Associate Professor; research interests: corporate finance.

**Srinivasan Krishnamurthy**, Ph.D., Tulane University; Associate Professor; research interests: stock splits, mutual funds, IPOs, SEOs, ADRs.

**Dennis Lasser**, Ph.D., Indiana University; Associate Professor; research interests: derivative assets, market microstructure, pricing and efficiency.

**Y. C. Loon**, Ph.D., Georgia State University, Assistant Professor

**Tongshu Ma**, Ph.D., University of Minnesota, Assistant Professor; research interests: the account treatment and valuation of R&D, cost behavior, corporate governance

**Dina Naples-Layish**, Ph.D., Baruch College; Visiting Assistant Professor; research interests: corporate finance, bankruptcy, agency theory.

**Kristian Rydqvist**, Ph.D., Stockholm University of Economics; Zurack Professor of Finance; research interests: auctions, tax arbitrage, proxy voting.

## **MARKETING**

The marketing faculty has a wide range of research interests, both in the quantitative and behavioral aspects of marketing and across functional areas and disciplines. Some of their current research interests include

- ◆ Marketing/finance interface
- ◆ Branding and innovation adoption
- ◆ Consumer judgment and decision making
- ◆ Relationship marketing and strategic alliances among firms
- ◆ Competitive marketing strategy with standard competition and network effects
- ◆ Memory and categorization effects on consumer behavior

We expect our doctoral students to develop independent research skills and therefore emphasize strong quantitative orientations and adequate training in experimental design and analysis.

Typical Schedule for Marketing Ph.D. students:

Year 1, Semester 1:	Research Methods I, Seminar in Marketing (Current Topics), Teaching Pedagogy, Minor Coursework and Advanced Quantitative Courses (e.g., Leadership, Econometrics, Experimental Design and Analysis)
Year 1, Semester 2:	Research Methods II, Seminar in Marketing (Consumer Behavior I: Judgment and Decision Making), Minor Coursework and Advanced Quantitative Courses (e.g., Leadership, Econometrics, Experimental Design and Analysis)
Year 2, Semester 1:	Seminar in Marketing (Models and Methods I: Discrete Choice Models), Seminar in Marketing (Managing Inter-firm Relationships), Minor Coursework and Advanced Quantitative Courses (e.g., Leadership, Econometrics, Experimental Design and Analysis)
Year 2, Semester 2:	Seminar in Marketing (Models and Methods II: Empirical Marketing Models), Seminar in Marketing (Consumer Behavior II), Minor Coursework and Advanced Quantitative Courses (e.g., Leadership, Econometrics,

	Experimental Design and Analysis)
Year 3:	Comprehensive Exams, Dissertation Proposal
Year 4:	Dissertation Research

In their major area, students take seminars in Judgment and Decision Making, Consumer Choice Models, Consumer Behavior, Empirical Marketing Models, and Managing Inter-Firm Relationships. In their minor area, students are free to design their minor to complement their major field of study, and these are typically in areas outside of marketing such as Leadership, Econometrics, and Experimental Methods. Our students, therefore, take several courses outside of Marketing, typically in Leadership, Finance, Economics (Econometrics), Psychology (Social Psychology, Experimental Design and Analysis), and Finance.

### Marketing Faculty

The marketing faculty are well published and their work have appeared in leading journals such as the *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Journal of the Academy of Marketing Science*, *Journal of Retailing*, *International Journal of Research in Marketing*, and *Journal of Consumer Psychology*. They have also published in leading journals outside of marketing, such as *Product and Operations Management and Organizational Behavior and Human Decision Processes*.

**Manoj K Agarwal**, PhD, State University of New York at Buffalo; Professor; research interests: marketing/finance interface, branding, innovation adoption, quantitative methods

**George S. Bobinski Jr.**, PhD, Indiana University; Associate Dean; research interests; advertising, consumer behavior, individual and group decision making

**Subimal Chatterjee**, PhD, University of Pittsburgh; Professor; research interests: descriptive choice theory, preference reversals, framing and context effects, behavioral pricing, market signals and consumer inferences, applications of behavioral theories to box office performance of films

**Kalpesh K. Desai**, PhD, University of Texas at Austin; Associate Professor; research interests: context effects, memory, categorization, behavioral decision theory, self-construal, and social comparison, branding, product level competition, retail judgments, variety seeking, food consumption, money spending habits, network externality effects, and grocery product choice

**Debi P. Mishra**, PhD, Case Western Reserve University, Associate Professor; research interest: strategic alliances, relationship marketing, reputation and signaling, transaction costs, and structural equation modeling

**Glenn Pitman**, PhD, Pennsylvania State University, Professor; research interests: marketing strategy, advertising and sales management

**Qi Wang**, PhD, University of Florida; Assistant Professor; research interests: competitive marketing strategy in markets with standard competition and network effects, survival analysis, consumer product review, and empirical methodology

## ORGANIZATIONAL BEHAVIOR

Organizational Behavior (OB) seminars focus on both micro and macro perspectives on industrial and organizational effectiveness. Individual, dyadic/interpersonal, group/team, and organizations/systems behavior are examined with a particular emphasis on **leadership** in and of organizations. A typical course sequence, some past specializations (or related minors), and the core faculty are listed below.

OB seminars have been taken by students from OB, human resources management, marketing, systems science, psychology, sociology, and political science. The core faculty are also research fellows in the Center for Leadership Studies, an interdisciplinary research center. As such, OB seminars and faculty research often include direct and indirect linkages with leadership studies. Students are educated about theory, research, practice, and teaching of OB and leadership.

Typical Schedule for OB Ph.D. Students:

Year 1, Semester 1:	Research Methods I, Statistics I, Advanced Organizational Behavior
Year 1, Semester 2:	Research Methods II, Statistics II, Leadership in Organizations
Year 2, Semester 1:	Advanced Topics in OB and Leadership, Specialization I, Specialization II
Year 2, Semester 2:	Theory Testing in OB and Leadership, Specialization III, Pedagogy Seminar, Independent Study
Year 3:	Teaching Experience, Comprehensive Exams, Dissertation Proposal
Year 4:	Dissertation Research

### Past Specialization Areas for OB Students

- Group Decision Support Systems
- Cross-Cultural Studies
- Team Processes
- Group Dynamics
- Training and Development
- Human Resources Management
- Virtual Teams
- Growth and Change
- Creativity
- Social Psychology
- Judgment and Decision Making

The OB faculty are active researchers, teachers, and consultants. They are the authors of numerous books, research monographs, and journal articles that have appeared in key outlets such as *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Leadership Quarterly*, *Organizational Research Methods*, *Personnel Psychology*, and *Psychological Bulletin*, among others. Faculty members serve as editors, editorial board members, and reviewers for various journals and are

active in several professional associations. They are consultants to many Fortune 500 companies, domestic and foreign organizations, and national government agencies.

### **Core OB Faculty**

**Shelley Dionne**, Ph.D., Binghamton University, Associate Professor and Associate Director of the Center for Leadership Studies; research interests: Leadership, Creativity, Training and Development, Simulations.

**Janaki Gooty**, Ph.D., Oklahoma State University, Assistant Professor; research interests: Leadership, Emotions, Trust and Trustworthiness.

**Kim Jaussi**, Ph.D., University of Southern California, Associate Professor; research interests: Creativity and Leadership, Collective Commitment, Leadership and Organizational Change, Identity Centrality and Salience.

**W. Donald Spangler**, Ph.D., University of Michigan, Associate Professor, research interests: Organizational Behavior, Nature and Effects of Leader Behavior in Organizations, Motivation, Compensation and Selection of Employees.

**Francis Yammarino**, Ph.D., SUNY-Buffalo, SUNY Distinguished Professor of Management and Director of the Center for Leadership Studies, research interests: Multiple-level Approaches to Leadership, Team and Group Leadership, Self-Other Agreement Processes, Levels of Analysis Issues.

### **SUPPLY CHAIN MANAGEMENT**

The doctoral program in Supply Chain Management aims to develop expertise in Supply Chain Management, including Service Supply Chains, using stochastic modeling or empirical research methods. In addition to courses in the School of Management, a doctoral student will take courses for the first two/three years in the SSIE, Mathematical Sciences, and Economics departments to develop a strong methodological foundation for research and teaching in Operations Management and Supply Chain Management. Subsequently students will work on their research in close proximity with the faculty.

The strength of the School of Management's doctoral program comes from its small size. Students enjoy the personal attention from the concerned faculty members, which is instrumental in their professional development. The operations faculty members have research interests in supply chain management, outsourcing, and service operations. They have published in leading journals such as *Operations Research*, *Management Science*, *Production and Operations Management*, *Decision Sciences*, *Naval Research Logistics*, *European Journal of Operational Research*, *IIE Transactions*, *Interfaces*, and *Journal of the Operational Research Society*. Students joining the doctoral program may also benefit from an ongoing collaborative effort between the School of Management and the SSIE department to establish a center of excellence in research and teaching in global supply chain management.

### **Core Operations Faculty**

**Sal Agnihotri**, Ph.D., University of Rochester; *Professor*  
Research interests: Management of Service Operations, Field Service Operations, Healthcare Operations, Stochastic Modeling

**Kai Huang**, Ph.D., University of Rochester; Assistant Professor

Research interests: Service Supply Chain Management, Modeling and Analysis of Call-Center Operations, Healthcare Service Operations, Analysis of Queueing Systems

**Ajay K. Mishra**, Ph.D., University of Pittsburgh; Associate Professor  
 Research interests: Supply Chain Management, Retail Operations, Optimization Applications.

**Systems Science and Industrial Engineering Faculty**

**Sarah Lam**, Ph.D., University of Pittsburgh; Associate Professor  
 Research interests: Stochastic Simulation, Neural Networks, Data Mining, Evolutionary Optimization, Decision Support Systems

**Susan Lu**, Ph.D., Texas Tech. University; Assistant Professor  
 Research interests: Reliability, Statistical Process Control, Information Technology, Computer Integrated Manufacturing

**Nagen Nagarur**, Ph.D., Virginia Polytechnic University; Associate Professor  
 Research interests: Reliability of micro electronic components, Quality Control, Supply chain Modeling  
**Krishnaswami Srihari**, Ph.D., Virginia Polytechnic University; Distinguished Professor and Department Chair

Research interests: Electronics Manufacturing Domain

**Daryl Santos**, Ph.D., University of Houston; Professor  
 Research interests: Production Scheduling & Control, Engineering Optimization, CIM, Engineering Management, Electronics Packaging

**Pei-Fang (Jennifer) Tsai**, Ph.D., Virginia Polytechnic University; Research Assistant Professor  
 Research interests: Applied mathematical programming and optimization, Production planning and scheduling, Manufacturing logistics and transportation, Modeling and analysis in information flow network.

