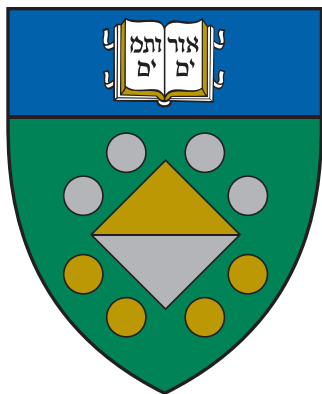


School of Management

2010–2011



BULLETIN OF YALE UNIVERSITY

Series 106 Number 11 August 15, 2010


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MISSION STATEMENT OF THE YALE SCHOOL OF MANAGEMENT The Yale School of Management, the youngest of Yale's professional schools, was founded in 1974 with the mission to educate leaders for business and society. The School embodies its mission through its innovative integrated M.B.A. curriculum, launched in 2006; through its distinctive leadership model; through its traditional multi-sectored focus; and through its vision that Yale School of Management graduates are broadly engaged, inspiring leaders who own and solve hard problems that matter.

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Calendar

FALL 2010

Aug. 9–10	M–T	Class of 2012 Math Camp (by invitation or request only)
Aug. 11–20	W–F	Class of 2012 Orientation
Aug. 23	M	Core classes begin
Aug. 27	F	MGT 403, Probability Modeling and Statistics, and MGT 404, Basics of Economics, meet. Stata sessions meet
Aug. 31	T	Class of 2011 Registration and Welcome Back
Sept. 1	W	Fall-term elective classes begin, 8:30 a.m. Add/Drop begins, 9 a.m.
Sept. 6	M	Labor Day; classes do not meet
Sept. 8	W	Last day to add full-session and session-1 courses
Sept. 10	F	Monday elective classes meet
Sept. 22	W	Last day to drop full-session and session-1 courses
Oct. 7	TH	Session-1 core classes end, 9 p.m.
Oct. 11–14	M–TH	Core examination period, 6–9 p.m.
Oct. 14	TH	Session-1 elective classes end, 9 p.m.
Oct. 15–19	F–T	Elective examination period
Oct. 18–22	M–F	MGT 401, Managing Groups and Teams, meets; elective classes do not meet
Oct. 25	M	Classes resume. Session-2 classes begin, 8:30 a.m.
Oct. 29	F	Fall-1 grades due, 5 p.m.
Nov. 1	M	Last day to add session-2 courses
Nov. 15	M	Last day to drop session-2 courses
Nov. 23	T	Thanksgiving recess begins, 9 p.m. (classes meet)
Nov. 29	M	Classes resume, 8:30 a.m.
Dec. 9	TH	Classes end, 9 p.m.
Dec. 10–16	F–TH	Examination period (electives and core)
Dec. 16	TH	Winter recess begins, 4 p.m.

SPRING 2011

Jan. 3	M	Fall grades due, 5 p.m.
Jan. 3–7	M–F	SuperWeek
Jan. 10	M	Spring-term classes begin, 8:30 a.m. Add/Drop begins, 9 a.m.
Jan. 14	F	Make-up day for Monday classes (electives and core)
Jan. 17	M	Martin Luther King, Jr. Day. Classes do not meet; administrative offices closed
Jan. 18	T	Last day to add full-session and session-1 courses
Jan. 31	M	Last day to drop full-session and session-1 courses
Feb. 18	F	MGT 425, The Global Macroeconomy, meets
Feb. 22	T	Session-1 classes end, 9 p.m.

Feb. 23	W	Classes that meet on Wednesdays only end, 9 p.m.
Feb. 23–25	W–F	Examination period (electives and core)
Feb. 24	TH	Classes that meet on Thursdays only end, 9 p.m.
Feb. 25	F	Spring recess begins, 4 p.m.
Mar. 8	T	Class of 2012 International Experience begins
Mar. 11	F	Spring-1 grades due, 5 p.m.
Mar. 17	TH	Class of 2012 International Experience ends
Mar. 21	M	Classes resume, 8:30 a.m. Session-2 classes begin
Mar. 28	M	Last day to add session-2 courses
Apr. 11	M	Last day to drop session-2 courses
May 3	T	Classes end, 9 p.m.
May 4	W	Classes that meet on Wednesdays only end, 9 p.m.
May 4–11	W–W	Examination period (electives and core)
May 5	TH	Classes that meet on Thursdays only end, 9 p.m.
May 16	M	Second-year spring grades due, 5 p.m.
May 23	M	University Commencement
May 24	T	First-year spring grades due, 5 p.m.

The President and Fellows of Yale University

President

Richard Charles Levin, B.A., B.Litt., Ph.D.

Fellows

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His Honor the Lieutenant Governor of Connecticut, *ex officio*

George Leonard Baker, Jr., B.A., M.B.A., Palo Alto, California

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Jeffrey Lawrence Bewkes, B.A., M.B.A., New York, New York

Francisco Gonzalez Cigarroa, B.S., M.D., Austin, Texas (*June 2016*)

Peter Brendan Dervan, B.S., Ph.D., San Marino, California (*June 2014*)

Donna Lee Dubinsky, B.A., M.B.A., Portola Valley, California

Mimi Gardner Gates, B.A., M.A., Ph.D., Seattle, Washington (*June 2013*)

Paul Lewis Joskow, B.A., Ph.D., Locust Valley, New York

Neal Leonard Keny-Guyer, B.A., M.P.P.M., Portland, Oregon (*June 2015*)

William Irwin Miller, B.A., M.B.A., Columbus, Indiana (*June 2011*)

Indra Nooyi, B.S., M.B.A., M.P.P.M., Greenwich, Connecticut

Barrington Daniels Parker, B.A., LL.B., Stamford, Connecticut

Douglas Alexander Warner III, B.A., New York, New York

Margaret Garrard Warner, B.A., Washington, D.C. (*June 2012*)

Fareed Zakaria, B.A., Ph.D., New York, New York

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Ingeborg Theresia Reichenbach, Staatsexamen

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Michael Allan Peel, B.S., M.B.A.

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Peter Salovey, Ph.D., Provost of the University

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Andrew P. Metrick, Ph.D., Deputy Dean for Faculty Development

K. Geert Rouwenhorst, Ph.D., Deputy Dean for Curriculum Development

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Ira M. Millstein, LL.B., Senior Associate Dean for Corporate Governance

Joel A. Getz, A.B., Associate Dean for Development and Alumni Relations

Diane Palmeri, B.A., Associate Dean for Finance and Administration

Elizabeth Stauderman, M.S.L., Associate Dean for Communications and Strategy

SOM Faculty

Faculty Emeriti

Paul Berney, M.B.A., Professor Emeritus of Management

Robert Fetter, D.B.A., Harold H. Hines, Jr. Professor Emeritus of Health Care
Management

Paul MacAvoy, Ph.D., Williams Brothers Professor Emeritus of Management Studies

Theodore R. Marmor, Ph.D., Professor Emeritus of Public Policy and Management;
Professor Emeritus of Political Science

Merton Peck, Ph.D., Professor Emeritus of Economics

Martin S. Shubik, Ph.D., Seymour H. Knox Professor Emeritus of Mathematical
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Nathan Novemsky, Ph.D., Professor of Marketing

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Benjamin Polak, Ph.D., William C. Brainard Professor of Economics; Professor of Management

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Robert Shiller, Ph.D., Stanley B. Resor Professor of Economics; Professor of Finance

Jeffrey Sonnenfeld, Ph.D., Senior Associate Dean for Executive Programs; Lester Crown Professor in the Practice of Management

Olav Sorenson, Ph.D., Professor of Organizational Behavior

Matthew Spiegel, Ph.D., Professor of Finance

K. Sudhir, Ph.D., Professor of Marketing; Director of the China India Consumer Insights Program

Shyam Sunder, Ph.D., James L. Frank Professor of Accounting, Economics, and Finance

Arthur J. Swersey, D.Eng.Sci., Professor of Operations Research

Jacob K. Thomas, Ph.D., Williams Brothers Professor of Accounting and Finance

Victor H. Vroom, Ph.D., John G. Searle Professor of Organization and Management; Professor of Psychology

Associate Professors and Assistant Professors

Victoria Brescoll, Ph.D., Assistant Professor of Organizational Behavior

Daylian Cain, Ph.D., Assistant Professor of Organizational Behavior

Arthur Campbell, Ph.D., Assistant Professor of Economics

Rodrigo Canales, Ph.D., Assistant Professor of Organizational Behavior

Keith Chen, Ph.D., Associate Professor of Economics

James Choi, Ph.D., Associate Professor of Finance

Martijn Cremers, Ph.D., Associate Professor of Finance

Constança Esteves-Sorenson, Ph.D., Assistant Professor of Management

Shane Frederick, Ph.D., Associate Professor of Marketing

Lisa Kahn, Ph.D., Assistant Professor of Economics

Ahmed Khwaja, Ph.D., Assistant Professor of Marketing

Sang-Hyun Kim, Ph.D., Assistant Professor of Operations Management
 Marissa D. King, Ph.D., Assistant Professor of Organizational Behavior
 Kalin Kolev, Ph.D., Assistant Professor of Accounting
 Donald Lee, Ph.D., Assistant Professor of Operations Management
 Alina Lerman, Ph.D., Assistant Professor of Accounting
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 Jiwoong Shin, Ph.D., Associate Professor of Marketing
 Joseph P. Simmons, Ph.D., Assistant Professor of Marketing
 Heather E. Tookes, Ph.D., Associate Professor of Finance
 Amy Wrzesniewski, Ph.D., Associate Professor of Organizational Behavior
 Hongjun Yan, Ph.D., Associate Professor of Finance
 X. Frank Zhang, Ph.D., Associate Professor of Accounting

Secondary Appointments

Ian Ayres, Ph.D., William K. Townsend Professor of Law
 John Bargh, Ph.D., Professor of Psychology
 Robert Blocker, D.M.A., Lucy and Henry Moses Dean of Music and Professor of Piano
 Scott Braithwaite, M.Sc., M.D., Assistant Professor of Medicine
 Donald J. Brown, Ph.D., Phillip R. Allen Professor of Economics
 Marian R. Chertow, M.P.P.M., Ph.D., Associate Professor of Industrial Environmental
 Management; Director of the Program on Solid Waste Policy; Director of the
 Industrial Environmental Management Program
 Ray C. Fair, Ph.D., John M. Musser Professor of Economics
 Howard P. Forman, M.B.A., M.D., Professor of Diagnostic Radiology
 Bradford S. Gentry, J.D., Senior Lecturer in Sustainable Investments and Research
 Scholar; Codirector of the Center for Business and the Environment at Yale;
 Director of the Research Program on Private Investment and the Environment
 Arnulf Grubler, Ph.D., Professor in the Field of Energy and Technology
 Henry B. Hansmann, J.D., Ph.D., Augustus E. Lines Professor of Law
 Matthew Kotchen, Ph.D., Associate Professor of Environmental Economics and Policy
 Yair Listokin, J.D., Ph.D., Associate Professor of Law
 Jonathan R. Macey, J.D., Sam Harris Professor of Corporate Law, Corporate Finance,
 and Securities Law
 Jerry Louis Mashaw, Ph.D., Sterling Professor of Law
 Robert Mendelsohn, Ph.D., Edwin Weyerhaeuser Davis Professor of Forest Policy and
 Professor of Economics
 Ingrid M. Nembhard, Ph.D., Assistant Professor of Public Health and Management
 A. David Paltiel, Ph.D., Professor of Public Health and Management Sciences
 Roberta Romano, M.A., J.D., Oscar M. Ruebhausen Professor of Law
 Peter Salovey, Ph.D., Provost of the University; Chris Argyris Professor of Psychology
 Alan Schwartz, M.A., LL.B., Sterling Professor of Law

Adjunct Faculty

Bruce D. Alexander, J.D., Professor of Real Estate

David M. Cromwell, M.B.A., Professor of Entrepreneurship

Ira M. Millstein, LL.B., Senior Associate Dean for Corporate Governance; Eugene F.

Williams, Jr. Visiting Professor in Competitive Enterprise and Strategy

Michael Schmertzler, M.B.A., Professor of Finance

David F. Swensen, Ph.D., Professor of Finance

Visiting Faculty

Daniel Read, Ph.D., Visiting Associate Professor of Behavioral Economics

Lecturers

Heidi Brooks, Ph.D.

Maureen Burke, M.B.A.

Stephen Davis, Ph.D.

Kevin Gray, M.B.A.

Garth Harries, J.D.

Richard Kauffman, M.B.A.

Stephen Latham, J.D., Ph.D.

Nancy Lublin, J.D.

Jack Meyers, Ph.D.

Susana V. Mondschein, Ph.D.

Michele Paige, J.D.

Tony Sheldon, M.P.P.M.

Stephen Taylor, B.A.

Senior Lecturer

Stephen Roach, Ph.D.

Executives in Residence

Peter Kontes, M.B.A.

Donald Ogilvie, M.B.A.

Senior Faculty Fellows

Michael Bierut, B.S.

William Drenttel, B.A.

Richard Foster, Ph.D.

Jonny Frank, J.D., LL.M.

Management Fellow

Emil Frankel, LL.B.

M.B.A. Degree Requirements and Academic Policies

THE M.B.A. CURRICULUM

The Yale School of Management (SOM) offers a two-year program leading to the degree of Master of Business Administration. A Bachelor of Arts or Bachelor of Science or equivalent undergraduate degree is requisite for admission to the M.B.A. program. The program requires two years of full-time study in residence and comprises both course work and non-course activities.

In the first year, students devote the majority of their time to the core courses, and are also required to participate in the orientation curriculum and a formal Leadership Development Program. In the summer following the first year, students continue their management training through internships or other appropriate activity, in fulfillment of the First-Summer Requirement. In the second year, elective courses complete requirements for the degree. See M.B.A. Degree Requirements, below.

The Core Sequence

Traditional functional management disciplines are integrated in an innovative core curriculum designed to reflect the contexts encountered by today's managers and to better prepare students for what they will find in the workplace. Courses in the first-year curriculum are taught in three segments: Orientation to Management, Organizational Perspectives, and the Integrated Leadership Perspective.

ORIENTATION TO MANAGEMENT

The first segment of the core curriculum, Orientation to Management, introduces students to essential concepts and skills. Courses include Managing Groups and Teams, Basics of Accounting, Probability Modeling and Statistics, Basics of Economics, Spreadsheet Modeling, Problem Framing, and Careers.

ORGANIZATIONAL PERSPECTIVES

The heart of the first-year curriculum is a series of multidisciplinary, team-taught courses called Organizational Perspectives that teach students to draw on a broad range of information, tools, and skills to develop creative solutions and make strategic decisions. These courses include Employee, Innovator, Operations Engine, Sourcing and Managing Funds, Competitor, Customer, Investor, The Global Macroeconomy, and State and Society.

Fundamental frameworks and concepts are often taught through multimedia "raw" cases and group assignments on topics drawn directly from real-world challenges facing business and nonprofit organizations.

A course on Negotiation is completed at the beginning of the Organizational Perspectives segment.

INTEGRATED LEADERSHIP PERSPECTIVE

Taught during the final part of the core curriculum, the Integrated Leadership Perspective presents students with a series of complex case studies of organizations of different scale, from small entrepreneurial start-ups to large multinational corporations, across a variety of sectors. These cases require students to draw on the subject matter learned in the Organizational Perspectives courses, and also rely heavily on real-world data sources such as 10-Ks and research reports, not traditionally part of M.B.A. course work.

Leadership Development Program

All Yale Management students participate in the Leadership Development Program in their first year. The program consists of a series of exercises, workshops, assessments, and group meetings, as well as individual meetings to support and develop each student's unique leadership potential.

First-year students will meet in groups of approximately twenty, supported by two second-year M.B.A. advisers and a member of the faculty. The materials for these meetings will be closely integrated with materials and lessons from the classroom and with skill development workshops run by the Career Development Office. These same small groups will travel together during the International Experience trips in March of 2011.

The Leadership Development Program is designed to allow students to seek, understand, connect to, and articulate their own individual aspirations; to inspire real inquiry; and to suggest paths for leadership at Yale and beyond.

International Experience

In March, during the spring break, first-year students are required to take part in a ten-day International Experience, in which they travel to countries outside the United States, are rapidly immersed in a new environment, and meet with business, government, and nonprofit organization leaders. The faculty-led trips are tied thematically to the core curriculum, particularly in The Global Macroeconomy and State and Society, and involve intensive study and the completion of a project.

