Master of Science in Hospitality Business Management

The Michael L. Minor Master of Science in Foodservice Business Management

Graduate Specialization in Hospitality Business

Graduate Student Handbook
2017 – 2018
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Welcome to The School of Hospitality Business Graduate Programs at Michigan State University. The School was established in 1927, and is the oldest hospitality business school in the nation. Today's hospitality industry is expanding as part of the growing service economy. This growth creates a demand for people specialized in hospitality management and who have coupled a college education with work experience in the hospitality industry. Demand is projected to exceed supply for college graduates in hospitality management over the next decade and beyond.

This student handbook has been prepared to familiarize you with your educational commitment and responsibilities as a student in the Master of Science programs. Please use it as a reference regarding policies and procedures of The School of Hospitality Business' Master of Science programs and Michigan State University.

Best wishes to you in your academic endeavors! Please contact The School of Hospitality Business with any questions and concerns.

The School's Mission is…
- to INSPIRE continuous learning by empowering present and future managers to ACQUIRE knowledge, skills, and global Hospitality Business leadership positions
- to CREATE knowledge by engaging in collaborative theoretical and applied research for the benefit of undergraduate and graduate students, Hospitality Businesses, and the community of hospitality management scholars
- to ENGAGE our Hospitality Business partners through outreach and service, and to ENHANCE global Hospitality Business economic, community, and academic development
- to CONTINUOUSLY IMPROVE The School's global leadership position in Hospitality Business operations: development, ownership, and management.

The School of Hospitality Business Contacts

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HISTORY OF MICHIGAN STATE UNIVERSITY
Michigan State University was founded in 1855 as Michigan Agricultural College of the State of Michigan. The University was the first land grant college in the United States and, as such, was the first institution of higher education to combine technical and liberal arts education and make that curriculum available to all citizens.

Today, MSU is Michigan's largest university with nineteen colleges and more than 48,000 students. The university offers approximately 200 programs of instruction with 5000 faculty and academic staff. It is the third largest single campus in the nation.

The East Lansing campus is a contiguous parcel of land encompassing 5,200 acres. Early campus architects planted a wide range of trees, shrubs, and a profusion of flowers to create an outdoor classroom, a living laboratory, for this arena of natural science. It is recognized as one of the most beautiful university campuses in the nation.

Although large, the University maintains a personal style of teaching and a positive living experience. MSU offers many specialized programs to fit the needs of students and community. In addition, the University offers special programs to meet regional needs.

KEYS TO SUCCESS
Every day, corporations face strategic decisions, and the same is true with the Broad College of Business graduate programs. Entering into its strategic planning process, the college used the following “Keys to Success” to guide the development of our innovative curriculum. Discover why The School of Hospitality Business and the Broad College of Business have been successful in educating the leaders of tomorrow.

Student Teaming – Business today means utilizing a global workforce to merge talents, diverse business experiences and multiple opinions and viewpoints to find the best solution. Team skills are valued by major corporations and consulting firms since few corporate decisions are made by a single person. Your team skills will be developed by studying and learning in a graduate program.

Strategic Nature of Business – Understanding the strategic nature of a business is crucial. Why is the particular business in business? How does the business organize to compete? What makes the business successful? In The School of Hospitality Business, coursework related to the strategic nature of business is introduced at the beginning of the program, unlike many programs that wait until the second year to introduce strategy classes. At The School of Hospitality Business, you will begin to see the big picture from the first day.

Involvement of Business Leaders – Our goal is to have graduate students in contact with successful industry executive leaders. An important learning opportunity is provided by having real-world corporate managers work with our students as they study the fundamental concepts of business. The School’s graduate students learn how successful leaders think, act, and do business as they meet with these visiting hospitality leaders on campus each year.

Integration of Business Concepts – Integration of topics within and across semesters is crucial to the success of The School’s curriculum. Students must be able to recognize and deal effectively with the cross-functionality of business topics present in every business case.

Internationalization – Every business today must operate in a global environment, face international competitors, and assess the impact of international events on business conditions. At The School of Hospitality Business, you will be exposed to international topics in the classroom as well as working with an internationally-diverse student body.
PROGRAM EXPECTATIONS
We expect our students to be future leaders and to begin practicing these leadership skills while in the MS program. We expect each MS student to welcome diversity and to nurture it, making lifelong friends from other backgrounds. We expect all students to live by the highest code of ethics and honor. We expect all students to champion their own post-graduate career search and to continually be active throughout the program to find and accept the job of their dreams. We expect students to interact with alumni and other industry leaders who come to campus. We expect students to act as “owners” of the MS program and to help Michigan State University and The School continue building a program of stature and prowess. We expect this ownership to manifest in a positive, constructive attitude towards all members of the program, at all times. We expect you, our future alumni, to be remarkably successful after graduation. We expect you will maintain a strong connection with The School post-graduation, as permanent supporters and champions of the program in whatever walk of life you pursue.
See Appendix A for the Graduate Program Honor Code and Graduate Program Honor Code Pledge.

GRADUATE PROGRAMS IN HOSPITALITY BUSINESS

The Master of Science in Hospitality Business Management provides theoretical knowledge, analytical skills, and hospitality business coursework necessary to meet industry demand for individuals well-prepared for corporate-level positions in hospitality business, hospitality-based consulting firms, or other service organizations.

The Michael L. Minor Master of Science in Foodservice Business Management provides knowledge and skills necessary for a successful career in foodservice industry operations or corporate management, or a career in hospitality business education.

The Graduate Specialization in Hospitality Business is designed for students pursuing either a Master’s degree or Ph.D. in disciplinary areas outside of the Broad College of Business. The Specialization provides theoretical knowledge, research skills, and hospitality business coursework that is complimentary to students’ major academic field and career interests.

Each student should discuss an individual course of study with the Graduate Programs Coordinator before enrolling, and a detailed program should be planned at the time of matriculation. Curriculum flexibility allows for the design of a program which meets the specific professional needs of students with diverse backgrounds. With direction from faculty and the graduate advisor, students design a curriculum of 36 credit hours that best meets their personal career goals. Along with the scheduled courses, the program requires a field study experience. Students work with a selected faculty member to research and analyze a current hospitality issue related to the student’s area of interest. Students present their research at the annual Graduate Student Forum held each Spring semester. Suggested course curricula and sample course schedules are included in this handbook.
**Hospitality Business Management**  
**Master of Science**  
The Master of Science degree in Hospitality Business Management is available only under Plan B (without thesis). The program contains a core of functional courses in hospitality business and related disciplines. Curriculum flexibility encourages the design of individualized programs of study which meet the specific professional needs of many diverse students. Graduates of this program seek employment opportunities in corporate-level positions within hospitality companies, consulting firms, or other service organizations. The student must plan a program of study with *The School's Graduate Programs Coordinator* before enrolling in the program.

**Admission**  
To be considered for admission to the Master of Science degree in Hospitality Business Management an applicant must:

1. Achieve a strong score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) that reflects a general aptitude for graduate study.
2. Have official transcripts of all previous academic work sent to *The School of Hospitality Business Graduate Programs Coordinator*. Students with limited academic preparation in the hospitality field may be required to complete collateral courses which will serve as prerequisites for the courses that are required for the program. In addition to prior academic preparation, the applicant's scores on the GMAT or GRE and the undergraduate grade-point average will be considered in the admissions decision.
3. Have completed at least one year of professional work experience.  
   See page 9 for a complete list of admission criteria.

**Requirements for the Master of Science Degree in Hospitality Business Management**  
In addition to meeting the requirements of the University and the Broad College of Business, students must meet the requirements specified below.

A total of 36 credits are required for the degree. The student's program of study must be approved by the Graduate Programs Coordinator and must include:

1. Complete all the following 24 credits  
   - HB 807 Workforce Management in the Hospitality Industry 3  
   - HB 837 Hospitality Information Technology 3  
   - HB 847 Hospitality Business Law 3  
   - HB 882 Financial Management in the Hospitality Industry 3  
   - HB 885 Hospitality Business Research 3  
   - HB 886 Marketing in the Hospitality Industry 3  
   - SCM 800 Supply Chain Management 3  
   - CEP 822 Approaches to Educational Research* 3  
   *or approved substitute

2. Complete 9 credits of focused elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests and career goals of the student. Course work is typically selected from the following disciplines: hospitality business; management; marketing; supply chain management; communications; advertising; human resources and labor relations; community, sustainability; or other disciplines related to the student's interest. Students must meet the prerequisites for all elective courses.

3. Complete 3 credits of HB 889: Hospitality Industry Field Study conducting research on a current issue, problem, or opportunity in a segment of the hospitality industry.
4. Presentation at the Graduate Student Forum held each Spring Semester. Students graduating Fall Semester should plan to present at Forum the spring prior to their fall semester graduation.

5. University Required Responsible Conduct of Research (RCR) training

**Academic Standards**
To remain in the program and earn a Master of Science degree in Hospitality Business Management, a student must:

1. Maintain a minimum grade point average of 3.0 each semester
2. Maintain a cumulative minimum grade point average of 3.0
3. Pass a final written comprehensive examination or an approved alternative evaluation

Failure to meet these standards will result in **dismissal from the program**. Should a decision to dismiss a graduate student be made, the affected graduate student shall be notified in writing. All information regarding the decision will be held in strict confidence between the student and faculty with responsibility for the student; release may be only with the written consent of the graduate student involved unless the decision becomes the substance for a grievance procedure, in which case such information shall be released to the grievance committee. The same privacy is to be accorded the reasons for a graduate student's temporary or permanent withdrawal from the University.

**Chef Michael L. Minor Master of Science in Foodservice Business Management**

**Master of Science**
The Chef Michael L. Minor Master of Science degree program with a major in Foodservice Business Management is available only under Plan B (without thesis). The master's program in foodservice business management contains a core of functional courses in hospitality business and related disciplines. Curriculum flexibility encourages the design of individualized programs of study which meet the specific professional needs of each student. It can help individuals prepare for doctoral study and a career in hospitality business education, or for the intricacies of foodservice industry operations, or for a corporate career path. The student must plan a program of study with *The School's Graduate Programs Coordinator* before enrolling.

**Admission**
To be considered for admission to the Chef Michael L. Minor Master of Science in Foodservice Business Management an applicant must:

1. Achieve a strong score on the Graduate Management Admission Test (GMAT) or the Graduate Record Examination (GRE) that reflects a general aptitude for graduate study.
2. Have official transcripts of all previous academic work sent to *The School of Hospitality Business Graduate Programs Coordinator*. Students with limited academic preparation in the hospitality field may be required to complete collateral courses which will serve as prerequisites for the courses that are required for the program. In addition to prior academic preparation, the applicant's scores on the GMAT or GRE and the undergraduate grade-point average will be considered in the admissions decision.
3. Have completed at least one year of professional work experience.

See page 9 for a complete list of admission criteria.
Requirements for the Chef Michael L. Minor Master of Science in Foodservice Business Management

In addition to meeting the requirements of the University and the Broad College of Business, students must meet the requirements specified below.

A total of 36 credits are required for the degree. The student's program of study must be approved by the Graduate Programs Coordinator and must include:

1. Complete all the following 27 credits
   - HB 807 Workforce Management in the Hospitality Industry 3
   - HB 837 Hospitality Information Technology 3
   - HB 841 Contemporary Trends in Cuisine and Culture 3
   - HB 847 Hospitality Business Law 3
   - HB 882 Financial Management in the Hospitality Industry 3
   - HB 885 Hospitality Business Research 3
   - HB 886 Marketing in the Hospitality Industry 3
   - SCM 800 Supply Chain Management 3
   - CEP 822 Approaches to Educational Research* 3
   *or approved substitute

2. Complete 6 credits of focused elective courses as approved by the Graduate Programs Coordinator. These courses are based on the specific academic interests and career goals of the student. Course work is typically selected from the following disciplines: hospitality business; management; marketing; supply chain management; communications; advertising; human resources and labor relations; community, sustainability; or other disciplines related to the student’s interest. Students must meet the prerequisites for all elective courses.

3. Complete 3 credits of HB 889: Hospitality Industry Field Study conducting research on a current issue, problem, or opportunity in a segment of the hospitality industry.

4. Presentation at the Graduate Student Forum held each Spring Semester. Students graduating Fall Semester should plan to present at Forum the spring prior to their fall semester graduation.

5. University Required Responsible Conduct of Research (RCR) training

Academic Standards

To remain in the program and earn the Chef Michael L. Minor Master of Science in Foodservice Business Management, a student must:

1. Maintain a minimum grade point average of 3.0 each semester

2. Maintain a cumulative minimum grade point average of 3.0

3. Pass a final written comprehensive examination or an approved alternative evaluation

Failure to meet these standards will result in dismissal from the program. Should a decision to dismiss a graduate student be made, the affected graduate student shall be notified in writing. All information regarding the decision will be held in strict confidence between the student and faculty with responsibility for the student; release may be only with the written consent of the graduate student involved unless the decision becomes the substance for a grievance procedure, in which case such information shall be released to the grievance committee. The same privacy is to be accorded the reasons for a graduate student’s temporary or permanent withdrawal from the University.
The School of Hospitality Business Admission Requirements  
Master of Science Degrees

A prospective student must have earned a four-year U.S. bachelor's degree or equivalent with a minimum grade point average (GPA) of 3.0 on a four point scale.

- **Official Transcripts** *. Official transcripts from each college/university attended (undergraduate and graduate) must be submitted in the sealed envelope as issued from each institution.
  - **Prerequisite Coursework** (preferred). Undergraduate-level, introductory coursework in accounting, communication, computer science, and statistics.

* Chinese Applicants:
During the **application process**, applicants submit certified copies (sealed and stamped by institutions) of all post-secondary transcripts, graduation certificates and degrees directly to the MSU Department to which they are applying. MSU requires these documents in the original language (Chinese) as well as an official English translation.

Effective Spring 2015, Michigan State University will require all incoming **ADMITTED** students pursuing degrees or who have earned degrees from universities in China to submit a verification report (English version) through the China Academic Degrees and Graduate Education Development Center (CDGDC) for their final bachelor degree transcripts (大学成绩单) and bachelor degree (本科学位证书).

- **Official Graduate Management Admission Test (GMAT) or Graduate Record Examination Test (GRE)** (taken within the last 5 years).
  - **GMAT** (Preferred) – A minimum of 500 on the total score and a minimum of 3.5 on the analytical writing section.
  - **GRE** – For the GRE, we require a minimum combined score of the verbal and quantitative sections of 320 and a minimum of 3.5 on the analytical writing section.

- **Personal Statement and Academic Statement** (on application form). Description of interest in the hospitality business field and professional goals.

- **Resume**. A professional resume with a chronological employment history, professional and community activities, and other recognitions and accomplishments.
  - **Professional Work Experience**. A minimum of one year of professional work experience. This experience could include paid or unpaid internships, part-time or full-time work, and can be in any field of employment. Volunteer work; extracurricular activities; research; and travel, however, do not meet this requirement.

