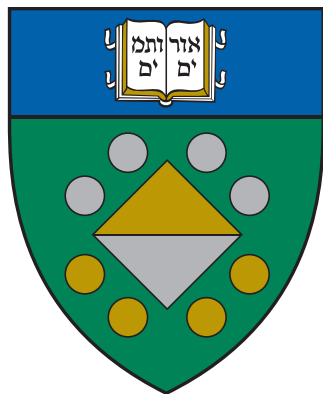


School of Management

2011–2012



BULLETIN OF YALE UNIVERSITY

Series 107 Number 11 August 15, 2011


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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; and through its traditional multi-sectored focus.

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Contents

Calendar	5
President and Fellows of Yale University	7
Officers of Yale University	8
SOM Administration and Faculty	9
M.B.A. Degree Requirements and Academic Policies	14
The M.B.A. Curriculum	14
The Core Sequence	
International Experience	
First-Summer Requirement	
Elective Courses	
M.B.A. Degree Requirements	15
Enrollment Requirement	
Number of Course Units	
Timing Requirement	
Distribution of Courses	
Quality Standard	
Remediation of Failing Grades in Core Courses	
Academic Standards	17
Review Process	
The Academic Standards Committee	
Academic Grounds for Dismissal	
Appeal of Academic Dismissal	
Academic Policies	18
Class Attendance	
Examinations	
Incomplete Course Work	
Grades	
Laptops	
Course Policies	20
Elective Courses	
Independent Reading and Research	
Non-SOM Courses	
Auditing	
Course Evaluations	
Joint-Degree Programs	21
Silver Scholars Program	23
Doctoral Degree Program	24
Rights and Responsibilities of Students	26
Academic Freedom	26
The SOM Honor Code	26
Procedures of the Honor Committee	27

Policies of the Office of Student and Academic Services	30
Student Records	
International Experience	
International Exchange	
Academic Tutoring and Support	
Student Workers	
Course Recording	
Alcohol	
Purchasing Card Use Policy	
Reimbursement Policy	
Fundraising Guidelines	
Firearms and Weapons	
Grievance Procedures	
Policies of the Career Development Office	35
Policies on the Use of Information Technology Facilities	39
Policy on the Use of the University and School Names and Logos	41
M.B.A. Courses for 2011–2012	42
Fall-Term Core Courses	42
Spring-Term Core Courses	42
Fall-Term Elective Courses	42
Spring-Term Elective Courses	44
Ph.D. Courses for 2011–2012	46
Admissions	47
General Information	49
Leaves of Absence	49
Withdrawal and Readmission	51
U.S. Military Leave Readmissions Policy	51
Tuition and Fees	52
Tuition Rebate and Refund Policy	53
Yale University Resources	54
A Global University	54
Student Accounts and Bills	55
Housing	56
Health Services for SOM Students	57
Resource Office on Disabilities	61
Campus Resources on Sexual Misconduct	61
Office of International Students and Scholars	63
International Center for Yale Students and Scholars	64
Cultural, Religious, and Athletic Resources	64
Libraries	67
The Work of Yale University	68
Travel Directions	71
Map	72

Calendar

FALL 2011

Aug. 8–9	M–T	Class of 2013 Math Camp (by invitation only)
Aug. 10–19	W–F	Class of 2013 Orientation
Aug. 22	M	Core classes begin
Aug. 26	F	MGT 403, Probability Modeling and Statistics, MGT 404, Basics of Economics, and Stata meet
Aug. 30	T	Class of 2012 Welcome Back
Aug. 31	W	Fall-term elective classes begin, 8:30 a.m. Add/Drop begins
Sept. 5	M	Labor Day; classes do not meet
Sept. 7	W	Last day to add full-session and session-1 courses
Sept. 9	F	Monday elective classes and MGT 409, Spreadsheet Modeling, meet (attendance required for this core course)
Sept. 21	W	Last day to drop full-session and session-1 courses
Oct. 6	TH	Session-1 core classes end
Oct. 10–15	M–SA	Core examination period
Oct. 13	TH	Session-1 elective classes end, 9 p.m.
Oct. 14–18	F–T	Elective examination period
Oct. 17–21	M–F	MGT 401, Managing Groups and Teams, meets (all sessions required for this core course); elective classes do not meet
Oct. 24	M	Classes resume. Session-2 classes begin, 8:30 a.m.
Oct. 28	F	Fall-1 grades due, 5 p.m.
Oct. 31	M	Last day to add session-2 courses
Nov. 14	M	Last day to drop session-2 courses
Nov. 22	T	Thanksgiving recess begins, 9 p.m. (classes meet)
Nov. 28	M	Classes resume, 8:30 a.m.
Dec. 8	TH	Classes end, 9 p.m.
Dec. 9–15	F–TH	Examination period (electives and core)
Dec. 15	TH	Winter recess begins, 4 p.m.