**Shengyong Wang**, Ph.D., Purdue University; Research Assistant Professor  
 Research interests: Healthcare engineering, Production systems, Automated manufacturing systems control, Discrete event control, Discrete event simulation

**Course Schedule**

The course work in the program aims to develop the following skills:

- Broad understanding of business, operations, and supply chain management
- Ability to create value in business through operations excellence
- Stochastic modeling skills, using analytical and simulation methods
- Proficiency in rigorous analysis of data for insights and decisions

Typical Schedule for Operations Ph.D. Students:

Year 1	Operations Research, Stochastic Processes, Simulation, Multivariate Data Analysis, Microeconomics <i>Operations MBA courses:</i> Supply Chain Management, Business Processes and Outsourcing <i>Other MBA courses:</i> Marketing, Finance
Summer	Operations Internship
Year 2	Current research in Operations Management, Queuing theory and Markov Decision Processes, Game Theory, Forecasting <i>Operations MBA courses:</i> Decision Modeling and Risk Analysis <i>Other MBA courses:</i> Strategic Management
Summer	Research Paper
Year 3	Comprehensive exams, dissertation proposal, teaching experience
Summer	Operations Internship
Year 4 and 5	Dissertation

A strong background in statistics and mathematics is a prerequisite for admission to the Supply Chain Management doctoral program.

**Prerequisites (before admission)**

- Programming in C/C++ and Data Structures
- Use of Matlab or Mathematica
- Linear Algebra (MATH 304/507)
- Real Analysis (MATH 478, 479)
- Probability (MATH 501)
- Statistics (MATH 502)

**Advanced Research Methods: 4 courses**

- Simulation (SSIE 621)
- Microeconomics (ECON 611, 612/500)
- Game Theory (ECON 461)
- Math Analysis for Economists (Econ 503)
- Multivariate Data Analysis (SSIE 605)
- Econometrics (ECON 615, 616/502)
- Research Methods I (MGMT 682)
- Research Methods II (MGMT 686)
- Forecasting (Independent Study)

**Specialization courses: 3 courses**

- Queuing Applications and Markov Decision Process
- Operations Management Seminar
- Additional courses from Research Methods or independent studies

**Operations MBA Courses**

- Operations Management (MGMT 507)
- Decision Modeling and Risk analysis (OPM 560)
- Business Processes and Outsourcing (OPM 581)

**Required MBA Courses**

- Management Information Systems (MGMT 500)
- Accounting for Managers (MGMT 501)
- Finance for Managers (MGMT 505)
- Marketing for Managers (MGMT 506)
- Operations Management (MGMT 507)
- Organizational Behavior (MGMT 508) *Some courses of interest on campus*

**SSIE and Mathematical Sciences MS Courses**

- Stochastic Systems (SSIE 660)
- Modeling And Simulation (SSIE 520)
- Design of Experiments (SSIE 566)
- Production & Schedule Control (SSIE 511)
- Advanced Probability Theory (MATH 571)
- Stochastic Processes (MATH 572)

**Health Care**

- Industrial and Systems Engineering In Health Care (SSIE 537)
- Health Care Finance & Economics (MGMT 589B)

# THE SCHOOL OF MANAGEMENT Ph.D. PROGRAM COMMITTEE

A Ph.D. Program Committee is included in the governance document of the School of Management.

1. The Ph.D. Program Committee is chaired by the Director of the Ph.D. Program, and the Committee will be composed of one full-time faculty member from each of the areas offering Ph.D. tracks. These areas currently include:

- Accounting
- Finance
- OB/Leadership
- Marketing
- Supply Chain Management

Each area will recommend to the Associate Dean a representative for the Ph.D. Program Committee at the beginning of each academic year. However, due to the nature of the doctoral programs, it is recommended that appointments to the Ph.D. Program Committee be made on a two-year basis. In addition to faculty representation on the Ph.D. Program Committee, there will be occasions when doctoral students will be asked to attend a Ph.D. Program Committee meeting to give their input on curricular issues.

2. Advisory Committees – The Ph.D. Program Committee, will oversee the advising of incoming doctoral students in the program, as well as monitoring the year-end evaluations of current doctoral students, offering counsel to students in the program and coordinating the scheduling of courses. The Ph.D. Program Committee may be involved in these decisions or may appoint a committee or an individual advisor for each incoming doctoral student. To reduce any confusion, we will simply refer to the ‘advisory committee’ throughout the remainder of the Handbook to represent one of these three options.) Faculty members within the tracks will be responsible for advising incoming doctoral students in their respective areas.

The Ph.D. Program Committee shall set policies and procedures relating to the admission, recruitment, and advising of the Ph.D. students consistent with the procedures specified in the SOM governance document.

3. Final authority for all decisions regarding doctoral students within the School of Management rests with the Ph.D. Program Committee.
4. The Ph.D. Program Committee functions like other curriculum committees in SOM with respect to curriculum developments, course approvals, etc.
5. Membership on the Ph.D. Program Committee does not prohibit membership on any other committee.
6. Grievances – The Director of the Ph.D. Program shall be the first line of appeal if a grievance is made either by a student or a faculty member concerning the doctoral program. If the grievance is not resolved at this level, or if it involves the Director, then it would be brought to the Ph.D. Program Committee for review. Grievances can be taken beyond the Ph.D.

Program Committee in accordance with university procedures. Refer to the Graduate School Manual.

7. All dismissal decisions shall be reviewed by the Ph.D. Program Committee and the Director of the Ph.D. Program. A recommendation for dismissal will be put forth by the Ph.D. Program Committee through channels (via the Director and the Dean) on to the Dean of the Graduate School.

## **DIRECTOR OF THE Ph.D. PROGRAM**

The \*Director of Ph.D. Programs shall be responsible for the day-to-day oversight of recruitment, advising, and admissions of students. The Director shall work with areas to identify and recruit students, develop and modify working procedures needed, chair the Ph.D. Program Committee, develop a curriculum for the Doctoral program following standard university graduate school procedures, and coordinate advisory committees. The Director will also counsel students as needed, particularly during the early part of the student's career. The Director shall review the Ph.D. committee's opinions of students with each student at least once each year. Finally, the Ph.D. Program Office is charged with maintaining up-to-date records on each doctoral student's progress in the program.

\*Currently George Bobinski, Associate Dean, is also serving as Director of the Ph.D. Program

## **ADVISING Ph.D. STUDENTS**

Initially, students may look to their area's representative to the Ph.D. Program Committee for advising.

1. Previous coursework taken by each new doctoral candidate admitted to the program will be evaluated on a case-by-case basis. The advisory committee will recommend a course sequence taking the doctoral student up to the comprehensive exam. The committee will evaluate all prerequisites to ensure that the doctoral candidate is prepared to enter the doctoral program.
2. Regardless of the student's background, the Ph.D. Program Committee will be charged with developing a curriculum that covers the common body of knowledge in management, required courses within each track, and the research/quantitative methods requirements. The advisory committee is also charged with the responsibility of assuring that each doctoral candidate satisfies the university's language requirement for doctoral programs, as specified in the Graduate Bulletin.
3. Each new student needs to have a signed learning contract detailing the requirements of their Ph.D. program. The Learning Contract is a listing of the required courses and the plan of how the courses will be taken over an eight- semester period. This form will be completed by the students and advisors and will be signed by the student, the advisor and the Ph.D. Program Director. Each continuing student needs to have his or her learning contract reviewed and updated each semester and altered as necessary.
4. The "Advising Notes" summarize coursework policies and procedures and are updated regularly.

## EVALUATION OF Ph.D. STUDENTS

Students may be evaluated by the entire Ph.D. Program Committee or by a sub-committee. Evaluation materials are prepared by the student's advisor or advisory committee.

1. The Ph.D. Program Committee considers that an overall stated policy of GPA expectations for Ph.D. students is desirable both to inform students of expectations and to implement evaluation of continuing students. Students commit to maintaining a grade point average of 3.4 overall and a 3.30 "for all work toward fulfillment of degree requirements" when they sign the Terms and Conditions for Assistantships. It is expected that students maintain a 3.30 in graduate coursework with no grade below a B- to be consistent with this policy. In addition, the Committee recommends that students must obtain a B (3.0) or above in any course taken to meet Ph.D. requirements. If a student receives less than a B, they might be asked to repeat the course or to present another course to meet their requirements.
2. The Ph.D. Program Committee mandates a particularly thorough evaluation of candidates during their first year in the program. The goal is to identify students who do not have the ability to complete Ph.D. coursework. This process starts as early as the first semester with identification of students having difficulties, for example, not meeting the GPA policy. Faculty in the student's area, the Ph.D. Program Director, and other interested Ph.D. Program Committee members participate in meeting with the student. These meetings result in written memoranda of problems and detailed expectations about performance in future semesters.
3. For all students, a written evaluation is prepared each year. The advisor or advisory committee develops a recommended course of study when the student begins the program and submits the program to the Director of the Ph.D. Program. Thereafter, the advisor monitors progress, advises changes as necessary, and evaluates the progress of each Ph.D. candidate once per year. The Director of the Ph.D. Program is responsible for summarizing each student's courses taken and grades received each year. This information is shared with the advisor for inclusion in the annual written evaluation of the student's progress. At the end of each academic year, a recommendation in writing is made to the Director regarding the continuation of the student in the program. The Director will also make his/her own recommendation. The Ph.D. Program Committee then reviews the evaluation reports. Copies of these reviews are placed on file for the student and the Ph.D. Program Committee.
4. If an advisory committee and/or Director recommend dismissal, the case will be brought to the Ph.D. Program Committee for a final determination. The student representative will be asked to leave during any deliberations regarding a doctoral student. One member of an advisory committee shall be appointed to act as a liaison with each student. This person shall coordinate all communications and advice to the student. If the student's current "mentor" is not on the advisory or the Ph.D. Program Committee, this person shall be made an ex-officio member of the Ph.D. Program Committee or advisory committee. The student can be invited by any committee member or by the Director to present relevant information to the committee.
5. In addition to evaluation of coursework, work as a Graduate Assistant or Teaching Assistant is evaluated each semester.
  - a. At the end of each semester, each GA/TA will ask to have the professor(s) they worked for fill out a written evaluation of their performance. These evaluations are the responsibility of the students and are to be returned to the Director of the Ph.D. Program.
  - b. The area representatives to the Ph.D. Program Committee will be responsible for combining the results of individual faculty evaluations for students in their areas, and communicating this summary information to the student. A copy of the summary

- evaluation will be forwarded to each student's personnel file and a copy will be kept in the SOM files.
- c. Students will have access to the summary evaluation (see part b above) and may add materials to their files to supplement the evaluation.
  - d. This procedure should be completed by October 17 for Fall semester work and March 10 for the Spring semester.
6. Problems with performance of assistantship duties are to be handled by the following procedure:
- a. The area to which a student is assigned meets with the student to detail their expectations for performance, discuss how these expectations are not being currently met, and propose ways to resolve the problem to everyone's satisfaction.
  - b. If the problem is not resolved at the area level, the Director of the Ph.D. Program meets with the student to discuss expectations, performance, and resolution. A written memo summarizing the discussion is sent to the student and placed in the student's file.
  - c. If the problem is not satisfactorily resolved with the Director of the Ph.D. Program, any of the parties involved can request the Ph.D. Program Committee to consider the matter. All parties, including the student, will be given an opportunity to present their position to the Committee. The Committee will make a recommendation to the Associate Dean.
  - d. There is an expectation that these three steps will be completed within the semester in question.
7. Progress toward degree:
- a. Background – Doctoral students in the School of Management are offered funded positions as Graduate Assistants or Teaching Assistants for maximum terms of four years.
  - b. Policy – Satisfactory progress toward degree is defined as carrying a full-time load of coursework for students taking coursework, advancing to candidacy (finishing the comprehensive examinations) within one year of completing coursework, and defending a dissertation proposal within one year of advancing to candidacy. Continuation of funding decisions for students not meeting these guidelines will be made by the Ph.D. Program Committee.