Please see the Policies of the Office of Student and Academic Services, below, for policies governing trip fees for the International Experience.

First-Summer Requirement

Between the first and second years of the program, students are required to further their management education, normally by obtaining management experience through employment or internship. This requirement may be fulfilled by completing relevant course work at Yale or another approved institution of higher learning, or by completing another approved alternate activity.

Elective Courses

Elective courses, chosen from the offerings described in the chapter on M.B.A. Courses for 2010–2011 (course descriptions can be found on the M.B.A. portal, <http://my.som.yale.edu>), or from the approved offerings in other Yale schools and departments, complete the course requirement for the M.B.A. degree.

M.B.A. DEGREE REQUIREMENTS

Degree requirements are designed and administered to ensure the integrity of the M.B.A. degree program. Any exception to the requirements must be approved by the faculty. The requirements fall into the following areas: Enrollment Requirement, Leadership Development Program Requirement, Number of Course Units, Timing Requirement, Distribution of Courses, and the Quality Standard. To qualify for the M.B.A. degree, a student must at all times meet the conditions to continue as a degree candidate, and must meet all requirements as follows:

Enrollment Requirement

The M.B.A. must be completed in four consecutive terms of full-time study, unless a student is permitted to take a leave of absence. A student enrolled in a joint-degree program is required to maintain continuous, full-time enrollment throughout the program and to complete degree requirements within the normal period specified for the program in the appropriate joint-degree agreement, unless granted a leave of absence.

Leadership Development Program Requirement

To satisfy the Leadership Development Program requirement, a student must attend and participate in all group and individual Leadership Development Program meetings.

Number of Course Units

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 72 units of course work, of which 32 are normally earned in first-year core courses. Successful completion of more than 72 units does not offset deficiency in any other degree requirement (in particular, see Distribution of Courses and Quality Standard, below); and
2. Enroll in and receive a grade in a minimum of 16 units of course work each term. Further, each student must maintain enrollment in at least four courses during each part of the term and receive grades of at least Pass in at least 2 units. Taking a course overload in any part of a term does not excuse a student from the four-course minimum in any other part of a term.

Timing Requirement

To be permitted to enroll for the second year of the M.B.A. program, a student must meet all of the following requirements:

1. Have achieved Proficiency in at least 20 units of core courses;
2. Have received credit in at least 28 units of core courses;
3. Have received a grade in 32 units of core courses;
4. Have satisfied the Leadership Development Program Requirement.

Distribution of Courses

To graduate, a student must:

1. Achieve credit in each of the following core courses:
 - Basics of Accounting (2 units)
 - Basics of Economics (2 units)
 - Probability Modeling and Statistics (2 units)
 - Spreadsheet Modeling (1 unit)
 - Problem Framing (2 units)
 - Careers (1 unit)
 - Managing Groups and Teams (1 unit)
 - Introduction to Negotiation (0.5 unit)
 - Competitor (2 units)
 - Customer (2 units)
 - Investor (2 units)
 - Sourcing and Managing Funds (2 units)
 - International Experience (0.5 unit)
 - The Global Macroeconomy (2 units)
 - Employee (2 units)
 - Operations Engine (2 units)
 - State and Society (2 units)
 - Innovator (2 units)
 - Integrated Leadership Perspective (2 units)
2. Achieve credit in elective courses as necessary to meet the 72-unit course requirement.

Quality Standard

A student falls short of the Quality Standard if he/she:

1. Accumulates nonproficient grades in 21 or more units of course work; or
2. Accumulates nonproficient grades in more than 12 units of core courses; or
3. Accumulates failing grades in 5 or more units of core courses.

Remediation of Failing Grades in Core Courses

A student who is Proficient in at least 20 units and receives credit in at least 28 units of core courses but fails one or more core courses must remediate the failing grade(s) either by retaking the course and achieving a passing grade, by passing a proficiency examination, if offered, or through alternate activity as specified by the instructor and coordinated by the director of student and academic services. In no case will a grade other than Pass be recorded when a failed core course is remediated.

A failing grade in a core course must be remediated in the next term or part of term in which the course is offered. A student who does not remediate the failing grade will automatically be dismissed from the program.

ACADEMIC STANDARDS

Review Process

The registrar conducts a review of the academic progress of all M.B.A. students at the midpoint and end of each term. Students who have received nonproficient grades are brought to the attention of the director of student and academic services and the chair of the Academic Standards Committee. Students who are in possible or imminent danger of dismissal and/or are of concern to the committee are referred to the Academic Standards Committee.

The director of student and academic services will notify all students who are referred to the Academic Standards Committee, making every reasonable effort to provide at least twenty-four hours' notice before the student is to meet with the committee. The student may present to the committee, either orally or in writing, any information that he/she believes is relevant.

The Academic Standards Committee

The Academic Standards Committee is composed of faculty members who hold "track" or "in the practice" appointments. The director of admissions and the director of student and academic services serve as members *ex officio*. The membership of the committee is a matter of public record.

The committee's primary purpose is to review cases, to provide counsel to students in academic difficulty, and, if necessary, to dismiss students from the program, according to the policies outlined below. In addition, the committee serves as a faculty committee of review for exceptions to academic rules and for proposed changes to academic rules and/or policies.

Academic Grounds for Dismissal

Any student whose academic performance puts him/her at risk of not fulfilling all requirements for the degree may be reviewed for dismissal. In cases where dismissal is not automatic, the Academic Standards Committee may permit the student to remain in the program if the committee finds that the conditions that caused the deficient performance no longer prevail and judges that the student will be able to satisfy all requirements for the degree.

Dismissal from the M.B.A. program is automatic if and when it becomes impossible for a student to satisfy the degree requirements with respect to the Number of Course Units, the Timing Requirement, the Distribution of Courses, or the Quality Standard. Thus, dismissal becomes automatic if a student:

1. Fails to receive credit in 72 units of course work by the end of the normal period of residency (52 units for joint-degree students); or
2. Fails to receive a grade in at least four courses for each term or part of term; or
3. Accumulates nonproficient grades in more than 12 units of core courses; or
4. Accumulates failing grades in 5 or more units of core courses; or
5. Fails to remediate a grade of Fail in a core course in the term or part of term in which the course is next offered; or

6. Accumulates nonproficient grades in 21 or more units of core and/or elective courses (16 or more units for joint-degree students).

Within two business days of his/her meeting with the Academic Standards Committee, the student will be provided by the director of student and academic services with a written summary of his/her academic situation and the committee's decision and recommendations.

Appeal of Academic Dismissal

A student who has been dismissed by action of the Academic Standards Committee may appeal by written petition to the dean of the School. An appeal must be filed within forty-five days from the date of the letter notifying the student of the dismissal. The dean will refer the appeal to the Faculty Review Board. The Faculty Review Board, chaired by the dean, consists of the dean and two senior faculty members. The Review Board will ordinarily reach a final decision within two months of the receipt of the letter of appeal. However, if the School is not in session during part of this time, or in instances in which additional time may be required because of the complexity of the case, the dean may extend either of the time periods specified above. A student who has been dismissed and has exhausted the appeal process cannot be readmitted except through the normal admission process.

ACADEMIC POLICIES

Class Attendance

Students are expected to attend classes regularly, be on time, and be prepared to contribute to class discussion. If religious observance, illness, or a personal emergency will prevent a student from attending a class, the instructor should be informed in advance whenever possible. If the circumstances make advance notice impossible, an e-mail as soon as possible after the missed class is the next best alternative. The student must make arrangements with a classmate to get notes and copies of class handouts.

If a student has to leave town for a personal or family emergency, or will be out of class for an extended period because of illness, he or she must first contact the director of student and academic services.

Using cell phones, browsing the Internet, or reading e-mail during class distracts classmates and interrupts their learning experience as well as the student's own. Cell phones, pagers, or other electronic devices are to be turned off during class. The use of laptops for academic purposes is at the discretion of the instructor.

Examinations

Students are expected to take all exams at the scheduled time. Exams may be rescheduled only in exceptional circumstances such as a religious observance, incapacitating illness, or serious family emergency. Travel arrangements, mild illness, and the like are not acceptable reasons to change an exam time.

If there is a need to change the date or time of an exam, the student is to contact the director of student and academic services before the scheduled exam begins. In case of

illness, the student will be required to provide written confirmation from a health care professional on the staff of Yale Health. An alternate exam date will be determined by the director of student and academic services in consultation with the instructor.

Incomplete Course Work

Students are expected to complete all assignments by the deadlines established by the instructor. Marks of Incomplete are rarely approved, and only in cases where incapacitating illness or serious family emergency prevents the student from completing class work on time. A student who anticipates a problem should contact the director of student and academic services before the last day of class. If the director of student and academic services approves an Incomplete, the mark must be converted to a grade no later than sixty days after the date on which grades for the term are due. If no grade has been received by that date, a grade of Fail will automatically be recorded.

Grades

There are four grades at SOM: Distinction, Proficient, Pass, Fail. No more than 10 percent of students in a given course may be awarded Distinction. Once grades are officially recorded, they may not be changed except in cases in which a mathematical error has been made in computing the grade or a clerical error has been made in recording it.

If a student takes a course in another school at Yale, the SOM registrar will ask the instructor to submit the grade according to the SOM grade scale.

Laptops

Laptops play an integral role in the Yale M.B.A. curriculum. All first-year Yale SOM students receive a standard-issue laptop computer upon arrival at orientation. This computer, which is the personal property of the student, is preloaded with the necessary software applications and configured to operate on the Yale SOM network.

The use of laptops in SOM courses is at the discretion of the instructor.

COURSE POLICIES

Elective Courses

Second-year M.B.A. students register for fall-term SOM elective courses during the summer, and for spring-term SOM elective courses late in the fall term. Students are permitted to rearrange their elective course selections during an add/drop period at the beginning of each term. Students will have one week to add courses and three weeks to drop courses. After the add/drop period, students may not change their course schedule except by completing a Late Course Add or Drop Form, which requires the approval of both the registrar and the instructor. In addition, a late fee of \$25 per transaction will be charged to the student making approved schedule changes after the deadline.

Students may not be enrolled in courses that overlap in time with one another. At the end of the add/drop period, all students with course conflicts will be removed from one of the overlapping courses by the SOM registrar.

If a student is enrolled in a course at the end of the add/drop period, but does not complete the work of the course and does not receive the appropriate permission either to drop the course or to receive an Incomplete (see *Incomplete Course Work*, above), a grade of Fail will be recorded. No student may take for credit a course that he/she has previously audited.

Students enrolling in six or more courses must obtain approval from the director of student and academic services.

INDEPENDENT READING AND RESEARCH

This course provides an opportunity for students and faculty to work together on projects of mutual interest outside the structure of normal courses. Each independent project must have a sponsor who is a member of the Yale full-time faculty. Students must submit a Petition for Independent Study that includes the project proposal and the faculty sponsor's signature. The proposal must indicate the means by which the student's performance is to be judged (e.g., weekly assignments, final paper, etc.), as well as the scope of the project. A project will be assigned a course number of MGT 690 and can be worth 2 or 4 units. No more than 4 units of Independent Reading and Research may be undertaken in a term. The director of student and academic services must also approve the project before the course is entered on the student's record. Forms are due within the first two weeks of the term in which the project will take place. Late add or drop fees will apply for changes made after this date. Petition forms are available on the Web site and in the Office of Student and Academic Services.

NON-SOM COURSES

SOM students who take courses offered by another school at Yale University must comply with any enrollment procedures, restrictions, deadlines, and/or fees imposed by the school offering the course. In addition, the student must file the appropriate forms in the School of Management, as described below.

Students wishing to enroll in a course in the Graduate School of Arts and Sciences or in one of the other professional schools at Yale must receive permission from the course instructor. Enrollment in a Law School course also requires authorization from the registrar of the Law School. Once the appropriate permissions have been obtained, the student must file an add/drop form at SOM. Once enrolled, the student must file an add/drop form with the SOM registrar if the course is dropped. The SOM registrar will notify the registrar of the appropriate school.

Students may receive credit toward the M.B.A. degree for Yale College courses only if such credit has been authorized by the SOM director of student and academic services. Petition forms for requesting credit are available in the Office of Student and Academic Services. The course will not be posted on the student's record until credit has been authorized.

In some schools students may be offered the individual option of taking a course on a Pass/Fail or Credit/D/Fail basis. SOM students are not permitted to elect such an option.

Students are not permitted to enroll in courses outside Yale University. Furthermore, no credit will be given by the School for any course taken outside Yale University during the period of the student's enrollment in the M.B.A. program.

The credit to be awarded for courses offered by Yale College, the Graduate School of Arts and Sciences, or by one of the other professional schools at Yale will be determined by the registrar, in consultation with the director of student and academic services. Normally a course offered by Yale College or the Graduate School will carry 4 units of credit at SOM.

Auditing

Students may, with the permission of the instructor, audit SOM elective courses or courses in another school in Yale University. The normal expectation for auditors is attending at least two-thirds of all class meetings; instructors may set additional conditions. Audited classes will appear on the transcript only if the instructor certifies that the conditions for auditing have been met. Auditing of SOM core courses is not permitted.

Any person who is not a degree candidate at Yale University and who wishes to audit an M.B.A. course must obtain written permission from the SOM faculty member teaching the course and the director of student and academic services. SOM does not issue transcripts for courses audited under this arrangement. The charge for auditing a course is one-ninth of the SOM tuition for the year.

Course Evaluations

At the end of each course, students are asked to evaluate the course and instructor. The course evaluation results are given to the instructor and the dean, and the aggregate results are available for review on the M.B.A. portal after the grades have been submitted.

JOINT-DEGREE PROGRAMS

SOM offers joint-degree study with certain master's programs in the Graduate School of Arts and Sciences and with a number of the other professional schools at Yale. At present, these are Architecture, Divinity, Drama, Forestry & Environmental Studies, Law, Medicine, and Public Health. These agreements make it possible for a student to complete two degrees in at least a year less than would be required if the two programs were taken sequentially. SOM also offers opportunities for joint-degree study with doctoral programs in the Graduate School of Arts and Sciences. Information about these programs, including enrollment and degree requirements, is available in the Office of Student and Academic Services.

Admission decisions for joint-degree programs are made independently by the two schools. Students may apply for concurrent admission to both schools. Alternatively, students may apply for admission to the other school during the first year at SOM. Students already enrolled in one of the other schools with which SOM has joint-degree program agreements may apply to SOM in their first or second year of study, as specified in the appropriate agreement.

The normal pattern for joint-degree candidates in programs totaling three years of study is to spend the entire first year almost exclusively in one school and the entire second year almost exclusively in the other, combining courses from both schools and completing requirements for both degrees during the third year. Candidates in joint-degree programs totaling four years of study (Architecture, Drama, and the four-year

Law degree) normally spend two full years almost exclusively in those schools, one full year in SOM, and one year of combined study. Candidates for the three-year joint degree program with Yale Law School will complete two years at the Law School and one year at SOM. Candidates for joint degrees in Medicine normally spend three years exclusively in the School of Medicine, one year almost exclusively in SOM, and one year of combined study.

Students in joint-degree programs are not permitted to enroll in SOM core courses before matriculating at SOM. They must maintain full-time enrollment in both schools at all times. They must satisfy degree requirements in both schools, and must receive both degrees simultaneously.

Students in all joint-degree programs except the three-year J.D./M.B.A. degree are required to complete 52 units at SOM to satisfy the M.B.A. degree requirements. At least 37 units of proficient grades must be listed on the SOM transcript; more than 16 units of nonproficient grades will be grounds for academic dismissal. Joint-degree students completing their core year of study in the M.B.A. program are subject to the same quality standards as all other students (see the Academic Standards section of this bulletin). Students in the three-year J.D./M.B.A. degree should contact the SOM registrar for specific degree requirements.

The School of Management and the other school regularly share information about the status of students enrolled for joint degrees. Shared information may include course registrations and grades, disciplinary actions, or any other information that is normally part of a student's record. In addition, the academic officers of the two programs may share other information that they believe relevant to understanding a student's overall performance.

The School of Management and the other school separately apply their rules governing a student's academic performance. In applying these standards, either school may consider the student's performance in all of his or her course work. A student whose performance does not meet the requirements and standards of a program may be advised or required to withdraw, or may be dismissed from that program. Such a withdrawal or dismissal does not automatically require dismissal or withdrawal from the other program.