- **Three Letters of Recommendation**. Letters of support from faculty, academic advisors, employers, or other individuals may be mailed directly to The School of Hospitality Business at the address below, or included in the application packet.

- **Interview**. (By invitation of The School of Hospitality Business’ Admission Committee).

- **Official English Language Proficiency Exam Report**. (University requirement - International students only). [http://grad.msu.edu/apply/docs/EnglishLanguageRequirements.pdf](http://grad.msu.edu/apply/docs/EnglishLanguageRequirements.pdf)

- **Statement of Financial Proof**. (University requirement - International students only). [http://grad.msu.edu/apply/docs/GRaffidavitofofsupport.pdf](http://grad.msu.edu/apply/docs/GRaffidavitofofsupport.pdf)
The School of Hospitality Business Master's Programs
(36 credits)

Core Functional Courses (24 credits)

HB (18 credits)
- HB 807 Workforce Mgt. in the Hospitality Industry
- HB 837 Hospitality Information Technology
- HB 847 Hospitality Business Law
- HB 882 Financial Management in the Hospitality Industry
- HB 885 Hospitality Business Research
- HB 886 Marketing in the Hospitality Industry

Non-HB Courses (6 credits)
- SCM 800 Supply chain Management
- CEP 822 Approaches to Educational Research*
  *or approved substitute

Hospitality Business Management
(9 credits) Plan B
9 Focused Elective Credits
(Maximum of 3 credits Allowed In Food Courses)*
*Please see listing of elective courses

Michael L. Minor Foodservice Business Mgt.
(9 credits) Plan B
3 Required Credits
- HB 841 Contemporary Trends in Cuisine and Culture
6 Focused Elective Credits
Foods related courses in Hospitality Business and in other academic units.

University Required Responsible Conduct of Research (RCR) training

HB 889: Hospitality Industry Field Study (3 credits)

Presentation at the Graduate Student Forum
SAMPLE COURSE SEQUENCE
Master of Science in Hospitality Business Management/ Foodservice Business Management
(36 Credits)

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<th>1st Year</th>
<th>FALL</th>
<th>SPRING</th>
<th>SUMMER</th>
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<tbody>
<tr>
<td></td>
<td>HB 807</td>
<td>HB 847</td>
<td>3</td>
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<tr>
<td></td>
<td>SCM 800</td>
<td>HB 882/482 (must have completed an introductory Accounting course)</td>
<td>3</td>
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<tr>
<td></td>
<td>HB 841 or Elective or CEP 822 or approved substitute</td>
<td>Elective or HB 885 or approved substitute</td>
<td>3</td>
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Semester credits 9 Semester Credits 9

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<tbody>
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<td>HB 837</td>
<td>HB 886/486</td>
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<td>HB 885</td>
<td>HB 889</td>
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<td></td>
<td>Elective</td>
<td>Elective</td>
<td>3</td>
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Semester Credits 9 Semester Credits 9

Required courses include:
- HB 807 Workforce Management in the Hospitality Industry 3
- HB 837 Hospitality Information Technology 3
- HB 847 Hospitality Business Law 3
- HB 882 Financial Management in the Hospitality Industry 3
- HB 885 Hospitality Business Research 3
- HB 886 Marketing in the Hospitality Industry 3
- HB 889: Hospitality Industry Field Study 3
- SCM 800 Supply Chain Management 3
- CEP 822 Approaches to Educational Research* 3
*or approved substitute
- HB 841 Contemporary Trends in Cuisine and Culture 3
(Required for Foodservice Business Management majors. The course may serve as an elective for Hospitality Business Management majors who select food-related electives).

Elective courses include:
Complete 6 - 9 credits of elective courses as approved by the Graduate Programs Coordinator

University Required Responsible Conduct of Research (RCR) training.

Required presentation at the Graduate Student Forum held each Spring Semester.
Graduate Specialization in Hospitality Business
The Graduate Specialization in Hospitality Business provides students with the theoretical knowledge, research skills, and hospitality business coursework necessary to advance the growing field of hospitality education and research. The Graduate Specialization in Hospitality Business is available to students who are enrolled in master’s or doctoral degree programs in colleges other than the Broad College of Business at Michigan State University. Students who are interested in the specialization are required to provide a statement regarding the relevance and usefulness of the specialization for them and their major program of study. Students must submit their statement to the Graduate Programs Coordinator in The School of Hospitality Business. The student’s program of study for the specialization must be approved by the Graduate Programs Coordinator and the Director of The School of Hospitality Business.

Requirements for the Graduate Specialization in Hospitality Business
1. Complete a minimum of four courses (12 credits) from the following:
   - HB 801 Seminar in Hospitality Business 3
   - HB 802 Hospitality Operations 3
   - HB 807 Workforce Management in the Hospitality Industry 3
   - HB 837 Hospitality Information Technology 3
   - HB 882 Financial Management in the Hospitality Industry 3
   - HB 886 Marketing in the Hospitality Industry 3
   - HB 885 Hospitality Business Research 3

1. Complete the following course (3 credits):
   - HB 890 Independent Study 3

Complete a research paper that reflects the integration of the student’s discipline and the hospitality industry. The completion of the specialization must be certified by the Director of The School of Hospitality Business and the Associate Dean for MBA and Professional Master’s Programs in the Broad College of Business. The Office of the Registrar will then enter the name of the specialization and the completion date on the student’s academic record. The title of the specialization will appear on the student’s transcript.
POLICIES AND PROCEDURES

Academic Advising
The Graduate Programs Coordinator will advise incoming students. This arrangement is meant to provide the students with early, pertinent academic advice. A student may seek advice from other members of the faculty after they become acquainted with the faculty. You may contact the Graduate Programs Coordinator or any graduate faculty member of The School of Hospitality Business at any time to discuss academic issues relative to the program.

Academic Integrity (Also refer to Responsible Conduct in Research)
Academic integrity is fundamental to the graduate learning process and personal integrity is an extremely important characteristic in the business world. Course assignments must be the product of the individual student. Team products will carry the authorship of the team, with the expectation that each team member will make a contribution to the team effort.

All external sources (ideas, words, and websites) used for assignments must be properly documented. Direct quotes must be noted with quotation marks. Standards for documenting sources are available in Appendix A. The misrepresentation of individual and team assignments and/or failure to document external sources will be considered a violation of the Broad College of Business’ Policy on Academic Honesty; see Appendix A for this document. A student or team may receive a failing grade for the assignment, for the course, or they may be dismissed from the master’s program.

While faculty members are responsible for defining the course requirements in regard to individual and team assignments, students are responsible for making sure they fully understand faculty expectations and course standards. Questions regarding acceptable practices for individual or team assignments should be discussed with the faculty prior to submission of the assignment.

Individual course outcomes are dependent upon each student submitting his/her individual product: a test, a paper, or a presentation. The intent of these assignments is to ascertain each student’s personal learning and understanding of course subject matter. Study teams are expected to work as a unit on team-based assignments, bringing together the subject knowledge represented by members of the study team. Team-based assignments should not be shared between teams unless approved ahead of time by the faculty member. While most team members may live and work within a reasonable distance from each other, team members are expected to create an effective working relationship even when they are not geographically close. A substantial number of students travel on business or experience change in their work and personal lives while in the program. It is important that all participants are responsible to each other and work together in a spirit of cooperation and learning. The lack of contribution to required team activities will not be tolerated.

The School of Hospitality Business is committed to developing global hospitality business leaders who embrace the values of truth, honesty, and integrity, and who continually strive for excellence individually, collaboratively, and collectively. The Graduate Program Honor Code and Pledge is an agreement that each graduate student makes to follow these principles. See Appendix A for the Graduate Program Honor Code and Graduate Program Honor Code Pledge.

Academic Performance
The graduate program experience is based on select students who exhibit high standards for academic excellence, job performance, and leadership potential. The professors who teach in the program are respected members of the academic community who expect students to take
their studies seriously. Students should always be prepared for class and ready to participate in meaningful classroom discussion and activities.

Course requirements are based on either team or individual effort. While it is each faculty member’s responsibility to provide instructions for assignments, it is each student’s responsibility to know what is expected and to submit the expected outcome. Any questions or concerns regarding assignments should be addressed to the faculty prior to submission. Any questions regarding grades should be discussed with faculty immediately.

All course requirements are at the discretion of the individual faculty member who teaches the course. Experience indicates that master’s students may spend 15 to 20 hours a week studying for their courses, including time with study teams.

**Academic Assessment**
Michigan State University uses a numerical system - 4.0, 3.5, 3.0, 2.5, 2.0, etc., to 0.0 and a pass/no grade system in certain courses. To graduate from the master's program, students are expected to (1) complete all required courses; (2) maintain a minimum grade point average of 3.0 each semester; and (3) maintain a minimum cumulative grade point average of 3.0. Any cumulative grade point average less than 3.0 will be considered probationary status. Students on probation for two or more semesters could be asked to leave the program.

Incomplete (I) or Deferred (D) grades are given only under extreme circumstances and must be requested from the faculty member in writing. Specific time limits will be established for completion in accordance with University guidelines.

The MSU Registrar’s Office provides final grades at the end of each course on the STU-INFO website at [https://login.msu.edu/?App=J9500](https://login.msu.edu/?App=J9500) Grades are recorded daily as they are received from the faculty. Information on STU-INFO are updated every night and available 24 hours per day. Printed grade reports may be requested from the MSU Registrar’s Office. In addition to grades earned in current courses, grade reports include cumulative grade point average and credits earned to date.

**Academic Standards**

1. The minimum cumulative grade-point average required for graduation is 3.0.

2. A student who fails to meet minimum standards will be required to withdraw at the end of a semester.

3. A graduate student who receives a grade of 3.0 or above, or CR in a course may not repeat the course on a credit basis. A student may, if approved by the Dean, repeat a course in which a grade of 2.5 or below was received; a course may be repeated only once. No student may repeat more than two courses, only one of which may be a clinical course.

4. When a course is repeated on a credit basis, the last grade and credits earned replace the previous grade in computing grade-point averages. However, all entries remain a part of the student’s permanent academic record.
Annual Progress Report
Mid-Program Report (end of 1st year)
Effective Fall 2014, the Graduate Program Committee (GPC) voted to require master’s students to complete a mid-program (i.e., end of 1st year) progress report. The requirement implements MSU’s and The Graduate School’s best practices for graduate programs, allowing a mid-program review of each student’s progress toward program requirements and the student’s academic and professional goals.
See Appendix A for Annual Progress Report for Plan B Master’s Students.

Attendance and Class Schedule
As a member of the graduate program, each student is responsible to the graduate community for being prepared and committing to the graduate class schedule. Graduate students are expected to arrive for class promptly.

Graduate students are expected to plan their schedules in conjunction with the academic calendar. Participation at all class sessions is in your best interests as a student. Continuous attendance strengthens the learning experience, contributes to the sharing of ideas in the classroom, and develops team cohesion. In the case of unavoidable conflicts with class sessions, students should contact their professor immediately.

Examinations are scheduled and appear on most course syllabi. If a student will be absent or late for an examination, the professor must be contacted by the student as early as possible prior to the exam. Scheduling and availability of make-up exams is at the discretion of the professor. Exams should be scheduled within a week after the original testing period.

Students should be prepared for class and ready to participate in meaningful classroom discussion and activities. While the spirit of classroom discussion encourages an open atmosphere for diverse opinions, courtesy and professionalism should always prevail. The classroom environment is not conducive to interruptions while class is in session, including: cell phones, beepers, computer games, non-class related Internet surfing, or leaving the classroom. Students should plan to be on time for class; planning their trips to campus being mindful of traffic, weather, road, and parking conditions. Professionalism and respect for classmates and faculty are expected at all times.

Students who may be absent for an extended period of time must notify the professor(s) and the Graduate Programs Coordinator in writing and include specific information about the absence. Reasons for an extended absence may include, but are not limited to, illness/illness; hospitalization; pregnancy; death of a family member; grief absence. See below for specific university language regarding grief absence.

Grief Absence Policy (as approved by University Council)
For master’s (Plan A), master’s (Plan B) with research responsibilities, and doctoral students, it is the responsibility of the student to: a) notify their advisor/major professor and faculty of the courses in which they are enrolled of the need for a grief absence in a timely manner, but no later than one week from the student’s initial knowledge of the situation, b) provide appropriate verification of the grief absence as specified by the advisor/major professor and faculty, and c) complete all missed work as determined in consultation with the advisor/major professor and faculty. It is the responsibility of the advisor/major professor to: a) determine with the student the expected period of absence – it is expected that some bereavement processes may be more extensive than others depending on individual circumstances, b) receive verification of the authenticity of a grief absence request upon the
student’s return, and c) make reasonable accommodations so that the student is not penalized due to a verified grief absence. If employed as a RA or TE, the graduate student must also notify their employer. Both employer and student will swiftly communicate to determine how the student’s responsibilities will be covered during their absence. Graduate teaching assistants (TAs) should refer to the bereavement policy in the MSU GEU CBU Article 18. Students in the graduate professional colleges (CHM, COM, CVM, LAW) with their own grief absence policies are excluded from the above and should follow their own policies. Students who believe their rights under this policy have been violated should contact the University Ombudsperson.

Confidentiality of Student Records
Under the Federal Family Educational Rights and Privacy Act (FERPA) of 1974, registered students have access to their educational records. The student must give written permission for the university to release academic information, such as grades or honors, to anyone except officers of the university. This restriction includes your sponsoring organization. If you have waived your rights of access to any part of your application, including the nomination and recommendations, that information cannot be released to you.

Council of Graduate Students (COGS)
The Council of Graduate Students (COGS) offers the following services to MSU graduate and professional students:

- The Michigan State University Graduate School
- Workshop notices from the Graduate School
- MSU Libraries' Free Classes
- MSU Foodbank
- Olin Health Center
- Student Health Insurance/Human Resources
- MSU's Off Campus Housing Search
- Income Tax Filing Information

COGS's website is [http://www.cogs.msu.edu](http://www.cogs.msu.edu)

Counseling
MSU operates a counseling center to provide a wide range of services and assistance to students. The center has several offices on the East Lansing campus. Master of Science students are eligible for these services. For more information, call (517) 355-8270.