SPRING 2012

Jan. 2	M	Fall grades due, 5 p.m.
Jan. 2–6	M–F	SuperWeek
Jan. 9	M	Spring-term classes begin, 8:30 a.m. Add/Drop begins
Jan. 13	F	Make-up day for Monday classes (electives and core)
Jan. 16	M	Martin Luther King, Jr. Day. Classes do not meet; administrative offices closed
Jan. 17	T	Last day to add full-session and session-1 courses

Jan. 30	M	Last day to drop full-session and session-1 courses
Feb. 10	F	MGT 425, The Global Macroeconomy, meets (attendance required for this core course)
Feb. 21	T	Session-1 classes end, 9 p.m.
Feb. 22	W	Classes that meet on Wednesdays only end, 9 p.m.
Feb. 22–24	W–F	Examination period (electives and core)
Feb. 23	TH	Classes that meet on Thursdays only end, 9 p.m.
Feb. 24	F	Spring recess begins, 4 p.m.
Mar. 6	T	Class of 2013 International Experience begins
Mar. 9	F	Spring-1 grades due, 5 p.m.
Mar. 15	TH	Class of 2013 International Experience ends
Mar. 19	M	Classes resume, 8:30 a.m. Session-2 classes begin
Mar. 26	M	Last day to add session-2 courses
Apr. 9	M	Last day to drop session-2 courses
May 1	T	Classes end, 9 p.m.
May 2	W	Classes that meet on Wednesdays only end, 9 p.m.
May 2–9	W–W	Examination period (electives and core)
May 3	TH	Classes that meet on Thursdays only end, 9 p.m.
May 14	M	Second-year spring grades due, 5 p.m.
May 21	M	University Commencement
May 22	T	First-year spring grades due, 5 p.m.

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Jeffrey Sonnenfeld, Ph.D., Senior Associate Dean for Executive Programs

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Management

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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., BearingPoint Professor of 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
 Lorenzo Caliendo, Ph.D., Assistant Professor of Economics
 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
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 Donald Lee, Ph.D., Assistant Professor of Operations Management
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Secondary Appointments

Ian Ayres, J.D., 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
 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
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 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; Director of the Yale Center for Business and the Environment; 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., Oscar M. Ruebhausen Professor of Law
Matthew J. Kotchen, Ph.D., Associate Professor of Environmental Economics and
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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, LL.B., Ph.D., Sterling Professor of Law
Robert Mendelsohn, Ph.D., Edwin Weyerhaeuser Davis Professor of Forest Policy and
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Ingrid M. Nembhard, Ph.D., Assistant Professor of Public Health (Health Policy and
Administration) and of Management
A. David Paltiel, Ph.D., Professor of Public Health (Health Policy and Administration)
and of Management
Roberta Romano, M.A., J.D., Sterling Professor of Law; Director of the Yale Law
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Peter Salovey, Ph.D., Provost of the University; Chris Argyris Professor of Psychology
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David M. Cromwell, M.B.A., Professor of Entrepreneurship
Ira M. Millstein, LL.B., Senior Associate Dean for Corporate Governance; Theodore
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Michael Schmertzler, M.B.A., Professor of Finance
David F. Swensen, Ph.D., Professor of Finance

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Stephen Davis, Ph.D.
Kevin Gray, M.B.A.
Garth Harries, J.D.
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Richard Foster, Ph.D.

Arun Sinha, M.A.

Thomas Wurster, Ph.D.

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. 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.

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 M.B.A. Courses for 2011–2012 (course descriptions can be found on the M.B.A. portal), 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, 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.

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, exclusive of the International Experience, 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;

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, exclusive of the International Experience, 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/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/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, marketing, and organizations and management.

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 three or 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.

Students typically take four to five years to complete the program. 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 746, Financial Crises; MGMT 750, Seminar in Marketing I; MGMT 751, Seminar in Marketing II; MGMT 753, Behavioral Decision Making I: Choice; MGMT 754, Behavioral Decision Making II: Judgment; 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/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. For example, 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 four faculty members (one of whom shall be designated chair), six SOM students (three 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). The student members will typically serve for two academic years.

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/her rights: (a) to appear before the committee, (b) to be accompanied by any member of the University community to act as his/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 supports academic, cocurricular, and extra-curricular programs at SOM. The Office of Student and Academic Services is responsible for the logistical aspects of the International Experience, International Exchange, orientation, and other student programs. The Office of Student and Academic Services works closely with student government and student clubs to enhance and enrich the student experience at SOM. The Office of Student and Academic Services 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 the Office of Student and Academic Services. 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 the Office of Student and Academic Services. 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 the Office of Student and Academic Services 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.

As a matter of policy, grade records are not released to potential employers or others outside the School, with the exception of the grade of Distinction.

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/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 the Office of Student and Academic Services or on the M.B.A. portal.

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/she has accepted a place in it, he/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

The Office of Student and Academic Services 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, the Office of Student and Academic Services has developed a tutoring program to assist students with components of the first-year core curriculum. The Office of Student and Academic Services provides students with personal and/or small-group tutoring sessions for quantitative courses in the core curriculum. The Office of Student and Academic Services 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 on the M.B.A. portal.

To access tutoring assistance, students must contact the associate director of student and academic services 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 the Office of Student and Academic Services 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 the Office of Student and Academic Services that he/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/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/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 student and academic services at least two weeks before the scheduled holiday. The associate director of student and academic services 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 student and academic services 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.

The Office of Student and Academic Services 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 the Office of Student and Academic Services.

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 student and academic services.

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 Student and Academic Services 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 the Office of Student and Academic Services 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 the Office of Student and Academic Services 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 the Office of Student and Academic Services.

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 student and academic services. 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 student and academic services, 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. 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 are addressed through the Dean's Procedure for Student Complaints. This procedure also may be used for informal complaints of sexual harassment of students by a member of the faculty or administration. Formal complaints of sexual misconduct, including sexual assault and sexual harassment, must be brought to the University-Wide Committee on Sexual Harassment, which may also address informal complaints.