The School of Management and the other school jointly apply their rules governing a student's conduct. A charge of academic dishonesty in a course shall normally be handled by the school offering that course. If the course is jointly offered by the two schools, the charge will normally be handled by the school granting credit for that course.

A charge of general misconduct, not related to a particular course or to an event in one of the schools, will normally be handled by the school in which the student is currently registered. Jurisdiction over any case may be transferred if the disciplinary officials or committees of both schools agree. The final determination of fact, and any penalty, shall be communicated to the appropriate officials of both schools. A penalty of suspension, expulsion, or loss of course credit will apply to both degree programs.

SILVER SCHOLARS PROGRAM

The Silver Scholars Program admits a select handful of college seniors to a three-year M.B.A. program at Yale SOM. Silver Scholars are expected to complete the M.B.A.

program in three consecutive years. Students will participate in a one-year internship after completing the first year of the core M.B.A. program. Silver Scholars are expected to focus full attention on their employment responsibilities during the internship year. They continue to receive all relevant e-mails and can access all SOM resources during their internship. They then return to campus to complete their M.B.A. courses. Occasionally, students may request to continue their internship for one more year. Although the practice is discouraged, it is permissible; students wishing to extend their internships must petition the director of student and academic services for a leave of absence (see Leaves of Absence, in the chapter on General Information). The request must be submitted no later than the first day of classes in the term they are to return. Students who fail to register for the term following the end of the one-year internship and who do not have permission to take a leave of absence will be considered to have withdrawn from the M.B.A. program.

Doctoral Degree Program

The doctoral program is taught by the faculty of the Yale School of Management and is intended for students who plan scholarly careers involving research and teaching in management. The program is small and admits only a few highly qualified students each year. Currently, specialization is offered in the management fields of accounting, financial economics, and marketing.

Each student develops a program in consultation with the relevant faculty members and the director of graduate studies for the program. During the first two years, students normally take four courses each term, gain experience in research, and prepare for the qualifying examination in their chosen areas of concentration. All program requirements except the dissertation must be completed prior to the start of the fourth year of study.

While it is possible for a well-prepared student to complete the program in three years, four to five years of study are more typical. Upon completion of the program, most students elect careers that combine scholarly research with teaching in a university setting.

This program has been designed to enable a student to concentrate in any of a number of traditional or innovative areas of the management process. The format allows informal arrangements to surface in response to diverse faculty and student talents and interests. The flexibility is a central feature of the doctoral program. We expect area studies to evolve and grow as faculty strengths and interests change and grow.

PROGRAM OFFERINGS

The courses offered in this program may change from year to year as student and faculty interests evolve. The courses listed below are the core courses and those designed specifically for this program. Additional courses of interest are offered throughout the University.

ECON 500, General Economic Theory: Microeconomics; MGT 611, Policy Modeling; MGMT 710, Mathematical Models for Management; MGMT 700, Seminar in Accounting Research I; MGMT 701, Seminar in Accounting Research II; MGMT 702, Seminar in Accounting Research III; MGMT 704, Seminar in Accounting Research IV; MGMT 703, Experimental Economics; MGMT 740, Financial Economics I; MGMT 741, Financial Economics II; MGMT 742, Corporate Finance and Market Microstructure; MGMT 743, Topics in Empirical Asset Pricing; MGMT 745, Behavioral Finance; MGMT 750, Seminar in Marketing I; MGMT 751, Seminar in Marketing II; MGMT 753, Behavioral Decision Making I; MGMT 754, Behavioral Decision Making II; MGMT 758, Foundations of Behavioral Economics.

Students are encouraged to work closely with faculty members to develop, conduct, and report significant research. Each student designs much of his or her own program of studies in consultation with faculty members. However, each student's program has at its core a small number of important common courses. A marketing student's program of study usually includes all doctoral seminars taught by the marketing faculty, some doctoral seminars taught by other Yale School of Management faculty, and a considerable number of graduate-level courses in related departments outside the School of

Management. Courses taken outside the School of Management are usually taken in the departments of Economics, Psychology, and Statistics. Other departments and schools of interest include Sociology, Political Science, and Law.

INDIVIDUALIZED STUDY

The number of doctoral students admitted each year is limited, enabling each student to obtain individual instruction and guidance. Students may, for example, take tutorials with faculty members on specific topics not covered by formal courses. In addition, students work with the faculty and with their student colleagues on research projects to gain experience and sharpen skills in their areas of special interest.

MULTIPLE LEARNING METHODS

Doctoral students engage in a wide variety of learning activities. Formal course work is important, but just as important are the informal seminars, colloquia, research projects, opportunities to assist in teaching, and various other activities that can help one understand and deal competently with management and organizational phenomena.

INTERDISCIPLINARY STUDY

Students are encouraged to develop programs that draw on courses and learning experiences from a variety of academic disciplines. The School maintains working relationships with various departments and other professional schools at Yale University.

REQUIREMENTS FOR ADMISSION

The program admits promising students whose academic backgrounds are in the behavioral sciences, business, economics, statistics, mathematics, engineering, or the liberal arts.

Rights and Responsibilities of Students

ACADEMIC FREEDOM

The Yale School of Management is committed to the protection of free inquiry and expression in the classroom and throughout the school community. In this, the School reflects the University's commitment, reaffirmed in its Policy on Freedom of Expression (1988), which states: "Nothing is more conducive to the advancement of knowledge and the search for truth, to individual growth and fulfillment, and to basic human liberties than a community, rare in history, where all shades of opinion can be voiced and all avenues of thought and research pursued."

THE SOM HONOR CODE

Guiding Principles

Honesty is fundamental to the profession and practice of management. It is therefore the bedrock premise of management education at Yale. To the community of students, faculty, and staff of the Yale School of Management honesty and integrity build the trust essential to a free and lively exchange of ideas.

The Yale SOM Honor Code is intended to foster the School's exceptional learning environment and to support conduct that will distinguish the faculty, staff, and students in their lives as managers, at school, at school-related functions, and in the larger management community. The Honor Code will be referred to as the "Code" hereafter.

The Honor Committee has jurisdiction over all Code violations including matters of academic dishonesty and egregious violations of the social and professional norms of behavior.

Academic Integrity

The SOM community, including faculty, staff, and students, supports the highest standards of academic integrity. All academic work affords an unparalleled opportunity to put forward new and innovative ideas; at SOM we aspire to always acknowledge the ideas upon which new solutions are based.

When working on an assignment with a team, students must clarify the expectations for each member of the team.

Faculty will provide clear guidelines for students on the parameters of any group work, as well as guidelines for proper citation.

A student will contact the professor for clarification if there is a question about the way in which the group work is to be completed.

Students are encouraged to consult print resources, such as *Sources*, as well as online resources concerning proper citation.

Community Standards

A hallmark of the SOM community is its inclusive nature, which respects the diverse backgrounds and views of its members. SOM faculty, students, and alumni aspire to

standards of conduct while at Yale, and as they function in the larger management community, that will further distinguish SOM as a center of integrity and fair dealing.

Students must uphold, among themselves, the highest standards of professional behavior.

Students must strictly adhere to ethical guidelines during the job search — with interviewers, prospective employers, and their student colleagues.

Students must remember that they represent the School as they take part in activities in the University, New Haven, and the larger management community.

Standards of individual responsibility in the job search, and in the use of School and University information technology resources, are detailed under Policies of the Career Development Office and Policies on the Use of Information Technology Facilities, below.

PROCEDURES OF THE HONOR COMMITTEE

Composition and Charge

The Honor Committee considers instances of academic infractions and other serious violations by SOM students against the SOM and University communities and their guests. The committee is responsible for collecting facts pertaining to such infractions and violations, making judgments about them, and determining punishment where appropriate. In addition, the committee reviews and proposes revisions in SOM discipline policy and procedures where needed and communicates its policies and actions to the community at large.

Suspected cases of cheating or other violations of Code standards should be reported to the chair of the SOM Honor Committee or to the director of student and academic services. A list of the members of the Honor Committee may be obtained from the Office of Student and Academic Services.

The committee is appointed by the dean. It consists of three faculty members (one of whom shall be designated chair), four SOM students (two from each class in residence), and the director of student and academic services (who shall act as secretary to the committee and shall be nonvoting). Two student alternates, one from each class in residence, will also be appointed. Appointments will typically be for the academic year.

Process

The committee will collect the facts relevant to each complaint under consideration and make judgments on whether an infraction or violation has been committed and on its seriousness to the community. Based on these judgments, the committee will choose a punishment which it deems appropriate to the offense. It shall also inform the community of its actions in such a manner as to protect the identity of individuals who are the recipient of punishments.

Although deviations may be taken by the chair when appropriate to a given case, the following steps are customary:

1. The work of the committee normally begins when a member of the University community (faculty, student, or staff) brings a probable violation or infraction to the attention of the committee chair. The chair then requests a written statement and copies of any other relevant materials pertinent to the complaint.

2. Based on these materials, the chair will decide whether the offense, if the charge is true, would be of sufficient seriousness to warrant the attention of the committee. Should that be the case, the chair shall inform the student who is the subject of the complaint. At the same time the student will be given a copy of the Committee Policies and Procedures to apprise the student of his or her rights: (a) to appear before the committee, (b) to be accompanied by any member of the University community to act as his or her adviser,* (c) to examine any and all written materials being provided to the committee as soon as possible, and ordinarily at least forty-eight hours in advance of the meeting, so that the student may have ample opportunity to question or refute them. At the beginning of a meeting with a student who is the subject of a complaint, the chair will review the Procedures of the Committee and the process to be followed in meetings with the committee.
3. The committee will endeavor to conduct its business in such a way as to protect the privacy and personal integrity of all individuals who are involved with the case. In addition, it will seek to make its judgments as promptly as is consistent with the need to establish the facts of the case and to come to judgments based on these facts.
4. The committee will seek to make its decisions by consensus. When consensus is impossible, a majority vote will be taken. No decision shall be made without a quorum of committee members (defined as a majority of both faculty and students present and participating: at least two faculty members and three students).
5. If the committee finds an infraction or violation, it will then decide on an appropriate punishment. Among the possible punishments that can be meted out by the committee are reprimands, probation, suspensions for a specific time period, and, in serious cases, expulsion. A penalty of expulsion will appear on a student's transcript. Correspondence related to any disciplinary penalty will remain in a student's internal SOM file and in the files of the Honor Committee. A penalty of a full-term suspension will be reported to an outside agency or individual when a student makes a written request for release of file information to that agency or individual. A penalty of a less than full-term suspension will be reported under the same circumstance but only for a period of two years following the expiration of the term of the suspension. A penalty of probation will be reported under the same circumstances for a period of time the student is enrolled and will not be released after the student has graduated. Information about warnings and reprimands will not be released. To provide for some consistency in reactions to offenses year by year, the committee chair shall study the files and inform the committee (ordinarily before the first case of the year is heard) of punishments meted out in certain classes of cases in prior years. Penalties should be set based upon the severity of the infraction, rather than the impact of such penalty on the student's personal situation.
6. The committee chair will inform those against whom complaints have been made of committee decisions within twenty-four hours of the committee's decision.

*Role of the adviser: In the SOM disciplinary process, the student's adviser is not an advocate, but rather a source of support to the student. The adviser may help the student in preparing for the meeting with the Honor Committee and may accompany the student to the meeting. During the meeting, the adviser may quietly suggest questions or issues for the student to raise with the committee; the adviser does not participate directly in the meeting.

Review

1. At the beginning of the investigation the chair will inform committee members of the individual(s) involved in a case. Committee members will be invited to excuse themselves from the case if there is a conflict of interest. If a committee member is excused, the chair will recommend to the dean a successor for temporary appointment to the committee for participation in the matter. At the beginning of the investigation, the chair will inform the student whose conduct is in question of the procedures that will be followed and will notify the student of the membership of the committee. Within one day after receiving that notification, the student may object that a member is prejudiced by stating in writing the basis for this objection. On receipt of this objection, the chair will rule on whether the member should be recused from taking part in the proceedings and, if this is done, will recommend to the dean a successor for temporary appointment to the committee for participation in the matter. A decision of the chair not to recuse the challenged member will be communicated to the student, who may within one day after receiving the notice appeal the decision to the dean. The dean's decision to deny or grant the appeal will be final.
2. At the time the committee informs the student of its decision, it shall also inform the dean. The dean will determine whether the committee's conclusion that a violation has occurred is supported by evidence. If the dean determines that the conclusion is not supported by the evidence, the dean will remand the decision to the committee for further fact-finding or deliberation. The dean's decision that the conclusion is supported will be final.
3. Following the review of the record, the dean will offer any student against whom an infraction or violation is found the opportunity to meet with the dean, as promptly as the dean's schedule may permit, to raise any objections to the proceedings on the grounds of procedural irregularity or prejudice. If objection is raised, the dean will investigate the objection and may remand the matter to the committee to correct the procedural irregularity or to re-deliberate after disqualifying the member or members found to be prejudiced. A decision of the dean that the proceedings were not irregular or that there is insufficient evidence of prejudice will be final.
4. Unless remanded by the dean after review, the committee's finding of an infraction or violation is final. The committee's decision on an appropriate punishment may be appealed to the Faculty Review Board. The Faculty Review Board, chaired by the dean, consists of the dean and two senior SOM faculty members. The student must provide the dean with a written request and any supporting materials within five business days after the student is notified of the committee's decision. General dissatisfaction with the committee's decision does not constitute substantial merit. The committee chair may submit a written or oral explanation of the committee's decision to the Faculty Review Board. The student's written request and supporting materials will be made available to the Review Board, but the student will not be permitted to attend the Review Board meeting. The Review Board's role in the appeal will be to judge the appropriateness of the punishment assessed by the committee, assuming the correctness of the committee's finding of a violation. The Review Board's decision concerning punishment is final.

Records and Files

Minutes of committee meetings about particular cases and committee deliberations about policy and procedures will be kept by the director of student and academic services, who will act as secretary to the committee. These records will be kept in a confidential, locked file. Only the dean, the director of student and academic services, and the current chair of the Honor Committee shall have access to them. The dean and the chair will be responsible for passing committee files to the director of student and academic services to ensure the completeness of the committee files kept in the office of the director of student and academic services.

For each term, the secretary to the committee shall prepare a document entitled "Actions of the Honor Committee Academic Year: 20__ to 20__," summarizing each case in which the committee saw fit to assess any form of punishment. Each summary should include a description of the offense and the punishment assessed. These summaries should not identify the students involved and so far as possible should avoid contextual information that would reveal or encourage speculation about the identity of individual students. Honor Committee reports will be posted at the end of the academic year and at the beginning of the fall and spring terms.

POLICIES OF THE OFFICE OF STUDENT AND ACADEMIC SERVICES

The Office of Student and Academic Services (SAS) supports academic, cocurricular, and extracurricular programs at SOM. SAS is responsible for the logistical aspects of the Leadership Development Program, International Experience, International Exchange, orientation, and other student programs. SAS works closely with student government and student clubs to enhance and enrich the student experience at SOM. SAS is also home to the Registrar and Financial Aid offices and is the liaison with the Yale University Resource Office on Disabilities.

Student Records

A permanent file is created for each student upon admission to SOM. This file contains the student's application, essays, acceptance letter, and registration forms, as well as copies of all correspondence to the student. Access to this file is governed by the Family Educational Rights and Privacy Act of 1974, also known as the Buckley Amendment. When a student graduates, his/her file is transferred to the Yale University Archives for permanent storage. A \$15 fee will be charged if an alumnus/a requests student record retrieval from permanent storage.

ACCESS TO RECORDS

Official student records for currently enrolled students are housed in SAS. Under the Buckley Amendment, student records are accessible to faculty members, deans, and staff members who have a legitimate educational interest in review of the records. Students have automatic access to all parts of their records except recommendations submitted as part of the application for admission.

The following personal information may be released to the public unless a student requests otherwise: name, address, telephone number, dates of attendance, and degrees received. Any student may request that this information be treated confidentially.

TRANSCRIPTS

Student transcripts are maintained permanently in SAS. From time to time, students may need to supply a potential employer with an official transcript from the M.B.A. program. An official copy of an SOM transcript will be released on written request (with a signature) from the student or alumnus/a. To have a transcript sent, a student must complete a Transcript Request form, available from SAS or online. Current students may obtain transcripts free of charge. The fee for an alumnus/a is \$7 for the initial transcript, and \$3 for each additional transcript requested at the same time.