## **GRADUATE SCHOOL REQUIREMENTS FOR ADVANCED DEGREES – CANDIDATES FOR DOCTORAL DEGREES**

### **BEGINNING THE PROGRAM**

At the beginning of the student's doctoral work, a faculty advisor (or advisory committee) assists the student in planning coursework and in understanding the program structure and requirements; the advisor has primary responsibility for monitoring the progress of the student's work. The advisor may or may not become the student's dissertation director at a later stage in his or her studies. The initial advisor should meet with the student at least once each semester.

### **REQUIREMENTS FOR A DOCTORAL DEGREE**

The *Bulletin* stipulates the specific requirements for the doctoral degree. The requirements include:

1. Maintenance of at least a B average in courses approved by the program's graduate committee and presented for the degree.
2. Fulfillment of all program course requirements (no credit is granted for graduate courses in which a grade lower than C- has been received).

3. Completion of at least 24 credit hours in residence regardless of any previous graduate coursework elsewhere. Credits earned under any of the following rubrics normally may not be counted toward the minimum residence requirement: College Teaching of the Discipline (591), Thesis (599), Pre-dissertation Research (698), and Dissertation (699). Students continuing their studies for a doctoral degree in the same Binghamton program from which they earned their masters' degree need not fulfill a second residence requirement.
4. Continuous registration, including the semester in which final degree requirements are completed.
5. Demonstration to an examination committee, by means of a comprehensive examination (written and/or oral) of familiarity with basic hypotheses and techniques of the discipline and competence in applying them.
6. Fulfillment of any research skills requirements.
7. Submission of a dissertation on a topic approved by the department or school, embodying the results of original research and giving evidence of high scholarship. At the option of the members of the dissertation committee, the candidate's performance on the dissertation project may, at the time of the committee's final approval of the dissertation, be evaluated either as "pass" or "pass with distinction." Such notation is forwarded to the Graduate School to be made a part of the candidate's official transcript of record.
8. Successful defense of the dissertation at a final oral examination.
9. Completion of any intra- and inter-program major and minor requirements (see section titled "Transcript Notations of Major and Minor Fields" in the *Graduate School Student Handbook*).

### **RESEARCH SKILLS REQUIREMENT**

Each graduate program establishes foreign language reading competency or equivalent research skills for its students. The graduate program determines the method(s) to be used to fulfill these requirements. Graduate students may register for computer language and research method classes, which vary by area of concentration.

Finance	ECON 615, 616; MGMT 682, 686
Marketing	PSYC 503, 504; MGMT 682, 686
OB	PSYC 503, 504; MGMT 682, 686
Supply Chain Management	SSIE 621, MGMT 682, ECON 503, ECON 461

### **DOCTORAL SEMINAR**

Each doctoral student is required to attend a regular SOM research seminar where ongoing research and issues relevant to doctoral education are discussed.

### **COMPREHENSIVES**

After a doctoral candidate has completed all of his or her course requirements, he or she will petition his or her advisory committee to sit for the comprehensive exam (generally within six months of completion of coursework). Approval of the student's advisory committee and the Ph.D. Program Director will result in the formation of a committee to develop, administer, and evaluate both the written and oral portions of the comprehensives. If there is non-concurrence in the decisions to allow the doctoral students to sit for the exam, the case will be reviewed by the Ph.D. Program Committee for a final decision.

1. Composition of the Comprehensive Committee

At least three members from the student's doctoral track will comprise the comprehensive committee. In addition, at least one member involved in the doctoral candidate's area of specialization, and one faculty member involved in Research/Qualitative and Quantitative Methods will sit on the comprehensives committee. The minimum number of faculty to sit on the committee will be five, with at least two faculty members coming from outside of the doctoral candidate's primary track. One faculty member representing the doctoral candidate's track will chair the committee.

  - a. The committee can include tenure-track faculty members from outside SOM. However, the majority of the faculty members have to be tenure-track faculty from within the School of Management.
  - b. The Director of the Ph.D. Program can sit ex-officio on the comprehensive committee as well as chair committees in his or her area of specialization. In instances where the Director is not directly involved in the committee, he or she will be appointed as an ex-officio member of the committee.
  - c. The procedure for approving comprehensive committees is that the chair of the committee should send a letter to the director of the Ph.D. Program outlining the committee composition. If the committee composition meets the guidelines, no further approval is needed. If the committee is different from the guidelines, the Ph.D. Program Committee should discuss the issue.
2. Basic Ground Rules
  - a. The written portion of the exam will be comprised of questions from at least three areas: Concentration area, Specialization, and Research/Quantitative Skills. The standard format for the exam will be scheduled over a period of several days, with each section scheduled on one day. Individual areas may elect to deliver the exam using a different format.
  - b. The student either passes or fails each portion of the written exam. Students must pass all written sections before proceeding to the oral exam. If a student fails one or more sections, he/she must petition his/her advisory committee to retake the section or sections failed. If the student fails any portion of the exam twice, he or she will be dismissed from the program. The time duration between exams would be no less than the minimum time set by the University Graduate School.
  - c. The oral exam should be scheduled as soon as feasible after the written exams have been passed, but not more than three months later. The oral exam is open to all SOM faculty; however, the decision to pass or fail a student rests with the comprehensive committee. The committee is responsible for meeting before the oral exam to coordinate how the exam will be conducted.
3. Specific Recommendations for Development and Implementation of Comprehensive Examinations
  - a. It is the responsibility of the comprehensive committee chair to explain in advance (using three months as a standard) to the doctoral candidate the framework to be used for the exam and its administration, the general content areas the student is responsible for, and the method of evaluation to be used. For students with disabilities, it is the responsibility of the chair to make suitable accommodations for these students to complete both the oral and written exam. Such accommodations would be determined on a case-by-case basis by the committee.
  - b. The committee should have available to them all of the syllabi from doctoral courses taken by the student, including any reading lists from courses taken in independent study. (In some instances, the course instructors may not be available to write questions for the exam, and the committee could use the syllabi and/or reading lists, as a basis for generating appropriate questions.)

- c. The actual content of the exam/questions should be determined by the doctoral comprehensive committee, which is comprised of the entire necessary faculty to develop questions in each of the areas specified above, i.e., concentration, specialization, and research methods/statistics. In certain instances, faculty members outside of the SOM may be invited to participate on the committee to develop and evaluate questions in areas that doctoral students have developed as specializations. These would be areas where SOM faculty do not have expertise.
- d. All written questions must be submitted to the chair of the doctoral comprehensive committee at least two weeks in advance of the scheduled doctoral comprehensives. This time period allows for the committee to review all of the questions and to approve their inclusion in the written exam.
- e. Doctoral students are not allowed to bring to the exam any materials that are not specifically approved by their committee. For example, the committee may approve the use of a PC, laptop, statistical tables, calculators, and/or other reference materials for use in the exam. The exam is to be administered in an environment that is comfortable and minimizes any distraction or noise.
- f. The written portion of the exam should be administered over a reasonable span of time, which is to be determined by the committee. As a benchmark, the written exam could be administered on several consecutive days, covering each of the areas specified above, either in combination on each day or one area per day. Depending on the nature of the material and requirements, it will be up to the committee to determine standards for providing a reasonable period of time for students to complete the exam. In determining the amount of time for the exam, the committee should keep in mind that comprehensive exams are by nature a “power” as compared to a “speed” exam. Appropriate adjustments would be made for students with disabilities.
- g. Since students in the doctoral program will have established different areas of expertise, the written exam should be designed, in part, to assess those areas, and therefore, comprehensives are in part individually designed. Yet, a core area of knowledge in a particular specialization should be covered for all students in that area to demonstrate proficiency of core material.
- h. To prepare students for the written and oral exams, the chair and committee will provide students with an overview of the areas on which the student will be tested. The level of detail provided in the overview is to be determined by the student’s doctoral comprehensive committee.

A possible benchmark to use for preparing students is as follows: Specify that the student is responsible for the material reviewed in their doctoral coursework (based on the syllabi provided), material covered in any of the seminars, current debates and/or critical issues in any of the key conference proceedings/journals/texts in the field (which the committee could choose to list for the student), SOM faculty working papers, and/or organizational/government publications, e.g., ethical standards for the Academy of Management, EEOC Guidelines, Malcolm Baldrige Award Criteria, NEW SEC Guidelines, etc.

- i. The committee members that have generated the questions for the exam are also responsible for scoring the student’s responses to those questions. It is recommended that at least two committee members score each exam question, and discuss any items where there are discrepancies in evaluation outcomes.

The scoring of the written exam should be done within a reasonable period of time following completion of the written comprehensive exam, e.g., one month. The grading format for the exam will be the same standard used for doctoral courses. Students must pass at a minimum level of proficiency (determined by the committee) in each of the areas covered in the written exam. Students are responsible for retaking any portion of the written exam that they have not passed at a minimum level of proficiency. The chair is responsible for rescheduling the written exam at a time that is mutually satisfactory for the committee and student. The time duration between exams would be no less than the minimum times set by the university graduate school.

- j. The chair of the comprehensive committee is responsible for reviewing with the student his or her performance on the written exam prior to scheduling the oral comprehensive exam. In this review, the chair should point to areas on which the student should concentrate in preparing for his or her oral exam.
- k. Upon satisfactory completion of the doctoral comprehensive written exam, the chair of the committee is responsible for scheduling a time for the doctoral orals that is mutually convenient for both the student and the committee members. The oral exam should be scheduled as soon as is feasible for the committee and doctoral candidate after the successful completion of the written exam. A benchmark to use would be to schedule the oral exam within two weeks of the student successfully completing the written comprehensives.
- l. It is expected that the oral exam would be scheduled on one day, although an alternative schedule might be used to accommodate student and/or faculty needs. The oral exam can focus on areas that the student has to demonstrate further proficiency beyond the level demonstrated on their written comprehensive exam. However, it is up to the committee to determine the content and format of the orals.
- m. The committee is charged with the responsibility of coming to consensus on whether the student has passed the oral exam. Students are to be informed of their performance on the oral exam as soon as possible following the completion of the exam.