The Dean's Procedure is posted on the School's Web site. The University-Wide Procedure for Complaints of Sexual Misconduct can be found at <http://provost.yale.edu/uwc>.

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

However, simply receiving an employment offer is not sufficient reason to cancel previously scheduled interviews. It is in the student's best interest to fulfill upcoming interview commitments and evaluate any/all forthcoming offers.

In the event that a student needs to cancel an interview, or forego participation in an event for which he/she has previously registered, 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 Wednesday, November 30, 2011, or for a minimum of four weeks, whichever allows the longer decision period.
- Internship offers must remain open until 5 p.m. ET on Wednesday, February 15, 2012, or for a minimum of three weeks, whichever allows the longer 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 6, 2012.
- 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 to communicate any cancellations in advance with a note of apology and explanation, 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 M.B.A. Résumé Book competitive with other top M.B.A. programs, 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 M.B.A. 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.

The CDO must make reciprocity requests on the behalf of Yale SOM students; 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

In order to ensure the reliable and secure delivery of information technology services in support of the academic and administrative mission of the School, the SOM Information Technology Group (SOM-IT) has established the following policies and procedures. All members of the SOM community are expected to be aware of and comply with them.

University Policies

Information technology at Yale University is governed by a set of policies, procedures, and guidelines (www.yale.edu/its/policy). All users of SOM computing and network services, including those provided by the University, are expected to read and abide by the Information Technology Appropriate Use policy as well as any other applicable policies. In the following summary of the Appropriate Use policy, "IT Systems" refers to systems, networks, and facilities owned, managed, or maintained by any entity of Yale University including SOM as well as privately owned computers when used for University business activities.

- *Appropriate use* IT Systems exists to support the research, education, and administrative work of the School and University. No other use is authorized without explicit permission.
- *Authorized use* Users are entitled to access only those elements of IT Systems that are consistent with their authorization.
- *Prohibited use* The following categories of use are prohibited: use that impedes, interferes with, impairs, or otherwise causes harm to the activities of others; use that is inconsistent with Yale's nonprofit status; use of IT Systems in a way that suggests University or SOM endorsement of any political candidate or ballot initiative; harassing or threatening use; use damaging the integrity of University, SOM, or other IT Systems; use in violation of the law; use in violation of University contracts; use in violation of University policy; and use in violation of external data network policies.
- *Free inquiry and expression* Users of IT Systems may exercise rights of free inquiry and expression consistent with the principles of the 1975 Report of the Committee on Freedom of Expression at Yale and the limits of the law.

- *Personal account responsibility* Users are responsible for maintaining the security of their IT Systems accounts and passwords.
- *Encryption of data* Users are encouraged to encrypt files, documents, and messages for protection against inadvertent or unauthorized disclosure while in storage or in transit over data networks.
- *Responsibility for content* Individual offices publishing official University information in electronic form are responsible for that content. All other content published on or over IT Systems shall be treated as the private speech of an individual user.
- *Personal identification* Upon request by a systems administrator or other University authority, users must produce valid University identification.
- *Conditions of University access* Notwithstanding the high value the University places on privacy, there are circumstances in which the University may determine that University access to IT Systems is warranted without the consent of the user and after following carefully prescribed processes.
- *Enforcement procedures* An individual who believes he/she may have been harmed by an alleged violation of this policy or who has observed or been made aware of a violation may make a report to the Director of the SOM Information Technology Group or to the University Information Security Office. Alleged violations will be pursued in accordance with the appropriate disciplinary procedures for faculty, staff, and students. Individuals found to have violated this policy may face IT-specific penalties including the temporary or permanent reduction or elimination of some or all IT privileges and penalties provided for in other University policies. They may also be subject to criminal prosecution, civil liability, or both for unlawful use of any IT System.

SOM-IT Guidelines

SOM-IT Systems users are expected to be familiar with and follow these guidelines.

- *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. Replacement or repair of an SOM-issued laptop that is lost, stolen, or damaged beyond the warranty is the student's responsibility. A replacement laptop may be purchased at the SOM-IT Help Desk.
- *Keep passwords private* Maintain confidentiality of your passwords at all times. University and SOM-IT personnel will never ask for passwords via e-mail. SOM-IT personnel may ask for your password in order to install software or repair your student hardware. You have the right to know how the password will be used and change it before and after SOM-IT has worked on your computer.
- *Be alert for phishing and other attacks* Question any attempt to gather personal information such as passwords, user names, and other personal information via e-mail or other electronic means. Contact the SOM-IT Help Desk if you are concerned about a specific request.

- *Back up your important data* Your computer comes with a preconfigured data backup program and service. Become familiar with its operation and insure that your information is properly being protected by periodically reviewing the history log.
- *Protect your data* The University and SOM-IT have deployed an extensive array of information security services in order to safeguard University and personal data. These methods are effective, but information being transmitted over data networks or stored in some environments cannot be perfectly secure. Users may choose to encrypt files, e-mail, and other data for a higher level of protection. More information can be found on the Yale ITS site Secure Computing at Yale (www.yale.edu/its/secure-computing). Users encrypting their data should take special precaution to safely store the keys. Without them, SOM-IT will not be able to recover the data.
- *Use classroom systems carefully* SOM classrooms are equipped with digital projectors, audio systems, and other technology useful in teaching and learning. Please contact the SOM-IT Help Desk if you require any assistance in the proper use of these systems.
- *Report problems* If your student computer is not working properly or if you experience difficulty in using any SOM or Yale IT System, please contact the SOM-IT Help Desk for assistance.