International Experience

The International Experience is an integral part of the core curriculum. All SOM students are expected to complete the International Experience during their first year of study. Students with visa issues, health concerns, or a family emergency that will force them to delay the experience should contact the director of student and academic services for approval to postpone the requirement to the following academic year. All requests will be reviewed on a case-by-case basis. If a student, for any reason, is unable to fulfill the International Experience trip requirement during the first year, he or she must complete an International Experience trip during the second year.

Students unable to complete the trip because of unforeseen circumstances will be responsible for assuming any nonrecoverable costs associated with the International Experience incurred by Yale SOM. Since requests to delay the International Experience are very individual in nature, all requests for modification to these cancellation charges will be reviewed by the director of student and academic services on a case-by-case basis.

If a student is unable to fulfill the International Experience trip requirement or needs to change destinations because of visa issues, a health emergency, or other unforeseen circumstances, SOM will not reimburse the student for the cost of any expenses incurred in canceling flights or other travel arrangements.

International Exchange

SOM has established a program to allow students to spend one term studying abroad while working toward the M.B.A. degree. SOM students are able to spend the fall term studying at an approved academic institution. A list of exchange partners and details about the application process are available from SAS or at <http://my.som.yale.edu>.

While abroad, students will be evaluated on the exchange partner's grading scale. Courses completed successfully will appear on the SOM transcripts with an indication that the credits were completed abroad. Students will not be assigned grades based on the SOM grading scale. Students are required to speak with the SOM registrar regarding their specific course schedule and course load while abroad to ensure they meet all SOM requirements.

Students selected to participate in the exchange program are expected to attend the exchange program in its entirety and participate fully. If a student withdraws from the

program after he or she has accepted a place in it, he or she will be charged a \$500 program fee to his/her student account.

Exchange participants are expected to be good ambassadors of SOM. While abroad, students are expected to uphold the highest standards of professional behavior and must remember that they represent the School. Student conduct while abroad remains subject to the SOM Honor Code.

Academic Tutoring and Support

SAS is committed to providing a variety of resources to help students who are experiencing academic difficulty achieve the highest possible standard of academic excellence. To that end, SAS has developed a tutoring program to assist students with components of the first-year core curriculum. SAS provides students with personal and/or small-group tutoring sessions for quantitative courses in the core curriculum. SAS will provide each student with academic difficulties up to two hours of tutoring per week in core subjects. The Professional Communications Center is available to assist students who are having trouble with written or oral communication skills. Information about the center and its services can be found at <http://my.som.yale.edu/Campus/StudentServices/ProfessionalCommCenter.aspx>.

To access tutoring assistance, students must contact the associate director of SAS and inform the associate director of the subject for which the student is seeking tutoring assistance. This request must be made in writing via e-mail at the earliest opportunity in the term the student determines a need for tutoring assistance. Requests for tutoring after the fourth week of the term may not be honored, although SAS will make every effort to accommodate requests that come near the end of the term.

If a student needs to cancel a tutoring appointment, the student will give the tutor twenty-four hours advance notice of a cancellation. If appropriate advance warning is not given, a \$25 late fee will be assessed to the student.

If a student initiates the process and requests an appointment with the tutor and omits to contact the tutor within one week, omits to inform SAS that he or she no longer needs a tutor, does not adhere to the cancellation policy above, or cancels two consecutive appointments with the tutor, the student will forfeit the right to participate in the tutoring program for the rest of the academic year.

If a student has any issues or concerns with the tutoring program, he or she should contact the director of student and academic services, who will investigate the issue or concern.

Student Workers

Students can be employed by SOM in a variety of capacities. Students who are employed by any SOM department or employed by SOM in any way are “student workers” and subject to this policy. Student workers can be, but are not limited to, teaching assistants, research assistants, tutors, second-year advisers, CDO coaches, admissions interviewers, or International Experience trip assistants.

Student workers will be allowed to work for SOM up to twenty hours per week during a term if they are registered in only four courses during that term. Student workers registered for more than four courses are not permitted to work for SOM for more than

a total of ten hours per week. Student workers are allowed to hold more than one paid position at SOM as long as the total hours worked in all positions do not exceed these maximums. First-year students are encouraged not to work while completing the core curriculum.

Additionally, a student may not be a teaching assistant for a course he or she is enrolled in for credit.

First-year students in academic difficulty who have been seen by the Academic Standards Committee are not eligible to be employed by SOM during the first year of study.

This policy applies to the academic year, and does not apply during recess periods or over the summer.

Course Recording

If the observance of a major religious holiday or hospitalization will prevent a student from attending class, the student should inform the instructor in advance. Students missing class because of observance of a major religious holiday or hospitalization may request to have classes recorded. Classes missed because of illness, job interviews, or other personal commitments will not be recorded. Courses will be recorded only if the instructor is willing to grant permission for video- or audiotaping. Extracurricular events will not be recorded under any circumstances.

Requests for recording should be made to the associate director of SAS at least two weeks before the scheduled holiday. The associate director of SAS will review the request to decide if the course should be recorded, contact the course instructor to obtain permission for recording, and arrange for the recording. In reviewing the request, the associate director of SAS will also determine if the course should be videotaped – core courses are eligible to be videotaped – or audiotaped. Elective courses or events that impact a small number of students are eligible to be audiotaped only.

SAS may not be able to accommodate requests that are not received with at least two weeks' notice. Students missing class because of observance of a major religious holiday or hospitalization are responsible for arranging to pick up notes or handouts from a classmate and for checking the course Web site for any relevant postings.

Alcohol

SOM is a community of adults, and the responsible consumption of alcohol has a place within School- and student-organized events. The following guidelines apply whenever alcohol is purchased with School funds and/or served or consumed on School property; a detailed statement of the School's policies and procedures governing the service of alcohol is available from SAS.

Alcohol may be served or consumed only in the context of School-sponsored or officially recognized club-sponsored events. School funds may not be used to support private parties.

In accordance with Connecticut state law, alcoholic beverages may be dispensed only to individuals who are twenty-one or more years old and may not be dispensed to any intoxicated person.

Alcohol that is purchased with School funds, or served on the SOM campus, must be served by a bartender who is certified by TIPS or a similar organization, is not an SOM

student, and remains on duty for the entire time that alcohol is served. “School funds” are any monies in or disbursed from Yale University accounts.

Beer and wine are the only alcoholic beverages that may be served. Whenever alcohol is served, appropriate quantities of nonalcoholic beverages and food must be available at the same location.

Any exceptions to this policy must be approved in writing by the director of SAS.

Violations of any of the School of Management alcohol policies and procedures may be referred to the Honor Committee for disciplinary action.

Purchasing Card Use Policy

When a student who is not a club budget officer uses a SAS purchasing card (p-card), the student must present an authorization form signed by the appropriate club budget officer. Authorization must include event name and date, name of vendor, items/services to be purchased via p-card, business purpose for purchase, and estimated amount of purchase.

Appropriate original, itemized receipts for p-card purchases should be submitted to SAS by the end of the next business day after the p-card is used. If appropriate receipts are not submitted within five (5) business days, the amount of the purchase may be billed to the student’s bursar account and/or the club may lose p-card privileges for the remainder of the academic year.

Reimbursement Policy

Appropriate original, itemized receipts for purchases and expenses must be submitted to SAS within ten (10) business days from the date the expense was incurred. Receipts must be accompanied by the student reimbursement form, accurately and completely prepared. When the reimbursement is for a club-related expense, the form must include the appropriate club budget officer’s signature of authorization.

No student reimbursements will be processed if submitted more than thirty (30) business days after the expense was incurred or the last day of classes for that term, whichever occurs sooner.

Fundraising Guidelines

Solicitation of alumni, faculty, or staff is not permitted without approval from the Office of Development and Alumni Relations. Guidelines are available in SAS.

Firearms and Weapons

The possession of explosives, guns, ammunition, air rifles, paintball and pellet guns, BB guns, Tasers, knives, or other weapons on the Yale SOM campus is prohibited.

Grievance Procedures

In an institution that is trying to meet the needs of a diverse collection of individuals (students, faculty, and staff), it is possible that the academic year may give rise to a variety of problems. Students with problems of either a program-wide or personal nature should consult the director of SAS. Cases involving possible cheating or plagiarism violations by

students may be brought before the standing student-faculty Honor Committee. These matters should be brought to the attention of the director of SAS, who is an ex officio member of the Honor Committee.

Yale is committed to providing an atmosphere that is free of discrimination and sexual harassment. The Grievance Committee deals with complaints of discrimination by a student against a member of the faculty or administration on such bases as race, sex, religion, national or ethnic origin, sexual orientation, or handicap. The Grievance Committee also deals with all complaints of sexual harassment of students by any member of the community.

The first step in the grievance procedure is to contact a member of the Grievance Committee. Membership on the Grievance Committee is a matter of public record. A list may be obtained from SAS. The Dean's Procedure for Student Complaints governs such cases, and a copy of this procedure may also be obtained from SAS.

POLICIES OF THE CAREER DEVELOPMENT OFFICE

All questions regarding student or employer recruiting policies should be directed to som.cdo@yale.edu.

Interviewing

Students are expected to apply to positions and interview in good faith. Employers receive confirmed final interview schedules two business days prior to interviews, and students are required to attend any/all interviews for which they have been scheduled. Failing to appear for a confirmed interview, barring extenuating circumstances, may result in loss of on-campus interviewing privileges.

In order to be reinstated to the on-campus interview program, the following steps must be completed within one business day of the failure to appear for the interview, and reinstatement will be made at the discretion of the director of the Career Development Office (CDO). Please provide:

1. an e-mail explanation to the director of the CDO
2. an e-mail apology to the interviewer/recruiter, copying the director of the CDO

Accepting an employment offer is an appropriate circumstance in which to cancel a previously scheduled interview. In the event that a student accepts an employment offer and needs to cancel future on-campus interviews, he/she is required to adhere to the following steps:

1. cancel all scheduled interviews via the CDO Recruiting System
2. if this occurs past the cancellation deadline, please contact the CDO directly
3. send a note of apology to any firm with which interviews have been scheduled, copying the relevant CDO relationship manager
4. complete the online MBA Survey in the CDO Recruiting System, reporting the job acceptance

In the event that a student needs to cancel an interview, or forego participation in an event previously registered for, each individual is responsible for ensuring that he/she has fully completed the cancellation process in the CDO Recruiting System. Failure to do

so may result in the student being considered a “no show” for the event, and may result in loss of on-campus interviewing privileges.

Offer Timelines and Acceptance Policy

For the benefit of all students, and to balance the needs of employers, the following guidelines apply to all firms, on- or off-campus, that are extending offers to SOM students.

- All students must receive a written employment offer. The beginning of the offer period coincides with the date of the offer letter (e-mail or postal mail).
- Full-time offers, including those extended at the completion of a summer internship, must be left open until 5 p.m. ET on Tuesday, November 30, 2010, or for a minimum of four weeks, whichever allows the longest decision period.
- Internship offers must remain open until 5 p.m. ET on Tuesday, February 15, 2011, or for a minimum of three weeks, whichever allows the longest decision period.
- Exceptions for full-time and internship offers may be made for employers hiring on a just-in-time basis at the end of the school year, if the guidelines listed above interfere with the organization’s hiring needs. In these instances, the employer may request a shorter decision period for the student to accept/decline the offer.
- In order for students to complete their interviews during SuperWeek, employers cannot extend offers until 5 p.m. ET on Friday of SuperWeek, January 7, 2011.
- An “exploding offer” is one that requires an immediate or very-short-deadline decision in conflict with the timing mentioned above (with the exception of end-of-school-year, just-in-time hiring). The CDO prohibits employers from using exploding offers, and in the event that a student receives such an offer, he/she is expected to contact the CDO immediately.

Once a student has accepted an offer—verbally or in writing—that offer is binding. In the event that a student is considering renegeing on an acceptance, he/she is required to meet with the CDO director prior to any relevant communication with the employer.

If a student reneges on an acceptance, he/she may be restricted from accessing CDO resources, including the full-time recruiting process and/or alumni career services. Please also note that the CDO reserves the right to forward cases to the Yale SOM Honor Committee for review, when appropriate.

Multiple-Offer Guideline

In order to give employers the opportunity to fill an open position with an alternate candidate, students (both first-years and second-years) should hold no more than three offers at any given time. If a student subsequently receives a fourth or any additional offers, one or more should be released within two business days of receiving the additional offer(s), so that the student holds no more than three offers at any time.

Employer Events

This policy includes, but is not limited to, career fairs, networking nights, corporate presentations, informational meetings, alumni and employer speaker series events, office hours, and coffee chats. In the event that a student needs to cancel participation

in an employer-sponsored event, he/she must cancel via the CDO Recruiting System (or directly via communication with the relevant employer) *no later than 12 p.m. (noon) ET, two business days prior* to the scheduled event. Failure to do so may result in restricted access to future employer-sponsored events. (Employers often arrange catering and keep lists of students expected to attend a given event; the CDO encourages students to write employers a note of apology and explanation if missing an event and to communicate any cancellations in advance, offering an explanation and copying the relevant CDO relationship manager.)

Corporate Treks

Corporate Trek RSVP lists are sent to the host company in advance and are relied upon for the allocation of company resources for the program. Cancellation of participation in a trek is strongly discouraged, as it reflects poorly on individual students, SOM alumni employed by the hosting firm, and the entire SOM community.

In the event that a student needs to cancel participation in a corporate trek, he/she must notify the coordinating club *and* the CDO as soon as possible and *no later than 12 p.m. (noon) ET, two business days prior* to the scheduled trek. In addition, students may be asked to adhere to earlier cancellation deadlines based on the trek coordinator's stated deadlines (either the organizing club or the CDO). Failure to abide by this policy, barring an extenuating circumstance, may result in restricted access to participation in any/all future treks.

CDO Advising Appointments

Advising appointments must be made at least two business days (and up to a maximum of 90 days) in advance via the CDO Recruiting System. Students are encouraged to use the CDO staff member office hours and relationship manager Quick Questions for pressing issues that arise between advising sessions.

In the event that a student needs to cancel an appointment with a member of the CDO, he/she must cancel via the CDO Recruiting System *no later than 12 p.m. (noon) ET, two business days prior* to the appointment. Failure to abide by this policy, barring an extenuating circumstance, will result in the loss of the ability to make additional appointments for a minimum of two weeks.

CDO Workshops

In the event that a student needs to cancel participation in a CDO Workshop, he/she must cancel the online registration via the CDO Recruiting System *no later than 12 p.m. (noon) ET, two business days prior* to the scheduled workshop. Failure to abide by this policy, barring an extenuating circumstance, will require a meeting with the relationship manager managing the workshop and/or the director of the CDO and may potentially result in restricted access to future CDO Workshops. In the instance of mandatory CDO Workshops, students will be asked to make up any/all absences by visiting the CDO to watch the recorded version of the session.

CDO Résumé Books/Résumé Review Process

The CDO will organize an annual class Résumé Book for employer purchase. In order to produce a timely Yale SOM MBA Résumé Book, the first-year résumé review process will occur in the fall of the first year, while the second-year résumé review process will occur in the summer prior to the start of the second year. In order to be included in this Résumé Book, students are required to attend the CDO Résumé Writing Workshop and to submit résumés that are consistent with the Yale SOM Résumé Template. In order to ensure consistency and ease of use by all SOM employers, résumés not meeting the SOM template format may be excluded from the Résumé Book. If a student chooses to opt out of the Yale SOM MBA Résumé Book, he/she must inform the CDO in writing.

CDO Interview Room Policy

The objective of this policy is to ensure that all interview rooms are reserved effectively to ensure maximum student access outside the recruiting season.

1. Interview rooms can be reserved for employer informational conversations or for interviews by e-mailing som.cdo@yale.edu and reserving rooms, subject to availability, on a first-come, first-served basis.
2. Reservations can be made for up to two hours at a time.
3. Students should arrive at least ten minutes prior to a scheduled reservation and sign in at the CDO reception area. Students are required to provide details relevant to each employer conversation by filling out a room reservation form provided by the CDO.
4. Students are responsible for keeping interview rooms clean and orderly at all times. Abuse or misuse of interview rooms may result in restriction of room reservation privileges.
5. Students are required to visit the CDO after each reservation period in order to sign out.
6. If an interview is scheduled for an evening time, students are asked to sign in by 4:30 p.m. ET. The CDO will provide after-hours access for the exclusive use of informational conversations and interviews; students are responsible for closing and locking each room at the end of the reservation period and may not linger in the interview rooms beyond the allotted time.