### **ADMISSION TO CANDIDACY**

After the student has passed the comprehensive examinations and met all research skills and coursework requirements, as certified by the program's submission of the "Recommendation for Admission to Candidacy for Doctoral Degree" form, he or she will be officially admitted to candidacy for the doctoral degree by the Dean of the Graduate School. Intra- and inter-program majors and minors should be declared at this time (see section titled "Transcript Notations of Major and Minor Fields" in the *Graduate School Manual*).

Two semesters normally elapse between admission to candidacy and the granting of the degree. Doctoral candidates must complete all requirements for the degree, including the dissertation, within five years after admission to doctoral candidacy.

### **DISSERTATION PROPOSAL/DISSERTATION**

It is expected that students will begin work on their dissertation proposals prior to sitting for their written and oral comprehensives. However, until a doctoral candidate has passed both the written and oral sections of the comprehensives, he/she will not be able to submit his/her proposal for official review, or to present the proposal for official review by the university community. Candidates should note that Graduate School policies expect submission of a

dissertation proposal within six months of advancing to candidacy (which happens upon completing the comprehensive examination).

The dissertation committee will be comprised of at least three faculty members from the School of Management. It is assumed that faculty member in this context refers to full-time tenured or tenure-track School of Management faculty. At least one committee member will be from outside the student's doctoral area. The chair of the committee will be from the faculty of the School of Management. The chair of the committee is responsible for coordinating all of the activities of this committee. The chair is charged with providing feedback, on a yearly basis, to each doctoral student regarding the progress of each student under his or her supervision. On a more informal level, the chair should work with the doctoral student to develop a research program, networks in the broader academic community, an understanding of publication practices, and ethical standards in the discipline regarding research. The chair serves as a mentor while the student serves in the role of apprentice, usually but not necessarily taking part in the advisor's own research program.

1. The proposal will make up a significant portion of the dissertation. Typically, it will include drafts of multiple chapters of the work. At a minimum, it must include (1) a careful statement of the problem, (2) a conceptual framework that includes relating to and/or contrasting with extant understanding, (3) a careful description of any methods to be used, and (4) reliable evidence of the availability of data to be used. The completed dissertation will then include a comprehensive literature review, reporting of the results, discussion and conclusions.
2. The dissertation committee must unanimously approve the presentation of the proposal. Following such approval, the doctoral student will place the dissertation proposal on file for a minimum of ten working days. At that time, an announcement will be sent out to the campus community scheduling the public presentation of the proposal.
3. Presentation of the dissertation proposal provides an opportunity for university community members to provide critique and suggestions. Ultimately, the authority to approve and/or require changes rests with the doctoral dissertation committee. Following completion of the oral exam, the committee will provide the student, in writing, any changes that they judged to be appropriate.
4. Faculty members who are not on the dissertation committee can petition the Ph.D. Program Committee to review recommended changes and request revisions. The Ph.D. Program Committee will review such requests and make recommendations to the committee.
5. After the dissertation has been completed, the chair of the dissertation committee will schedule a final oral defense for the Ph.D. candidate of the dissertation, with a minimum of ten working days notice. The defense typically must be "attended" by the entire committee, and an outside reader must be appointed by the Graduate School. "Attendance" may be face-to-face or by teleconference, web cam, or proxy. Final approval by the committee and the outside reviewer can be obtained only after the doctoral student has addressed all of the concerns (summarized in writing) raised by the committee during the oral defense. Final approval must be unanimous.

After the student's program has been notified of the appointment of an outside examiner, the program director, in conjunction with the chair of the examination committee, may proceed to schedule the final oral examination.

Because of the time required to give adequate consideration to the student's research, the student should submit the dissertation to the dissertation committee well in advance of the

final oral defense. Normally, two months is recommended; the student should consult the committee.

The final oral examination is open to any person wishing to attend. Members of the examination committee must be given sufficient time to question the candidate about the dissertation. The final defense is a public examination, however, and the committee chair is responsible for the conduct of an open and impartial examination, including reasonable participation by observers. At the conclusion of the examination, it is customary for the chair to request that everyone except the examining committee leave the room, so that the members may reach a decision. This procedure should not be invoked at any other time during the examination and should not preclude any questions from either committee members or outside observers.

No member of an examination committee can be expected to participate in a dissertation defense if that member has not had at least two weeks to read and consider the dissertation beforehand.

At the final examination, the student will be required to respond to examiners' questions concerning the dissertation and to defend the validity of the dissertation. To pass, the student must receive the unanimous approval of the dissertation committee and no more than one dissenting vote from the total examination committee present. All members of the examining committee who accept the dissertation in partial fulfillment of requirements for the doctorate shall so attest by their signatures on the "Recommendation for Award of Doctoral Degree" form. If the outside examiner does not signify approval in this manner, he or she should give the reason for dissent by submitting a separate memorandum to the Dean of the Graduate School within three days of the examination.

If at the final examination the examiners generally approve of the dissertation but require significant changes and are not yet prepared to sign the "Recommendation for Award of Doctoral Degree" form, the chair of the examination committee should so inform the Dean of the Graduate School in writing.

Following the oral exam, the director of the Ph.D. Program submits to the Graduate School the signed "Recommendation for Award of Doctoral Degree" form, indicating that the student has now fulfilled all academic requirements for the doctoral degree and has successfully defended the dissertation. Members of the dissertation committee sign the signature page in the original copy of the dissertation; the outside examiner does not sign the signature page.

## **OUTSIDE EXAMINER**

The Dean of the Graduate School, upon recommendation from the department, adds an outside examiner to the examination committee as the representative of the faculty of the Graduate School. The outside examiner is either a Binghamton faculty member from a related area outside the student's major department or division or someone from a related discipline outside the University. Normally, the outside examiner will have no involvement in the supervision of the student's dissertation. The outside examiner's function on the examination committee is to render an independent judgment and to assure that the dissertation satisfies Graduate School standards.

In special circumstances, particularly when a student would benefit from early counsel from a faculty member outside Binghamton, the department chair or director of graduate studies can petition the Dean of the Graduate School to appoint an outside examiner while the dissertation is still being written. If the nominee is from another institution, the program officer should forward the nominee's academic credentials, including a vita, to the Dean of the Graduate School to be

evaluated. The Dean of the Graduate School then invites the nominee or another faculty member to serve as outside examiner.

### **FILING THE ACCEPTED DISSERTATION**

Please refer to the Graduate School Handbook for policies.

### **SUBMISSION**

Dissertations must be submitted to the Graduate school electronically.

Under special circumstances and with prior approval of the Graduate school, submission may be via hardcopy. By the deadline published for each semester, the student is required to submit to the Graduate School the unbound original and two unbound copies of the dissertation, along with payment of the appropriate fees. Each copy must be enclosed in a separate envelope or folder with the following information printed on the outside of the envelope: 1) student's name 2) the word "Dissertation," and 3) the word "Original" or "Copy". Additional personal copies may also be submitted for binding. The dissertation should include the acceptance (signature) page with original signatures indicating approval by the dissertation committee. For more information on the guidelines for preparing a thesis or dissertation, please see <http://gradschool.binghamton.edu/cs/degreecompletion.asp>.

## **ACADEMIC POLICIES**

### **REGISTRATION**

In order to register, graduate students must pay all tuition and fees prior to the first day of classes. Even if all tuition and fees are covered by University sources, graduate students must return their bill to the Student Accounts Office by the stated deadlines. Graduate students are encouraged to pre-register whenever possible. Pre-registration not only avoids the lines during registration, but also allows students the opportunity to meet with their faculty advisors to discuss course choices. Further, preregistration helps the University plan for classroom needs and, thus, helps to assure that course demand is met. Graduate students should be completely registered by the first day of classes.

### **COURSE REPEAT POLICY**

Students are permitted to repeat for credit any graduate course in which they have earned a grade of B- or lower. This option is contingent on approval by the graduate program director and on review by the Graduate School. Courses may be repeated only once.

When a course is repeated, the second grade is substituted for the first in the computation of the student's grade-point average at the point of degree finalization. However, for the purpose of financial aid, the repeated course remains on the transcript and is considered part of the academic workload.

### **OVERLOAD POLICY**

Funded doctoral students should register for no more than 9 credits without approval from the Graduate School (using the Overload Petition for Funded Graduate Students form); unfunded doctoral students normally only register for 1 credit, but they can register for up to 16 credits without overload approval. The registration system will not allow registration for more than 16 credits without a special approval from the Graduate School (using the Overload Petition for Unfunded Graduate Students form).

## **INCOMPLETE GRADES**

A grade of Incomplete ("I") is automatically assigned in any course for which an instructor has not submitted a grade. Graduate students who are given a mark of "I" are normally given the opportunity to make up the grade during the following semester (excluding summer).

Unless the student completes the coursework and the instructor submits a final letter grade within 6 months, a grade of "I" changes to a grade of Withdrawn ("W"). Once an "I" has been changed to a "W", the student has no further opportunity to complete the course. Exceptions will be made by the Graduate School only in the most unusual of circumstances and only when fully substantiated and supported by the faculty member and the graduate program director.

The six-month grace period for incomplete grades may be extended for a maximum period of one year. Requests for extensions of incomplete grades require the approval of the course instructor and the Dean of the Graduate School or designee. It is the normal expectation that, within the limits set forth above, faculty will take no longer than one month to file a final letter grade for the course. Students must therefore submit work one month before the deadline.

All courses taken by graduate students, including courses numbered below 500, are subject to the foregoing policies on incomplete grades. Some departments and programs may have more restrictive policies regarding incomplete grades and students should make it a point to learn about their department's rules and expectations.

## **RESEARCH SKILLS COURSE**

The policies of the Graduate School allow students to register each semester for up to four credit hours of Research Skills (707). Students may enroll in 707 courses only if the program faculty has determined that specific research skills are essential to the degree work and that the skills are not normal admission requirements for the degree program. Research Skills credits do not satisfy course requirements in any graduate degree program and cannot be used in determining advanced ("G-2") enrollment status; that is, they do not count toward the advanced status that allows second-year students to take only nine credits.

## **CONTINUOUS REGISTRATION**

All students admitted to a degree-granting program must maintain continuous registration each semester for at least one credit hour. Students who do not register will be severed from the graduate program and will be required to reapply to the Graduate School. Students do not need to maintain matriculation during the summer session unless final degree requirements are to be completed during this period. (Students must be registered during the semester when all of their degree requirements are completed.)

Students who wish to absent themselves from studies for a semester or two should normally register for one credit of continuous registration (700). Students who leave campus to complete an internship related to degree requirements or to complete dissertation research must maintain their registration either through continuous registration or by registering for internship or dissertation research credits.

## **LEAVE OF ABSENCE**

Under exceptional situations, students may apply for a Leave of Absence. Students on leave are excused from the registration requirement during the period of the leave. Leaves are normally granted for six months with an extension of up to one year. A Leave of Absence is granted only in exceptional circumstances, such as illness or other unusual personal hardship, and requires detailed justification. Leaves of Absence are not granted to students who wish to absent themselves to undertake thesis or dissertation research elsewhere. If possible, requests for

Leaves of Absence should be submitted one month prior to the semester for which the leave is requested.

