

Yale GRADUATE SCHOOL OF ARTS AND SCIENCES

Yale School of Management Advising Guidelines

March 13, 2023

General Guidelines:

Students and faculty should consult the Graduate School of Arts and Sciences (GSAS) Programs and Policies (P&P) for each group's official requirements (see <http://catalog.yale.edu/gsas/degree-granting-departments-programs/>). Copies can also be found on the school's internal PhD program website at <https://portal.som.yale.edu/academics-student-life/programs/doctoral-program>. This guide is just that a guide. It is not meant to be definitive. If there is an unaddressed item or conflict with the P&P, then the P&P document's text is binding.

Timeline to degree:

Years 1 and 2:

- Courses: Students are required to take and pass 12 classes in accordance with their group's rules. At the end of two years, the overall course average must be at least an HP with at least one grade of an H for a student to advance to candidacy.
- Papers: Students are expected to write a paper in the summer after their first and second years of study. These papers, referred to as the first- and second-year papers, are to be presented to a gathering of likeminded students and faculty during the student's 2nd and 3rd years of study, respectively. These presentations take place by individual arrangement by the faculty members in the student's field of study.
- Details can be found in both the P&P and the internal PhD program website for each program.

Year 3:

Prior to the end of a student's third year a satisfactory prospectus must be submitted. A "satisfactory prospectus" is one approved by the student's advisor. The student's advisor is the sole author as to whether a topic is acceptable.

Years 4+:

Students are expected to work on and complete a satisfactory dissertation. For graduation, the student must put together a Dissertation Committee. The Dissertation Committee must be made up of, at the minimum, one Dissertation Advisor and three Readers, so four members in total. The Chair may not double as a Reader. The Committee must primarily be made up of tenure track School of Management faculty, but one Reader may come from another school.

Advisor Selection:

Initially advisors are assigned to students by the group's PhD director. After that students should seek out faculty with interests similar to theirs as their advisor. There is not requirement that students should remain with the same advisor across years or semesters.

Dissertation Committee:

Committees consist of a chair and three to five readers. (Meaning at least four people.) The chair cannot be a reader. The chair must be a ladder rank member of Yale's School of Management faculty. At least two of the readers have to be ladder rank Yale faculty as well. One reader can be from outside of Yale.

Dissertation Chair:

A student's dissertation chair is also their primary advisor. The school recommends that students seek out a primary advisor that has expressed an interest in the overall topic to be explored and with whom the student feels comfortable working with. In general, students are responsible for finding a member of the faculty willing to chair their dissertation. Absent an unusual situation, students can change their primary advisor if the faculty member being asked to take over the role agrees.

Communication:

Students should meet regularly with their dissertation chair. How regularly will be highly pair specific. However, these meetings should likely occur several times a semester until the dissertation is well under way. After that, the frequency may go up or down depending on the topic, progress and relationship.

Funding Structure:

The School of Management provides admitted PhD students with funding for five years. After that students will need to fund any additional time through their savings and work as either a research or teaching assistant. Students are also provided with a one-time travel fund for use during their time in the program. Finally, there is a \$400 per year printing budget. Unspent funds from the printing budget will be added to the travel fund.

Mediation:

In the event mediation is needed within the School of Management, the student should initially seek out the authority they would be most comfortable handling the issue. Options include, the thesis advisor, the faculty member in charge of the group's PhD program, the Director of Graduate Studies, the Vice-Dean for Students and Teaching or the school's Dean. Assuming the counterparty to the mediation agrees, then the selected mediator will try to facilitate an acceptable resolution.

Professional Development and Job Market Advising

Students should seek out their advisor for help with preparing for the job market. Other members of the group may also be helpful in this regard. Students are also encouraged to do a dry run of their presentation in front of their advisor and others that are not on their committee.

Student Responsibilities:

- Complete academic requirements by the given deadlines. See the program's internal website for details.
- Consider career goals and discuss them with your adviser by the beginning of admission to candidacy.
- Maintain clear lines of communication with your adviser. You can do this, in part, by helping to establish a mechanism for scheduling meetings.
 - Be clear about limitations to your schedule, especially regarding religious observance or family obligations.

- Submit materials with enough time for proper faculty review and response. These materials may include, but are not limited to:
 - Dissertation chapters, material for discussion at regular meetings and requests for letters of recommendation.
- Keep the adviser aware of upcoming deadlines, meetings, and other responsibilities.
- Be proactive in the advising relationship.
 - For example, take the initiative to arrange meetings, keep the adviser informed of any circumstances that might affect academic progress, come prepared to advising meetings, consult with the adviser about presenting or publishing work.
- Remain open to feedback and be willing to discuss difficult academic ideas and differences of opinion.
- Commit to regular attendance at departmental talks and events according to departmental and adviser expectations.
- Welcome prospective students and help them understand your department's practices and culture.
- Finalize membership of the dissertation committee with the help of the primary adviser.
- As you advance to candidacy, establish your expected timeline towards degree, and come to a consensus about these expectations with your adviser and dissertation committee.
- Be aware of mental health and wellness resources offered by the university.
- Meet with the DGS, the faculty member in charge of your group's PhD program, or other members of your group's faculty or the dean's office to intercede if issues arise related to your relationship with your adviser.