Reciprocity Agreements

Yale SOM enjoys reciprocity agreements with a number of peer M.B.A. programs to assist students with job searches beyond Connecticut and/or the Northeast. To take advantage of reciprocity agreements, students must contact the CDO via e-mail (som.cdo@yale.edu) *at least two weeks prior to a planned visit*, per reciprocity agreements.

Each participating school is required to notify and confirm the M.B.A. status of a student making a visit to another program; hence, requests made by students directly to the partner school will not be honored. (Please note that the services available to Yale SOM students vary by school.)

In the event a student needs to cancel an appointment at a partner school, he/she is required to contact the CDO *at least two business days prior to a scheduled visit*. Failure to abide by reciprocity policies, barring an extenuating circumstance, may result in restricted access to the reciprocity program.

POLICIES ON THE USE OF INFORMATION TECHNOLOGY FACILITIES

The Information Technology Group (SOM-IT) at Yale SOM is committed to providing reliable technology and solutions to facilitate the academic and administrative needs of the School. All users of SOM computing and networking services, including those provided by Yale University, are expected to read and abide by the Yale Information Technology Appropriate Use Policies (www.yale.edu/its/policy). Further, in order for SOM-IT to provide the highest level of service, members of the SOM community are expected to be aware of and comply with the following additional policies:

Student hardware All first-year Yale SOM students receive a standard-issue laptop computer upon arrival at orientation. This computer, which is the personal property of the student, is preloaded with the necessary software applications and configured to operate on the Yale SOM network. The SOM-IT Help Desk will fully support students in using their SOM laptop computers. An SOM-issued laptop that is lost, stolen, or damaged beyond warranty is the student's responsibility. A new laptop may be purchased at the SOM-IT Help Desk.

User rights Users have the right to free inquiry and expression, reasonable confidentiality, and due process in cases of discipline resulting from rules violations.

User responsibilities

- *Legal responsibilities* All use of SOM-IT facilities is subject to federal, state, and local law, and to University regulations. Users must observe intellectual property rights, in particular the software copyright law. All use of SOM computers and networks must be consistent with all contractual obligations of the University.
- *Security responsibilities* Users must not make or attempt any deliberate, unauthorized access to, or changes in, data in an SOM facility, for example, to read personal communications of other users or to access confidential University files. Users must not defeat or attempt to defeat the SOM-IT security systems, such as "cracking" or guessing user identifications or passwords, or compromising room locks or alarm systems. Users must not intercept or attempt to intercept data communications not intended for that user's access, for example, by "promiscuous" bus monitoring or wiretapping.
- *Denial of service* Users must not deny or interfere with, or attempt to deny or interfere with, service to other users, e.g., by means of "resource hogging," distribution of computer worms or viruses, etc.
- *Personal responsibility* Users are responsible for the security of their SOM-IT accounts and passwords. Accounts and passwords are normally assigned to single users and are not to be shared with any other person without SOM-IT authorization. Users are expected to report any observations of attempted security violations. SOM-issued laptops that are lost, stolen, or damaged beyond warranty must be replaced.

General responsibilities

- *Proper authorization* Users must have authorization to use any SOM-IT facility. Users must not permit or assist any unauthorized person to access the SOM-IT facilities.
- *External data networks* Users must observe all applicable policies of external data networks when using such networks.

- *Personal identification* Users of SOM-IT microcomputers, workstations, printers, or other public facilities must show University identification upon request.
- *Access to data* Users must allow SOM-IT personnel access to data files kept on the SOM-IT systems for the purpose of systems backups or diagnosing systems problems, including rules violations.
- *For-profit use* Without specific authorization, all activities using SOM-IT facilities for personal profit or for the direct financial benefit of any non-Yale organization are prohibited.
- *Threats and harassment* SOM-IT facilities must not be used to threaten or harass any person.
- *Modification of data or equipment* Without specific authorization, users of SOM-IT computing or network facilities must not cause, permit, or attempt any destruction or modification of data or computing or communications equipment, including alteration of data, reconfiguration of control switches or parameters, or changes in firmware.
- *Removal of equipment or documents* Without specific authorization by the owner or designated administrator, users must not remove any SOM-IT-owned or -administered equipment or documents from an SOM-IT facility.
- *Foreign devices* Without specific authorization, users must not physically or electrically attach any foreign device (such as an external disk, printer, or video system) to SOM-IT equipment.
- *Responsibility for account* Users are presumed to be responsible for any activity carried out through their SOM-IT accounts.
- *Reports of violations* Users must report any evidence of violation of these rules to appropriate SOM-IT personnel and other University authorities. Users must not conceal or help to conceal or cover up violations by any party.
- *Privacy considerations* Data storage and communications are not perfectly secure. There are software and physical limitations that can compromise security. SOM-IT tries to minimize such exposures, but risks exist.
- *Enforcement procedures* Any actual or suspected violation of the rules listed above should be brought to the attention of the director of the SOM Information Technology Group.

POLICY ON THE USE OF THE UNIVERSITY AND SCHOOL NAMES AND LOGOS

The Yale University and Yale School of Management names, logotypes, and seals (in all formats) are protected by copyright law. Further, it is of great importance that faculty, students, and staff representing SOM use the School's established graphic standards. Any use of the name or logotype in the title or caption of a publication or organization; any use of the above-mentioned on stationery or business cards; or their use on any item or product to be distributed or sold by an individual or an organization, must be approved by the SOM Office of Communications and by the Office of the Secretary of Yale University under such requirements and restrictions as those offices may impose. For further information, contact the Yale School of Management Office of Communications (121 Whitney Avenue) at 203.432.6009.

M.B.A. Courses for 2010–2011

FALL-TERM CORE COURSES

- MGT 401a, Managing Groups and Teams** 1 unit. Victor H. Vroom,
Victoria Brescoll
- MGT 402a, Basics of Accounting** 2 units. Stanley J. Garstka, Kalin Kolev
- MGT 403a, Probability Modeling and Statistics** 2 units. Arthur J. Swersey,
Constança Esteves-Sorenson
- MGT 404a, Basics of Economics** 2 units. Keith Chen, Sharon M. Oster
- MGT 406a, Problem Framing** 2 units. Paul Bracken, Nathan Novemsky
- MGT 407a, Careers** 1 unit. Amy Wrzesniewski
- MGT 408a, Introduction to Negotiation** 0.5 unit. B. Cade Massey, Barry Nalebuff
- MGT 409a, Spreadsheet Modeling** 1 unit. Donald Lee
- MGT 410a, Competitor** 2 units. Fiona Scott Morton
- MGT 411a, Customer** 2 units. K. Sudhir, Shane Frederick, Ahmed Khwaja
- MGT 412, Investor** 2 units. Nicholas C. Barberis
- MGT 423a, Sourcing and Managing Funds** 2 units. K. Geert Rouwenhorst,
Jacob K. Thomas

SPRING-TERM CORE COURSES

- MGT 413b, State and Society** 2 units. Constance E. Bagley, Douglas W. Rae
- MGT 420a, Employee** 2 units. James N. Baron
- MGT 421b, Innovator** 2 units. Rodrigo Canales, Barry Nalebuff
- MGT 422b, Operations Engine** 2 units. Sang-Hyun Kim, Arthur J. Swersey
- MGT 425b, The Global Macroeconomy** 2 units. Peter K. Schott
- MGT 430b, Integrated Leadership Perspective** 2 units. William N. Goetzmann

FALL-TERM ELECTIVE COURSES

- MGT 525a, Competitive Strategy** 4 units. Judith A. Chevalier
- MGT 529a, Global Social Entrepreneurship** 4 units. Tony Sheldon
- MGT 532a, Business Ethics Meets Behavioral Economics** 2 units. Daylian Cain
- MGT 533a, Commercialization of Technologies** 4 units. Olav Sorenson
- MGT 541a, Corporate Finance** 4 units. Heather E. Tookes

- MGT 543a, Financial Instruments and Contracts** 4 units. Hongjun Yan
- MGT 555a, Pricing Strategy** 4 units. Subrata K. Sen
- MGT 556a, Data-Driven Marketing** 4 units. Oliver Rutz
- MGT 558a, Consumer Behavior** 2 units. Shane Frederick
- MGT 559a, Marketing Strategy** 4 units. Ravi Dhar
- MGT 565a/ECON 527a/LAW 20083, Behavioral and Institutional Economics**
4 units. Robert Shiller
- MGT 594a, Emerging Markets** 4 units. Zhiwu Chen
- MGT 611a, Policy Modeling** 4 units. Edward H. Kaplan
- MGT 618a, Entrepreneurial Business Planning** 4 units. David M. Cromwell,
Maureen Burke
- MGT 627a, African Data Analysis Project** 4 units. James Levinsohn
- MGT 635a, Private Equity Investments** 4 units. David M. Cromwell
- MGT 640a, Evolution of Central Banking** 4 units. Rakesh Mohan
- MGT 649a, Financial History** 4 units. William N. Goetzmann
- MGT 662a/LAW 20402, Intellectual Property** 4 units. Ian Ayres
- MGT 667a, Distressed Investing and Restructuring Debt** 4 units. Michele Paige
- MGT 680a/REL 975a, Faith and Globalization** 4 units. Miroslav Volf
- MGT 684a, Management and the Environment: Issues and Topics** 4 units.
Garry D. Brewer
- MGT 695a/LAW 20051, Nonprofit Organizations Clinic** 2 units. John G. Simon,
Lisa N. Davis, Barbara B. Lindsay
- MGT 804a, Fixed Income Portfolio Management** 2 units. Frank J. Fabozzi
- MGT 806a, Strategic Fraud Management** 2 units. Jonny Frank
- MGT 815a, Managerial Controls** 2 units. Rick Antle
- MGT 841a, Venture Capital** 2 units. Olav Sorenson
- MGT 842a, Financing Green Technologies** 2 units. Richard Kauffman
- MGT 847a, Corporate Governance: How It Failed Us and How the Crisis Will
Change It** 2 units. Ira M. Millstein
- MGT 863a, Maximizing Company Performance** 2 units. Peter Kontes
- MGT 874a, Operation Analysis and Strategy** 2 units. Lode Li
- MGT 881a, Managing Organizational Politics** 2 units. Paul Bracken

- MGT 899a, Real Estate Finance for Institutional Investors** 2 units. Kevin Gray
- MGT 910a, Seminar in Accounting Research** 4 units. Rick Antle, Jacob K. Thomas
- MGT 911a/INRL 574a^u, The Next China** 4 units. Stephen Roach
- MGT 943a, Equity Portfolio Management** 2 units. Frank J. Fabozzi
- MGT 944a, Structured Finance** 2 units. Frank J. Fabozzi
- MGT 947a, Capital Markets** 4 units. Gary B. Gorton
- MGT 948a, Security Analysis and Valuation** 4 units. Shyam Sunder
- MGT 949a, Private Equity Investing** 4 units. Michael Schmertzler
- MGT 984a/HIST 985a/PLSC 716a, Studies in Grand Strategy, Part II** 4 units.
Paul Kennedy, Charles Hill

SPRING-TERM ELECTIVE COURSES

- MGT 520b, Competitive and Cooperative Strategy** 4 units. Barry Nalebuff
- MGT 525b, Competitive Strategy** 4 units. Arthur Campbell
- MGT 526b, Doing Business in the Developing World** 4 units. A. Mushfiq Mobarak
- MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 535b, Managing Strategic Networks** 2 units. Marissa D. King
- MGT 541b, Corporate Finance** 4 units. James Choi
- MGT 544b, Investment Management** 4 units. Justin R. Murfin
- MGT 545b, Financial Engineering** 4 units. Jonathan E. Ingersoll, Jr.
- MGT 547b, Fixed-Income Security Analysis** 4 units. Martijn Cremers
- MGT 554b, Social Media Management** 4 units. Dina Mayzlin
- MGT 562b, Behavioral Perspectives on Management** 4 units. Joseph P. Simmons
- MGT 585b, Washington and Wall Street: Markets, Policy, and Politics** 4 units.
Jeffrey E. Garten, Stephen Roach
- MGT 620b, International Economics** 2 units. Peter K. Schott
- MGT 623b, Strategic Leadership across Sectors** 4 units. Jeffrey Sonnenfeld
- MGT 630b/HPA 561b, Managing Health Care Organizations: A Capstone** 2 units.
Ingrid M. Nembhard
- MGT 631b, Navigating Organizations** 2 units. B. Cade Massey
- MGT 635b, Private Equity Investments** 4 units. David M. Cromwell

- MGT 664b/LAW 21234, Law and Economics of Corporate Control** 4 units.
Alan Schwartz, Stephen Fraidin
- MGT 695b/LAW 21056, Nonprofit Organizations Clinic** 2 units. John G. Simon,
Lisa N. Davis, Barbara B. Lindsay
- MGT 698b, Health Care Policy, Finance, and Economics** 4 units. Howard P. Forman
- MGT 699b, Health Care Leadership Seminar** 4 units. Howard P. Forman
- MGT 808b, Management Decision Making with Spreadsheets** 2 or 4 units. Lode Li
- MGT 811b, Taxes, Business, and Strategy** 2 units. X. Frank Zhang
- MGT 812b, Financial Statement Analysis** 2 units. X. Frank Zhang
- MGT 813b, Advanced Financial Statement Analysis** 2 units. Jacob K. Thomas
- MGT 814b, Financial Statements of Nonprofit Organizations** 2 units. Rick Antle
- MGT 820b, Energy Markets Strategy** 2 units. Arthur Campbell
- MGT 827b, Endowment Management** 2 units. Dean Takahashi, Peter Ammon
- MGT 828b, Creativity and Innovation** 2 units. Jonathan S. Feinstein
- MGT 829b, Statistical Modeling** 2 units. Jonathan S. Feinstein
- MGT 833b, Designers Designing Design** 2 units. William Drenttel
- MGT 838b, Business of Not-for-Profit Management** 2 units. Nancy Lublin
- MGT 840b, Corporate Governance and Finance** 2 units. Martijn Cremers
- MGT 846b, Microfinance and Economic Development** 2 units. Tony Sheldon
- MGT 851b, Listening to the Customer** 2 units. Jiwoong Shin
- MGT 852b, Strategic Market Measurement** 2 units. Jiwoong Shin
- MGT 854b, Behavior of Individuals, Organizations, and Markets** 2 units.
Shane Frederick, Keith Chen
- MGT 856b, Managing Marketing Programs** 2 units. Joseph P. Simmons
- MGT 861b, Philanthropic Foundations** 2 units. Jack Meyers
- MGT 863b, Maximizing Company Performance** 2 units. Peter Kontes
- MGT 865b, Global and Social Enterprise** 4 units. Tony Sheldon
- MGT 871b, Financial Reporting** 2 units. Alina Lerman
- MGT 873b, Supply Chain Management** 2 units. Sang-Hyun Kim
- MGT 875b, Service Operations Management** 2 units. Sang-Hyun Kim
- MGT 877b, Simulation Modeling** 2 units. Lode Li

MGT 879b, Health Care Operations 2 units. Elisa Long

MGT 884b, Managing Education Reform 2 units. Garth Harries

MGT 885b, Law and Management 2 units. Stephen Latham

MGT 887b, Negotiations: Beyond Win-Win 2 units. Daylian Cain

MGT 894b, Economics and Financing of Journalism 2 units. Stephen Taylor

MGT 898b, Principles of Commercial Real Estate 2 units. Kevin Gray

MGT 984b/HIST 985b/PLSC 715b, Studies in Grand Strategy, Part I 4 units.
John Gaddis, Paul Kennedy, Charles Hill

Ph.D. Courses for 2010–2011

See the Bulletin of the Graduate School of Arts and Sciences.