## **WITHDRAWALS**

Students who withdraw from all courses for which they are registered at the University must follow a formal withdrawal procedure if they wish their record to indicate good standing. Absence from class does not constitute due notice of withdrawal. Withdrawals are initiated through the University Registrar's Office or can be accomplished by submitting a letter to the Graduate School. No grades are recorded for students who formally withdraw within the first eight weeks of the semester. Students who withdraw to enter military service are granted a full tuition refund for the semester if no academic credit is received.

## **TRANSFER OF GRADUATE CREDITS**

Students matriculated in advanced degree programs may petition to have graduate credits from other institutions transferred toward their Binghamton masters' degrees. Credits cannot normally be transferred for doctoral degrees. Using the Graduate School's "Application For Transfer Credit" form, students submit this petition to their graduate program. The petition must include a copy of the official transcript from the other institution (if it is not already on file with the Graduate School).

Credits petitioned for transfer must be relevant to the student's Binghamton degree program, must not have been used to satisfy the requirements of another degree, and must have been earned in graduate-level courses for which the student earned at least a B. Credits for courses in which the student received no letter grade cannot be transferred. Credits earned through correspondence courses or through courses or experiences offered under the auspices of proprietary schools, business or industrial training programs, or schools conducted by federal agencies such as the Department of Defense, are normally not considered for transfer. Courses taken more than five years prior to matriculation in the Graduate School are accepted only when the graduate program director attaches a statement justifying the transfer. The graduate director in the student's program forwards all approved petitions to the Associate Dean of the Graduate School for final approval. Approved transfer credits will be included on the student's official Graduate School transcript as a single entry of total credits accepted in transfer. Letter grades from transfer credits are not reflected on the Binghamton transcript, nor are they considered in the determination of grade-point average.

Limitations on the number of credits acceptable in transfer are set in the first instance by the minimum residence requirement of 24 credit hours for any advanced degree; transfer credits cannot be applied toward the residence requirement.

## **MINIMUM RESIDENCE CREDITS FOR DEGREE CERTIFICATION**

Regardless of any previous graduate experience, the minimum of 24 credit hours must be taken at Binghamton University before a degree can be granted. This is known as the "residence requirement." Normally, doctoral students complete at least 24 credit hours of classes before taking comprehensive exams and writing a dissertation.

Credit hours earned under any of the following rubrics normally may not be counted toward the Graduate School's minimum residence requirement: College Teaching of the Discipline (591); Thesis (599); Pre-dissertation Research (698); and Dissertation Research (699).

## **POLICY PROHIBITING AWARD OF A SECOND DEGREE IN THE SAME FIELD**

State University of New York policy states that a second degree at the same level (masters' or doctoral) can be awarded only when a significant amount of additional coursework in a very different field is completed. Normally students who have already earned a master's or doctoral

degree in a given discipline at either a foreign or U.S. institution may not earn a second degree at the same level from Binghamton University.

## **WAIVER OF REGULATIONS AND REQUIREMENTS**

Some Graduate School regulations and/or program requirements may be waived by the Dean of the Graduate School or designee in exceptional individual instances. A petition for waiver must be endorsed by the student's program graduate committee or graduate director, who append their reasons for believing that the waiver request would not breach the spirit of the specified regulation or requirement.

# **ACADEMIC ISSUES AND CONCERNS**

## **HUMAN SUBJECTS RESEARCH**

Human subjects research includes interviews, questionnaires, experiments, and observations where private citizens contribute data to studies conducted by faculty or students.

The primary responsibility for protecting the rights and welfare of human subjects rests with each individual who initiates, directs, or engages in research. The university has established the Human Subjects Research Review Committee as the institutional review board responsible for meeting the university's obligations.

All research in which data are obtained through intervention or interaction with human subjects must conform to the Investigator Guidelines for Human Research Protocols. A copy of these guidelines is available in the Office of Research and Sponsored Programs, Couper Administration Building, Room 242.

## **ACADEMIC HONESTY**

All members of the University community have the responsibility to maintain and foster a condition and an atmosphere of academic integrity. Specifically, this requires that all classroom, laboratory, and written work for which a person claims credit is in fact that person's own work. The Binghamton University *Bulletin* has detailed information on "Rules Governing Academic Life."

Students assume responsibility for the content and integrity of the academic work they submit. Students are in violation of academic honesty if they incorporate into their written or oral report any unacknowledged published or unpublished or oral material from the work of another (plagiarism); or if they use, request, or give unauthorized assistance in any academic work (cheating).

The instructor of any course has the first responsibility for dealing with violations of academic honesty in that course by imposing penalties in grading, repetition of an examination or written work, or other reasonable penalty. Violations may also be brought before the Academic Honesty Committee in SOM. A student who feels unjustly accused by an instructor of a violation of academic honesty may also take the matter to the Academic Honesty Committee.

## **ACADEMIC DISHONESTY**

The following actions constitute forms of behavior which are academically dishonest and, therefore, subject to punishment by SOM:

- Use of "crib" sheets or similar materials during examinations
- Sharing/copying of answers on homework, quizzes, examinations or computer projects
- Use of books, class notes, charts or other materials which have not been authorized by the course instructor or examination proctor

- Failure to observe the rules/requirements/directions associated with the dissemination and collection of exam or quiz materials.
- Improperly securing and/or providing to others advance knowledge of questions/materials to be included in a test or quiz
- Depriving others of access (through theft or similar means) to required course materials or library materials which are a necessary source of information for all students in class (for example, library reserve materials, class handouts)
- Improperly attributed or unattributed use of source materials and/or the words or ideas of other individuals, published or unpublished. This includes failure to use quotation marks and/or proper footnotes when quoting another individual or source document
- Unauthorized and/or unacknowledged collaboration in the preparation or writing of a term paper, report, computer programming assignment, case analysis or class presentation
- Failure to participate fully and equitably in assigned team projects and/or dishonestly presenting a “fair share” contribution by all “team” members.
- Buying or selling of term papers or reports and/or submission of another person’s work as your own
- Finally, it must be understood that toleration, encouragement, and/or failure to report acts of academic dishonesty-thus condoning such behavior-is itself a dishonest act.

## **GRIEVANCE PROCEDURES**

The School of Management strongly supports a range of efforts at mediating grievances before they are channeled formally.

SOM has a Grievance Committee, which has membership from among the faculty, administrative, undergraduate, and graduate student constituencies. It is this committee, which acts as a hearing board for student-initiated grievances involving SOM faculty, administrators and students. This committee meets on a grievance or complaint only after attempts to remedy the grievance had been undertaken first with the party who is the subject of the grievance, and then, if necessary, with the Dean.

If the student has consulted with the party and the Dean and has been unable to obtain consideration of and/or an acceptable remedy to the grievance, the student may next request in writing that the Grievance Committee be convened.

Refer to the By-Laws of the Graduate Council for SUNY grievance procedures and Guidelines for Graduate Student Rights and Responsibilities.

## **UNIVERSITY OMBUDSMAN**

The University Ombudsman provides impartial, objective, and confidential assistance with informal complaint resolution, problem solving, and communication to the Binghamton University community. The Ombudsman advocates, not for any particular individual, organization, or position in a dispute, but for the fair. The Ombudsman gives equitable and humane treatment to all parties. The Ombudsman approaches all parties. The Ombudsman approaches each case without prejudice, and as neither advocate nor critic of any cause, but with a commitment to fairness, equity, and the commitment to fairness, equity, and the mission of the University. Records, contacts, and communications with the Ombudsman are, to the maximum extent by law, strictly confidential.

The Office of the University Ombudsman is located in Couper Administration Building – 138, Phone: 777-2388, Fax: 777-2556.

## **PETITIONS**

Any of the procedures set forth in this document can be modified by petition either coming from the student or a faculty member. The procedures specified above are to be interpreted by the Ph.D. Program Committee, thus authority ultimately lies with the Ph.D. Program Committee.

## **FUNDING INFORMATION**

### **TERMS AND CONDITIONS**

All students receiving a tuition scholarship are required to sign the Graduate School's **Terms and Conditions** form. The Terms and Conditions clearly outline all requirements for receipt of a tuition scholarship and certify the student's willingness to comply with all regulations. Tuition scholarships cannot be provided without completion of the Terms.

### **ENROLLMENT REQUIREMENTS**

Students receiving tuition scholarships (including, but not limited to, TAs, GAs, RPAs, fellows, and qualified adjuncts) must maintain full-time enrollment throughout the period of the award. For Level 1 students (master's students who have completed fewer than 24 graduate credits), full-time status requires registration for 12 credits per semester. Level 2 students (master's students who have completed 24 or more graduate credits), Level 3 (PhD) students, and Level 4 (PhD who are ABD) students, full-time status requires registration for 9 credits per semester.

### **FUNDING LIMITATIONS**

Tuition scholarship funds may not be used to cover any courses that do not qualify for TAP funding: 100-, 200- or 300-level courses; courses taken on an audit basis; 400-level courses not individually approved for graduate credit by the Graduate School; and physical education courses.

Tuition scholarships provide only for the remission of tuition; fees cannot be waived. Students are not fully registered until they have paid fees, which are due on the Friday before classes begin.

A doctoral student can expect to receive a total of eight semesters of funding.

### **Tuition for Overloads**

Except where the graduate program specifically in writing requires students to overload, the tuition scholarship for Level 2, 3 and 4 graduate students will cover only 9 credits. Level 2, 3 and 4 students who wish to take more than 9 credits may be required to pay for all credits above 9. Level 2, 3 and 4 students may file the Petition to Overload for Funded Students form with the Graduate School. Decisions regarding such petitions will be made based on rationale for overload and the availability of tuition scholarship funds.

### **NEW YORK STATE RESIDENCY REQUIREMENT**

All domestic or permanent resident tuition scholarship recipients must apply for New York State residency status. The "Application for New York State Residency Status for Tuition Billing Purposes" is available from the Student Accounts Office (117 Student Services Wing) and must be filed with that office before classes begin. International students and students who remain financially dependent on their parents are not eligible and therefore need not apply for residency.

Tuition scholarship recipients who are eligible for state residency but choose not to become a resident will be charged the difference between in-state and out-of-state tuition.

## **EMPLOYMENT LIMITATIONS AND REQUIREMENTS**

### **Time Commitments**

Since graduate/teaching/research assistants and fellows are expected to be full-time students, they may not be otherwise concurrently employed by the University, the Research Foundation or any other state agency. A student's total employment obligation may not exceed 20 hours per week. This policy is established to assure that students have sufficient time to devote to the pursuit of the graduate degree. Exceptions to this policy are granted only in extremely rare circumstances and require the approval of the Graduate School.

### **Required Paperwork**

All graduate students working on campus must complete an I-9 Form. TAs and GAs must submit their I-9 forms to the Human Resources Office prior to beginning their assistantship duties. Students cannot be placed on the payroll (or issued payroll checks) until they have completed an I-9 form. RPAs employed by the Research Foundation should submit their I-9 forms to the Research Foundation's Personnel/Payroll Office.