Diploma and Transcripts
The diploma will read: Master of Science in Hospitality Business Management or Master of Science in Foodservice Business Management. The University sends the diploma and transcript to all graduates in good standing within a month of graduation. Transcripts may be ordered with a credit card via the web at: [http://www.reg.msu.edu/Transcripts/Transcript.asp](http://www.reg.msu.edu/Transcripts/Transcript.asp)

Health Insurance
Michigan State University and the Council of Graduate Students worked together to offer graduate assistants coverage beginning Fall Semester 1994. "Student only" coverage will be automatically provided, at no cost to graduate assistants. Michigan State University will provide a full twelve months of coverage if your appointment is at least nine months. If you wish to enroll your legal spouse and/or dependent children, please contact the MSU Benefits at 1407 South Harrison Road, Room 140 Nisbet Building at 517-353-4434, ext. 536.
**Human Subject Research** (Also refer to *Responsible Conduct of Research*)

Graduate or undergraduate student research programs may involve the use of human subjects. "Human subject" is defined as an individual about whom an investigator conducting research obtains (1) data through intervention or interaction with the individual or (2) identifiable, confidential information about the individual. Both Federal and University regulations require that all proposed research projects involving human subjects be reviewed and approved by an institutional review board prior to the initiation of such studies.

At Michigan State University, that board is the Human Research Protection Program [http://hrpp.msu.edu/](http://hrpp.msu.edu/) Specific information regarding procedures for obtaining appropriate review of proposed research projects involving human subjects is available from either the Office of the Dean of the student's college, the Office of the Vice President for Research and Graduate Studies, or *The School of Hospitality Business*.

Approval of research using human subjects must be obtained before the research is initiated. No human subject projects will be approved after the fact from the Office of the Vice President for Research and Graduate Studies.

**Responsible Conduct of Research**

Training in the Responsible Conduct of Research (RCR) is essential in the preparation of future scholars and professionals. An understanding of the issues concerning the conduct of research in an increasingly complex world has become critical in successfully navigating the research landscape. To help prepare Michigan State University graduate students for their future scholarly work, a plan for providing the foundation of responsible conduct has been developed in coordination with the Graduate School, the Vice President for Research and Graduate Studies Office, and college associate deans for graduate education. The plan is predicated on the principles that a basic understanding of issues is necessary through didactic training and a periodic reinforcement of the principles through discussion. It is the belief that this plan will provide a foundation for all graduate students as well as others pursuing a career in research and will offer the basic information to meet most, if not all, federal agency granting requirements.

**All graduate professional, master’s and doctoral students**

1) **Year 1**

All new graduate and graduate professional students will complete 4 CITI online modules within the first year of enrollment in their program: *Completion of this requirement will be tracked in SABA*

To complete the four required training modules (noted below), go to [https://ora.msu.edu/CITI-RCR-registration](https://ora.msu.edu/CITI-RCR-registration) and follow the instructions provided.

- [ ] Introduction to the Responsible Conduct of Research
- [ ] Authorship
- [ ] Plagiarism
- [ ] Research Misconduct

2) **Discussion-Based Training**

All graduate and graduate professional students must complete a minimum of 6 hours of discussion-based training prior to receiving their degrees. These hours can be completed at any point in the graduate program, (e.g., as part of a course). Specifics about the number of hours required, the content, and the timing of this training will be defined in the individual department/program or college plan.
Scholarships and Funding

The School of Hospitality Business has a select number of funding opportunities available to graduate students. Graduates students may apply for a variety scholarships each Fall Semester. For a list of scholarships, please visit The School’s web site at https://hospitalitybusiness.broad.msu.edu/students/scholarships/. Graduate students are able to work on an hourly basis assisting a professor and some are fortunate enough to get a Graduate Assistantship (GA) which also includes a tuition waiver. The School has a few GA positions and they are generally filled for a couple of years at a time.

If you are an international student, we urge you to explore all funding sources that might be available for you in your country of residence or nationality. Prior to admittance, you will need to provide evidence to our central admissions office that you have a minimum level of funding and the necessary permits.

Also refer to The Graduate School's Funding Guide for Graduate Students, Graduate Professional Students and Postdoctoral Fellows at http://grad.msu.edu/funding.

Student Conduct and Conflict Resolution

Responsibilities of Graduate Student:

- Formulating the objectives of the program of study and providing the initiative for the accomplishment of these objectives.
- Preparing a program proposal for courses to be taken.
- Completing all courses satisfactorily which have been approved as part of your program by your graduate advisor.
- Developing a proposal for the independent study and or field experience in consultation with your advisor and completing the project satisfactorily.

If problems arise in the relationship between a faculty member(s) and student(s), both should attempt to resolve them in informal, direct discussions. If the problem remains unresolved, the student should consult the Director of The School of Hospitality Business. The School of Hospitality Business and the Broad College of Business have established a procedure for the receipt and consideration of student academic complaints, which can be found in Appendix A.

You might have questions concerning policy or procedure with regard to course selection, requirements, appropriate practicum/internship site, or any number of other issues. Do not rely upon hearsay. When in doubt, see the Graduate Programs Coordinator.

The School has developed grievance procedures consistent with the Student Rights and Responsibilities (SRR), (formally called the Academic Freedom Report), the MSU document that established student rights and responsibilities in 1967, and the companion document for graduate students, called Graduate Rights and Responsibilities for Students at Michigan State University (GSRR).

Please see the complete statement regarding The School of Hospitality Business’ Grievance Procedure in Appendix A.

Transportation

Parking on Campus

Any vehicle you bring on campus must be registered with the Department of Police and Public Safety (DPPS). Required student registration of motor vehicles can be done
through the Department of Police and Public Safety's Office for Parking and Permits between the hours of 7:30 a.m. and 6:00 p.m.

Generally, students with assistantships are eligible to obtain parking permits which allow parking at several lots throughout the campus.

Graduate students without assistantships have permits allowing them to park in commuter lots on the outer edge of the campus. To obtain a parking permit the applicant must present their vehicle registration, student ID, driver’s license and, if appropriate, last year’s gate card. Under special circumstances, graduate students without assistantships may request a parking permit by completing a special request for a parking permit through DPSS. A member of the DPPS staff will review the request for approval or denial. Visit the DPPS website at http://www.dpps.msu.edu for more information.

Buses
CATA buses serve all parts of the campus and connect with routes serving the Lansing and East Lansing area.

Bikes
The University maintains bicycle racks throughout the campus. Bikes should be locked to these racks when parked. Bikes are not permitted in campus buildings. Improperly parked bikes are subject to impoundment by the DPPS. Bicycle registration through the DPPS or the cities of East Lansing or Lansing is required. A 4-year MSU bike or moped registration may be purchased from the DPPS.

Tuition and Expenses including Room & Board
Up-to-date information regarding tuition and other expenses (including an on-line tuition and expenses calculator) may be found at the following website http://www.ctlr.msu.edu/COSStudentAccounts/#maincontent

Work Related Policies
A. Outside Employment
Each student employed by The School is expected to fulfill his/her assigned responsibilities to the satisfaction of the faculty. Any non-University activity that may conflict with the responsibilities of a Graduate Assistantship must be made known to the Director of The School for approval of the continuation of the assistantship.

B. Graduate Assistantships
Graduate assistantships are offered to enrolled students whose primary association with MSU is directed toward advanced degree completion. Satisfactory progress toward earning a degree is a condition of maintaining the assistantship.

Prerequisites
1. Graduate assistantships are available only to graduate students who are actively pursuing degree programs.
2. International graduate assistants must check with the Office for International Students and Scholars (103 International Center, 353-1720) for additional information.
International graduate assistants who teach must meet the MSU Teaching Assistant Program minimum requirements for English language proficiency posted online at the following website: http://tap.msu.edu/ita/englishtesting.aspx

3. Graduate assistants must be registered each semester in which they hold assistantships as follows:
   a. Doctoral students with quarter-time assistantships or half-time assistantships must carry at least 3 credits. They may carry a maximum of 16 course credits.
   b. Master’s students with quarter-time assistantships or half-time assistantships must carry at least 6 credits. They may carry a maximum of 12 course credits.
   c. During the summer session, graduate assistants must carry a minimum of 3 credits.
   d. Deviations from the minimum enrollment requirements listed above are permitted only during the semester in which the degree is granted, when students must enroll for at least the number of credits required to complete the degree or meet the University minimum registration requirement of one credit.

Please see the brochure entitled “Graduate Assistantships at Michigan State University” for more information on University policies concerning assistantships. It is available at http://grad.msu.edu/assistantships

C. Teaching Assistants Graduate Employees Union
As of May 2002, MSU teaching assistants voted to select the Graduate Employees Union to represent them in bargaining with the MSU Administration. As part of the bargaining process, the GEU requested that teaching assistants be referred to as “graduate employees.” For the purposes of this handbook, we use the term “graduate assistant.” See the GEU Website for more information http://www.geuatmsu.org/

For additional information, please see the MSU TA: A Handbook for Teaching Assistants http://tap.msu.edu/handbook/.

D. Assistantship Responsibilities
1. Work Load - The normal workload for 1/2 time assistantships is twenty hours (or ten for a 1/4-time) per week, averaged over the length of the appointment.
2. Vacations - Individuals holding graduate assistantships are expected to adhere to the vacation schedule adhered to by regular faculty members. Extended periods away from the University are strongly discouraged.
3. Expectations/Obligations - The University expects that graduate teaching assistants (TAs) will follow the code of teaching responsibility and that both TA’s and research assistants (RA’s) will follow the Graduate Students Rights and Responsibilities document (GSRR). Graduate assistants are expected to observe the following norms of professional behavior proposed by an ad hoc committee of faculty and graduate students and adopted by the faculty:
The faculty member(s) with whom a graduate assistant is working should clearly specify the assistant's duties and responsibilities at the start of the term, or at a time sufficiently in advance of the date of expected completion.

Assistants should be available for work for the number of hours specified from the start to the end of the term being defined as the last day of the final exam week.

Assistants should report no later than the second day of the term to the person(s) to whom they are assigned.

Assistants have the responsibility of reporting to the person(s) to whom they are assigned at least once per week.

Inability to perform assigned duties should be communicated immediately to the faculty member directly or through the departmental office.

Compliance with the provisions of the University Code of Teaching Responsibilities is necessary.

E. Graduate Assistant Extended Leave Policy
A graduate assistant, unable to fulfill the duties of his/her appointment for an extended period of time (preferably in writing) with specific information about the absence. Reasons for an extended absence may include, but are not limited to, illness/injury; hospitalization; pregnancy; death of a family member; grief absence. See below for specific university language regarding grief absence.

During the leave of absence, the faculty member shall adjust (reduce, waive, or reschedule) the graduate assistant's duties as those duties and the assistant's physical circumstances reasonably dictate. If total absence from duties becomes necessary, the faculty member shall maintain the stipend of the appointment, provided the graduate assistant is still enrolled, for a period of two months, or to the end of the appointment period or of the semester, whichever should occur first.

The graduate assistant shall have the right to return to the assistantship, within the original terms of the appointment, at such time as he/she is able to reassume the duties of the position.

Grief Absence Policy (as approved by University Council)
For master's (Plan A), master's (Plan B) with research responsibilities, and doctoral students, it is the responsibility of the student to: a) notify their advisor/major professor and faculty of the courses in which they are enrolled of the need for a grief absence in a timely manner, but no later than one week from the student’s initial knowledge of the situation, b) provide appropriate verification of the grief absence as specified by the advisor/major professor and faculty, and c) complete all missed work as determined in consultation with the advisor/major professor and faculty. It is the responsibility of the advisor/major professor to: a) determine with the student the expected period of absence – it is expected that some bereavement processes may be more extensive than others depending on individual circumstances, b) receive verification of the authenticity of a grief absence request upon the student’s return, and c) make reasonable accommodations so that the student is not penalized due to a verified grief absence. If employed as a RA or TE, the graduate student must also notify their employer. Both employer and student will swiftly communicate to determine how the student’s responsibilities will be covered during their absence. Graduate teaching assistants (TAs) should refer to the bereavement policy in the MSU.
GEU CBU Article 18. Students in the graduate professional colleges (CHM, COM, CVM, LAW) with their own grief absence policies are excluded from the above and should follow their own policies. Students who believe their rights under this policy have been violated should contact the University Ombudsperson.

F. Termination of Appointment
1. The assistantship will terminate upon degree completion unless otherwise specified. A student who wishes to terminate an assistantship prior to that time should notify the assistantship supervisor and department office.
2. Substandard Performance: The department may terminate a graduate assistantship for substandard performance or inability to perform expected duties. Substandard performance may be brought to the attention of the department chairperson by the assistantship supervisor or by the normal annual review of assistantship performance. Academic difficulty will result in a review of the student's overall situation by the department.
3. Violations: The department may also terminate an assistantship in cases of violation of the General Student Regulations contained in the Spartan Life handbook, or of the provisions concerning graduate student responsibilities contained in the document, Graduate Student Rights and Responsibilities. This action may be initiated by the department chairperson or by the student's major professor or assistantship supervisor.
4. Budgetary Constraints: The department may also terminate assistantships for budgetary reasons. Should this be necessary, continuing graduate assistants will be given some priority over new appointees depending on their qualifications to perform the required activities.

G. Conducting Annual Reviews and Renewal of Assistantships
An evaluation of teaching shall be given to the graduate student who has a teaching role at least once each year. Evaluation material described in Graduate Student Rights and Responsibilities, Article 2.5.2.2, may be used in overall evaluations and in determining such matters as renewal of assistantships, teaching assignments, recommendations, and the need for further training.

H. Work-Related Grievance
A work-related grievance is an alleged violation of a specific provision of our contract with MSU. Grievances may be filed by the union or by the employee. The primary purpose of the grievance procedure is to secure equitable solutions to the violation, as quickly and easily as possible.

The Graduate Employee Union (GEU) Grievance Committee has been successful in resolving many situations. Specific examples include the following:
- Level 3 Pay -- Over 200 TAs received a combined total of around $200,000 of pay that should have been given them per contractual wage agreements!
- Overwork -- _ time TAs in the Mathematics Department were re-appointed as _ time employees after GEU proved they were working hours in excess of the appointment maximum.
- Evaluations -- GEU was successful in having an unfavorable evaluation, deemed unfair by the IAH TA receiving the evaluation removed from their personnel record.
• Healthcare – Health insurance cards were sent out with inaccurate information. GEU had new cards distributed with the accurate coverage levels for prescription medications.
• Workspace – History and English Language Center TAs used the grievance procedure to significantly improve their workspaces.
• Access to Supplies, Computers and Office Machinery - Sociology TAs settled a grievance making adequate computer resources available in their office.

How to File a Work-Related Grievance
Call the GEU office directly at 517-332-2824 or email at geu@msu.edu. The GEU will keep your situation confidential whether or not you ultimately choose to file the grievance.

The Work-Related Grievance Procedure
There are four stages to the process: (1) informal conversation between employee(s) and supervisor – with union representative present, if the employee(s) so desires; (2) formal filing of a grievance form to the supervisor within 30 days of learning of the violation, with the exception of workload issues; (3) appeal by GEU to the provost, leading to a meeting with the employee(s), union representative(s) and provost or designee; (4) grievances which have not been settled by Step 2 may be appealed to arbitration.
THE SCHOOL OF HOSPITALITY BUSINESS FACULTY

Our faculty members are among the most respected in the world - as teachers, authors, researchers, consultants, and industry board and commission members. Numerous academic and industry awards testify to the excellence of The School of Hospitality Business faculty.