General Information

LEAVES OF ABSENCE

Students are expected to complete the M.B.A. program in two consecutive years. Students who wish or need to interrupt their study temporarily may request a leave of absence. There are three types of leave – personal, medical, and parental – all of which are described below. A leave of absence requested because of employment (e.g., to continue a summer internship full-time during the following year) is discouraged. The general policies that apply to all types of leave are:

1. All leaves of absence must be approved by the director of student and academic services. Students who wish to take a leave of absence must petition the director of student and academic services no later than the last day of classes in the term in question. Medical leaves also require the recommendation of a Yale Health physician, as described below; see Medical Leave of Absence.
2. The normal duration of a leave of absence is one term or one year; extension of a one-term leave may be approved for one additional term or year.
3. International students who apply for a leave of absence must consult with OISS concerning their visa status.
4. Students on leave of absence may complete, by the appropriate deadline for the term in which the course was taken, outstanding work in courses for which they have been granted approved Incompletes. They may not, however, fulfill any other degree requirements during the time on leave.
5. Students on leave of absence are not eligible for financial aid, including loans. Students who have received loans or other financial aid must notify the financial aid office about the leave of absence, as loans are only available to enrolled students. They should also consult the University Student Loan Office (246 Church Street) so that they have a full understanding of the grace period and repayment provisions for federal loans. In most cases, students must begin repaying loans during a leave of absence. Upon re-enrolling, students will be eligible to defer loan repayment until they graduate or leave school.
6. Students on leave of absence are not eligible for the use of any University facilities normally available to enrolled students.
7. Students on leave of absence may continue to be enrolled in Yale Health by purchasing coverage through the Student Affiliate Coverage plan. In order to secure continuous coverage from Yale Health, enrollment in this plan must be requested prior to the beginning of the term in which the student will be on leave or, if the leave commences during the term, within thirty days of the date when the leave is approved. Coverage is not automatic; enrollment forms are available from the Member Services department of Yale Health, 203.432.0246.
8. Students on leave of absence do not have to file a formal application for readmission. However, they must notify the registrar in writing of their intention to return. Such notification should be given at least six weeks prior to the end of the approved leave.
9. Students who fail to register for the term following the end of the approved leave will be considered to have withdrawn from the M.B.A. program.

Personal Leave of Absence

A student wishes or needs to interrupt study temporarily because of personal exigencies may request a personal leave of absence. The general policies governing leaves of absence are described above. A student who is current with his or her degree requirements is eligible for a personal leave after satisfactory completion of at least one term of study. Personal leaves cannot be granted retroactively and normally will not be approved after the tenth day of a term.

To request a personal leave of absence, the student must complete the appropriate form (available in the Office of Student and Academic Services) before the beginning of the term for which the leave is requested, explaining the reasons for the proposed leave and stating both the proposed start and end dates of the leave and the address at which the student can be reached during the period of the leave. If the director of student and academic services finds the student to be eligible, the leave will be granted. In any case, the student will be informed in writing of the action taken. Students who do not apply for a leave of absence, or who apply for a leave but are not granted one, and who do not register for any term, will be considered to have withdrawn from the M.B.A. program.

Medical Leave of Absence

A student who must interrupt study temporarily because of illness or injury may be granted a medical leave of absence with the approval of the director of student and academic services and on the written recommendation of a physician on the staff of Yale Health. The general policies governing all leaves of absence are described above. A student who is making satisfactory progress toward his or her degree requirements is eligible for a medical leave any time after matriculation. Forms for requesting a medical leave of absence are available in the Office of Student and Academic Services. Final decisions concerning requests for medical leaves will be communicated to students by the director of student and academic services in writing.

The School of Management reserves the right to place a student on a medical leave of absence when, on the recommendation of the director of Yale Health or the chief of the Department of Mental Health and Counseling, the director of student and academic services determines that the student is a danger to self or others because of a serious medical problem.

Students who are placed on a medical leave during any term will have their tuition adjusted according to the same schedule used for withdrawals (please see Tuition Rebate and Refund Policy). Before re-registering, a student on medical leave must secure written permission to return from a Yale Health physician.

Leave of Absence for Parental Responsibilities

A student who wishes or needs to interrupt study temporarily for reasons of pregnancy, maternity care, or paternity care may be granted a leave of absence for parental responsibilities. Any student planning to have or care for a child is encouraged to meet with the director of student and academic services to discuss leaves and other short-term arrangements. For many students, short-term arrangements rather than a leave of absence are possible. The general policies governing all leaves of absence are described above. A student who is making satisfactory progress toward his or her degree requirements is eligible for a parental leave of absence any time after matriculation.

Students living in University housing units are encouraged to review their housing contract and the related policies of the Graduate Housing Office before applying to the School for a parental leave of absence. Students granted parental leave may continue to reside in University housing to the end of the academic term for which the leave was first granted, but no longer.

Students who wish to suspend their academic responsibilities because of the birth or adoption of a child should meet with the director of student and academic services, who will help accommodate the students' program responsibilities when the birth or adoption occurs.

WITHDRAWAL AND READMISSION

A student who wishes to withdraw from the M.B.A. program should confer with the director of student and academic services regarding withdrawal; the director's signature on an official withdrawal form is required for withdrawal in good standing. The director of student and academic services will determine the effective date of the withdrawal. The University identification card must be submitted with the approved withdrawal form in order for withdrawal in good standing to be recorded. Withdrawal forms are available in the Office of Student and Academic Services.

Students who do not register for any fall or spring term, and for whom a leave of absence has not been approved by the director of student and academic services, are considered to have withdrawn from the School of Management.

A student who discontinues his or her program of study during the academic year without submitting an approved withdrawal form and the University identification card will be liable for the tuition charge as outlined under Tuition Rebate and Refund (see below). Health service policies related to withdrawal and readmission are described under Health Services: Eligibility Changes.

A student who has withdrawn from the School of Management in good standing and who wishes to resume study at a later date must apply for readmission. Neither readmission nor financial aid is guaranteed to students who withdraw.

U.S. MILITARY LEAVE READMISSIONS POLICY

Students who wish or need to interrupt their studies to perform U.S. military service are subject to a separate U.S. military leave readmissions policy. In the event a student withdraws or takes a leave of absence from Yale School of Management to serve in the U.S. military, the student will be entitled to guaranteed readmission under the following conditions:

1. The student must have served in the U.S. Armed Forces for a period of more than thirty consecutive days;
2. The student must give advance written or verbal notice of such service to the director of student and academic services. In providing the advance notice the student does not need to indicate whether he or she intends to return. This advance notice need not come directly from the student, but rather, can be made by an appropriate officer of the U.S. Armed Forces or official of the U.S. Department of Defense. Notice is not required if precluded by military necessity. In all cases, this notice requirement can be fulfilled at the time the student seeks readmission, by submitting an attestation that the student performed the service.

3. The student must not be away from the School of Management to perform U.S. military service for a period exceeding five years (this includes all previous absences to perform U.S. military service but does not include any initial period of obligated service). If a student's time away from the School of Management to perform U.S. military service exceeds five years because the student is unable to obtain release orders through no fault of the student or the student was ordered to or retained on active duty, the student should contact the director of student and academic services to determine if the student remains eligible for guaranteed readmission.
4. The student must notify the School of Management within three years of the end of the U.S. military service of his or her intention to return. However, a student who is hospitalized or recovering from an illness or injury incurred in or aggravated during the U.S. military service has up until two years after recovering from the illness or injury to notify the School of Management of his or her intent to return; and
5. The student cannot have received a dishonorable or bad conduct discharge or have been sentenced in a court-martial.

A student who meets all of these conditions will be readmitted for the next term, unless the student requests a later date of readmission. Any student who fails to meet one of these requirements may still be readmitted under the general readmission policy but is not guaranteed readmission.

Upon returning to the School of Management, the student will resume his or her education without repeating completed course work for courses interrupted by U.S. military service. The student will have the same enrolled status last held and with the same academic standing. For the first academic year in which the student returns, the student will be charged the tuition and fees that would have been assessed for the academic year in which the student left the institution. The School of Management may charge up to the amount of tuition and fees other students are assessed, however, if veteran's education benefits will cover the difference between the amounts currently charged other students and the amount charged for the academic year in which the student left.

In the case of a student who is not prepared to resume his or her studies with the same academic status at the same point at which the student left or who will not be able to complete the program of study, the School of Management will undertake reasonable efforts to help the student become prepared. If after reasonable efforts, the School determines that the student remains unprepared or will be unable to complete the program or after the School determines that there are no reasonable efforts it can take, the School may deny the student readmission.

TUITION AND FEES

For 2010–2011 the M.B.A. program tuition is \$49,900; in addition, students are charged a mandatory program fee of \$1,100. Tuition and fees are charged on a per-term basis. These fees are billed by July 1 for the fall term and by November 1 for the spring term. For 2010–2011 the estimated budget for a single first-year student for tuition, books, fees, and all living costs is \$75,991; the estimated single-student budget for a second-year student is \$74,491.

Tuition and fees for students in joint-degree programs may vary; joint-degree students should consult the Office of Student and Academic Services for details.

TUITION REBATE AND REFUND POLICY

On the basis of the federal regulations governing the return of federal student aid (Title IV) funds for withdrawn students, the following rules apply to the rebate and refund of tuition.

1. For purposes of determining the refund of federal student aid funds, any student who withdraws from the School of Management for any reason during the first 60 percent of the term will be subject to a pro rata schedule that will be used to determine the amount of Title IV funds a student has earned at the time of withdrawal. A student who withdraws after the 60 percent point has earned 100 percent of the Title IV funds. In 2010–2011, the last days for refunding federal student aid funds will be October 31, 2010, for second-year students and October 27, 2010, for first-year students in the fall term; and April 1, 2011, for second-year students and March 27, 2011, for first-year students in the spring term.
2. For purposes of determining the refund of institutional aid funds and for students who have not received financial aid:
 - a. 100 percent of tuition will be rebated for withdrawals that occur on or before the end of the first 10 percent of the term (September 10, 2010, for second-year students and September 2, 2010, for first-year students in the fall term; and January 19, 2011, for second-year students and January 20, 2011, for first-year students in the spring term).
 - b. A rebate of one-half (50 percent) of tuition will be granted for withdrawals that occur after the first 10 percent but on or before the last day of the first quarter of the term (September 26, 2010, for second-year students and September 19, 2010, for first-year students in the fall term; and February 3, 2011, for second-year students and February 6, 2011, for first-year students in the spring term).
 - c. A rebate of one-quarter (25 percent) of tuition will be granted for withdrawals that occur after the first quarter of a term but on or before the day of midterm (October 21, 2010, for second-year students and October 17, 2010, for first-year students in the fall term; and March 23, 2011, for second-year students and March 16, 2011, for first-year students in the spring term).
 - d. Students who withdraw for any reason after midterm will not receive a rebate of any portion of tuition.
3. The death of a student shall cancel charges for tuition as of the date of death, and the bursar will adjust the tuition on a pro rata basis.
4. If the student has received student loans or other forms of financial aid, rebates will be refunded in the order prescribed by federal regulations; namely, first to Federal Unsubsidized Direct Loans, if any; then to Federal Subsidized Direct Loans, if any; then to Federal Perkins Loans; Federal Direct Graduate PLUS Loans; next to any other federal, state, private, or institutional scholarships and loans; and, finally, any remaining balance to the student.
5. Recipients of federal and/or institutional loans who graduate or withdraw are required to have an exit interview before leaving Yale. Students leaving Yale receive a mailing from Student Financial Services with an exit packet and instructions on completing this process.

Yale University Resources

A GLOBAL UNIVERSITY

In a speech entitled “The Global University,” Yale President Richard C. Levin declared that as Yale enters its fourth century, its goal is to become a truly global university – educating leaders and advancing the frontiers of knowledge not simply for the United States, but for the entire world:

“The globalization of the University is in part an evolutionary development. Yale has drawn students from outside the United States for nearly two centuries, and international issues have been represented in its curriculum for the past hundred years and more. But creating the global university is also a revolutionary development – signaling distinct changes in the substance of teaching and research, the demographic characteristics of students, the scope and breadth of external collaborations, and the engagement of the University with new audiences.”

Yale University’s goals and strategies for internationalization are described in a report entitled “International Framework: Yale’s Agenda for 2009 to 2012,” which is available online at www.world.yale.edu/framework/index.html.

International activity is coordinated by several University-wide organizations in addition to the efforts within the individual schools and programs.

Launched in 2003–2004, the Office of International Affairs supports the international activities of all schools, departments, offices, centers, and organizations at Yale; promotes Yale and its faculty to international audiences; and works to increase the visibility of Yale’s international activities around the globe. See www.yale.edu/oia.

The Office of International Students and Scholars is a resource on immigration matters and hosts orientation programs and social activities for the University’s international community. See description in this bulletin and www.oiss.yale.edu.

The Whitney and Betty MacMillan Center for International and Area Studies is the University’s principal agency for encouraging and coordinating teaching and research on international affairs, societies, and cultures. See description in this bulletin and www.yale.edu/macmillan.

The Yale Center for the Study of Globalization draws on the intellectual resources of the Yale community, scholars from other universities, and experts from around the world to support teaching and research on the many facets of globalization, and to enrich debate through workshops, conferences, and public programs. See www.ycsg.yale.edu.

The Yale World Fellows Program hosts fifteen emerging leaders from outside the United States each year for an intensive semester of individualized research, weekly seminars, leadership training, and regular interactions with the Yale community. See www.yale.edu/worldfellows.

For additional information, the “Yale and the World” Web site offers a compilation of resources for international students, scholars, and other Yale affiliates interested in the University’s global initiatives. See www.world.yale.edu.

STUDENT ACCOUNTS AND BILLS

Student accounts, billing, and related services are administered through the Office of Student Financial Services, which is located at 246 Church Street. The telephone number is 203.432.2700.

Bills

Yale University's official means of communicating monthly financial account statements is through the University's Internet-based system for electronic billing and payment, Yale University eBill-ePay.

Student account statements are prepared and made available twelve times a year at the beginning of each month. Payment is due in full by 4 p.m. Eastern Standard Time on the first business day of the following month. E-mail notifications that the account statement is available on the University eBill-ePay Web site (www.yale.edu/sis/ebep) are sent to all students at their official Yale e-mail addresses and to all student-designated authorized payers. It is imperative that all students monitor their Yale e-mail accounts on an ongoing basis.

Bills for tuition, room, and board are available to the student during the first week of July, due and payable by August 1 for the fall term; and during the first week of November, due and payable by December 1 for the spring term. The Office of Student Financial Services will impose late fees of \$125 per month (up to a total of \$375 per term) if any part of the term bill, less Yale-administered loans and scholarships that have been applied for on a timely basis, is not paid when due. Nonpayment of bills and failure to complete and submit financial aid application packages on a timely basis may result in the student's involuntary withdrawal from the University.

No degrees will be conferred and no transcripts will be furnished until all bills due the University are paid in full. In addition, transcripts will not be furnished to any student or former student who is in default on the payment of a student loan.

The University may withhold registration and certain University privileges from students who have not paid their term bills or made satisfactory payment arrangements by the day of registration. To avoid delay at registration, students must ensure that payments reach Student Financial Services by the due dates.

Charge for Rejected Payments

A processing charge of \$25 will be assessed for payments rejected for any reason by the bank on which they were drawn. In addition, the following penalties may apply if a payment is rejected:

1. If the payment was for a term bill, a \$125 late fee will be charged for the period the bill was unpaid.
2. If the payment was for a term bill to permit registration, the student's registration may be revoked.
3. If the payment was given to settle an unpaid balance in order to receive a diploma, the University may refer the account to an attorney for collection.

Yale University eBill-ePay

There are a variety of options offered for making payments. Yale University eBill-ePay is the preferred means for payment of bills. It can be found at www.yale.edu/sis/ebep. Electronic payments are easy and convenient—no checks to write, no stamps, no envelopes, no hassle. Payments are immediately posted to the student's account. There is no charge to use this service. Bank information is password-protected and secure, and there is a printable confirmation receipt. Payments can be made twenty-four hours a day, seven days a week, up to 4 p.m. Eastern Standard Time on the due date to avoid late fees. (The eBill-ePay system will not be available when the system is undergoing upgrade, maintenance, or repair.) Students can authorize up to three authorized payers to make payments electronically from their own computers to the student's account using Yale's system.

Use of the student's own bank payment service is not authorized by the University because it has no direct link to the student's Yale account. Payments made through such services arrive without proper account identification and always require manual processing that results in delayed crediting of the student's account, late fees, and anxiety. Students should use Yale eBill-ePay to pay online. For those who choose to pay by check, remittance advice with mailing instructions is available on the Web site.