The Human Resources Office provides TAs and GAs with information packets at the beginning of each academic year; these packets contain tax withholding forms, information on health insurance, direct deposit forms, etc. TA/GAs who do not receive the packet should contact the Human Resources Office.

U.S. citizens must show two forms of identification; international students must show current passports and visas. The I-9 Form must be submitted to the Payroll Office by the first day of the first payroll period. For more information, call the Payroll Office at x2122.

### **Taxation of Stipends**

Since the 1986 revisions to the tax laws, stipends for assistantships and fellowships are considered taxable, although academic expenses may be deducted from fellowship awards. Graduate students receiving assistantship stipends must file a W-4 Form in the University's Human Resources Office or the Research Foundation's Personnel/Payroll Office during the first week of classes. Unless other arrangements are explicitly made, withholding tax is deducted from all graduate, teaching, and research assistantships. Withholding tax is not deducted from fellowship awards, but fellowships are taxable, and recipients should consult with tax advisors.

## **GRADUATE STUDENT EMPLOYEES UNION**

Graduate students who are awarded state-funded teaching or graduate assistantships and who hold titles of TA (Teaching Assistant) or GA (Graduate Assistant) belong to the bargaining unit represented by the Graduate Student Employees Union. Only students in these two categories are in the bargaining unit; others--including fellows, minority fellows, research project assistants (RPAs), interns and federal Graduate Work Study students--are not represented by a union.

## **TEACHING REQUIREMENTS**

The faculty approved a policy that SOM Ph.D. students should take a two-credit pedagogy course (MGMT 691). Students will be responsible for designing and running the course under the direction of the Director of the Ph.D. Program. Each doctoral student is also responsible for

developing hands-on expertise in teaching. It is believed that doctoral students who go into nonacademic positions will also benefit from such experience by improving their ability to effectively deliver their ideas to work groups. The normative profile for our doctoral students is to have them teach no more than 50% of the time they are in the program. Specifically, our intent is to balance research and teaching experience in the program.

Typical teaching requirements:

Year 1, Academic year:	Research assistant/Teaching Assistant during academic year
Year 1, Summer:	Full time employment with 2 weeks vacation, teach 1 course, Research Assistant during remainder of summer
Year 2, Academic year:	Teach 1 course, Research assistant during other semester
Year 2, Summer:	Full time employment with 2 weeks vacation, teach 1 course, Research Assistant during remainder of summer
Year 3:	Teach 2 courses
Year 3, Summer	Full time employment with 2 weeks vacation
Year 4:	Dissertation Research

1. The faculty development committee will coordinate with the Ph.D. Program Committee the development of new doctoral candidates in becoming more proficient instructors. Specifically, the committee will make available opportunities for improving teaching/instructional skills that are offered to other faculty in the School.
2. A report of each doctoral student's performance in the classroom will be provided as part of the doctoral student's year-end evaluation. (A similar report will be provided when the doctoral student serves as a research assistant.)
3. Adjustments to the aforementioned criteria will be made based on the doctoral student's previous teaching experience, developmental needs, and the area's teaching needs.

School of Management doctoral students are able to attain the Certificate of Teaching offered by the Graduate School upon meeting a set of criteria.

The Teaching Certificate prepares masters or doctoral graduate students for college teaching. The program, approved by the Graduate Council in May 1996, is integrated into the academic program at any point in the student's career. Each graduate program has the option of offering the Certificate to its students.

The Certificate recognizes work performed by teaching graduate students over the course of their graduate careers as they prepare for class, develop assignments, evaluate student work, and reflect on their teaching experiences. In addition, students complete four types of activities:

1. University-wide workshops, including TA Orientation, Teaching Events, workshops on Writing Across the Curriculum, and workshops for linked courses or General Education courses.

2. Discipline-specific activities, including courses on teaching, teaching practicum activities, colloquia gatherings of teaching staffs in large courses, and professional development meetings for graduate student teachers organized by graduate programs.
3. Guided teaching--the experience of teaching, together with the varieties of evaluation (observation and guidance by a faculty supervisor and student evaluations) that make teachers into reflective practitioners. Recipients of the Certificate will have demonstrated teaching and presentational skills. They may have taught as TAs, GAs, RAs, adjuncts, or in any other capacity.
4. The teaching portfolio: As a capstone activity, the preparation of a teaching portfolio allows advanced graduate teachers to draw together their experiences and to reflect on their philosophies of teaching. The portfolio communicates a teacher's goals and accomplishments. It may include student evaluations, syllabi, individual lesson plans and assignments, evaluated student work, handouts, and a statement of the candidate's teaching goals and philosophy. Information about teaching portfolios is available in the Graduate School (AD 134).

Students wishing to apply for the Certificate present a learning contract, developed in consultation with their graduate program director, that specifies how they will participate in all four-campus components of teaching development. The exact mix and appropriate number of activities in each category will vary by program. The learning contract is approved by the graduate program and by the Associate Dean of the Graduate School.

## **TEACHING INFORMATION**

### **COURSE SCHEDULING**

At the beginning of each semester (usually a month after that last semester ends) Brian Perry, Undergraduate Advisor, will request, by email, course scheduling information from all faculty. Requests for information will be addressed to the faculty member from each area (i.e., marketing, management information systems, etc.), which has been designated by the faculty in that group as the contact person for course scheduling. The request from Brian will include information about the number of sections of required courses, which must be staffed and a history of enrollments for elective course offerings covering the previous two or three semesters.

Through Brian, the areas will then be asked to send back to the dean's office their preferred course teaching assignments in alignment with the required course needs and elective course opportunities. Individual faculty will be asked to provide to Brian, information about any specific room requirements necessary for pedagogical purposes, e.g., multi-media, size, etc. While individual faculty member preferences with respect to teaching schedule (day, time, etc.) will be considered, they are not guaranteed. After the schedule has been tentatively completed and before it is submitted to the Registrar's Office for inclusion and printing in the University class schedule, Brian will notify the faculty, via e-mail, that the schedule is ready for preview by them. Corrections can be made at that time, if necessary. If individual faculty or groups wish to supply additional information to Brian as the schedule preparation process unfolds they can contact him x7-2327 or at [bperry@binghamton.edu](mailto:bperry@binghamton.edu). Also, if Brian is unavailable feel free to contact Debbie Bundy, at x7-2912 or e-mail her at [dbundy@binghamton.edu](mailto:dbundy@binghamton.edu).

### **BOOK ORDERS**

After the schedule is finalized the University Book Store sends out book order request forms to all departments, which are then distributed to the faculty. These book orders need to be

completed and returned to the person designated on the form. The information required on this form includes:

- The course title and section #
- Estimated enrollment
- Title, author, edition and the ISBN (if available) for each book you are using
- Whether the book will be a required reading or a recommended one

### **CLOSED COURSE PETITIONS**

During the beginning of each semester students may request your permission to get into a closed class. You should not agree to add them to your class. Instead the student should be directed to the SOM Undergraduate Advising Office for a petition. They will complete a petition form, which will be reviewed by Brian Perry. You may be asked by Brian if you can accommodate more students, but in general advising will decide which students, if any, are added after considering the student's needs, number of seats available and accreditation issues. Graduate students should be directed to Alesia Wheeler.

### **CLASS LISTS**

At the beginning of each semester, you may access the following website for your class list <https://spider.adm.binghamton.edu:6128/class/>. Faculty will also receive class lists after the ADD (end of second week) and DROP (end of eighth week) deadlines of each semester. If there are any discrepancies, faculty can contact the Registrar's Office for assistance, or feel free to contact Debbie Bundy to follow through.

### **GRADE SHEETS**

Near the end of each semester, the Registrar's Office will send out grade sheets. The grade sheets are to be filled out completely and then either taken to the Registrar's Office or given to Debbie Bundy to forward to the Registrar. In either case, one copy of the grade sheet must be given to Debbie for filing in the advising office. Grades are due 72 hours after the last class or final exam.

### **CHANGE OF GRADE FORMS**

If for any reason, a change of grade is needed for a student, please contact Debbie Bundy. You will need to go to her office, Room 139, and sign out a form. The form is to be completed and either taken to Registrar's Office or given to Debbie Bundy to forward. Once the Registrar's Office receives the form, the grade is put into the system. However, from the time the Registrar puts the grade in the system, it takes 24 hours for it to be accessible on BUSI. Change of grade forms are NEVER given to students!

### **FINAL EXAMS**

The Registrar's Office will send an e-mail to all faculty regarding final exams. If you will be giving a final exam during exam week, you should be sure to respond to the Registrar's e-mail as soon as you know your plans. University policy is that if you are giving a final exam it should occur during final exam week so student conflicts are minimized. The final exam time and location will be determined by the Registrar's Office and you will be notified accordingly.

### **CLASSROOM REQUESTS**

Academic A classrooms are not owned by the School of Management. They are controlled and assigned by the University Registrar's Office. Therefore, if you have a special need to meet outside of your designated class time, you will need to go on line to <http://registrar.binghamton.edu/forms/rooms.htm> to reserve a room. The following website allows you to view university classrooms online for size and equipment included: <http://www.ecc.binghamton.edu/classroom.html>.

## **MULTI-MEDIA EQUIPMENT NEEDS**

The Office of Educational Communications is available to all faculty and staff. They can provide a variety of technical equipment that can be borrowed with 24 hours notice. You may contact them @ 7-4757. The following website allows you to view university classrooms online for size and equipment included: <http://www.ecc.binghamton.edu/classroom.html>.

To reserve a phone for teleconferencing, you should contact your secretary, Maureen or Bernie.

## **SOM BOARD ROOM REQUESTS**

Reserve AA202 and AA302 with Bernie or Maureen. (Akel Board Room should be avoided unless 202 and 302 are unavailable.)

## **SYLLABUS & FINAL EXAMS**

Please see that Bernie and Hannah have a copy of your syllabus at the start of each semester. After you develop your final exam, it should be submitted to Bernie or Maureen so that it can be kept on file in the faculty secretarial office, as well as in the Dean's Office, for potential AACSB perusal.

## **CLASS CANCELLATION**

If it is necessary for you to cancel a class, please notify your secretary so that a note can be posted on your classroom door.

Cancellation because of weather conditions (snow) is handled by the university senior administration. Only if you cannot safely reach campus should you consider canceling your class due to weather. Campus weather announcements are available by calling 777-SNOW (777-7669).

## **SUMMER SCHOOL**

In mid October, the Office of Continuing Education and Summer Programs requests that the School of Management submit the courses to be offered the following summer along with course descriptions. The courses offered from one summer to the next are usually the same, with changes in instructors and meeting patterns, as appropriate.

# **IMPORTANT MISCELLANY**

## **STUDENT ID CARD**

All students are required to have a university identification card. This is necessary to obtain a computer account, use the library and provide computer access to active library holds as well as to provide appropriate identification for University Law Enforcement personnel. Students must go to the Personnel Office, Couper Administration Building, Room 411, to receive the appropriate verification. You will need to have your photo taken at the university ID office, located in Student Wing, 119 (Registrar's Office). It is best to do this before classes begin, but it can be accomplished early in the semester.