Faculty members of The School serve as highly visible role models throughout the vibrant and expansive hospitality industry. They are among the most honored and influential in the world. Top-flight educators, they are dedicated classroom teachers and recognized researchers in their fields. Here are just a few highlights of faculty achievements:

**Melissa A. Bankroff, MA** is an academic specialist who serves as the graduate programs coordinator and advisor for The School of Hospitality Business. She also serves as an undergraduate course instructor.

Ms. Bankroff holds a BA and MA from Michigan State University where she studied Anthropology (College of Social Science) and earned an Asian Studies Certificate from MSU's Asian Studies Center. She has been employed with MSU for 30 years during which she has worked in various administrative and academic units including International Studies and Programs Dean's Office, the Center for Integrative Studies in Social Science, the Office of Admissions and Scholarships, and the departments of English (College of Arts and Letters) and Food Science and Human Nutrition (College of Agriculture and Natural Resources). Ms. Bankroff's knowledge and experience enable her to effectively provide academic advising, skill building, career development and other services that support students in reaching their academic and professional goals.

**JEFFREY A. BECK, PhD** has over 20 years of experience in the lodging industry. His industry experience includes 10 years with Marriott Hotels, Resorts, and Suites in various management positions. In 1989, Beck was on the opening management team of the San Francisco Marriott, a 1500-room convention hotel. He was honored with the Director of Services of the Year award, Northwest Region, for his outstanding performance and achievements. He later moved to the Marriott regional office in San Ramon, California as a TQM Facilitator where he worked with the 17 hotel executive committees in the Northwest Region to develop strategic initiatives for each hotel.

He has presented continuing education seminars to industry professionals sponsored by the Hilton School of Hotel and Restaurant Administration, University of Houston. He received his doctorate from Purdue University where he also taught Meeting and Convention Management, Guest Service Management and Lodging Management. At Oklahoma State University he was the Charles Lanphere Professor of Hotel Administration, recognized twice as Outstanding Undergraduate Advisor. He has written several research articles and is currently chair of the Scientific Paper Review Committee of the International Council of Hotel, Restaurant, and Institutional Educators. He earned his Bachelor's degree in Marketing from the Kelley School of Business at Indiana University, and his Master's degree from Purdue University.

**MICHAEL R. BEHAN, JD** is an adjunct faculty member in The School who teaches HB 447 and HB 802- Hospitality Business Law. A practicing attorney, Mr. Behan is an MSU alumnus and a graduate of the Detroit College of Law and partner in the general practice law firm of Schram, Behan & Behan. He brings a wealth of courtroom experience to the classroom, as well as teaching credentials, serving as an adjunct professor at the
Thomas M. Cooley Law School and the Michigan State University College of Law. He also teaches General Business Law in the Eli Broad College of Business.

CARL P. BORCHGREVINK, PhD, CFBE has a Ph.D. in Communication from Michigan State University, an MS in Hotel, Restaurant and Travel Administration from the University of Massachusetts, a Norwegian undergraduate degree from the Norwegian Hotel School, a culinary degree from Oslo Vocational School, and has a Norwegian Chef’s Certificate (Kokkefagbrev).

Believing that hospitality students need a global perspective and should travel or study abroad, Dr. Carl P. Borchgrevink is highly involved in The School’s study abroad and exchange programs.

Prior to his academic career, Dr. Carl P. Borchgrevink, accumulated 14 years of hospitality business experience. The positions he held included Chef, Restaurant Manager, and Food-service Manager.

J. RICK BROWN is culinary coordinator for The School of Hospitality Business, assisting the Dr. Lewis J. and Mrs. Ruth E. Minor Chef-Professor of Culinary Management Allan Sherwin in food production courses and with Les Gourmets, the annual black-tie dinner featuring guest chefs and over 200 student volunteers. A graduate of Lansing Community College’s Hotel/Restaurant program and a former executive chef with the University Club of MSU and with Arbor Hills Country Club in Jackson, MI, Mr. Brown has 25 years of experience in menu planning, purchasing, recipe development, supervision, and coordination of staff. As food supervisor in Mason/Abbot Dining Hall, he trained staff, worked closely with them to ensure food safety, and helped create diverse food selections and menu items. He has also teamed with Chef-Professor Sherwin to train supervisors of the 1,585 cooking staff from MSU Housing and Food Services.

ROBERT BROWN, MBA is the table games assistant shift manager at Four Winds Casino Resort in New Buffalo, Michigan, where he manages more than 200 employees. He is also a visiting lecturer in The School, where he teaches casino operations management. Mr. Brown’s career includes table games pit manager at Greektown Casino, Detroit, Michigan. He is a member of the Gaming and Hospitality Industry Professional (GHIP) and the American Marketing Association (Chicago AMA).

RICHARD A. BRUNER, MLRHR, CCM is a Professor of Practice in The School of Hospitality Business and the Eli Broad Graduate School of Management at Michigan State University. He has been responsible for Club Management Education in The School since 1981. Mr. Bruner holds degrees in Hotel and Restaurant Administration as well as Labor and Industrial Relations. He is the CEO Emeritus of the 1500-member University Club of Michigan State University.

JAEMIN CHA, PhD is an associate professor of foodservice management in The School of Hospitality Business, Michigan State University. Her research currently focuses on service climate in foodservice operations, sustainability, food safety, and emotional intelligence. Her research has been published in both of academic and industry journals, including Journal of Hospitality and Tourism Research, International Journal of Hospitality Management, and Cornell Quarterly. Her collaborative handwashing study has been covered widely in the numerous media outlets, including the Wall Street Journal, New York Times, USA today, CNN, U.S. News & World Report, Fox News, CNBC, NBC News, Huffington Post, Women’s Health, Popular Science, CBS News, Live
She has taught a "food safety course" to more than 2500 undergraduate students for last six years in The School.

RONALD F. CICHY, PhD, OM is the 2016 R. D. Musser Hotelier of the Year, the most prestigious award presented each year by the Michigan Hotel and Lodging Association. Dr. Cichy is also the faculty of the year 2015, presented by the student Hospitality Association and The School Alumni Association at Homecoming 2015. Dr. Cichy and co-author Philip J. Hickey, Jr. have recently revised Managing Service in Food and Beverage Operations, fifth edition, published in 2017. Mr. Hickey was the 2013 chairman of the National Restaurant Association, and is currently the executive chairman of Millers Ale House restaurants, a casual restaurant dining chain with 70 restaurants in eight states.

Dr. Cichy is an engaging educator, collaborative and creative researcher, and trusted advisor for hospitality Business leaders and academic program heads at schools of hospitality management. He is a professor in The School of Hospitality Business at Michigan State University. He served as director of this iconic School for 26 years. Dr. Cichy primarily teaches undergraduate students in The School. He also teaches executives in the Club Managers Association of America Business Management Institute III and the National Automatic Merchandising Association's Executive Development Program.

Dr. Cichy's research expertise is largely in private membership clubs. In particular, Dr. Cichy and several collaborative research teams have studied technology and social media, service innovations; and sustainable business practices in private clubs. Other research has examined ways that productive private club volunteer leaders (boards of directors and committees) collaborate with GMs/COOs; financial performance linked to board of directors size and involvement in strategy; and GMs/COOs evaluations of private club boards of directors. Another active research area is the dynamics of frontline service staff members and their impact on service delivery. As of June 2016, Dr. Cichy has authored/coauthored 160 industry practitioner articles; 14 books, including revisions; six book chapters; and 40 refereed academic journal articles.

Dr. Cichy serves on The School of Hospitality Business Alumni Association Executive Board of Directors, and the Michigan Lodging and Tourism Association Board of Directors, and the MLTA Education Committee. Over his 40-year career as an educator, Dr. Cichy has served on countless industry boards of directors, task forces, certification commissions, and committees. Dr. Cichy developed and delivered hundreds of keynote addresses, executive development programs, and seminars for hospitality business executives while traveling to four continents. He was a popular and entertaining speaker for Fortune 500 company executives, as well as many non-hospitality business leaders from trade associations, manufacturing firms, governmental agencies, and talent agencies.

Dr. Cichy was recognized for 25 years of contributions to the art of magic by the International Brotherhood of Magicians in 2012. He was inducted into the prestigious Order of Merlin (O.M.). The bestowing of this high honor represents membership in an exclusive magic fraternity. Dr. Cichy is also a member of the Michigan Accordion Society, the National Cleveland Style Polka Hall of Fame, and the International Polka Association.

AUTHELLA COLLINS HAWKS, MEd is director of the Student and Industry Resource Center (SIRC) for The School of Hospitality Business. In this role she provides leadership for the placement of over 800 students in internship and graduate positions in
The School. She also represents The School in developing and maintaining relationships with the industry, networking with hospitality business alumni, and participating in industry functions and special events.

JEFFERY D ELSWORTH, PhD is the Associate Professor of Hospitality Business Entrepreneurship in The School of Hospitality Business at Michigan State University. He comes by his interest in foodservice operations honestly as he was a successful manager, general manager and franchise trainer of managers for 20 years before turning to academics. Jeff’s experience in the restaurant industry gives him a unique perspective, which he uses in the classroom to teach his students the essential skills needed for success in the foodservice and hospitality industry.

Jeff’s research interests include customer perceptions of restaurant ownership, hospitality entrepreneurship, foodservice purchasing, foodservice operations, food safety and foodservice inspection media reporting issues, hospitality wage determinants, and hospitality small business finance issues.

Dr. Elsworth presently teaches Introduction to Hospitality Business Ownership and Entrepreneurship, Advanced Hospitality Business Ownership and Entrepreneurship, Introduction to Food and Beverage Management, Facilities Maintenance and Systems Management, and Introduction to Hospitality Business as well as a Foodservice Industry module for the Masters level Food Protection and Defense course offered by Michigan State’s Food Safety and Toxicology Center. Dr. Elsworth has previously taught courses in Food Safety and Nutrition, Quality Management, Advanced Foodservice Operation, Quantity Food Production Systems, and a Master level course in Hospitality Facility Planning and Designs.

Dr. Elsworth presently serves as the Chair of The School of Hospitality Business’ Undergraduate Programs Committee, and The School’s representative on the Broad College Advisory Council. At the University level Dr. Elsworth serves on the Michigan State University Union Advisory Board, the University Committee on Student Affairs, and as a rotating chair for the University Academic Integrity Hearing Boards.

Dr. Elsworth has worked on numerous projects related to entrepreneurship, restaurant ownership, and restaurant management in the Mid-Michigan area and has consulted with numerous hospitality businesses on start-up issues and operations management.

Jeff earned his Bachelor of Science ('81), Masters of Science ('98) and PhD ('01) degrees in Hospitality and Tourism Management from Purdue University in West Lafayette, IN.

JOEL K. HEBERLEIN, BS, CHA is the general manager of the Kellogg Hotel and Conference Center and Director of the Spartan Hospitality Group on the campus of MSU. As Director of Spartan Hospitality Group, Mr. Heberlein oversees Forest Akers Golf Courses, MSU Tennis Facility, Breslin Student Event Center, Cowles House, Spartan Signature Catering, as well as Hospitality Sales. He is a visiting lecturer in The School, teaching in the areas of hotel operations and marketing. In 1999 and 2009, he was honored by the Michigan Lodging and Tourism Association as the Michigan Hotelier of the Year.

MI RAN KIM, PhD Assistant Professor in The School of Hospitality Business at Michigan State University. She earned a PhD in Community, Agriculture, Recreation and Resource Studies at MSU in 2010 and she also earned a Master of Science degree in Hospitality Business at The School of Hospitality Business at MSU in 2005. She
received a Bachelor’s degree in Home Economics and a High School Teacher’s license from Seoul National University and holds a Diploma in Hospitality Management and Administration from Glion Hotel School in Switzerland.

She has seven years of related work experience in international luxury hotels, including Movenpick Radisson Hotel (Geneva, Switzerland), Le Meridien Hotel (Phuket, Thailand), Novotel Hotel (Seoul, Korea), and Marriott Hotel (Busan, Korea). She also worked at HSBC Bank as a personal banker (Seoul, Korea).

MiRan’s research area is consumer behavior in the context of the hospitality and tourism industry. Specifically, she is interested in customer satisfaction and loyalty, service and relationship marketing, and hospitality and tourism management including human resource management and leadership development. In the area of teaching, she is currently teaching Service Management, Hospitality Managerial Accounting, and Advanced Hospitality Marketing and she has also taught Hospitality Human Resources and Hospitality Marketing.

SEUNG HYUN KIM, PhD is associate professor in The School, teaching HB 473 - Hospitality Industry Research and HB 885 - Hospitality Business Research. He specializes in hospitality marketing, research methods, and service leadership. His expertise in research techniques comes in part from his extensive international work experience. Dr. Kim regularly collaborates with other MSU and School faculty in research projects and executive development programs.

BONNIE J. KNUTSON, PhD is a professor in The School of Hospitality Business in the Broad College of Business. Widely known as an authority on emerging lifestyle trends and creative marketing strategies, she often consults with business leaders who want to understand and take advantage of changing consumer demands. Her work has been featured in publications such as The Wall Street Journal, USA Today, and on CNN. She has also had articles appear in numerous business publications, and is editor of The Journal of Hospitality and Leisure Marketing.

With her wit and entertaining style, Bonnie is a frequent speaker at business and association meetings. She has been a featured presenter for the National Restaurant Association, the American Hotel & Motel Association, Meeting Professionals International, Club Managers Association of America, National Automated Merchandising Association, as well as financial, health care, automotive, and education organizations throughout the United States and abroad.

Knutson has been named a MSU Distinguished Faculty. She has also been honored with the MSU Distinguished Alumni Award and the Hospitality Business Alumni Association Lifetime Academic Achievement Award. She was given the esteemed Withrow Award for teaching and research in the Broad College of Business and has won the prestigious Golden Key Teaching Excellence Award for outstanding instruction and dedication to students. The Advertising Education Foundation named Dr. Knutson a National Scholar.

Knutson is on the Advisory Boards of the Food Industry Institute, the Travel, Tourism and Recreation Resource Center, and the Advisory Council for the MSU Wharton Center. She is a member of the American Marketing Association and the American Marketing Research Association.

LENA L. LOEFFLER, CHS is the alumni relations and development specialist for The School of Hospitality Business. She coordinates alumni activities on-campus and off-
campus as well as facilitate synergies among alumni, students, faculty, hospitality industry groups, and The School. She also coordinates the Annual Gathering of Leaders, Celebration of Leadership, as well as the Alumni Association Executive and Appointed Boards of Directors meetings and several of The School’s executive education programs. With special expertise in computer publishing, layout, and graphics, Ms. Loeffler is responsible for the printing of much of The School’s publications. She also coordinates the public relations activities for The School, working with students PR coordinators to maintain presence on the web and social media. Ms. Loeffler serves as a member of MSU Alumni Association’s Homecoming Committee.