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 2011–2012

FALL-TERM CORE COURSES

- MGT 401a, Managing Groups and Teams** 1 unit. Amy Wrzesniewski, Victoria Brescoll; Victor H. Vroom
- MGT 402a, Basics of Accounting** 2 units. Kalin Kolev
- MGT 403a, Probability Modeling and Statistics** 2 units. Constança Esteves-Sorenson, Elisa Long
- MGT 404a, Basics of Economics** 2 units. James Levinsohn, Keith Chen
- 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. Barry Nalebuff, B. Cade Massey
- MGT 409a, Spreadsheet Modeling** 1 unit. Donald Lee
- MGT 410a, Competitor** 2 units. Judith A. Chevalier
- MGT 411a, Customer** 2 units. K. Sudhir, 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. Douglas W. Rae, Constance E. Bagley
- MGT 416b, International Experience** 0.5 unit.
- MGT 420b, Employee** 2 units. Lisa Kahn, George Newman
- MGT 421b, Innovator** 2 units. Rodrigo Canales
- MGT 422b, Operations Engine** 2 units. Arthur J. Swersey, Sang-Hyun Kim
- 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 509a, Financial Analysis and Management** 4 units. Rick Antle, Stanley J. Garstka
- MGT 525a, Competitive Strategy** 4 units. Sonia Marciano
- MGT 529a, Global Social Entrepreneurship** 4 units. Tony Sheldon

- MGT 533a, Commercialization of Technologies** 4 units. Marissa D. King
- MGT 535a, Managing Strategic Networks** 2 units. Marissa D. King
- MGT 543a, Financial Instruments and Contracts** 4 units. Hongjun Yan
- MGT 547a, Fixed Income Security Analysis** 4 units. Hongjun Yan
- MGT 548a, Real Estate** 4 units. Matthew Spiegel
- MGT 549a, Risk Management** 4 units. Alan Moreira
- MGT 555a, Pricing Strategy** 4 units. Subrata K. Sen
- MGT 559a, Marketing Strategy** 4 units. Ravi Dhar
- MGT 565a/ECON 527a/LAW 20083, Behavioral and Institutional Economics**
4 units. Robert Shiller
- MGT 586a, Strategy, Technology, and War** 4 units. Paul Bracken
- 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 635a, Venture Capital and Private Equity Investments** 4 units.
David M. Cromwell
- MGT 640a, Evolution of Central Banking: Changing Contours** 4 units.
Rakesh Mohan
- MGT 643a, Operating a Hedge Fund** 4 units. Leon Metzger
- MGT 649a, Financial History** 4 units. William N. Goetzmann
- MGT 650a, YCCI: Projects in Customer Insights** 4 units. Nathan Novemsky
- MGT 684a, Management and the Environment: Issues and Topics** 4 units.
Garry D. Brewer
- MGT 688a, Corporate Environmental Management and Strategy** 4 units.
Marian R. Chertow
- MGT 695a/LAW 20051, Nonprofit Organizations Clinic** 2 units. John G. Simon
- MGT 808a, Management Decision Making with Spreadsheets** 2 units. Lode Li
- MGT 815a, Managerial Controls** 2 units. Tsahi Versano
- MGT 817a, Athletics: Modeling through Sports** 2 units. Edward H. Kaplan
- MGT 830a, Insight to Outcome** 2 units. Tom Wurster
- MGT 841a, Venture Capital** 2 units. Olav Sorenson

- MGT 842a, Financing Green Technologies** 2 units. Richard Kauffman
- MGT 843a, Corporate Finance Part 1** 2 units. Heather E. Tookes
- MGT 860a, Managing in Times of Rapid Change** 2 units. Richard Foster
- MGT 874a, Operation Analysis and Strategy** 2 units. Lode Li
- MGT 877a, Simulation Modeling** 2 units. Lode Li
- MGT 881a, Managing Organizational Politics** 2 units. Paul Bracken
- MGT 887a, Negotiations: Beyond Win-Win** 2 units. Daylian Cain
- MGT 889a, Management, Leadership, and Literature** 2 units. Shyam Sunder
- MGT 896a, Legal Aspects of Entrepreneurship** 2 units. Constance E. Bagley
- MGT 911a/INRL 574a^u, The Next China** 4 units. Stephen Roach
- MGT 947a, Capital Markets** 4 units. Gary B. Gorton
- MGT 948a, Security Analysis and Valuation** 4 units. Matthew Spiegel
- 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 508b, Financial Analysis in Not-for-Profits** 4 units. Rick Antle
- MGT 525b, Competitive Strategy** 4 units. Vivek Chaudhri
- MGT 526b, Doing Business in the Developing World** 4 units. A. Mushfiq Mobarak
- MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 532b, Business Ethics Meets Behavioral Economics** 2 units. Daylian Cain
- 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 557b, Design and Marketing of New Products** 4 units. Subrata K. Sen
- MGT 558b, Consumer Behavior** 2 units. Shane Frederick
- MGT 585b, Washington and Wall Street: Markets, Policy, and Politics** 4 units.
Jeffrey E. Garten, Stephen Roach