## **VEHICLE REGISTRATION AND PARKING**

All faculty, staff, and students are required to register their vehicles driven on campus. Registration of a vehicle is not a parking permit and carries no parking privileges. The fee for vehicle registration is currently \$20 per vehicle for the year for all faculty represented by the UUP bargaining unit. Anyone parking on campus must display a valid University parking permit 24 hours daily, or must pay the required fee at parking meters, the visitors' paid lot, or the parking

garage. Teaching/Graduate Assistants are represented by the GSEU bargaining unit and are entitled to a reduced rate of \$36/year, \$28/semester.

Vehicle registration decals can be obtained from the Parking Services office (AD G8) in the Couper Administration Building, or at the main entrance Information Booth.

## **MAIL AND MESSAGES**

A campus mailbox will be available to PhD students in the Mail Room (265). Please check your mailbox regularly for important memos and messages.

# **RESOURCES FOR GRADUATE STUDENTS**

Many campus resources are available to assist graduate students. A comprehensive guide to facilities and services appears in the Graduate Student Handbook, published and distributed by the Graduate Student Organization (GSO), 2441 Library North, x7-4247 or x7-4248.

For needs or problems of almost any kind, graduate students can consult their graduate program directors who may also refer them to other resources on campus. Program directors should be consulted regarding local policies as well; while this Handbook contains University-wide guidelines, some graduate programs may have their own handbooks that outline additional policies on certain issues, ranging from student support eligibility to incomplete grades

## **COMPUTERS & MULTIMEDIA EQUIPMENT**

### **Computer Software**

The School of Management prohibits installing unlicensed software on your computer at any time, for any reason. If you have specialized needs, you should prepare a request that will be reviewed by the Dean's Office and/or the SOM Computer/Technology Committee.

### **University Computer Policy**

Please see the following website for detailed information regarding the University's Computer Policy: <http://computing.binghamton.edu/web/>.

### **Computer Problems**

If you are having technical difficulties with your computer, you may contact the SOM Computer Assistants @ 7-2580 or you may contact the Computer Center Help Desk @ 7-6420 to initiate a work order.

### **Laptop Computers**

Laptop computers are available on a reservation basis. If you need to borrow a laptop, call Bernie or Maureen to reserve. It is important that all software installed on the laptop by the faculty member during his/her use be removed before it is returned. Please be sure to check and make sure that all accessories are also returned.

### **LCD Projectors**

The department owns two LCD projectors that you are welcome to reserve as needed. Call Bernie or Maureen for availability.

### **Overhead Projector**

The department owns an overhead projector that is available on a reservation basis.

## **SOM Website**

<http://som.binghamton.edu/>

This site can be viewed by the general public.

## **EQUIPMENT POLICIES**

### **Photocopying**

All tenured faculty, tenure track faculty, adjunct faculty, PhD students and staff are issued copy cards to be used in the mailroom (Room 265) and in the Secretarial Office (Room 225). Under current policy, doctoral students are allotted 1000 copies in the mailroom. It is expected that these copies will be for research or teaching and not for personal use.

Please send large jobs to the University Copy Center. The wear and tear on the machines due to copying large jobs unnecessarily is tremendous. In addition, the school also must deal with the high cost of toner and paper. The University Copy Center costs are lower and they have two pickups per day; so the turnaround time is quite reasonable.

You should give Bernie and Maureen at least half day's notice to prepare copy orders, which are to be sent to the University Copy Center.

### **Printing**

Print only what is necessary and be sure to claim printed jobs.

The two printers, one on the 2<sup>nd</sup> floor in the mailroom and one on the 3<sup>rd</sup> floor in the faculty kitchen, are available for Ph.D. student use. They are high quality and very expensive to maintain if used improperly. The toner cartridges are capable of handling 25,000 copies each, which should be sufficient for our school if care is exercised using them. Under current policy, doctoral students are allocated 2000 pages for teaching and research. Doctoral students also have access to a printing allocation in the computer lab provided by the Computer Center and paid for by student fees. Currently that allocation in the computer labs is 75 pages per week.

Due to unnecessary printing, there have been many unclaimed print jobs and much wasted paper. As a result print monitor software has been installed on each of the faculty printers in order to better track usage and excess.

### **Faxes**

Business related faxes can be sent and received through the Mailroom (265) fax machine 777-4422. However, we ask that fax machines be used responsibly and only when absolutely necessary. They do cost money in terms of supplies and telephone charges, and they do wear out.

### **Telephone**

Office phones can be used for personal long distance as long as you reimburse the school for them. For personal call reimbursement, you can make a check payable to IFR Account # 91214 and give it to Peggy Slavik for deposit into the SOM State operating budget.

Please go to the following website for more information: <http://www.telecom.binghamton.edu/>.

## **HOUSING**

The affordability and availability of *off-campus housing*, coupled with free bus service, provide strong incentives for graduate students to find housing in the surrounding area. Broome County Transit and the Off Campus College both provide bus service throughout the local area. The University's Off Campus College (OCC) serves as a resource for students wishing to live off campus; OCC maintains computerized listings of available rentals and also provides lease reviews, weekly legal clinics, and other educational programs to help students enjoy trouble-free off-campus living. OCC's *Self-Help Manual* is another important resource for students. Students can pick up a copy of the manual at the OCC office on the second floor of the University Union Building.

## **INSURANCE**

For TAs and GAs who are members of the bargaining unit represented by the Graduate Student Employees Union, a health insurance plan with an annual maximum benefit of \$100,000 per year is provided to cover illness and injury. The state contributes 90 percent of the premiums for individual coverage and 75 percent for dependent coverage. TAs and GAs who are on at least half an assistantship and who earn at least \$4,002 per year are eligible for the benefit. To receive this benefit, eligible TAs and Gas must enroll using a form available from the Employee Benefits Office (Administration Building – AD 242).

RPA's qualify for the Research Foundation's insurance plan. The Research Foundation also contributes to the premium cost in order to make the premiums affordable for RPA's.

For all other graduate students, a 12-month accident and sickness insurance policy is available through the University. The premium for 2007-08 will be \$784 per year, billed \$330 for fall and \$454 for spring/summer. Questions specifically about the 2007-08 plan year benefit coverage and any personal factors should be directed to Jeannie Meinzer or Mary Pasquarella Niagara National Inc. 1.800.444.5530, [www.niagaranational.com](http://www.niagaranational.com). Coverage for dependents is available for an additional fee. Students may purchase the insurance at any time on a pro-rated basis and, if they wish, may continue the coverage even if they withdraw from school. Students who have no other health insurance and who are not covered by a family member's policy are urged to purchase insurance through the University.

International students are required to carry University health insurance. Waiver of this requirement may be obtained only after evidence of comparable insurance coverage has been approved by the Special Programs Coordinator of International Student and Scholar Services.

An additional plan is available through the National Association of Graduate and Professional Students (NAGPS). For information on this plan, contact the GSO (2441 Library North, x7-4247 or x7-4248). While more costly than the University's plan, the NAGPS program may be better for students with family responsibilities.

## **TRAVEL AND RESEARCH FUNDING**

The Graduate Student Conference Travel and Research Fund (GSCTRF) supports individual and group travel for conferences that provide recognition to the program, the department, or the school, as well as to individual participants. Major emphasis is on funding travel and related expenses for conferences in which the individual is an invited participant. Funds are also provided for research requests approved by the GSCTRF Awards Committee. While funds cannot be used for the typing or copying of doctoral dissertations, graduate students are encouraged to apply for grants to enhance their academic resources.

Travel funds are supported by the GSO, the Alumni Association, and the Binghamton University Foundation in association with the Graduate School. Contact the Graduate Student Organization for details.

### **SCHOOL OF MANAGEMENT TRAVEL FUNDS POLICY**

The School of Management will provide travel funds for Ph.D. candidates to present a paper at a national meeting. In the case of joint authorships, only one author will be supported at a particular meeting. The amount of support available will be designated on an annual basis and may be enhanced when the Ph.D. student is at the dissertation stage.

A written request for an award must be accompanied by a recommendation in writing from the candidate's area. The areas are charged with determining whether the meeting involved is of a high caliber and whether the paper is a substantially new paper in cases where previous versions have been presented.

If funds are available, the following is a schedule of travel and research funding:

	<b>If a student is presenting at a conference:</b>
2 <sup>nd</sup> Year	\$1000
3 <sup>rd</sup> Year	\$1000
4 <sup>th</sup> Year*	\$1000
*Note: Student will receive travel to a conference whether or not he/she is making a presentation.	

There will also be a total of \$1000 for the second, third, and fourth years of study to be used toward research efforts, e.g., data collection or purchase, data entry, submission fees. Your advisor and the PhD Director must approve the use of these funds. It is expected that the funds will be used during the latter stages of the program (i.e., dissertation research).

### **EMERGENCY LOAN FUND**

The Binghamton Foundation makes available to students a special short-term Emergency Loan of up to \$200. Registered students with a valid ID may borrow from this fund; repayment of the loan must be made within 6 weeks. A small processing fee is charged, based on the amount loaned. For details or to borrow funds, contact Nancy Karn in the Binghamton Foundation on the 2nd floor of the Administration Building (777-4021).

### **FOOD PANTRY**

Throughout the year the Financial Aid Office collects food and maintains a food pantry on campus for students. The food pantry is housed in a discrete area of the Financial Aid Office in SW109. Students who wish to take advantage of the food pantry can simply stop by the front desk, where they will be directed to the food pantry to self serve their food needs. For more details, students may call Financial Aid at 777-2428.

### **INTERNATIONAL STUDENT GRANT IN AID**

Each semester, awards of up to \$500 are made to a small number of international students who have a severe financial need. To be eligible, students must be in F-1 or J-1 status, have been in attendance at Binghamton University at least one year document need, have no outstanding obligations to the university, and be full-time students in good standing.

Applicants are strongly advised to carefully document their financial situation when submitting the application form. Applications are available in the International Student and Scholar Services Office, Nelson Rockefeller Center Room G-1. Application deadlines are usually mid October for the Fall semester and mid March for the Spring semester.

## **ADDITIONAL FUNDING OPPORTUNITIES**

### **FELLOWSHIPS**

Several fellowship opportunities exist for graduate students at Binghamton University. Fellowship recipients are paid a monthly stipend that varies depending on the type of fellowship. Fellows also receive a full tuition scholarship for the term of the fellowship. Each year over 20 advanced graduate students are awarded a Dissertation Year Fellowship, which provides recipients with a stipend and tuition scholarship; these awards are made to students with exceptional records. Minority students may be nominated by their program director for a Clark Minority Fellowship. A number of other fellowships are provided by charitable donors through the Binghamton Foundation. Normally selection of these fellowships is made by the individual academic program directors or by the Graduate School.