MICHAEL McCALL, PhD is the NAMA Endowed Professor of Hospitality Business in the Eli Broad College of Business at Michigan State University. He earned his Ph.D. from Arizona State University and has held academic positions at Ithaca College and Cornell University. His research program focuses on the role of customer reward programs in creating customer loyalty, rebate programs, and emotional intelligence. He currently serves on the editorial boards of Journal of the Academy of Marketing Science, The Cornell Hospitality Quarterly and The Journal of Hospitality and Tourism Research. His work has been funded by the National Institutes of Health and the Center for Hospitality Research and has appeared in the Journal of Applied Psychology, Cornell Hospitality Quarterly, Journal of Socio-Economics, and the International Journal of Hospitality Management.

H. MICHAEL RICE, BA is a professor of practice in The School who teaches the elective courses, On-Site Foodservice Management, Foodservice Distribution Channel, and teaches a required course, Hospitality Business Strategy. Mr. Rice’s had a long and distinguished career on the campus of MSU. Through over 30 years, he rose through the University Housing Division, becoming the director of Auxiliary Services, responsible for the major facilities and food centers on campus, as well as for the food procurement and warehousing, contract management, and vending. He retired from that position in 2008. Professor Rice also travels with other School professors and students to take part in its Study Abroad program in China.

RAYMOND S. SCHMIDGALL, PhD, CPA is the Hilton Hotels Professor of Hospitality Financial Management and The School’s accounting and financial management expert. He serves on industry committees of the Hospitality Financial and Technology Professionals and American Hotel and Lodging Association. He conducts managerial accounting seminars for CMAA and HFTP. The seventh edition of his Managerial Accounting for the Hospitality Industry was released in June 2011. In 2012 he had five articles published to add to over 240 articles in the past. His current research includes (1) Balance Sheet Ratios for Clubs and (2) Job Satisfaction of Financial Management Educators. His most recent foreign venture was to Ecuador where he worked on a mission project. He also arranges and hosts The School’s annual Hilton Lecture Series.

Prior to teaching, Schmidgall was the financial controller of the Educational Institute, American Hotel and Lodging Association and worked as an auditor with Ernst and Ernst. He has authored several hospitality accounting and finance textbooks.

CHEF ALLAN L. SHERWIN, BA, MS, CEC, CCE, FMP is the fourth generation of a family that has been in the restaurant and baking business since the early 1900’s. He has owned award-winning restaurants and has a Bachelor’s degree in Hotel, Restaurant and Institutional Management from the Honor’s College in 1964 from MSU and a Master’s degree in Food, Hotel and Tourism from Rochester Institute of Technology in
Rochester, New York. He is certified as a Chef de Cuisine from The Midland’s of England Chefs Association and a Certified Executive Chef and Culinary Educator from the American Culinary Federation. He is also certified as a Food Management Professional and an instructor in Foodservice Sanitation from the Educational Foundation of the National Restaurant Association, and in wines from the British Wine Trust in London.

Chef Sherwin has been Director of Culinary and Hotel Programs at Stratford University in Falls Church, Virginia; Santa Barbara City College in Santa Barbara, California; The University of Montana in Missoula, Montana; and Paul Smith’s College in Paul Smith’s, New York. He was Director of Culinary Education at the Paul Hall Center for Maritime Education in Piney Point, Maryland in charge of training chefs on American registered ships throughout the world. Chef Sherwin is the author of several professional papers and publications. He served in the Marine Corps as a Naval Flight Officer and flight instructor in F-4 Phantom aircraft.

**A.J. SINGH, PhD** is the International Lodging, Finance and Real Estate Professor in The School of Hospitality Business. In 1998, Singh completed a two-year research project (as part of his doctoral dissertation). The study made a major contribution to the literature by predicting the structure of the U.S. Lodging industry and its future sources of financing. An integral part of this project involved working closely with 38 industry leaders representing the lodging, real estate and financial services industries. The research has since been published (and accepted for publication) in key academic and industry publications such as the International Journal of Hospitality Management, Cornell Hotel and Restaurant Administration Quarterly, Travel and Tourism Analyst, Journal of Lending and Credit Risk Management, Bottomline, Lodging, and Hotel Tourism Review (Publication of the Swiss Hotel Industry). In partnership with industry and other faculty colleagues, Singh’s goal is to establish The School of Hospitality Business as the leading solution provider for issues and problems related to International Lodging Operations, and Real Estate Finance.

Singh earned his undergraduate from the University of Delhi in India. His MS degree was from Purdue University in Hotel Restaurant and Institutional Management and Ph.D. in Park, Recreation and Tourism from Michigan State University. He is an active member of the International Society of Hospitality Consultants (ISHC), Hospitality Asset Managers Association (HAMA), Urban Land Institute (ULI) Association of Hospitality Financial Management Education (AHFME).

**Jeff Yingling, MA** joined The School of Hospitality Business in September 2012. He serves as undergraduate advisor in The School. (Biography unavailable).

**LU ZHANG, PhD** is an Assistant professor of Hospitality management in The School of Hospitality Business. She joined the Spartan family after receiving her Master and PhD degree from the school of hospitality management at the Pennsylvania State University. Her research focuses on two areas: hospitality information technology and marketing. She will be teaching the undergraduate information technology class as well as the graduate level IT course.
THE SCHOOL OF HOSPITALITY BUSINESS SERVICES FOR GRADUATE STUDENTS

Electronic Mail
All students can obtain email accounts on the MSU email system at no cost. Once you have your account, please inform the Graduate Program Coordinator of your MSU email address so that it can be added to the programs' computer mailing lists.

Mailboxes
Students have a mail folder assigned to them in the main office. Please check them DAILY as this is one way to provide you with information and notification about important events.

Student and Industry Resource Center (SIRC)
The Student and Industry Resource Center (SIRC) is a unique and valuable resource that coordinates all career services for students in The School of Hospitality Business. Through a partnership with students, faculty, industry leaders, and alumni, SIRC identifies and coordinates valuable internship opportunities. SIRC also coordinates on campus recruiting for companies interested in permanent placement. Employers interviewing hospitality business students conduct interviews in the Lear Corporation Career Services Center, a multi-million dollar facility that is available for students in related majors.

A dynamic and busy place, SIRC provides assistance in résumé development, interviewing skills, and internship placement. SIRC also coordinates visits with prospective students interested in hospitality business. The SIRC staff helps prepare for annual trade shows, such as the National Restaurant Association's Hotel-Motel and Restaurant Show in Chicago and the International Hotel/Motel & Restaurant Show in New York. Always focused on the task of assisting students, the SIRC staff is involved in speaking to classes and one on one discussions about internships and career choices in the hospitality industry. - http://hospitalitybusiness.broad.msu.edu/students/sirc/

THE SCHOOL OF HOSPITALITY BUSINESS HOSPITALITY ASSOCIATION

There is no better way to round out your resume than by joining an organization associated with your major. The School of Hospitality Business Hospitality Association - one of the premier student organizations on campus - is the parent organization to student clubs and three major events: CAREER EXPO, Les Gourmets, and Auction. Our student organizations and events give hospitality business majors valuable insights and an important edge in pursuing career opportunities. The Hospitality Association consists of the following nine clubs:

American Hotel & Lodging Association (AH&LA)  The AH&LA creates a passion-driven student organization that fosters education and beneficial experiences while transforming members into confident leaders. Its vision is to increase overall awareness and understanding of the lodging and gaming industries. http://ahlaspartans.weebly.com/

Club Managers Association of America (CMAA)  The student chapter of CMAA provides opportunities for hospitality students to learn about private club management through networking with industry leaders, touring various private clubs and participating in annual conferences. The student
chapter also assists in hosting club manager’s certification seminars taught by Hospitality Faculty.  http://cmaa-msu.weebly.com/

**Eta Sigma Delta**  
Eta Sigma Delta is the National Honor Society for Hospitality Business Majors. Only top academic scholars in *The School* are eligible for membership. Eta Sigma Delta encompasses over 60 chapters around the country.  
http://hospitalitybusiness.broad.msu.edu/eta-sigma-delta/

**Global Hospitality Business Organization**  
IHSO’s mission is to create a network of international and American students, who support each other’s career goals. As a newly reinstated club in *The School*, IHSO’s goals are to raise international awareness in the hospitality industry and to attract more jobs internationally.  
http://ghbo.weebly.com/

**National Society of Minorities in Hospitality**  
The purpose of Minorities in Hospitality Business is to create a support group for minority students pursuing careers in the hospitality industry. The club invites students to participate in social and cultural activities, professional development events and gives assistance with scholarships.  
http://nsmhmsu.weebly.com/

**Professional Convention Management Association**  
The mission of the MSU Chapter of PCMA is to increase awareness and understanding of the corporate and event planning industry through speakers, tours, and working with industry professionals.  
http://pcmamsu.yolasite.com/

**Real Estate Investment Club (REIC)**  
The REIC welcomes students who have a common interest in real estate development, particularly within the hospitality industry. The club creates unique opportunities for students including listening to significant guest speakers, participating in various site tours, and keeping in touch with alumni and other industry professionals! All students of all majors are welcome to share the benefits of the club.  
http://reicmsu.weebly.com/

**Society for Hospitality Foodservice Management (SFM)**  
The Society for Foodservice Management provides knowledge, networking relationships and industry experience through a hands-on approach within *The School* of Hospitality Business. SFM organizes restaurant tours, service and culinary workshops, and partnerships with other HB student organizations.  
https://www.facebook.com/shfmmsu

**Spartan Enology Society**  
Spartan Enology Society strives to create an educational setting for students to develop wine appreciation and knowledge. Whether members seek a career in the beverage industry or are personally interested in wine, SES equips every member with the tools to pursue their aspirations in a supportive setting. There is absolutely no alcohol consumption at SES.  
http://gogreengowine.wix.com/msu-ses
MICHIGAN STATE UNIVERSITY SERVICES FOR GRADUATE STUDENTS

The University provides a wide array of services to students to assist them in adjusting to the rigors and inevitable stresses that go with a rigorous academic life.

**Student Services**
Michigan State University provides extensive student personnel services to assist students and enhance the educational experience. Michigan State University recognizes that the total development of the individual—personal, social, and physical, as well as intellectual—is of equal importance.

The Vice President for Student Affairs and Services has general administrative responsibility for all student personnel matters. The multiple services and responsibilities are carried out through the offices of Coordinated Minority Student Programs, Counseling, Financial Aid, Intramural Sports, Recreative Services, Placement Services (including Student Employment and the Career Information Center), Student Life, and University Housing Programs.

The Student Life area includes Campus Life Orientation, Health and Alcohol Education, Judicial Affairs, Off-Campus Housing and Commuter Programs, Service Learning, Student Activities, Student and Leadership Development, and Student Withdrawals and Records.

**Career Development & Placement Services** 113 Student Services
**The Lear Corporation Career Services Center** 114 Owen Hall.
The Career Development and Placement Services and the Lear Corporation Career Services Center offices assist students in career advising and seeking employment upon graduation. Their office is located in 113 Student Services Building and can be contacted at 355-9510. Their staff does workshops, classes and individual advising on topics such as how to interview successfully and steps to creating a well-written resume. You may also interview for internships or full-time employment through the Career Placement office.

More information can be found in 113 Student Services Building. The Career Information Center, located in room 6 Student Services Building (353-6474) provides up-to-date information on career possibilities, self-evaluation tools, and resource material on career choice, planning and strategy. Their website is [http://spartanpartners.msu.edu/career/](http://spartanpartners.msu.edu/career/)

**Computer Center User Services**
353-1800 Computing Information Center
353-1800 Mainframe/Host Access Support Services
353-4599 Microcomputer Support Services/Store

**Other Computer Facilities**
Microcomputer facilities are available on campus, including laboratories in the Human Ecology and Union Buildings. Policies regarding use of equipment should be obtained from individual facilities.

**Counseling Center Main Office**, 207 Student Services Building
**Olin Health Center** (for off campus students), 344 Olin Health Center
**Multi-Ethnic Counseling**, 207 Student Services Building

Students should feel free to contact the Counseling Center for personal concerns and crisis. Professional counseling and psychological services are offered to assist with personal, as well as career concerns. All services are confidential. Initial consultations are free of charge; all services are free to students carrying 7 or more credits. Their website is [http://counseling.msu.edu/](http://counseling.msu.edu/)
Intramural Sports Facilities
Intramural Sports & Recreational Services-205 IM Sports West Students have access to equipment and facilities in the intramural facilities located in the IM-West, IM-East, and IM-Circle. Students must present a current MSU student ID and a picture ID in order to be admitted to these facilities and borrow the equipment. Their website is http://www.imsports.msu.edu/

Learning Resources Center (Academic Support)
209 Bessey Hall
This is a self-paced, individualized learning center that offers free assistance to students who want to improve their study skills. Its goal is to help you develop the strategies and techniques you need to be successful student. Workshops on specific study skills are offered throughout the year. Their website is http://nssc.msu.edu/academic-support.php

MSU Food Bank
The MSU Student Food Bank is intended to provide supplemental food and other necessities for students and their families who are in need of this type of support. Visit http://foodbank.msu.edu/ for additional information.

MSU Library
The MSU Libraries have a growing collection of over three million volumes and access to a large collection of electronic resources. The MSU Library System participates in library consortia such as the Michigan Libraries Research Triangle (MLRT) and the Center for Research Libraries (CRL). For detailed up-to-date information on library hours, services, and electronic resources, see the web page: http://www.lib.msu.edu/

The William C. Gast Business Library provides services for the MSU College of Business. MS students may call Gast Business Library reference librarians to help plan research strategies. They will consult via telephone or e-mail. If you go to the Business Library, call beforehand to make an appointment with a librarian, so they can better assist you. http://www.lib.msu.edu/bus/

MSU Safe Place
MSU Safe Place is a program that addresses relationship violence and stalking. We are located on the campus of Michigan State University and serve students, faculty, staff, their spouses/partners and non-affiliated members in the Greater Lansing Area. Visit their web page at http://safeplace.msu.edu/

Office for International Students and Scholars (OISS)
The Office for International Students and Scholars (OISS) serves international students and international faculty. OISS is a resource center for information and consultation on matters related to the international student and faculty/scholars. The staff is prepared to help in any of the various areas of concern, including academic problems, immigration questions, social health, employment or financial matters. The office also organizes seminars and workshops on topics of interest to the broad university community. These have included immigration regulations, cross-cultural communication, pre-departure programs for graduating students and various training programs. They also publish a very informative handbook called Welcome to Our Community that answers questions you may have about living and going to school in our community. A copy of this handbook can be picked up in the OISS. The OISS is located in room 103 in the International Center. Their website is http://www.oiss.msu.edu/
Olin Health Center
The Student Health Service is located in Olin Health Center. In the event of an emergency, no matter what time of day, go directly to Sparrow Hospital or Michigan Capital Medical Center if possible. Otherwise go to the nearest emergency center. Their website is http://olin.msu.edu/.