Yale Payment Plan

The Yale Payment Plan (YPP) is a payment service that allows students and their families to pay tuition, room, and board in ten equal monthly installments throughout the year based on individual family budget requirements. It is administered by the University's Office of Student Financial Services. The cost to enroll in the YPP is \$100 per contract. The deadline for enrollment is June 18. For additional information, please contact Student Financial Services at 203.432.2700 and select "Press 3" from the Main Menu. The enrollment form can be found online in the Yale Payment Plan section of the Student Accounts Web site: www.yale.edu/sfas/financial/accounts.html#payment.

HOUSING

The Graduate Housing Department has dormitory and apartment units for a small number of graduate and professional students. The Graduate Dormitory Office provides dormitory rooms of varying sizes and prices for single occupancy only. The Graduate Apartments Office provides unfurnished apartments consisting of efficiencies and one-, two-, and three-bedroom apartments for singles and families. Both offices are located in Helen Hadley Hall, a graduate dormitory at 420 Temple Street, and have office hours from 9 a.m. to 4 p.m., Monday through Friday.

Applications for 2010–2011 are available as of April 1 online and can be submitted directly from the Web site (www.yale.edu/gradhousing/incoming/application.html). For new students at the University, a copy of the letter of acceptance from Yale will need to be submitted to the address on the application form. The Web site is the venue for graduate housing information and includes procedures, facility descriptions, floor plans, and rates. For more dormitory information, contact grad.dorms@yale.edu, tel. 203.432.2167, fax 203.432.4578. For more apartment information, contact grad.apts@yale.edu, tel. 203.432.8270, fax 203.432.4578.

The Yale Off-Campus Housing Service is available to the Yale community. A new system has been designed to allow incoming affiliates to the University access to the online database by visiting the Web site at www.yale.edu/offcampushousing. The use of your University NetID allows you immediate access to search the listings. Those who do not have their NetID can set themselves up as guests by following the simple instructions. For answers to questions, please e-mail ofc@yale.edu or call 203.432.9756.

HEALTH SERVICES FOR SOM STUDENTS

The new Yale Health Center opens on campus at 55 Lock Street in late summer 2010 (until then, services will be provided at the 17 Hillhouse Avenue location). The center is home to Yale Health, a not-for-profit, physician-led health coverage option that offers a wide variety of health care services for students and other members of the Yale community. Services include student medicine, gynecology, mental health, pediatrics, pharmacy, laboratory, radiology, a seventeen-bed inpatient care facility (ICF), a round-the-clock acute care clinic, and specialty services such as allergy, dermatology, orthopedics, and a travel clinic. Yale Health coordinates and provides payment for the services provided at the Yale Health Center, as well as for emergency treatment, off-site specialty services, inpatient hospital care, and other ancillary services. Yale Health's services are detailed in the *Yale Health Student Handbook*, available through the Yale Health Member Services Department, 203.432.0246, or online at www.yale.edu/yhp.

Eligibility for Services

All full-time Yale degree-candidate students who are paying at least half tuition are enrolled automatically for Yale Health Basic Coverage. Yale Health Basic Coverage is offered at no charge and includes preventive health and medical services in the departments of Student Medicine, Internal Medicine, Gynecology, Health Education, and Mental Health & Counseling. In addition, treatment for urgent medical problems can be obtained twenty-four hours a day through Acute Care.

Students on leave of absence or on extended study and paying less than half tuition are not eligible for Yale Health Basic Coverage but may enroll in Yale Health Student Affiliate Coverage. Students enrolled in the Division of Special Registration as nondegree special students or visiting scholars are not eligible for Yale Health Basic Coverage but may enroll in the Yale Health Billed Associates Plan and pay a monthly premium. Associates must register for a minimum of one term within the first thirty days of affiliation with the University.

Students not eligible for Yale Health Basic Coverage may also use the services on a fee-for-service basis. Students who wish to be seen fee-for-service must register with the Member Services Department. Enrollment applications for the Yale Health Student Affiliate Coverage, Billed Associates Plan, or Fee-for-Service Program are available from the Member Services Department.

All students who purchase Yale Health Hospitalization/Specialty Coverage (see below) are welcome to use specialty and ancillary services at Yale Health Center. Upon referral, Yale Health will cover the cost of specialty and ancillary services for these

students. Students with an alternate insurance plan should seek specialty services from a provider who accepts their alternate insurance.

Health Coverage Enrollment

The University also requires all students eligible for Yale Health Basic Coverage to have adequate hospital insurance coverage. Students may choose Yale Health Hospitalization/Specialty Coverage or elect to waive the plan if they have other hospitalization coverage, such as coverage through a spouse or parent. The waiver must be renewed annually, and it is the student's responsibility to confirm receipt of the waiver form by the University's deadlines noted below.

YALE HEALTH HOSPITALIZATION/SPECIALTY COVERAGE

For a detailed explanation of this plan, see the *Yale Health Student Handbook*, which is available online at www.yale.edu/yhp/handbooks/documents/student_handbook.

Students are automatically enrolled and charged a fee each term on their Student Financial Services bill for Yale Health Hospitalization/Specialty Coverage. Students with no break in coverage who are enrolled during both the fall and spring terms are billed each term and are covered from August 1 through July 31. For students entering Yale for the first time, readmitted students, and students returning from a leave of absence who have not been covered during their leave, Yale Health Hospitalization/Specialty Coverage begins on the day the dormitories officially open. A student who is enrolled for the fall term only is covered for services through January 31; a student enrolled for the spring term only is covered for services through July 31.

Waiving Yale Health Hospitalization/Specialty Coverage Students are permitted to waive Yale Health Hospitalization/Specialty Coverage by completing an online waiver form at www.yhpstudentwaiver.yale.edu that demonstrates proof of alternate coverage. It is the student's responsibility to report any changes in alternate insurance coverage to the Member Services Department. Students are encouraged to review their present coverage and compare its benefits to those available under Yale Health. The waiver form must be filed annually and must be received by September 15 for the full year or fall term or by January 31 for the spring term only.

Revoking the waiver Students who waive Yale Health Hospitalization/Specialty Coverage but later wish to be covered must complete and send a form voiding their waiver to the Member Services Department by September 15 for the full year or fall term, or by January 31 for the spring term only. Students who wish to revoke their waiver during the term may do so, provided they show proof of loss of the alternate insurance plan and enroll within thirty days of the loss of this coverage. Yale Health premiums will not be prorated.

YALE HEALTH STUDENT TWO-PERSON AND FAMILY PLANS

A student may enroll his or her lawfully married spouse or civil union partner and/or legally dependent child(ren) under the age of nineteen in one of two student dependent plans: the Two-Person Plan or the Student Family Plan. These plans include services described in both Yale Health Basic Coverage and Yale Health Hospitalization/Specialty

Coverage. Yale Health Prescription Plus Coverage may be added at an additional cost. Coverage is not automatic and enrollment is by application. Applications are available from the Member Services Department or can be downloaded from the Web site (www.yale.edu/yhp) and must be renewed annually. Applications must be received by September 15 for full-year or fall-term coverage, or by January 31 for spring-term coverage only.

YALE HEALTH STUDENT AFFILIATE COVERAGE

Students on leave of absence or extended study, students paying less than half tuition, or students enrolled in the Eli Whitney Program prior to September 2007 may enroll in Yale Health Student Affiliate Coverage, which includes services described in both Yale Health Basic and Yale Health Hospitalization/Specialty Coverage. Prescription Plus Coverage may also be added for an additional cost. Applications are available from the Member Services Department or can be downloaded from the Web site (www.yale.edu/yhp) and must be received by September 15 for full-year or fall-term coverage, or by January 31 for spring-term coverage only.

YALE HEALTH PRESCRIPTION PLUS COVERAGE

This plan has been designed for Yale students who purchase Yale Health Hospitalization/Specialty Coverage and student dependents who are enrolled in either the Two-Person Plan, the Student Family Plan, or Student Affiliate Coverage. Yale Health Prescription Plus Coverage provides protection for some types of medical expenses not covered under Yale Health Hospitalization/Specialty Coverage. Students are billed for this plan and may waive this coverage. The online waiver (www.yhpstudentwaiver.yale.edu) must be filed annually and must be received by September 15 for the full year or fall term or by January 31 for the spring term only. For a detailed explanation, please refer to the *Yale Health Student Handbook*.

Eligibility Changes

Withdrawal A student who withdraws from the University during the first ten days of the term will be refunded the premium paid for Yale Health Hospitalization/Specialty Coverage and/or Yale Health Prescription Plus Coverage. The student will not be eligible for any Yale Health benefits, and the student's Yale Health membership will be terminated retroactive to the beginning of the term. The medical record will be reviewed, and any services rendered and/or claims paid will be billed to the student on a fee-for-service basis. At all other times, a student who withdraws from the University will be covered by Yale Health for thirty days following the date of withdrawal or to the last day of the term, whichever comes first. Premiums will not be prorated or refunded. Students who withdraw are not eligible to enroll in Yale Health Student Affiliate Coverage.

Leaves of absence Students who are granted a leave of absence are eligible to purchase Yale Health Student Affiliate Coverage during the term(s) of the leave. If the leave occurs during the term, Yale Health Hospitalization/Specialty Coverage will end on the date the leave is granted and students may enroll in Yale Health Student Affiliate Coverage. Students must enroll in Affiliate Coverage prior to the beginning of the term during which the leave is taken or within thirty days of the start of the leave. Premiums paid for Yale

Health Hospitalization/Specialty Coverage will be applied toward the cost of Affiliate Coverage. Coverage is not automatic and enrollment forms are available at the Member Services Department or can be downloaded from the Web site (www.yale.edu/yhp). Premiums will not be prorated or refunded.

Extended study or reduced tuition Students who are granted extended study status or pay less than half tuition are not eligible for Yale Health Hospitalization/Specialty Coverage and Yale Health Prescription Plus Coverage. They may purchase Yale Health Student Affiliate Coverage during the term(s) of extended study. This plan includes services described in both Yale Health Basic and Yale Health Hospitalization/Specialty Coverage. Coverage is not automatic and enrollment forms are available at the Member Services Department or can be downloaded from the Web site (www.yale.edu/yhp). Students must complete an enrollment application for the plan prior to September 15 for the full year or fall term, or by January 31 for the spring term only.

For a full description of the services and benefits provided by Yale Health, please refer to the *Yale Health Student Handbook*, available from the Member Services Department, 203.432.0246, 55 Lock Street, PO Box 208237, New Haven CT 06520-8237.

Required Immunizations

Measles (rubeola) and German measles (rubella) All students who were born after December 31, 1956, are required to provide proof of immunization against measles (rubeola) and German measles (rubella). Connecticut state law requires two doses of measles vaccine. The first dose must have been given after January 1, 1969, *and* after the student's first birthday. The second dose must have been given after January 1, 1980. These doses must be at least 30 days apart. Connecticut state law requires proof of one dose of rubella vaccine administered after January 1, 1969, *and* after the student's first birthday. The law applies to all students unless they present (a) a certificate from a physician stating that such immunization is contraindicated, (b) a statement that such immunization would be contrary to the student's religious beliefs, or (c) documentation of a positive blood titer for measles and rubella.

Meningococcus (meningitis) All students living in on-campus housing must be vaccinated against meningococcal disease. The law went into effect in September 2002, meaning that all returning students who plan to live in University housing must be immunized or show proof of immunization within the last five years. Students who are not compliant with this law will not be permitted to register for classes or move into the dormitories for the fall term, 2010. Please note that the State of Connecticut does not require this vaccine for students who intend to reside off campus.

Note: Students who have not met these requirements prior to arrival at Yale University must receive the immunizations from Yale Health and will be charged accordingly.

RESOURCE OFFICE ON DISABILITIES

The Resource Office on Disabilities facilitates accommodations for undergraduate and graduate and professional school students with disabilities who register with and have

appropriate documentation on file in the Resource Office. Early planning is critical. Documentation may be submitted to the Resource Office even though a specific accommodation request is not anticipated at the time of registration. It is recommended that matriculating students in need of disability-related accommodations at Yale University contact the Resource Office by June 4. Special requests for University housing need to be made in the housing application. Returning students must contact the Resource Office at the beginning of each term to arrange for course and exam accommodations.

The Resource Office also provides assistance to students with temporary disabilities. General informational inquiries are welcome from students and members of the Yale community and from the public. The mailing address is Resource Office on Disabilities, Yale University, PO Box 208305, New Haven CT 06520-8305. The Resource Office is located at 35 Broadway (rear entrance), Room 222. Office hours are Monday through Friday, 8:30 a.m. to 4:30 p.m. Voice callers may reach staff at 203.432.2324; fax at 203.432.8250. The Resource Office may also be reached by e-mail (judith.york@yale.edu) or through its Web site (www.yale.edu/rod).

OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

The Office of International Students and Scholars (OISS) coordinates services and support for Yale's international students, faculty, staff, and their dependents. OISS assists members of the Yale international community with all matters of special concern to them and serves as a source of referral to other University offices and departments. OISS staff provide assistance with employment, immigration, personal and cultural adjustment, and family and financial matters, as well as serve as a source of general information about living at Yale and in New Haven. In addition, as Yale University's representative for immigration concerns, OISS provides information and assistance to students, staff, and faculty on how to obtain and maintain legal status in the United States, issues the visa documents needed to request entry into the U.S. under Yale's immigration sponsorship, and processes requests for extensions of authorized periods of stay, school transfers, and employment authorization. All international students and scholars must register with OISS as soon as they arrive at Yale, at which time OISS will provide information about orientation activities for newly arrived students, scholars, and family members. OISS programs, like the international coffee hours, Community Friends hosting program, daily English conversation groups and conversation partners program, U.S. culture workshops, and receptions for newly arrived graduate students, postdoctoral associates, and visiting scholars, provide an opportunity to meet members of Yale's international community and become acquainted with the many resources of Yale University and New Haven. OISS welcomes volunteers from the Yale community to serve as local hosts for international students and as English conversation partners. Interested individuals should contact OISS at 203.432.2305.

OISS maintains an extensive Web site (www.yale.edu/oiss) with useful information for students and scholars prior to and upon arrival in New Haven. As U.S. immigration regulations are complex and change rather frequently, we urge international students and scholars to visit the office and check the Web site for the most recent updates.

International students, scholars, and their families and partners can connect with OISS and the international community at Yale by subscribing to the following e-mail lists. OISS-L is the OISS electronic newsletter for Yale's international community. *YaleInternational E-Group* is an interactive list through which over 3,000 international students and scholars connect to find roommates, rent apartments, sell cars and household goods, find companions, and keep each other informed about events in the area. Spouses and partners of international students and scholars will want to get involved with the organization called International Spouses and Partners at Yale (ISPY), which organizes a variety of programs for the spouse and partner community. To subscribe to any list, send a message to oiss@yale.edu.

Housed in the International Center for Yale Students and Scholars at 421 Temple Street, the Office of International Students and Scholars is open Monday through Friday from 8:30 a.m. to 5 p.m., except Tuesday, when the office is open from 10 a.m. to 5 p.m.; tel. 203.432.2305.

INTERNATIONAL CENTER FOR YALE STUDENTS AND SCHOLARS

The International Center for Yale Students and Scholars, located at 421 Temple Street, across the street from Helen Hadley Hall, offers a central location for programs that both support the international community and promote cross-cultural understanding on campus. The center, home to the Office of International Students and Scholars (OISS), provides a welcoming venue for students and scholars who want to peruse resource materials, check their e-mail, and meet up with a friend or colleague. Open until 9 p.m. on weekdays during the academic year, the center also provides office and meeting space for student groups, and a space for events organized by both student groups and University departments. In addition, the center has nine library carrels that can be reserved by academic departments for short-term international visitors. For more information, call 203.432.2305 or visit the center at 421 Temple Street.

CULTURAL, RELIGIOUS, AND ATHLETIC RESOURCES

Two sources of information about the broad range of events at the University are the *Yale Bulletin & Calendar (YB&C)* newspaper and the Yale Calendar of Events, an interactive calendar that can be found online at <http://events.yale.edu/opa>. The *YB&C*, which also features news about Yale people and programs, is available without charge at many locations throughout the campus and is sent via U.S. mail to subscribers; for more information, call 203.432.1316. The paper is also available online at <http://opa.yale.edu/bulletin>.

The Yale Peabody Museum of Natural History contains collections in anthropology, mineralogy, oceanography, paleontology, and some aspects of geology.