- MGT 587b, Managing Global Catastrophes** 4 units. Jeffrey E. Garten
- MGT 620b, International Economics** 4 units. Lorenzo Caliendo
- MGT 623b, Strategic Leadership across Sectors** 4 units. Jeffrey Sonnenfeld
- MGT 624b, Competitive Strategy and the Internal Organization of the Firm**
4 units. Lisa Kahn
- MGT 626b, Leadership Strategies for Music Presenters** 4 units. Robert Blocker
- MGT 630b/HPA 561b, Managing Health Care Organizations: A Capstone** 4 units.
Ingrid M. Nembhard
- MGT 635b, Venture Capital and Private Equity Investments** 4 units.
David M. Cromwell
- MGT 650b, YCCI: Projects in Customer Insights** 4 units. Nathan Novemsky
- 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** 2 units. Howard P. Forman
- MGT 809b, Advanced Business Analytics with Spreadsheets** 2 units. Donald Lee
- 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 820b, Energy Markets Strategy** 2 units. Arthur Campbell
- MGT 821b, Public Sector Economics** 2 units. Jonathan S. Feinstein
- 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, Michael Bierut
- MGT 839b, The Psychology of Leadership** 2 units. Victoria Brescoll
- MGT 840b, Corporate Governance and Finance** 2 units. Martijn Cremers
- MGT 846b, Microfinance and Economic Development** 2 units. Tony Sheldon
- MGT 847b, Remediating Corporate Governance for the Next Crisis** 2 units.
Ira M. Millstein
- MGT 848b, Financial Fraud: A Historical Perspective** 2 units. James Chanos

- MGT 851b, Listening to the Customer** 2 units. Jiwoong Shin
- MGT 852b, Strategic Market Measurement** 2 units. Jiwoong Shin
- MGT 854b, Behavioral Economics: The Psychology and Behavior of Individuals, Organizations, and Markets** 2 units. Shane Frederick
- MGT 856b, Managing Marketing Programs** 2 units. Ahmed Khwaja
- MGT 860b, Managing in Times of Rapid Change** 2 units. Richard Foster
- MGT 865b, Global 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 879b, Health Care Operations** 2 units. Elisa Long
- MGT 882b, Leadership Lessons in Literature (and Movies)** 2 units.
Martijn Cremers, Jeffrey Sonnenfeld
- MGT 884b, Managing Education Reform** 2 units. Garth Harris
- MGT 885b, Law and Management** 2 units. Stephen Latham
- MGT 891b, Financial Intermediation** 2 units. Andrew P. Metrick
- MGT 899b, Real Estate Finance for Institutional Investors** 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 2011–2012

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

Admissions

APPLICATION REQUIREMENTS

To apply to the Yale School of Management, applicants must have a four-year bachelor's degree from an accredited U.S. institution or the international equivalent and must have taken either the GMAT or the GRE. Applicants must also fill out the online application form (including essays), provide transcripts from every college or university attended, submit two professional recommendations, and pay the application fee of \$225 (U.S). Applicants whose degree-granting undergraduate and graduate institutions were not taught in English must also submit a TOEFL, PTE Academic, or IELTS score.

APPLICATION DEADLINES

Round 1: October 6, 2011

Round 2: January 5, 2012

Round 3: April 12, 2012

Candidates should apply when they feel they can submit their best application. There is no difference between Rounds 1 and 2 in terms of selectivity. It may be more difficult to be admitted in Round 3, when space availability may become an issue.

APPLICATION REVIEW

Each application is reviewed by two members of the Admissions Committee. Most applications are then brought to the entire committee and decided as a group. We do not select files to read in any particular order, so an application may be reviewed at any point in the round.

During the admissions process, we take a holistic approach in reviewing applications; no one aspect of an application alone is determinative. We are looking for applicants with a strong academic background, as well as leadership and professional experience that will contribute to the Yale SOM community. Our goal is to bring together students from diverse backgrounds and industries. It is important for a successful candidate to be passionate about his/her future career goals and embody the School's mission – to educate leaders for business and society.

ADMISSIONS INTERVIEWS

An interview is required to be admitted to the Yale School of Management. Interviews are by invitation of the Admissions Committee. If a candidate is invited to interview, he/she will be notified by e-mail. Applicants may be invited at any point in a round – after an initial review of an application or after one or two in-depth reads.

ON- AND OFF-CAMPUS EVENTS

Many prospective students feel that visiting campus is the best way to get a real sense of student life at Yale SOM. Our campus visit program starts on September 12, 2011, and

runs Monday through Thursday throughout the academic year. If a candidate is unable to visit campus, admissions officers also participate in many events throughout North and South America, Europe, and Asia, in addition to online events.

LEARN MORE

To learn more about the Yale School of Management, please visit our Web site, <http://mba.yale.edu>. Prospective students may also contact the Admissions Office, mba.admissions@yale.edu or 203.432.5635.

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 in writing 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 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/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 request a leave in writing, by letter or e-mail to the director 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/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/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 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.

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/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/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/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/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/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/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 2011–2012 the M.B.A. program tuition is \$52,750; in addition, students are charged a mandatory program fee of \$1,150. 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 2011–2012 the estimated budget for a single first-year student for tuition, books, fees, and all living costs is \$78,895; the estimated single-student budget for a second-year student is \$77,395.