Resource Center for Persons with Disabilities
120 Bessey Hall
Staff specialists are available to respond to mobility, visual, hearing, alternative learner, and other handicapper populations to enable their involvement in University activities. Other resources are available to students with special needs. Their website is http://www.rcpd.msu.edu/

Service Learning Center
27 Student Services
A volunteer program gives students the opportunity to learn more about different work environments while providing community service. Staff are available to assist students in choosing a placement that meets their interests. Their website is http://www.servicelearning.msu.edu/

Writing Center
300 Bessey Hall
This center offers writing consultation to graduate as well as undergraduate students. One-on-one consultations are best for small papers or projects like vitas, abstracts and cover letters, while peer response writing groups offer help developing drafts of larger projects like research and conference papers, and even theses and dissertations. The center also has a library with books on resumes, vitas and cover letters, and examples of all of the above. Call 432-3610 to make an appointment, or email grammar@msu.edu for grammatical questions. You can also see their web site at http://writing.msu.edu/

Women’s Resource Center
Coordinates contacts relating to concerns of women and advocates women’s issues by developing and implementing programs targeted for women faculty, staff and students. They sponsor many workshops on campus. Their website is http://wrc.msu.edu/

REFERENCES AND RESOURCES

Academic Handbook, Academic Programs, and Schedule of Courses
Published each semester; provides selected updated information on courses, university regulations, policies, procedures, costs, program requirements, and the academic calendar. It is available prior to enrollment periods in the Office of the Registrar, 150 Administration Bldg. Visit the Registrar’s web site at http://www.reg.msu.edu

Council of Graduate Students (COGS) Graduate Student Handbook and Newsletters
This is published annually by the Council of Graduate Students and is available in Room 316 Student Services. The COGS website is http://cogs.msu.edu

Faculty and Staff Directory
This is published by the Office of the Registrar. To search the online directory, go to the MSU Home Page: http://www.msu.edu Select Find People.
Funding Guide
The Graduate School has produced a Funding Guide for Graduate Students, Graduate Professional Students and Postdoctoral Fellows, to assist students in identifying funding sources such as grants, fellowships, scholarships and awards. The Funding Guide, which is updated annually, is available on at http://grad.msu.edu/funding

Graduate Student Rights & Responsibilities (GSRR)
This document is published in Spartan Life, and can also be accessed via Michigan State University’s Web page at http://splife.studentlife.msu.edu/graduate-student-rights-and-responsibilities and contains University policies concerning graduate education.

MSU Code of Teaching Responsibility
Satisfaction of teaching responsibilities by instructional staff members (herein referred to as instructors) is essential to the successful functioning of a university. This University conceives these responsibilities to be so important that performance by instructors in meeting the provisions of this Code shall be taken into consideration in determining salary increases, tenure, and promotion. https://ombud.msu.edu/policies-publications.html

Resource Guides
The Graduate School provides useful information on networking, transportation, housing, and campus, and community resources. Visit the Graduate School web site under Resources to learn more: http://grad.msu.edu

Spartan Life
This is produced by the Office of Student Affairs and Services and is available in Room 101 Student Services. The website is http://www.vps.msu.edu

The State News
A daily newspaper that contains news and a listing of events of interest. The website is www.statenews.com

The Graduate Post
A newsletter published every semester by The Graduate School. Its purpose is to highlight activities in graduate education at MSU and elsewhere, to publish opportunities available for professional enrichment through fellowships, scholarships and study programs, to announce important deadline dates and announce upcoming colloquia and symposia. The website is http://grad.msu.edu/graduatepost

The Graduate School Guide to the Preparation of Master’s Theses and Doctoral Dissertations
This formatting guide describes the final procedures for degree completion and manuscript requirements for your thesis or dissertation. Its table of contents is not copied here. It is available from the Office of the Graduate School, 118 Linton Hall. The current copy is available on the web at http://grad.msu.edu/etd
### Directory of Frequently Contacted Offices

#### The School of Hospitality Business

**Eppley Center**  
645 N. Shaw Lane Rm 232  
East Lansing, MI 48824  
Phone: (517) 353-9211  
[http://hospitalitybusiness.broad.msu.edu/](http://hospitalitybusiness.broad.msu.edu/)

**Melissa Bankroff**  
**Academic Specialist – Graduate Advisor**  
Eppley Center  
645 N. Shaw Lane Rm 237  
East Lansing, MI 48824  
Phone: (517) 884-1582  
[bankroff@msu.edu](mailto:bankroff@msu.edu)

#### The Eli Broad College of Business

**Dean’s Office**  
520 North Business Complex  
Phone: 517-355-8377  
[deansoffice@bus.msu.edu](mailto:deansoffice@bus.msu.edu)  
[http://broad.msu.edu/information/dean](http://broad.msu.edu/information/dean)

##### Accounting & Information Systems

North Business College Complex  
632 Bogue St. N270  
East Lansing, MI 48824  
(517) 355-7486  
[https://accounting.broad.msu.edu](https://accounting.broad.msu.edu)

##### Management

North Business College Complex  
632 Bogue Street, Room N475  
East Lansing, MI 48824  
Phone: 517-353-5415  
[http://management.broad.msu.edu/](http://management.broad.msu.edu/)

##### Finance

Eppley Center  
645 N. Shaw Lane Rm 315  
East Lansing, MI 48824  
Phone: (517) 353-1745  
[https://finance.broad.msu.edu/](https://finance.broad.msu.edu/)

##### MBA

Eppley Center  
645 N. Shaw Lane Rm 215  
East Lansing, MI 48824  
Phone: (517) 353-7604  
[https://broad.msu.edu/masters/](https://broad.msu.edu/masters/)

##### Marketing

Business College Complex  
632 Bogue St. N370  
East Lansing, MI 48824  
Phone: (517) 353-6381  
[https://marketing.broad.msu.edu/](https://marketing.broad.msu.edu/)

##### Supply Chain Management

Business College Complex  
632 Bogue St. N370  
East Lansing, MI 48824  
Phone: (517) 353-6381  
[https://supplychain.broad.msu.edu/](https://supplychain.broad.msu.edu/)

#### Michigan State University

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<thead>
<tr>
<th>Administration</th>
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<td>Office of the Registrar</td>
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<td>Office of Study Abroad</td>
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<td>Office of Financial Aid</td>
<td>353-9189</td>
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<td>Council of Graduate Students (COGS)</td>
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<td>Career Services Network</td>
<td>355-9165</td>
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<td>Counseling Center</td>
<td>355-8270</td>
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<td>Housing Assignment Office</td>
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<td>Olin Health Center Appointments</td>
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<td>Olin Pharmacy</td>
<td>24/7 Phone Nurse</td>
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Master of Science
Student Handbook

Appendix A

Contents

Research and Scholarly Integrity: Documenting Sources
The Broad College of Business Policy on Academic Honesty
The School of Hospitality Business Graduate Program Honor Code
Graduate Program Honor Code Pledge
Team Procedures for Resolving Conflict
Academic Grievance Procedure for The School of Hospitality Business
The School of Hospitality Business Annual Progress Report for Plan B Master’s Students
Research and Scholarly Integrity: Documenting Sources

All external sources used for EMBA assignments must be properly documented. This includes all written sources as well as web-based information. Direct quotes must be specifically noted. The student or team must acknowledge any information that takes ideas or words from other sources. There are a number of standards for documenting sources and referencing other materials and authors. Failure to document external sources in course assignments will be considered to be a violation of the Broad School’s Policy on Academic Honesty. In recent years there has been increased use of web resources; please be very careful about documenting web sources correctly to avoid any problems related to academic integrity.

Several suggested formats follow:

Journal & Newspaper Article

Book

Citations in the Text of Papers
(Smith, 1982, p. 276)

Citing a Web Site
To cite an entire Web site (but not a specific document on the site), it’s sufficient to give the address of the site in the text.

Citing Specific Documents from a Web Site
Web documents share many of the same elements found in a print document (e.g., authors, titles, dates). Therefore, the citation for a Web document often follows a format similar to that for print, with some information omitted and some added.

An article from the journal *American Psychologist*:

Citing Articles and Abstracts from Electronic Databases
The basic retrieval statement for CD-ROM databases is as follows:

The Broad College of Business Policy on Academic Honesty

The principles of truth and honesty are fundamental to the educational process and the academic integrity of the University: therefore, no student shall:
1. Claim or submit the academic work of another, as one’s own.
2. Procure, provide, accept or use any materials containing questions or answers to any examination or assignment without proper authorization.
3. Complete or attempt to complete any assignment or examination for another individual without proper authorization.
4. Allow any examination or assignment to be completed for oneself, in part or in total, by another without proper authorization.
5. Alter, tamper with, appropriate, destroy or otherwise interfere with the research resources or other academic work of another person.
6. Fabricate or falsify data or results.

In accordance with the provisions of the MSU Academic Freedom Report (AFR) and the Graduate Student Rights and Responsibilities (GSRR), The Eli Broad College of Business and Graduate School of Management has established a process for the receipt and consideration of student academic complaints (13 April 2001).

Team Procedures for Resolving Conflict
Satisfactory completion of the Master of Science Programs in The School of Hospitality Business requires a high level of cooperative teamwork. In nearly every course, students work in teams to learn from one another and to produce quality team products. This requirement will assist you in a business world that increasingly demands these skills of all employees.

Although the benefits of teamwork are well established, at the same time, it is common for teams to experience conflict. This is true both in the business world and in the Master of Science programs. In many cases, conflict and critical discussion are often productive in terms of generating better decisions and products. In other cases, however, conflict can be counter-productive and lead to a great deal of frustration. The expectation is that all teams will experience some degree of conflict, but will productively manage this conflict. In a case where the team fails in their attempt to resolve their own conflict, the following procedure will be followed:

1. The team members will notify their instructor or professor of the conflict. The instructor will meet with the entire team and discuss the problem. At this meeting, the following guidelines will be followed:
   a) A team member or members representing the various sides of the conflict will present the case as they view it with no interruptions.
   b) The other team members will paraphrase what they heard to understand and clarify issues involved. This procedure will be followed until each member has had the opportunity to present his or her perspective.
   c) The team members, in conjunction with the instructor, will brainstorm to develop alternative solutions to the problem.
   d) Team members, with the advice of the instructor will select and implement the solution that seems to most satisfactorily deal with the problem.
   e) If, after a fair trial period, the solution is not working as hoped the team and the instructor will again meet, select, and implement an alternative solution.
2. If the team is still unable to resolve the problem after step 1 has been given an opportunity to work, the instructor or faculty member will determine if and when to recommend that the team meet with member(s) of the Broad faculty and staff. This second meeting may be with the teaching faculty member(s) involved and or The School Director. The steps involved will be:

   a.) Participants will present a written document to the committee, in advance of a meeting, stating their point of view on the conflict and the suggested solution.
   b.) A meeting will be held at which committee members may ask questions of the participants and in which the participants will have an opportunity to address their views about the conflict.
   c.) The participating faculty and/or staff members will meet without the participants and will select a solution that will be implemented by the team.

3. If an unacceptable level of team conflict persists after steps 1 & 2, the team will meet with The School’s Appeal Committee. The team consultant will meet with the team and then propose a solution in writing to The School’s Director, who will, upon consultation and agreement with the consultant. Implement the solution. Possible options may include but are not limited to:

   a) One more attempt by the team to resolve the problem.
   b) Grade reduction for member(s) of the team.
   c) Submission of individual assignments or majority/minority students.
   d) Probationary period for a member(s) of the team with consequences of non-conformance clearly delineated in a written contract. This may include dismissal from the MS program.
   e) Team dissolved and consequences spelled out. This may include grade reduction and assignment of individual projects.
   f) Immediate dismissal from program if team member(s) does not agree to abide by the solution agreed to by the team’s consultant and The School’s Director.

We will note that we consider team dissolution an extreme measure to be used only as last resort. Team dissolution reflects a failure on the part of the team members, the team advisors, and The School faculty and staff who composed and worked with the team. It is inconsistent with our philosophy, in the sense that we want our students to learn how to work through conflict and benefit from the experience. It is also inconsistent with the goals of our recruiters, who specifically look to our program for graduates who are skilled in teamwork and leadership.
GRADUATE PROGRAM HONOR CODE

As a future leader who will lead others, I must act honestly and ethically. My actions must always be consistent with these values and reflect high standards of performance and integrity. I will behave in a way that withstands ethical scrutiny and is consistent with community norms.

As a graduate student in The School of Hospitality Business, my actions — as well as the collective actions of all graduate students — must exemplify professionalism through the respect and courtesy we direct toward each other and toward all others.

When taking an exam or completing individual assignments, my work will be my own. While I will seek knowledge and information from many sources, the result of my efforts will be solely mine.

When collaborating on team assignments, I will trust, support, and learn from my team members as we work together to reach a common objective. I will complete my assigned tasks on time and with high quality. To help accomplish the team’s goals, I will embrace the diversity of my teammates. Because compromise is an integral element of collaborative team work, I will always be respectful of others’ viewpoints.

I understand conduct that violates one of the values or standards articulated in the Graduate Program Honor Code, regardless of where or how the conduct occurs, will be adjudicated under The School’s grievance procedure established in accordance with the provisions of Academic Freedom for Students at Michigan State University and Graduate Students Rights and Responsibilities for students at Michigan State University.

I further understand conduct that violates the Graduate Program Honor Code when it is contrary to one of these values and impairs, interferes with, or obstructs the mission, processes, or functions of The School. Violations include, but are not limited to the following:

Academic Dishonesty
Academic dishonesty violates the values of integrity, honesty, truth, teamwork, and continuous improvement. It may include, but is not limited to, using another student’s work on an individual assignment or exam, posting or obtaining examination questions and/or answers on the Internet, providing information prohibited by the instructor to another student on an individual assignment or exam. It also may include plagiarism.

Plagiarism
Plagiarism includes appropriating another person’s ideas or work, published or unpublished, without giving him/her credit. It also includes using information directly from the Internet, books, magazines or other media channels, without properly citing the source. If unsure of what may constitute plagiarism in a specific case, consult the course syllabus and/or the course instructor.
Non-Academic Dishonesty
Non-academic dishonesty violates the values of honesty, truth, integrity, teamwork and continuous improvement. It may include, but is not limited to, conveying false statements or information to gain an unfair advantage over other students. Examples include putting false information on a resume or job application.