Advisor Responsibilities:

- Establish expectations with each student for communication, including the preferred means (e.g. email, text, phone, etc.), the best contact times, and shared expectations around response times.
- Establish expectations with each student for how often you will meet to discuss the student's work.
- Be cognizant of limitations to the student's schedule, including religious observance and family obligations, while establishing responsibilities.
- Understand the required department and GSAS milestones for students in your group.
 - Recognize when completion of these requirements may require an adjustment to research responsibilities, such as when a student must reduce time devoted to research to prepare for a qualifying exam.
- Help the student develop an individualized timeline for completing academic requirements and meeting professional goals.
- Discuss career goals and opportunities with the student early in their graduate career (by the beginning of admission to candidacy at the latest) and continue these discussions regularly. In particular, discuss opportunities to attend conferences and to submit papers for publication to help advance students' careers.
- Discuss research expectations with the student early in their graduate career. This should include when papers should be completed and whether any need to be solo authored.

- Give clear, constructive, and timely feedback on the student’s work. In particular, give feedback and approve the prospectus and the dissertation, complete Dissertation Progress Reports, and review all related written work by the appropriate deadlines.
- Consult with student regarding who to choose for members of their Dissertation Committee.
- Be familiar with mental health resources offered by the university so that you can suggest them if your student approaches you for help. (See Appendix E.)
- Discuss with the DGS or the faculty member in charge of your group’s PhD program if issues arise related to your student’s responsibilities.
- Remain open to feedback and be willing to discuss difficult academic ideas and differences of opinion in order to facilitate all students’ success.

Director of Graduate Studies Responsibilities:

- Ensure that all students know how to access policies and procedures and are informed of any updates. Distribute information to individual student cohorts regarding relevant milestones and opportunities. Ensure student cohorts and their advisers understand expectations and process for completing these milestones.
- Run a town hall for all graduate students once or twice a year.
- Offer guidance to students about the process of identifying a new adviser if the adviser and the student have irreconcilable differences, the student’s focus has changed, the adviser leaves Yale, etc.
- Identify whom students can turn to (DGS, Chair, GSAS deans, etc.) if challenges arise in working with their adviser and be familiar with other University resources for student support (Dean’s Designees, Title IX office, Office of Institutional Equity and Access, etc.).
- In the DGS Handbook, all DGSs are asked to provide written feedback to students on their academic progress at least once per year.

Appendix

Student Mental Health

- Faculty and staff should notify Allegra di Bonaventura, Associate Dean for Graduate Academic Support at (203) 432-2735 whenever there is a concern about a student’s mental health or wellbeing. In such instances, you may also call the Director of Yale Mental Health & Counseling (YMH&C) at (203) 432-0290.

IF YOU ARE CONCERNED ABOUT ANY OF THE FOLLOWING...	...CONSIDER THESE INTERVENTIONS& RESOURCES
A student who has socially withdrawn; who has diminished class attendance and performance; displays a noticeable change in appearance and/or hygiene; reports difficulty concentrating; and/or other members of the community are expressing concern about the student’s wellbeing.	Talk to the student in private and offer your support, while listening openly and empathetically. Refer the student to a counselor at YMH&C. Students can set up an initial intake appointment by calling (203) 432-0290. The student may be seen by a counselor at YMH&C or be referred to an outside clinician via Magellan Health Services.

A student struggling with severe anxiety, racing thoughts, acute agitation; increased use of drugs and/or alcohol; persistent sleep difficulties; feelings of being trapped or helpless; and/or preoccupation with death or suicide	Strongly encourage the student to seek YMH&C support by calling (203) 432-0290 or walk the student directly to YMH&C located on the 3rd floor of 55 Lock Street. Even if a student is reluctant to seek help immediately, provide the YMH&C contact information so the student may seek help later.
A student making plans or seeking to harm self or others; and/or causing serious injury to themselves even if they deny the intent to commit suicide	Immediately call the 24/7 on-call therapist at YMH&C at (203) 432-0290 during office hours and (203) 432-0123 after hours. If harm to the student or to someone else seems imminent, call Yale Police Department at (203) 432-4400.

Confidentiality: Reassure students that strict standards of confidentiality are maintained and that the counselors at YMH&C cannot share any information about their mental health with you.

Online Screenings: YMH&C offers free anonymous and confidential online screenings to all members of the Yale community. visitscreening.mentalhealthscreening.org/YALE.