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 2011–2012, the last days for refunding federal student aid funds will be October 30, 2011, for second-year students and October 26, 2011, for first-year students in the fall term; and March 30, 2012, for second-year students and March 25, 2012, 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 9, 2011, for second-year students and September 1, 2011, for first-year students in the fall term; and January 18, 2012, for second-year students and January 19, 2012, 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 25, 2011, for second-year students and September 18, 2011, for first-year students in the fall term; and February 2, 2012, for second-year students and February 5, 2012, 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 20, 2011, for second-year students and October 16, 2011, for first-year students in the fall term; and March 21, 2012, for second-year students and March 14, 2012, 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.

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

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.yale.edu/oiss.

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 www.yale.edu/macmillan.

Opened in fall 2010, the Jackson Institute for Global Affairs seeks to institutionalize the teaching of global affairs throughout the University and to inspire and prepare Yale students for global citizenship and leadership. See <http://jackson.yale.edu>.

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 17. For additional information, please contact Student Financial Services at 203.432.2700 and select "Press 1" 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 2011–2012 are available as of April 1 online and can be submitted directly from the Web site (www.yale.edu/graduatehousing/application.html). For new students at the University, a copy of the letter of acceptance from Yale will need to be submitted to the Dormitory or Apartments office. 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.

Yale Off Campus Housing is a database of rental and sale listings available to the Yale community. The system has been designed to allow incoming affiliates to the University access to the online database at www.yale.edu/och. The use of your University NetID allows you immediate access to search the listings. It also allows you to set up a profile to be a roommate or search for roommates. Those without a NetID can set themselves up as guests by following the simple instructions. For answers to questions, please e-mail offcampushousing@yale.edu or call 203.432.9756.

HEALTH SERVICES FOR SOM STUDENTS

The Yale Health Center is located on campus at 55 Lock Street. 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 unit, 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.yalehealth.yale.edu.

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 Health, 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 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*, available online at www.yalehealth.yale.edu/handbooks/documents/student_handbook.pdf.

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 twenty-six 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.yalehealth.yale.edu) 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.yalehealth.yale.edu) 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.yalehealth.yale.edu). 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.yalehealth.yale.edu). 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), German measles (rubella), and mumps All students who were born after January 1, 1957, are required to provide proof of immunization against measles (rubeola), German measles (rubella), and mumps. Connecticut state law requires two doses of measles vaccine. The first dose must have been given on or after January 1, 1980, *and* after the student's first birthday; the second dose must have been given at least thirty (30) days after the first dose. Connecticut state law requires proof of two doses of rubella vaccine administered on or after January 1, 1980, *and* after the student's first birthday. Connecticut state law requires proof of two mumps vaccine immunizations administered on or after January 1, 1980, *and* after the student's first birthday; the second dose must have been given at least thirty (30) days after the first dose. 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, rubella, and mumps.

Meningitis All students living in on-campus housing must be vaccinated against meningitis. The vaccine must have been received after January 1, 2007. Students who are not compliant with this state law will not be permitted to register for classes or move into the dormitories for the fall term, 2011. Please note that the State of Connecticut does not require this vaccine for students who intend to reside off campus.

Varicella (chicken pox) All students are required to provide proof of immunization against varicella. Connecticut state law requires two doses of varicella vaccine. The first dose must have been given on or after the student's first birthday; the second dose must have been given at least twenty-eight (28) days after the first dose. Documentation from a health care provider that the student has had a confirmed case of the disease is also acceptable.

TB screening The University requires tuberculosis screening for all incoming students. This screening includes a short questionnaire to determine high-risk exposure and, if necessary, asks for information regarding resulting treatment. Please see the Yale Health student Web site (www.yalehealth.yale.edu/students) for more details and the screening form.

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).

CAMPUS RESOURCES ON SEXUAL MISCONDUCT

Yale University is committed to maintaining and strengthening an educational, employment, and living environment founded on civility and mutual respect. Sexual misconduct is antithetical to the standards and ideals of our community and will not be tolerated. Sexual misconduct incorporates a range of behaviors including rape, sexual assault, sexual harassment, intimate partner violence, stalking, and any other conduct of a sexual nature that is nonconsensual, or has the purpose or effect of threatening or intimidating a person or persons. Sexual activity requires consent, which is defined as voluntary, positive agreement between the participants to engage in specific sexual activity. Violations of Yale's Policy on Teacher-Student Consensual Relations also constitute sexual misconduct. Yale aims to eradicate sexual misconduct through education, training, clear policies, and serious consequences for violations of these policies. In addition to being subject to University disciplinary action, sexual misconduct may lead to civil liability and criminal prosecution.

SHARE: Advocacy, Information, and Counseling

24/7 hotline: 203.432.6653

http://yalehealth.yale.edu/med_services/share.html

SHARE, the Sexual Harassment and Assault Resources and Education Center, provides trained counselors at any time of day or night via its direct hotline to speak with victims, their supporters, or other community members with questions or concerns. Along with providing support, SHARE counselors can provide information about medical, legal, and disciplinary options to help callers make their own decisions about how to proceed. For community members who do choose to take legal or disciplinary action, SHARE counselors can facilitate those processes and serve as advocates. SHARE works closely with the Yale Police Department as well as the various disciplinary boards.