Misuse of Property
Misuse of property violates the values of integrity, truth, honesty, teamwork, and continuous improvement. It may include, but is not limited to, misusing or taking property that belongs to The School of Hospitality Business, the Broad College of Business, Michigan State University, or others without expressed permission. It also may include misuse or misappropriation of funds. Examples include misuse of copyrighted material, vandalism, theft, or embezzlement of student organization funds.

Discrimination and Harassment
Discrimination and harassment violate the values of integrity, teamwork and continuous improvement. Michigan State University’s anti-discrimination policy states expectations for institutional and individual conduct. It applies to all University community members. Acts prohibited under this policy include, but are not limited to 1) discrimination against any University community member(s) through inappropriate limitation of employment opportunity, access to University residential facilities, or participation in educational, athletic, social, cultural, or other University activities on the basis of age, color, gender, gender identity, disability status, height, marital status, national origin, political persuasion, race, religion, sexual orientation, veteran status, or weight; or 2) harassment of any University community member(s) on the basis of age, color, gender, gender identity, disability status, height, marital status, national origin, political persuasion, race, religion, sexual orientation, veteran status, or weight.

Other Violations
Other violations include conduct that violates a student group’s reputation, general student regulation, or University policy. If the violating conduct occurs on campus, or during a campus activity/event, it may also constitute a violation of the Graduate Program Honor Code. In addition, conduct that is contrary to any or all of the specified values of, interferes with, impairs, or obstructs the mission, processes, or functions of The School of Hospitality Business, the Broad College of Business, or Michigan State University may also be considered an Honor Code violation. Failure to report an Honor Code violation is considered to be a violation of the Honor Code. Any graduate student with knowledge of a violation has the responsibility to report the incident to the instructor of the course, the director of The School, or the graduate program coordinator.

Amendments to the Honor Code may be made with a majority vote of The School’s Graduate Programs Committee.
GRADUATE PROGRAM HONOR CODE PLEDGE

As a member of The School of Hospitality Business community, I share the responsibility to sustain and enhance a learning environment that always supports the values set forth in the Graduate Program Honor Code. I am responsible for:

- Reading and understanding the Graduate Program Honor Code.
- Adhering at all times to the standards it articulates.
- Reporting Honor Code violations to the respective course instructor, the director of The School, or the graduate program coordinator for any non-course related violations.

I pledge that I will not lie, cheat, steal or plagiarize in any of my academic endeavors, and that I will conduct myself truthfully and honestly to uphold the integrity of The School of Hospitality Business, the Broad College of Business, and Michigan State University.

______________________________
Print Name

______________________________
PID

______________________________
Signature

______________________________
Date

For Additional information and/or detailed definitions of terms, refer to:
- Student Rights and Responsibilities (formally called Academic Freedom for Students at Michigan State University)
  http://splife.studentlife.msu.edu/academic-freedom-for-students-at-michigan-state-university
- Graduate Students’ Rights and Responsibilities
  http://splife.studentlife.msu.edu/graduate-student-rights-and-responsibilities
- The School of Hospitality Business’ Graduate Student Handbook
- U.S. Classroom Culture (provided in The School’s graduate student orientation packet)
Graduate Student Academic Grievance Hearing Procedures for The School of Hospitality Business Programs

Each right of an individual places a reciprocal duty upon others: the duty to permit the individual to exercise the right. The student, as a member of the academic community, has both rights and duties. Within that community, the student’s most essential right is the right to learn. The University has a duty to provide for the student those privileges, opportunities, and protections which best promote the learning process in all its aspects. The student also has duties to other members of the academic community, the most important of which is to refrain from interference with those rights of others which are equally essential to the purposes and processes of the University. (GSRR Article 1.2)

The Michigan State University Student Rights and Responsibilities (SRR) and the Graduate Student Rights and Responsibilities (GSRR) documents establish the rights and responsibilities of MSU students and prescribe procedures to resolve allegations of violations of those rights through formal grievance hearings. In accordance with the SRR and the GSRR, The School of Hospitality Business (The School) has established the following Hearing Board procedures for adjudicating graduate student academic grievances and complaints. (See GSRR 5.4.)

I. JURISDICTION OF THE SCHOOL OF HOSPITALITY BUSINESS HEARING BOARD:

A. The Hearing Board serves as the initial Hearing Board for academic grievance hearings involving graduate students who allege violations of academic rights or seek to contest an allegation of academic misconduct (academic dishonesty, violations of professional standards or falsifying admission and academic records). (See GSRR 2.3 and 5.1.1.)

B. Students may not request an academic grievance hearing based on an allegation of incompetent instruction. (See GSRR 2.2.2)

II. COMPOSITION OF THE HEARING BOARD:

A. The School shall constitute a Hearing Board pool no later than the end of the tenth week of the spring semester according to established Program procedures. Hearing Board members serve one year terms with reappointment possible. The Hearing Board pool should include both faculty and graduate students. (See GSRR 5.1.2 and 5.1.6.)

B. The Chair of the Hearing Board shall be the faculty member with rank who shall vote only in the event of a tie. In addition to the Chair, the Hearing Board shall include an equal number of voting graduate students and faculty. (See GSRR 5.1.2, and 5.1.5.)

C. The School will train hearing board members about these procedures and the applicable sections of the GSRR. (See GSRR 5.1.3.)

III. REFERRAL TO THE HEARING BOARD:

A. After consulting with the instructor and appropriate unit administrator, graduate students who remain dissatisfied with their attempt to resolve an allegation of a violation of student academic rights or an allegation of academic misconduct (academic dishonesty, violations of professional standards or falsifying admission and academic records) may request an academic grievance hearing. When
appropriate. The School’s Director, in consultation with the Dean, may waive jurisdiction and refer the request for an initial hearing to the College Hearing Board. (See GSRR 5.3.6.2.)

B. At any time in the grievance process, either party may consult with the University Ombudsperson. (See GSRR 5.3.2.)

C. In cases of ambiguous jurisdiction, the Dean of The Graduate School will select the appropriate Hearing Board for cases involving graduate students. (See GSRR 5.3.5.)

D. Generally, the deadline for submitting the written request for a hearing is the middle of the next semester in which the student is enrolled (including Summer). In cases in which a student seeks to contest an allegation of academic misconduct and the student’s dean has called for an academic disciplinary hearing, the student has 10 class days to request an academic grievance to contest the allegation. (See GSRR 5.3.6.1 and 5.5.2.2.)

E. If either the student (the complainant) or the respondent (usually, the instructor or an administrator) is absent from the university during that semester, or if other appropriate reasons emerge, the Hearing Board may grant an extension of this deadline. If the university no longer employs the respondent before the grievance hearing commences, the hearing may proceed. (See GSRR 5.4.9.)

F. A written request for an academic grievance hearing must (1) specify the specific bases for the grievance, including the alleged violation(s), (2) identify the individual against whom the grievance is filed (the respondent) and (3) state the desired redress. Anonymous grievances will not be accepted. (See GSRR 5.1 and 5.3.6.)

IV. PRE-HEARING PROCEDURES

A. After receiving a graduate student’s written request for a hearing, the Director of The School will promptly refer the grievance to the Chair of the Hearing Board. (See GSRR 5.3.2, 5.4.3.)

B. Within 5 class days, the Chair of the Hearing Board will:

1. forward the request for a hearing to the respondent;

2. send the names of the Hearing Board members to both parties and, to avoid conflicts of interest between the two parties and the Hearing Board members, request written challenges, if any, within 3 class days of this notification;

3. rule promptly on any challenges, impanel a Hearing Board and send each party the names of the Hearing Board members. If the Chair of the Hearing Board is the subject of a challenge, the challenge shall be filed with the Dean of the College, or designee. (See GSRR 5.1.7.)

4. send the Hearing Board members a copy of the request for a hearing and the written response, and send all parties a copy of these procedures.

C. Within 5 class days of being established, the Hearing Board shall review the request, and, after considering all requested and submitted information:
1. accept the request, in full or in part, and promptly schedule a hearing.

2. reject the request and provide a written explanation to appropriate parties; e.g., lack of jurisdiction. (The student may appeal this decision.)

3. the GSRR allows the hearing board to invite the two parties to meet with the Hearing Board in an informal session to try to resolve the matter. Such a meeting does not preclude a later hearing. However, by the time a grievance is requested all informal methods of conflict resolution should have been exhausted so this option is rarely used. (See GSRR 5.4.6.)

D. If the Hearing Board calls for a hearing, the Chair of the Hearing Board shall promptly negotiate a hearing date, schedule an additional meeting only for the Hearing Board should additional deliberations on the findings become necessary, and request a written response to the grievance from the respondent.

E. At least 5 class days before the scheduled hearing, the Chair of the Hearing Board shall notify the respondent and the complainant in writing of the (1) time, date, and place of the hearing; (2) the names of the parties to the grievance; (3) a copy of the hearing request and the respondent's reply; and (4) the names of the Hearing Board members after any challenges. (See GSRR 5.4.7.)

F. At least 3 class days before the scheduled hearing, the parties must notify the Chair of the Hearing Board the names of their witnesses and advisor, if any, and request permission for the advisor to have voice at the hearing. The chair may grant or deny this request. The Chair will promptly forward the names given by the complainant to the respondent and visa versa. (See GSRR 5.4.7.1.)

G. The Chair of the Hearing Board may accept written statements from either party's witnesses at least 3 class days before the hearing. (See GSRR 5.4.9.)

H. In unusual circumstances and in lieu of a personal appearance, either party may request permission to submit a written statement to the Hearing Board or request permission to participate in the hearing through an electronic communication channel. Written statements must be submitted to the Hearing Board at least 3 class days before the scheduled hearing. (See GSRR 5.4.9c.)

I. Either party to the grievance hearing may request a postponement of the hearing. The Hearing Board may either grant or deny the request. (See GSRR 5.4.8.)

J. At its discretion, the Hearing Board may set a reasonable time limit for each party to present its case, and the Chair of the Hearing Board must inform the parties of such a time limit in the written notification of the hearing.

K. Hearings are closed unless the student requests an open hearing, which would be open to all members of the MSU community. The Hearing Board may close an open hearing to protect the confidentiality of information or to maintain order. (See GSRR 5.4.10.4.)

L. Members of the Hearing Board are expected to respect the confidentiality of the hearing process. (See GSRR 5.4.10.4.and 5.4.11.)
V. HEARING PROCEDURES:

A. The Hearing will proceed as follows:

1. **Introductory remarks by the Chair of the Hearing Board**: The Chair of the Hearing Board introduces hearing panel members, the complainant, the respondent and advisors, if any. The Chair reviews the hearing procedures, including announced time restraints for presentations by each party and the witnesses, and informs the parties if their advisors may have a voice in the hearings and if the proceedings are being recorded. Witnesses shall be excluded from the proceedings except when testifying. The Chair also explains:

   - In academic grievance hearings in which a graduate student alleges a violation of academic rights, the student bears the burden of proof.
   - In hearings in which a graduate students seeks to contest allegations of academic misconduct, the instructor bears the burden of proof.
   - All Hearing Board decisions must be reached by a majority of the Hearing Board, based on a "clear and convincing evidence." (See GSRR 8.1.18.)

   (See GSRR 5.4.10.1 and 8.1.18.) For various other definitions, see GSRR Article 8.)

2. If the complainant fails to appear in person or via an electronic channel at a scheduled hearing, the Hearing Board may either postpone the hearing or dismiss the case for demonstrated cause. (See GSRR 5.4.9a.)

3. If the respondent fails to appear in person or via an electronic channel at a scheduled hearing, the Hearing Board may postpone the hearing or hear the case in the respondent's absence. (See GSRR 5.4.9-b.)

4. If the respondent is absent from the University during the semester of the grievance hearing or no longer employed by the University before the grievance procedure concludes, the hearing process may still proceed. (See GSRR 5.3.6.1.)

5. To assure orderly questioning, the Chair of the Hearing Board will recognize individuals before they speak. All parties have a right to speak without interruption. Each party has a right to question the other party and to rebut any oral or written statements submitted to the Hearing Board. (See GSRR 5.4.10.2.)

6. **Presentation by the Complainant**: The Chair recognizes the complainant to present without interruption any statements relevant to the complainant's case, including the redress sought. The Chair then recognizes questions directed at the complainant by the Hearing Board, the respondent and the respondent's advisor, if any.

7. **Presentation by the Complainant's Witnesses**: The Chair recognizes the complainant's witnesses, if any, to present, without interruption, any
statement directly relevant to the complainant's case. The Chair then recognizes questions directed at the witnesses by the Hearing Board, the respondent, and the respondent's advisor, if any.

8. **Presentation by the Respondent:** The Chair recognizes the respondent to present without interruption any statements relevant to the respondent's case. The Chair then recognizes questions directed at the respondent by the Hearing Board, the complainant, and the complainant's advisor, if any.

9. **Presentation by the Respondent's Witnesses:** The Chair recognizes the respondent's witnesses, if any, to present, without interruption, and statement directly relevant to the respondent's case. The Chair then recognizes questions directed at the witnesses by the Hearing Board, the complainant, and the complainant's advisor, if any.

10. **Rebuttal and Closing Statement by Complainant:** The complainant refutes statements by the respondent, the respondent's witnesses and advisor, if any, and presents a final summary statement.

11. **Rebuttal and Closing Statement by Respondent:** The respondent refutes statements by the complainant, the complainant's witnesses and advisor, if any, and presents a final summary statement.

12. **Final questions by the Hearing Board:** The Hearing Board asks questions of any of the participants in the hearing.

VI. **POST-HEARING PROCEDURES**

A. **Deliberation:**

After all evidence has been presented, with full opportunity for explanations, questions and rebuttal, the Chair of the Hearing Board shall excuse all parties to the grievance and convene the Hearing Board to determine its findings in executive session. When possible, deliberations should take place directly following the hearing and/or at the previously scheduled follow-up meeting. (See Section IV.D above.)

B. **Decision:**

1. In grievance (non-disciplinary) hearings involving graduate students in which a majority of the Hearing Board finds, based on a "clear and convincing evidence," that a violation of the student's academic rights has occurred and that redress is possible, it shall recommend an appropriate remedy to *The School’s* Director. Upon receiving the Hearing Board’s recommendation, *The School’s* Director shall implement an appropriate remedy, in consultation with the Hearing Board, within 3 class days. If the Hearing Board finds that no violation of academic rights has occurred, it shall so inform *The School’s* Director. The Chair of the Hearing Board shall promptly forward copies of the final decision to parties and the University Ombudsperson. (See GSRR 5.4.11.)