Founded in 1832, when patriot-artist John Trumbull donated more than 100 of his paintings to Yale College, the Yale University Art Gallery is the oldest college art museum in the United States. Today the gallery's encyclopedic collection numbers more than 185,000 objects ranging in date from ancient times to the present day. These holdings comprise a world-renowned collection of American paintings and decorative arts;

outstanding collections of Greek and Roman art, including the artifacts excavated at the ancient Roman city of Dura-Europos; the Jarves, Griggs, and Rabinowitz collections of early Italian paintings; European, Asian, and African art from diverse cultures, including the recently acquired Charles B. Benenson Collection of African art; art of the ancient Americas; the Société Anonyme Collection of early-twentieth-century European and American art; and Impressionist, modern, and contemporary works. The gallery is currently embarking on the next phase of its expansion project, which includes the renovation of the Swartwout building and Street Hall, the two historic structures adjacent to the recently renovated Kahn building. The gallery is both a collecting and an educational institution, and all activities are aimed at providing an invaluable resource and experience for Yale faculty, staff, and students, as well as for the general public. Learn more from the gallery's Web site: <http://artgallery.yale.edu>.

The Yale Center for British Art houses an extraordinary collection of British paintings, sculpture, drawings, and books given to the University by the late Paul Mellon, Yale Class of 1929.

There are more than eighty endowed lecture series held at Yale each year on subjects ranging from anatomy to theology, and including virtually all disciplines.

More than four hundred musical events take place at the University during the academic year. In addition to recitals by graduate and faculty performers, the School of Music presents the Yale Philharmonia, the Chamber Music Society at Yale, the Duke Ellington Jazz Series, the Horowitz Piano Series, New Music New Haven, Yale Opera, and concerts at the Yale Collection of Musical Instruments. Undergraduate organizations include the Yale Concert and Jazz bands, the Yale Glee Club, the Yale Symphony Orchestra, and numerous other singing and instrumental groups. The Department of Music sponsors the Yale Collegium, productions of new music and opera, and undergraduate recitals. The Institute of Sacred Music presents Great Organ Music at Yale, the Yale Camerata, the Yale Schola Cantorum, the Yale Voxtet, and numerous special events.

For theatergoers, Yale and New Haven offer a wide range of dramatic productions at the University Theatre, Yale Repertory Theatre, Yale Cabaret, Long Wharf Theatre, and Shubert Performing Arts Center.

The religious and spiritual resources of Yale University serve all students, faculty, and staff. These resources are coordinated and/or supported through the University Chaplaincy (located on the lower level of Bingham Hall on Old Campus); the Yale University Church at Battell Chapel, an open and affirming church; and Yale Religious Ministry, the on-campus association of clergy and nonordained representatives of various religious faiths. The ministry includes the Chapel of St. Thomas More, the parish church for all Roman Catholic students at the University; the Joseph Slifka Center for Jewish Life at Yale, a religious and cultural center for students of the Jewish faith; Indigo Blue: A Center for Buddhist Life at Yale; several Protestant denominational ministries and non-denominational ministries; and student religious groups such as the Baha'i Association, the Yale Hindu Council, the Muslim Student Association, and many others. Hours for the Chaplain's Office during the academic term are Monday through Friday, 8:30 a.m. to 5 p.m., as well as evenings Sunday through Thursday, 5 to 11. Additional information is available at www.yale.edu/chaplain.

The Payne Whitney Gymnasium is one of the most elaborate and extensive indoor athletic facilities in the world. This complex includes the 3,100-seat John J. Lee Amphitheater, the site for many indoor varsity sports contests; the Robert J. H. Kiphuth Exhibition Pool; the Brady Squash Center, a world-class facility with fifteen international-style courts; the Adrian C. Israel Fitness Center, a state-of-the-art exercise and weight-training complex; the Brooks-Dwyer Varsity Strength and Conditioning Center; the Colonel William K. Lanman, Jr. Center, a 30,000-square-foot space for recreational/intramural play and varsity team practice; the Greenberg Brothers Track, an eighth-mile indoor jogging track; the David Paterson Golf Technology Center; and other rooms devoted to fencing, gymnastics, rowing, wrestling, martial arts, general exercise, and dance. Numerous physical education classes in dance (ballet, jazz, modern, and ballroom), martial arts, yoga and pilates, aerobic exercise, and sport skills are offered throughout the year. Yale undergraduates and graduate and professional school students may use the gym at no charge throughout the year. Academic term and summer memberships at reasonable fees are available for faculty, employees, postdoctoral and visiting fellows, alumni, and student spouses.

During the year various recreational opportunities are available at the David S. Ingalls Rink, the McNay Family Sailing Center in Branford, the Yale Outdoor Education Center in East Lyme, the Yale Tennis Complex, and the Golf Course at Yale. Students, faculty, employees, students' spouses, and guests of the University may participate at each of these venues for a modest fee. Up-to-date information on hours and specific costs can be obtained from the Sport and Recreation Office, 203.432.1431. Please check the Yale Athletics Web site (www.yalebulldogs.com) for more information concerning any of these recreational facilities and programs.

Approximately fifty club sports come under the jurisdiction of the Office of Outdoor Education and Club Sports. Most of the teams are for undergraduates, but a few are available to graduate and professional school students. Yale undergraduates, graduate and professional school students, faculty, staff, and alumni/ae may use the Yale Outdoor Education Center (OEC), which consists of 1,500 acres surrounding a mile-long lake in East Lyme, Connecticut. The facility includes overnight cabins and campsites, a pavilion and dining hall available for group rental, and a waterfront area with supervised swimming, rowboats, canoes, and kayaks. Adjacent to the lake, a shaded picnic grove and gazebo are available to visitors. In another area of the property, hiking trails surround a wildlife marsh. The OEC runs seven days a week from the fourth week of June through Labor Day. For more information, telephone 203.432.2492 or visit the Web page at www.yalebulldogs.com (click on Recreational Choices, then on Outdoor Education Center).

Throughout the year, Yale graduate and professional school students have the opportunity to participate in numerous intramural sports activities. These seasonal, team-oriented activities include volleyball, soccer, and softball in the fall; basketball and volleyball in the winter; softball, soccer, ultimate, and volleyball in the spring; and softball in the summer. With few exceptions, all academic-year graduate-professional student sports activities are scheduled on weekends, and most sports activities are open to competitive, recreational, and coeducational teams. More information is available from the Intramurals Office in Payne Whitney Gymnasium, 203.432.2487, or online at www.yalebulldogs.com.

LIBRARIES

The Yale University Library consists of the central libraries—Sterling Memorial Library, Bass Library, the Beinecke Rare Book and Manuscript Library, and the Seeley G. Mudd Library—and thirty school and department libraries, as well as small collections within each of the twelve residential colleges. Second-largest among the university libraries in the United States, the Yale University Library contains approximately thirteen million volumes, half of which are in the central libraries. Students have access to the collections in all the libraries at Yale.

The Work of Yale University

The work of Yale University is carried on in the following schools:

Yale College Est. 1701. Courses in humanities, social sciences, natural sciences, mathematical and computer sciences, and engineering. Bachelor of Arts (B.A.), Bachelor of Science (B.S.).

For additional information, please write to the Office of Undergraduate Admissions, Yale University, PO Box 208234, New Haven CT 06520-8234; tel., 203.432.9300; e-mail, student.questions@yale.edu; Web site, www.yale.edu/admit

Graduate School of Arts and Sciences Est. 1847. Courses for college graduates. Master of Arts (M.A.), Master of Engineering (M.Eng.), Master of Science (M.S.), Master of Philosophy (M.Phil.), Doctor of Philosophy (Ph.D.).

For additional information, please visit www.yale.edu/graduateschool, write to graduate.admissions@yale.edu, or call the Office of Graduate Admissions at 203.432.2771. Postal correspondence should be directed to the Office of Graduate Admissions, Yale Graduate School of Arts and Sciences, PO Box 208323, New Haven CT 06520-8323.

School of Medicine Est. 1813. Courses for college graduates and students who have completed requisite training in approved institutions. Doctor of Medicine (M.D.). Postgraduate study in the basic sciences and clinical subjects. Combined program with the Graduate School of Arts and Sciences leading to Doctor of Medicine and Doctor of Philosophy (M.D./Ph.D.). Combined program with the Graduate School of Arts and Sciences leading to Doctor of Medicine and Master of Health Science (M.D./M.H.S.). Master of Medical Science (M.M.Sc.) from the Physician Associate Program.

For additional information, please write to the Director of Admissions, Office of Admissions, Yale School of Medicine, 367 Cedar Street, New Haven CT 06510; tel., 203.785.2643; fax, 203.785.3234; e-mail, medical.admissions@yale.edu; Web site, <http://info.med.yale.edu/education/admissions>

Divinity School Est. 1822. Courses for college graduates. Master of Divinity (M.Div.), Master of Arts in Religion (M.A.R.). Individuals with an M.Div. degree may apply for the program leading to the degree of Master of Sacred Theology (S.T.M.).

For additional information, please write to the Admissions Office, Yale Divinity School, 409 Prospect Street, New Haven CT 06511; tel., 203.432.5360; fax, 203.432.7475; e-mail, divinity.admissions@yale.edu; Web site, www.yale.edu/divinity. Online application, <https://apply.divinity.yale.edu/apply>

Law School Est. 1824. Courses for college graduates. Juris Doctor (J.D.). For additional information, please write to the Admissions Office, Yale Law School, PO Box 208215, New Haven CT 06520-8215; tel., 203.432.4995; e-mail, admissions.law@yale.edu; Web site, www.law.yale.edu

Graduate Programs: Master of Laws (LL.M.), Doctor of the Science of Law (J.S.D.), Master of Studies in Law (M.S.L.). For additional information, please write to Graduate Programs, Yale Law School, PO Box 208215, New Haven CT 06520-8215; tel., 203.432.1696; e-mail, gradpro.law@yale.edu; Web site, www.law.yale.edu

School of Engineering & Applied Science Est. 1852. Courses for college graduates. Master of Science (M.S.), Master of Engineering (M.Eng.), and Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Office of Graduate Admissions, Yale School of Engineering & Applied Science, PO Box 208267, New Haven CT 06520-8267; tel., 203.432.4250; e-mail, grad.engineering@yale.edu; Web site, <http://seas.yale.edu>

School of Art Est. 1869. Professional courses for college and art school graduates. Master of Fine Arts (M.F.A.).

For additional information, please write to the Office of Academic Affairs, Yale School of Art, PO Box 208339, New Haven CT 06520-8339; tel., 203.432.2600; e-mail, artschool.info@yale.edu; Web site, <http://art.yale.edu>

School of Music Est. 1894. Graduate professional studies in performance, composition, and conducting. Certificate in Performance, Master of Music (M.M.), Master of Musical Arts (M.M.A.), Artist Diploma, Doctor of Musical Arts (D.M.A.).

For additional information, please write to the Yale School of Music, PO Box 208246, New Haven CT 06520-8246; tel., 203.432.4155; fax, 203.432.7448; e-mail, gradmusic.admissions@yale.edu; Web site, <http://music.yale.edu>

School of Forestry & Environmental Studies Est. 1900. Courses for college graduates. Master of Forestry (M.F.), Master of Forest Science (M.F.S.), Master of Environmental Science (M.E.Sc.), Master of Environmental Management (M.E.M.). Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Office of Admissions, Yale School of Forestry & Environmental Studies, 195 Prospect Street, New Haven CT 06511; tel., 800.825.0330; e-mail, fesinfo@yale.edu; Web site, www.environment.yale.edu

School of Public Health Est. 1915. Courses for college graduates. Master of Public Health (M.P.H.). Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Director of Admissions, Yale School of Public Health, PO Box 208034, New Haven CT 06520-8034; tel., 203.785.2844; e-mail, ysph.admissions@yale.edu; Web site, <http://publichealth.yale.edu>

School of Architecture Est. 1916. Courses for college graduates. Professional degree: Master of Architecture (M.Arch.); nonprofessional degree: Master of Environmental Design (M.E.D.). Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Yale School of Architecture, PO Box 208242, New Haven CT 06520-8242; tel., 203.432.2296; e-mail, gradarch.admissions@yale.edu; Web site, www.architecture.yale.edu

School of Nursing Est. 1923. Courses for college graduates. Master of Science in Nursing (M.S.N.), Post Master's Certificate. Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Yale School of Nursing, PO Box 9740, New Haven CT 06536-0740; tel., 203.785.2389; Web site, <http://nursing.yale.edu>

School of Drama Est. 1955. Courses for college graduates and certificate students. Master of Fine Arts (M.F.A.), Certificate in Drama, One-year Technical Internship (Certificate), Doctor of Fine Arts (D.F.A.).

For additional information, please write to the Admissions Office, Yale School of Drama, PO Box 208325, New Haven CT 06520-8325; tel., 203.432.1507; e-mail, ysd.admissions@yale.edu; Web site, www.drama.yale.edu

School of Management Est. 1976. Courses for college graduates. Master of Business Administration (M.B.A.). Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences.

For additional information, please write to the Admissions Office, Yale School of Management, PO Box 208200, New Haven CT 06520-8200; tel., 203.432.5635; fax, 203.432.7004; e-mail, mba.admissions@yale.edu; Web site, <http://mba.yale.edu>

Travel Directions

The School of Management is located at 135 Prospect Street on the Yale University campus in New Haven, Connecticut; the School's Admissions Visitor Center is located at 55 Hillhouse Avenue.

BY CAR

The best way to reach the School when driving from any direction is via Trumbull Street, Exit 3, I-91. Drive west on Trumbull Street, crossing Orange Street and Whitney Avenue, to Hillhouse Avenue. Turn right onto Hillhouse Avenue and drive north one block. Turn left onto Sachem Street and drive west one block. The School is located on the southeast corner of Prospect and Sachem streets; the Admissions Visitor Center is located on the southeast corner of Hillhouse Avenue and Sachem Street. Metered parking is available on Prospect and Sachem streets and on Hillhouse Avenue, in the vicinity of the School. Temporary parking passes for Yale parking lots may be obtained from Yale Parking Services, 221 Whitney Avenue, first floor, between 8 a.m. and 3:45 p.m. on weekdays (203.432.9790).

From New York and points south on I-95 Upon reaching New Haven, bear left onto I-91; continue north on I-91 a short distance to Exit 3.

From New York via the Merritt Parkway Cross over to I-95 at Milford (Exit 54); at New Haven, bear left onto I-91 and continue to Exit 3.

From Tweed-New Haven Airport and points east Take I-95 South. Upon reaching New Haven, turn right onto I-91; go north a short distance to Exit 3.

From Hartford and points north Drive south on I-91 to Exit 3.

BY AIR

Tweed–New Haven Airport is served by US Airways (800.428.4322). Local taxi service, Metro Cab (203.777.7777), is available at the airport, as are car rentals. Connecticut Limousine Service (800.472.5466) to New Haven is available from Bradley, Kennedy, LaGuardia, and Newark airports.

BY TRAIN

Amtrak or Metro-North to New Haven. Taxi service is available from the New Haven train station to the Yale campus.

YALE UNIVERSITY CAMPUS NORTH



Continued on next page

The University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, disability, status as a special disabled veteran, veteran of the Vietnam era, or other covered veteran, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation or gender identity or expression.

University policy is committed to affirmative action under law in employment of women, minority group members, individuals with disabilities, special disabled veterans, veterans of the Vietnam era, and other covered veterans.

Inquiries concerning these policies may be referred to the Office for Equal Opportunity Programs, 221 Whitney Avenue, 203.432.0849.

In accordance with both federal and state law, the University maintains information concerning current security policies and procedures and prepares an annual crime report concerning crimes committed within the geographical limits of the University. In addition, in accordance with federal law, the University maintains information concerning current fire safety practices and prepares an annual fire safety report concerning fires occurring in on-campus student housing facilities. Upon request to the Office of the Vice President for Human Resources and Administration, PO Box 208322, New Haven CT 06520-8322, 203.432.8049, the University will provide such information to any applicant for admission.

In accordance with federal law, the University prepares an annual report on participation rates, financial support, and other information regarding men's and women's intercollegiate athletic programs. Upon request to the Director of Athletics, PO Box 208216, New Haven CT 06520-8216, 203.432.1414, the University will provide its annual report to any student or prospective student.

For all other matters related to admission to the Yale School of Management, please telephone the Admissions Office, 203.432.5635.

BULLETIN OF YALE UNIVERSITY
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