If you would like to make use of SHARE's services, you can call the crisis number (203.432.6653) at any time. Some legal and medical options are very time-sensitive, so if you have been assaulted we encourage you to call SHARE and/or the Yale Police as soon as you can. Counselors can talk to you over the phone or meet you in person at the Yale Health Center or the Yale-New Haven Emergency Room. If it is not an acute situation and you would like to speak to Dr. Carole Goldberg, the director of SHARE, she can be reached at 203.432.0290 during business hours or via e-mail at carole.goldberg@yale.edu.

The Yale Police Department: Legal Action

24/7 hotline: 203.432.4406

<http://publicsafety.yale.edu/sexual-assault-harassment-resources>

The Yale Police Department has officers who are trained sexual assault/rape investigators. They work closely with the New Haven State's Attorney, SHARE, the Title IX Coordinators, and various other departments within the University. Talking to the police does not commit you to collecting evidence or pressing charges; with very few exceptions, all decisions about how to proceed are up to you. All reports are kept confidential.

*Title IX Coordinators*Valarie Stanley, 203.432.0849, valarie.stanley@yale.edu

For the Title IX Coordinator of the School of Management, please refer to the Web site of the Office for Equal Opportunity Programs at www.yale.edu/equalopportunity.

Title IX protects students from sex discrimination on campus. Sex discrimination includes sexual harassment, sexual assault, and other forms of misconduct. The Title IX Coordinator can help address any concerns you might have about sexual misconduct. You can contact Valarie Stanley, the University's Title IX Coordinator, or the Title IX Coordinator for the School of Management.

The University-Wide Committee on Sexual Misconduct: Formal and Informal Disciplinary Action

203.432.1834 (business hours)

<http://provost.yale.edu/uwc>

The University-Wide Committee on Sexual Misconduct (UWC) provides an accessible, representative, and trained body to answer informal inquiries and fairly and expeditiously address formal and informal complaints of sexual misconduct. Any current or former Yale faculty member, trainee, student, or managerial professional employee who wishes to bring a claim that he or she has been harmed as the result of sexual misconduct may bring a complaint to the UWC. Operating out of the Provost's Office, the UWC is comprised of faculty, administrative, and student representatives from across the University. Core UWC members (listed on the UWC Web site) are available for exploratory conversations or to receive complaints.

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 United States 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 a brief orientation about immigration compliance issues as well as information about orientation activities for newly arrived students, scholars, and family members. OISS programs, like the Community Friends hosting program, daily English conversation groups and conversation partners program, U.S. culture workshops and discussions, the *Taking Care of Business* practical matters series, and receptions and socials 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 and as English conversation partners. Interested individuals should contact OISS at oiss@yale.edu or 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 well as throughout their stay at Yale. As U.S. immigration regulations are complex and change rather frequently, we urge international students and scholars to check the Web site for the most recent updates or to visit the office to speak with an OISS adviser.

International students, scholars, and their families and partners can connect with OISS and the international community at Yale by several virtual means. *OISS-L* is the OISS electronic newsletter for Yale's international community. *YaleInternational* is an interactive e-mail listserv through which more than 5,000 people connect to find roommates, rent apartments, sell cars and household goods, and keep each other informed about events in the area. Spouses and partners of Yale 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. ISPY has its own e-mail listserv. The newest additions to our communications are the OISS Facebook page and the various constituent Facebook groups. For more information, go to www.yale.edu/oiss/programs/email/index.html.

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 meeting space for student groups and a venue for events organized by both student groups and University departments. In addition, the center has nine work carrels that can be reserved by academic departments for short-term international visitors. For more information about reserving space at the center, send a message to oiss@yale.edu or call 203.432.2305.

CULTURAL, RELIGIOUS, AND ATHLETIC RESOURCES

Two sources of information about the broad range of events at the University are the *Yale Daily Bulletin* Web site at <http://dailybulletin.yale.edu> and the Yale Calendar of Events, an interactive calendar available online at <http://events.yale.edu/opa>. The *YDB* also features news about Yale people and programs, as well as videos, slide-shows, and a link to the real-time Yale Shuttle map.

The collections of the Yale Peabody Museum of Natural History comprise more than twelve million specimens and artifacts in thirteen curatorial divisions: anthropology, archives, botany, cryo facility, entomology, historical scientific instruments, invertebrate and vertebrate paleontology, meteorites and planetary science, mineralogy, paleobotany, and invertebrate and vertebrate zoology.

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 completing an 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 is home to the largest and most comprehensive collection of British paintings, sculpture, prints, drawings, and rare books outside the United Kingdom. Given to the University by Paul Mellon, Yale Class of 1929, it is housed in a landmark building by Louis Kahn.

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 Philharmonia Orchestra of Yale, the Oneppo Chamber Music Series 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, Yale Baroque Opera Project, 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, and numerous special events.

For theatergoers, Yale and New Haven offer a wide range of dramatic productions at the University Theatre, Yale Repertory Theatre, Iseman Theater, 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. Kipthuth 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, modern, and ballroom, among others), martial arts, zumba, yoga, 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. Additional information is available online at <http://sportsandrecreation.yale.edu>.

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 programs, hours, and specific costs is available online at <http://sportsandrecreation.yale.edu>.

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, call 203.432.2492 or visit <http://sportsandrecreation.yale.edu>.

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 <http://sportsandrecreation.yale.edu>.