Substance Abuse: Questions and concerns about a student who may have substance abuse issues should be directed to Maury Steigman, Yale Health Substance Abuse Counselor, at (203) 432- 7366.

Magellan Services: Students who are referred to an outside clinician via Magellan Health Services can contact Whitney Randall (whitney.randall@yale.edu) with questions about coverage.

Sexual Misconduct Disclosures

- **Responsibilities as a Mandatory Reporter:** Pursuant to 2010 Guidance from the Office of Civil Rights, a DGS is considered a “responsible person,” and must report any known or alleged instances of sexual misconduct to a Title IX coordinator. The Graduate School's Title IX coordinators are Michelle Nearon, Senior Associate Dean for Graduate Student Development and Diversity (michelle.nearon@yale.edu), Ksenia Sidorenko, Assistant Dean for Diversity (ksenia.sidorenko@yale.edu), and Matthew Tanico, Assistant Dean for Graduate Academic Support and Outreach (matthew.tanico@yale.edu).
- Please report any incident or behavior that might fall under Yale’s definition of sexual misconduct: “a range of behaviors including sexual assault, sexual harassment, intimate partner violence, stalking, voyeurism, and any other conduct of a sexual nature that is non-consensual, or has the purpose or effect of threatening, intimidating, or coercing a person.”
- Guidance and FAQs for individuals with reporting responsibilities can be found here: smr.yale.edu/sites/default/files/files/General-Reporting-Guidance.pdf.
- **Resources for Students:** When a student reports an instance of sexual harassment or sexual misconduct to you, please share the following resources with them:

Title IX Coordinators	Encourage students to reach out to Michelle Nearon, Ksenia Sidorenko, or Matthew Tanico, the Title IX coordinators for the Graduate School. Explain that a conversation with any of them will not initiate a formal complaint without the student’s expressed consent. More information: provost.yale.edu/title-ix/coordinators .
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SHARE Center	Located on the first floor of the Yale Health building, the SHARE (Sexual Harassment and Assault Response & Education) Center offers a variety of confidential and, if desired, anonymous support services to any member of the Yale community dealing with sexual misconduct of any kind. SHARE has a new support group specifically for graduate and professional school students. More information: sharecenter.yale.edu .
Mental Health & Counseling	Students can make an appointment with a therapist or seek urgent care by speaking with a 24/7 on-call therapist at Yale Mental Health & Counseling. For more information, see section on reverse titled, "Student Mental Health."
Chaplain's Office	Members of the Yale community can speak confidentially with chaplains at the Yale Chaplain's Office, even if they do not identify with a particular religious practice. The chaplains, who may represent a variety of spiritual traditions at Yale, are a great resource for students who may be initially reluctant to seek support from a therapist or psychiatrist. More information: chaplain.yale.edu .
Yale Police Department	A student wishing to report an incident to the police may call YPD at (203) 432-4400. Sgt. Cristina Reech, the Sensitive Crimes and Support Coordinator at the YPD, will assist victims and investigate cases of sexual violence, harassment, assault, violence against women, and other crimes of sexual misconduct.
University-Wide Committee	The University-Wide Committee on Sexual Misconduct is the disciplinary board that addresses claims of sexual misconduct. It assists individuals with the process of filing a formal complaint. More information: uwc.yale.edu .

Advising Resources

- Advising & Mentoring. Stanford University Office of the Vice Provost for Graduate Education, <https://vpge.stanford.edu/academic-guidance/advising-mentoring>.
- Brown University resources for faculty advisers and mentors. <https://www.brown.edu/academics/gradschool/academics-research/graduate-advising-andmentoring>. Includes an "Advising Agreement" (or contract) between advisers and advisees that spells out expectations and responsibilities of each party.
- *Cultivating a Culture of Mentoring*. Duke University, The Graduate School. <https://gradschool.duke.edu/professional-development/mentoring>.
- "Guidance on Appropriate Forms of Supervision of Research Degree Students." University College London (September 2016). https://www.ucl.ac.uk/academicmanual/sites/academic_manual/files/appropriate_forms_of_supervision_of_research_degree_students_2021-22.pdf.
- *How to Get the Mentoring You Want: A Guide for Graduate Students*. Rackham Graduate School, University of Michigan (2011), <https://rackham.umich.edu/faculty-and-staff/facilitating-academic-success/mentoring-advising>.
- *How to Mentor Graduate Students: A Guide for Faculty*. Rackham Graduate School, University of Michigan (2015). <https://rackham.umich.edu/downloads/how-to-mentor-graduate-students.pdf>.
- *Best Practices in Graduate Student Advising*. MIT Graduate Student Council & The Office of the Dean for Graduate Education (2015). <https://news.mit.edu/2015/mit-faculty-share-best-practices-graduate-studentadvising-0812>.