### **GRADUATE TUITION OPPORTUNITY PROGRAM**

The Graduate Tuition Opportunity Program (GTOP) pays tuition for qualified minority students. Former EOP or SEEK or HEOP students may qualify for tuition scholarships through this program. For more information or to apply, contact the Graduate School.

### **HELP WITH EXTERNAL FUNDING**

Two graduate interns are also available in the Graduate School to assist graduate students in seeking to identify and apply for external sources of funding, such as grants, fellowships and internships. The interns host an annual grant-writing workshop. They also provide assistance to graduate students using the Community of Science database. To contact them, call x7-2074, e-mail docgrnt@binghamton.edu, or stop by the Couper Administration Building, Room 127.

### **LOANS**

Graduate students at Binghamton University who are U.S. citizens or permanent residents and who are enrolled in or accepted for enrollment in degree-granting programs are eligible for federal aid administered by the University's Student Financial Aid and Employment Office (109 Student Services Wing, x7-2428). The Financial Aid Office has complete information about grants, loans and employment, including Federal College Work-Study and the University's Job Opportunity Program.

Both subsidized and unsubsidized loans are available to graduate students at Binghamton University. To be considered for aid, applicants must complete the Free Application for Federal Student Aid (FAFSA) form by February 15 for the fall semester and November 15 for the following spring semester. For complete details on loans, contact the Student Financial Aid Office at (607) 777-2428, or visit their website at <http://www.binghamton.edu/bingfa/loans.htm>.

#### **Subsidized Loans**

Federal Direct Subsidized Loans are need-based loans made directly to the student. The federal government pays the interest that accrues on the loan while the student is enrolled and during a six-month grace period afterward. Students must be enrolled at least halftime to be eligible. A maximum of \$8,500 can be borrowed per academic year.

#### **Unsubsidized Loans**

Federal Direct Unsubsidized Loans are non-need based. Students who meet general eligibility requirements and who are enrolled at least half time may qualify. The student is responsible for all interest that accrues while the student is enrolled.

Interest begins to accumulate from the date of the first loan disbursement and is billed quarterly. Students may choose to pay the interest that accumulates or have it capitalized. The loan limit per academic year is \$10,000.

Low-interest federal direct subsidized, unsubsidized, and nursing loans are available to graduate students who apply for financial aid. For more information regarding student loans, please contact the Student Financial Aid and Employment Office.

## CALENDAR 2007-08

### Fall Semester 2007

Aug 23	Residence Halls open for new students at 9 a.m.
Aug 24	Residence Halls open for returning students at 9 a.m.
Aug 24-26	Pre-Semester Registration, Fall 2007
Aug 27	Classes begin
Sept 3	Labor Day (no classes)
Sept 7	Course drop/delete deadline *
Sept 7	Course-add deadline*
Sept 10	Last day for seniors to submit an application for degree for Spring 2008
Sept 12	Classes recess 1 p.m. (Rosh Hashanah)
Sept 17	Classes resume
Sept 21	Classes recess 1 p.m. (Yom Kippur)
Sept 24	Classes resume
Oct 26	Course withdraw (with a "W") deadline *
TBA	Registration and academic advising for Spring 2008
Nov 21	Classes recess 1 p.m.
Nov 21	Residence halls close 2 p.m.
Nov 22-25	Thanksgiving
Nov 25	Residence halls open 2 p.m.
Nov 26	Classes resume
Dec 7	Last day of classes
Dec 8-9	Reading period
Dec 10-14	Final examinations
Dec. 15	Residence halls close 11 a.m.

### Winter Session 2008

January 3-January 23

*\*Courses meeting less than the full semester have proportionately adjusted deadlines*

## **Spring Semester 2008**

Jan 24	Residence halls open 9 a.m. for students
Jan 25-27	Pre-Semester Registration, Spring 2008
Jan 28	Classes begin
Feb 8	Last day for seniors to submit an application for degree form for Fall 2008
Feb 8	Course drop/delete deadline *
Feb 8	Course-add deadline*
Mar 22	Residence halls close 9 a.m.
Mar 22-30	Spring recess (Easter)
Mar 31	Residence halls open at 2 p.m.
Apr 1	Classes resume
Apr 1	Course withdraw (with a "W") deadline *
TBA	Registration and academic advising for Fall 2008
Apr 18	Residence halls close 9 a.m.
Apr 18-21	Recess (Passover)
Apr 21	Residence halls open 2 p.m.
Apr 22	Classes resume
May 9	Last day of classes
May 10-11	Reading period
May 12-16	Final examinations. Residents must vacate residence hall 24 hours after last exam
May 17	Graduate Commencement
May 18	Undergraduate Commencement

## **Summer Session 2008**

Term I: May 27-June 27  
Term II: July 7-August 8  
Term III: variable

\*Courses meeting less than the full semester have proportionately adjusted deadline

**CALENDAR SUBJECT TO REVISION**

## University Calendar Fall 2008 & Spring 2009

Binghamton University operates on a year round schedule that includes a fall and spring semester, as well as winter and summer sessions.

### Fall Semester 2008

Aug 21 Residence Halls open for new students at 9 a.m.

Aug 22 Residence Halls open for returning students at 9 a.m.

Aug 22-24 Pre-Semester Registration, Fall 2008

Aug 25 Classes begin

Sept 1 No classes (Labor Day)

Sept 5 Course add deadline\*

Sept 5 Course drop/delete deadline\*

Sept 8 Last day for seniors to submit an application for degree for Spring 2009

Sept 27 Residence halls close 9 a.m.

Sept 27-Oct 1 No Classes (Rosh Hashanah)

Oct 1 Residence halls open 2 p.m.

Oct 2 Classes resume

Oct 8 Classes recess 1 p.m. (Yom Kippur)

Oct 13 Classes resume

Oct 24 Course withdraw (with a "w") deadline\*

TBA Registration and academic advising for Spring 2009

Nov 26 Classes recess 1 p.m. (Thanksgiving)

Nov 26 Residence halls close 2 p.m.

Nov 30 Residence halls open 2 p.m.

Dec 1 Classes resume

Dec 12 Last day of classes

Dec 13-14 Reading period

Dec 14 Fall Commencement Ceremony

Dec 15-19 Final examinations

Dec 20 Residence halls close 11 a.m.

**Winter Session** January 5-January 23  
**2009**

**Spring  
Semester 2009**

Jan 22	Residence halls open at 9 a.m. for students
Jan 23-25	Pre-Semester Registration, Spring 2009
Jan 26	Classes begin
Feb 6	Last day for seniors to submit an application for degree for Fall 2009
Feb 6	Course drop/delete deadline*
Feb 6	Course add deadline*
Feb 16	No Classes (Washington's Birthday)
Mar 27	Course withdraw (with a "w") deadline*
TBA	Registration and academic advising for Fall 2009
Apr 4	Residence halls close 9 a.m.
Apr 4-13	Recess (Passover, Easter)
Apr 13	Residence halls open 2 p.m.
Apr 14	Classes resume
May 8	Last day of classes
May 9-10	Reading period
May 11-15	Final examinations. Residents must vacate residence hall 24 hours after last exam
May 16	Graduate School Commencement Ceremony
May 17	Undergraduate Commencement Ceremonies

**Summer  
Session 2009** Term I: May 26-June 26  
Term II: July 6-August 7  
Term III: variable

\*Courses meeting less than the full semester have proportionately  
adjusted deadline

**CALENDAR SUBJECT TO REVISION**

**COMMUNITY RESOURCES**

	<b>Address</b>	<b>City</b>	<b>Telephone</b>
<b>Hospitals</b>			

Binghamton General Hospital	10-42 Mitchell Ave	Binghamton	762-2200
Lourdes Hospital	169 Riverside Dr	Binghamton	798-5111
Wilson Memorial Hospital	33-57 Harrison St	Johnson City	763-6000
<b>Department of Motor Vehicles</b>	181 Clinton St	Binghamton	778-2337
	124-132 Washington Ave	Endicott	778-2337
<b>U.S. Post Office</b>	115 Henry St	Binghamton	773-2145
	307 Main St	Johnson City	729-4066
	117 Rano Blvd	Vestal	798-1772
	200 Washington Ave	Endicott	748-8207
<b>Shopping Centers</b>			
Oakdale Mall	223 Reynolds Rd	Johnson City	798-9388
Town Square Mall	3101 Shippers Rd	Vestal	770-1021
<b>Things to Do</b>			
<i>Sports</i>			
Binghamton Mets Baseball Team	221 Henry St	Binghamton	723-6387
Binghamton Senators Hockey Team	1 Stuart St	Binghamton	772-7367
Greek Peak Ski Area	2000 NYS Route 392	Cortland	835-6111
Montage Mountain Ski Resort	1000 Montage Mountain Rd	Scranton, PA	(800) 468-7669
<i>Museums</i>			
Corning Museum of Glass	1 Museum Way	Corning	937-5371
Discovery Center	60 Morgan Rd	Binghamton	773-8661
Roberson Museum and Science Center	30 Front St	Binghamton	772-0660
Ross Park Zoo	60 Morgan Rd	Binghamton	724-5461
National Baseball Hall of Fame	25 Main St	Cooperstown	547-7200
National Soccer Hall of Fame	18 Stadium Circle	Oneonta	432-3351
National Women's Hall of Fame	76 Fall St	Seneca Falls	(315) 568-8060
<i>Theaters/Operas</i>			
Cider Mill Playhouse	2 South Nanticoke Ave	Endicott	748-7363
Glimmerglass Opera	18 Chestnut St	Cooperstown	547-2255
Tri-Cities Opera	315 Clinton St	Binghamton	729-3444
<i>Movie Theaters</i>			
Cinema Saver	19 Madison Ave	Endicott	754-6588
AMC Loews Vestal Town Square 9	2425 Vestal Pkwy E	Vestal	770-7613
Regal Binghamton Stadium 12	900 Front St	Binghamton	724-1208
<i>Parks</i>			
Chenango Valley State Park	153 State Park Rd	Chenango Forks	648-5251
Dorchester Park	5469 NY Rt 26	Whitney Point	692-4612
Greenwood Park	153 Greenwood Rd	Lisle	862-9933
Highland Park	Hooper Rd	Endwell	786-2970
Nathaniel Cole Park	1674 Colesville Rd	Harpursville	693-1389
Otsiningo Park	1 Otsiningo Park	Binghamton	778-6541

<b>University Resources</b>	<b>Location</b>	<b>Telephone</b>
Bookstore	University Union 104	72745
Copy Center	Library North G22	72409
East Gym	Recreational Services	77529
Graduate School	Couper Admin Building 134	72151
Health Services	Infirmery	72221
International Student and Scholar Services		72510
Library		72194
Off Campus College	University Union 204	72767
Off Campus College Transport	University Union 218	76989
Ombudsman	Couper Admin Building 138	72388
Police (non-emergency)		72393
Registrar	Student Services Wing 119	76088
University Union		72877
Student Accounts	Student Services Wing 117	72702
West Gym	Health, Physical Ed, Athletics	74255