LIBRARIES

The Yale University Library consists of the central libraries – Sterling Memorial Library, Bass Library, and the Beinecke Rare Book and Manuscript Library – and numerous school and department libraries. 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. For more information, see www.library.yale.edu.

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. 1811. Courses for college graduates and students who have completed requisite training in approved institutions. Doctor of Medicine (M.D.). Post-graduate study in the basic sciences and clinical subjects. Five-year combined program leading to Doctor of Medicine and Master of Health Science (M.D./M.H.S.). Combined program with the Graduate School of Arts and Sciences leading to Doctor of Medicine and Doctor of Philosophy (M.D./Ph.D.). 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://medicine.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, <http://divinity.yale.edu>. 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 Studies, 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, 205 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

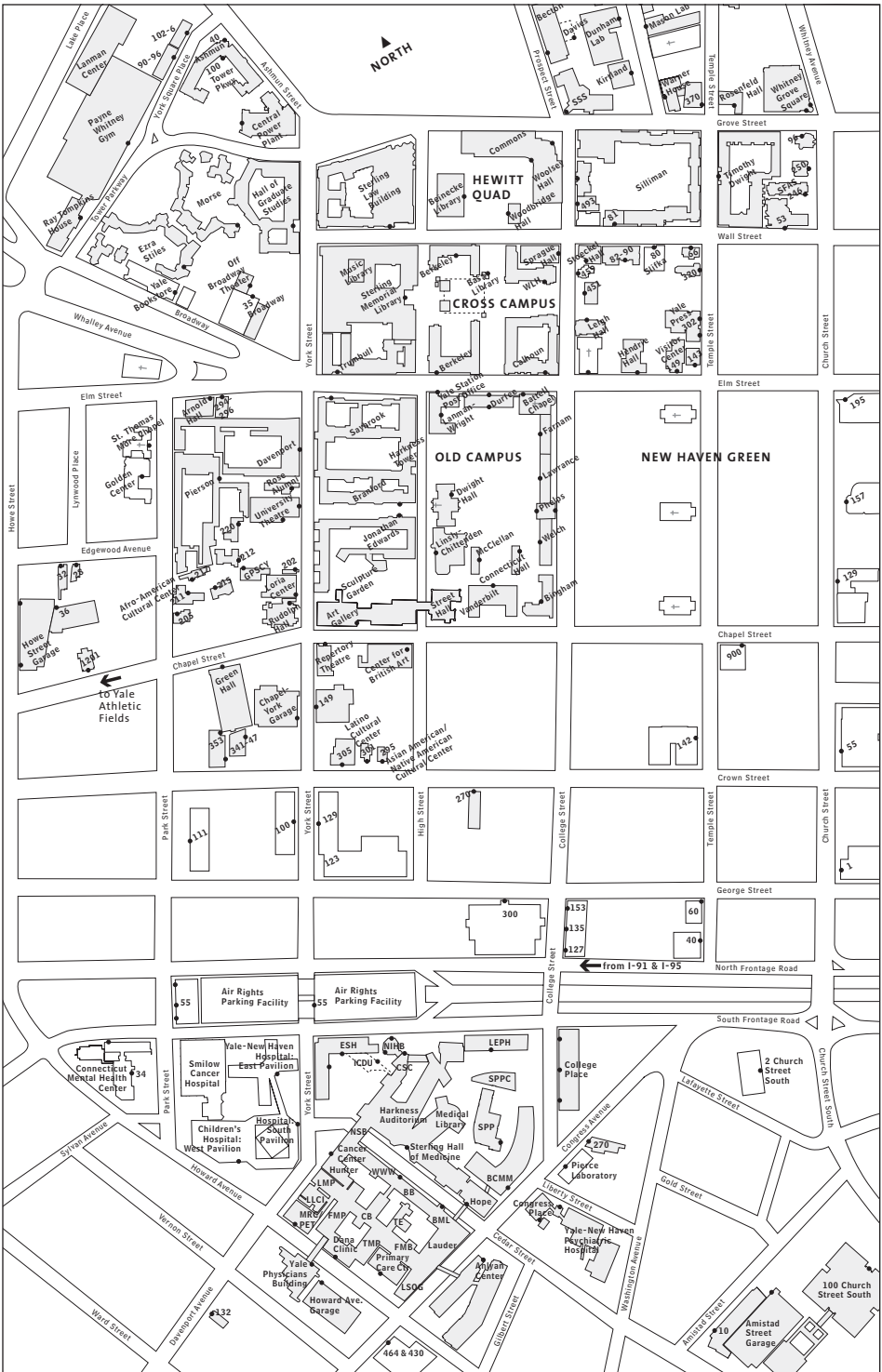
Amtrak or Metro-North to New Haven. Taxi service is available from the New Haven train station to the Yale campus.

YALE UNIVERSITY CAMPUS NORTH



Continued on next page

YALE UNIVERSITY CAMPUS SOUTH & YALE MEDICAL CENTER



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, 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, and covered veterans.

Inquiries concerning these policies may be referred to the Office for Equal Opportunity Programs, 221 Whitney Avenue, 203.432.0849 (voice), 203.432.9388 (TTY).

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 Associate Vice President for Administration, PO Box 208322, 2 Whitney Avenue, Suite 810, 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. The Equity in Athletics Disclosure Act (EADA) report is also available online at <http://ope.ed.gov/athletics/Index.aspx>.

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

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