2. In grievance (non-disciplinary) hearings involving graduate students in which the Hearing Board serves as the initial hearing body to adjudicate an allegation of academic dishonesty and, based on a "clear and
convincing evidence," the Hearing Board finds for the student, the
Hearing Board shall recommend to The School's Director that the penalty
grade be removed, the Academic Dishonesty Report be removed from
the student's records and a "good faith judgment" of the student's
academic performance in the course take place. If the Hearing Board
finds for the instructor, the penalty grade shall stand and the Academic
Dishonesty Report regarding the allegation will remain on file, pending an
appeal, if any to the College Hearing Board within 5 class days of the
Hearing Board's decision. If an academic disciplinary hearing is pending,
and the Hearing Board decides for the instructor, the graduate student's
disciplinary hearing before either the College Hearing Board or the Dean
of The Graduate School would promptly follow, pending an appeal, if any,
within 5 class days. (See GSRR 5.5.2.2, 5.4.12.3, and 5.5.2.2)

C. Written Report:

The Chair of the Hearing Board shall prepare a written report of the Hearing
Board's findings, including recommended redress or sanctions for the
complainant, if applicable, and forward a copy of the decision to the appropriate
unit administrator within 3 class days of the hearing. The report shall indicate the
rationale for the decision and the major elements of evidence, or lack thereof,
that support the Hearing Board's decision. The administrator, in consultation with
the Hearing Board, shall then implement an appropriate remedy. The report also
should inform the parties of the right to appeal within 5 class days following
notice of the decision, or 5 class days if an academic disciplinary hearing is
pending. The Chair shall forward copies of the Hearing Board's report and the
administrator's redress, if applicable, to the parties involved, the responsible
administrators, the University Ombudsperson and the Dean of The Graduate
School. All recipients must respect the confidentiality of the report and of the
hearing board's deliberations resulting in a decision. (See GSRR 5.4.12 and
5.5.2.2)

VII. APPEAL OF THE HEARING BOARD DECISION:

A. Either party may appeal a decision by the Hearing Board to the College Hearing
Board for cases involving (1) academic grievances alleging violations of student
rights and (2) alleged violations of regulations involving academic misconduct
(academic dishonesty, professional standards or falsification of admission and
academic records.) (See GSRR 5.4.12.)

B. All appeals must be in writing, signed and submitted to the Chair of the College
Hearing Board within 5 class days following notification of the Hearing Board's
decision. While under appeal, the original decision of the Hearing Board will be
held in abeyance. (See GSRR 5.4.12, 5.4.12.2 and 5.4.12.3.)

C. A request for an appeal of a Hearing Board decision to the College Hearing
Board must allege, in sufficient particularity to justify a hearing, that the initial
Hearing Board failed to follow applicable procedures for adjudicating the hearing
or that findings of the Hearing Board were not supported by the "clear and
convincing evidence." The request also must include the redress sought.
Presentation of new evidence normally will be inappropriate. (See GSRR
5.4.12.1, 5.4.12.2 and 5.4.12.4.)

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VIII. RECONSIDERATION:

If new evidence should arise, either party to a hearing may request the appropriate Hearing Board to reconsider the case within **30** days upon receipt of the hearing outcome. The written request for reconsideration is to be sent to the Chair of the Hearing Board, who shall promptly convene the Hearing Board to review the new material and render a decision on a new hearing. (See GSRR 5.4.13.)

IX. FILE COPY:

The Director of *The School* shall file a copy of these procedures with the Office of the Ombudsperson and with the Dean of The Graduate School. (See GSRR 5.4.1.)
Michigan State University
The School of Hospitality Business
Academic Progress Report for Plan B Master’s Students

Name ____________________  Student PID Number ___________  Date _________

Portion Completed by the Student

A copy of the current program of study should be attached to this report.

Semester of entrance into program ___________  Anticipated semester of completion ___________

Semester or anticipated semester of certifying evaluation (mo/year) _________________________
(Students who plan to graduate Spring Semester will present at the Graduate Student Forum, scheduled April of each year. Students who plan to graduate Fall Semester may present at Forum the preceding Spring Semester or make arrangements for presentation Fall Semester with supervising faculty and academic advisor approvals)

What program requirements have been met? What requirements remain?
(Respond using the attached copy of the program of study)

___ Yes, I have completed the Responsible Conduct of Research (RCR) 4 CITI online modules required within the first year of enrollment in my program: (Attach a copy of your Completion Report to this Academic Progress Report available at https://ora.msu.edu/CITI-RCR-registration)

Most recent contact with the academic advisor: ______________________

Current GPA: ____________________  Number of credits below 3.0: ________________

Information Provided by the Student

Professional Performance and Potential

➢ Attach the following information:

1. Professional goal statement for current year (noting both academic and career goals)
2. Goal statement for the next year
3. Current resume including
   • Presentations at professional conferences or meetings
   • Service to the department/school/college, club/organization memberships
   • Any publications for lay or professional audiences
   • Participation with faculty on research projects or similar endeavors
   • Participation with faculty on community projects, workshops or other outreach efforts
4. Academic writing sample (attach a minimum 5 page academic paper produced for a Hospitality Business 800-level course during the current academic year – Fall or Spring semester; include the HB course number; semester; faculty; and a copy of the assignment for which the paper was produced).
5. Other (additional information or materials you want to be considered in this report)

➢ Comment briefly on your progress in achieving your academic goals during the past year. Note areas in which you are experiencing any difficulty.

➢ Comment briefly on your progress toward achieving your career goals during the past year. If you feel you are not making progress, explain why. Include perceived departmental/school obstacles that hinder your program.
Academic Performance

1. Has the student made acceptable progress during the evaluation period? Please comment below.

2. Please comment on the overall academic performance of the student.

Student  Your signature below indicates that you have discussed the contents of this progress report with your academic advisor.

Signature: __________________________________  Date ___________________

Graduate Program Coordinator  Your signature below indicates that you have

___ approved the content of this progress report

___ conditionally approved the content of this progress report and have discussed the
conditions and/or revisions to this progress report with the student.
Student initials: ___________

Signature: _________________________________  Date ___________________

When the parties listed above have reviewed and signed this progress report, the original progress report will be placed in the student's file in the department/unit office. Students may request a copy of the completed and signed form. Students who wish to appeal any part of the evaluation may do so in writing to The School's director.
Master of Science
Student Handbook

Appendix B

Content

Enrollment and Registration Instructions

General Regulations
ENROLLMENT AND REGISTRATION INSTRUCTIONS

Schedule of Courses - search for courses, add courses to your schedule builder, and enroll directly from the schedule builder. [http://schedule.msu.edu/](http://schedule.msu.edu/)

Schedule of Courses Instructions - information about Schedule Builder, Enrollment Instructions, and Course and Section Numbers. [http://schedule.msu.edu/instructions.asp](http://schedule.msu.edu/instructions.asp)

Enrollment Information
Before enrolling, see your advisor and plan a schedule. Be sure to plan a couple of alternate courses.

You must know your MSU NetID and password.
- Activate Your MSU NetID [https://netid.msu.edu/activate.php](https://netid.msu.edu/activate.php)
- MSU NetID Help and FAQs [https://netid.msu.edu/activate.php](https://netid.msu.edu/activate.php)

If you wish to enroll in a course subject with enrollment restriction, contact the teaching department for assistance.

You cannot access the enrollment system until your assigned appointment day/time or after. You can check your appointment time on STUINFO. [https://login.msu.edu/?App=J9500](https://login.msu.edu/?App=J9500)

Per the Hold Policy, you will not be allowed to enroll until all holds are cleared. You can check for holds in STUINFO. [https://login.msu.edu/?App=J9500](https://login.msu.edu/?App=J9500)

In order to maximize your eligibility for high-demand courses, be sure to enroll for Fall Semester before enrolling for Spring Semester. Fall credits raise your projected class ranking for Spring.

IT IS THE RESPONSIBILITY OF EACH STUDENT TO BE AWARE OF AND UNDERSTAND UNIVERSITY REGULATIONS AS PUBLISHED.

*Academic Programs* and *Course Descriptions* are the primary sources for University regulations, policies, procedures, costs, and academic program requirements.
- Academic Programs [http://www.reg.msu.edu/AcademicPrograms/](http://www.reg.msu.edu/AcademicPrograms/)
- Course Descriptions [http://www.reg.msu.edu/Courses/Search.aspx](http://www.reg.msu.edu/Courses/Search.aspx)

If you need help or have questions about enrollment, call the Registrar's Office during business hours 8 am - 5 pm, Monday - Friday: 517-355-3300.

Registration Information
Once you have enrolled for your classes, a registration bill will be created according to the Fee Payment schedule. Bills are available electronically in STUINFO only. An email will be sent to your university-provided email address when the bill is accessible. Paper bills are no longer mailed.

Only one registration bill will be produced for each student.

If you drop or add any classes after your registration bill is produced, you will NOT receive a revised registration bill. You may either pay the amount on your original bill and wait for a subsequent monthly bill for the changes, or you may call Student Accounts at 517-432-2251 or 517-355-3343 or 1-800-775-4323.
To FINALIZE Your Registration
1. Clear any holds you may have.
2. PAY at least the Minimum Amount Due.
   CONFIRM YOUR ATTENDANCE in STUINFO ONLY if you have a zero minimum amount due and will not be making an initial payment. (Attendance is automatically confirmed when a payment is made.)

Failure to pay at least the minimum due may result in YOUR COURSES BEING DROPPED. Unless otherwise indicated on your bill, you may pay by electronic check, credit card, personal check, or money order. Credit card payments are only accepted online thru STUINFO (subject to a convenience fee). Make checks payable to Michigan State University and include your PID and your name on the check or money order. Please do not pay multiple registration bills with one check or money order. If you have questions or concerns about your account, contact Student Accounts at 517-432-2251 or 517-355-3343 or (1-800-775-4323) or visit the office at 140 Administration Building.

Late Enrollment Fees
Continuing students who do not enroll prior to the initial enrollment deadline will be charged a $50 late enrollment fee. Students who initially enroll after the start of classes will be charged a $100 late enrollment fee until the middle of the semester. Students initially enrolling after the middle of the semester will be charged a $200 late enrollment fee. Please visit the Controller's Office Student Accounts and Cashier Services web site for information about:

- Tuition and Housing Fees
- Fee Payment Schedule
- Deferred Payment Plan and Operational Policies
- Mailing/Drop Off Payment Sites
- Late Payment Charges
- Bad Check Charges
- Refunds
- Electronic Billing and Payments

If you have further questions or concerns, contact Student Accounts at 517-355-3343 (1-800-775-4323) or visit the office at 140 Administration.

GENERAL REGISTRATION REGULATIONS

Administrative Fee for Sponsored International Students
Organizations sponsoring international students will be charged a per semester administrative fee for services and support rendered. The fee of $350 is assessed during the Fall and Spring semesters for International Sponsored Students who are registered during those semesters. The fee is not charged during Summer semester.

Enrolling and Registering as a Visitor
A person may be permitted to enroll in credit courses as a visitor on a non-credit basis. Credit may not be earned in courses taken as a visitor except by reenrollment for credit in the course and completion of the course with a satisfactory grade. To be enrolled as a visitor, a student must enroll in the same manner as for credit courses and pay the same tuition and fees as for a credit registration.
Choice of enrollment in a credit course as a visitor on a non-credit basis must be made by the fifth day of the semester of instruction and may not be subsequently changed. Arrange visitor enrollment in 150 Administration Building, or call 517-355-3300. Students enrolled as visitors are expected to attend classes regularly. Those so enrolled who do not attend regularly may be dropped from the classes at the request of the instructor.

Fee Classification
If there is a question on a student's right to an in-state fee classification, it is the student's responsibility to discuss it with the Associate Registrar for Enrollment and Registration (150 Administration Building, 432-3488) at least one month before registering. Out-of-State Tuition Regulations for Michigan State University are listed in the Academic Programs section of the University catalog on the Web at https://reg.msu.edu/AcademicPrograms/Text.aspx?Section=112

Graduate Students
All doctoral students must register and pay for a minimum of 24 credits of doctoral dissertation research. If a graduate student has previously registered for the minimum number of credits required for master's thesis or doctoral dissertation research, but has not completed the other requirements for the degree and continues to study using University facilities and/or faculty service to take examinations, complete the thesis or dissertation requirements, etc., the student must enroll and pay for at least one credit hour and appropriate fees.

Late Adds, Section Changes, and Drops
After the fifth day of the semester, students must process adds and section changes at the teaching department and obtain approval from authorizing officers as required. After the middle of the semester, late drops must be initiated by the college Assistant Dean or UUD advisor. The last day for dropping courses with no grade reported is the middle of the semester of instruction. See the University Calendar.

Minimum Registration
All students using University services (faculty consultation included) must be registered each semester. Minimum registration consists of one course, one credit. A student enrolling for one or more credits is assessed the matriculation fees.

ID (Identification Card) Policy
In order to obtain a new or replacement ID, you must bring government issued photo identification such as a valid driver's license, passport, state or federal ID.

- Each student of Michigan State University is issued an identification (ID) card following initial enrollment. This card is valid throughout your entire academic career at MSU.
- The ID card is the property of Michigan State University and is non-transferable.
- Library privileges, access to university buildings, facilities and classrooms, and purchase of tickets and entry into athletic and entertainment events may require the possession and presentation of the ID card upon request.
- Alteration, falsification, or misuse of the ID card is a violation of General Student Regulation 5.00 and other regulations as applicable.
- Each student is responsible for all use of the ID card whether authorized or unauthorized. The ID card should not be loaned, or left where it might be used by an unauthorized person.

Your first University ID card is issued to you at no cost. Replacement cards are $20.00.

Spouses of registered students may obtain IDs entitling them to certain privileges. The student and spouse must both appear in person, present the student's Michigan State University ID,
proof of marriage, and a government issued photo such as a driver’s license or passport. There is no charge for the initial card.

Location: International Center, 427 N. Shaw Lane, Room 170
Hours: Monday – Friday, 8:00 a.m. – 5:00 p.m.
Phone: (517) 355-4500

Hold Policy
A hold may be placed to prevent you from doing one or more of the following: being admitted or readmitted, enrolling, becoming registered, receiving your diploma or certificate, receiving a transcript, or being processed for financial aid. Among the reasons a hold may be placed are: past due financial obligations to any department, office, or unit of the University, the need to obtain academic advising, or as a result of judicial actions. A complete description of the reasons a hold may be placed and the actions that a hold may prevent can be found in the Academic Programs section of the University catalog.

In order to resolve, or clear a hold, you must contact the college/department/office which placed the hold.

If you have a hold which prevents enrollment you will not be able to adjust your schedule through the enrollment systems. This includes enrolling in a course, adding, changing, or dropping sections. Enrollment holds will be listed on your monthly and Registration Billing Statements and can be reviewed on STU-INFO.

If you have:
- stops transcripts, no transcripts will be given to you or persons or agencies outside the University. An exception may be granted by the Controller's Office, if the transcript is for a prospective employer.
- stops diplomas, your diploma will not be issued to you.
- stops admission, you will not be able to be admitted or readmitted to the University.

If you have a hold which stops financial aid processing, your financial aid application will not be processed either in whole or in part.
