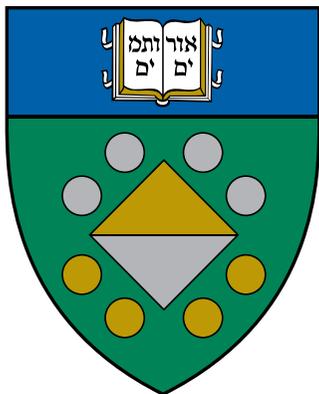


School of Management

2012–2013



BULLETIN OF YALE UNIVERSITY

Series 108 Number 7 July 25, 2012

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The University reserves the right to withdraw or modify the courses of instruction or to change the instructors at any time.

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School of Management

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Contents

Calendars	5
President and Fellows of Yale University	8
Officers of Yale University	9
Yale SOM Administration and Faculty	10
History and Mission	15
M.B.A. Degree Program (Full-Time)	18
The M.B.A. Curriculum	18
M.B.A. Degree Requirements	20
Academic Standards	22
Academic Policies	23
Course Policies	24
Joint-Degree Programs	26
Silver Scholars Program	27
Admissions	28
M.B.A. for Executives: Leadership in Healthcare Program	30
M.B.A.-e Degree Requirements	30
Academic Standards	31
Academic Policies	32
Use of Career Development Office (CDO) Resources	35
Tuition and Fees	36
Housing	36
Rights and Responsibilities of M.B.A.-e Students	37
Master of Advanced Management (M.A.M.) Program	38
Doctoral Degree Program	40
Rights and Responsibilities of Students	42
Academic Freedom	42
The Yale SOM Honor Code	42
Procedures of the Honor Committee	43
Policies of the Office of Student and Academic Services	46
Policies and Guidelines of the Career Development Office	51
Policies on the Use of Information Technology Facilities	53
Policy on the Use of the University and School Names and Logos	55
M.B.A. Courses for 2012–2013	56
Fall-Term Core Courses	56
Spring-Term Core Courses	56
Fall-Term Elective Courses	56
Spring-Term Elective Courses	58
Ph.D. Courses for 2012–2013	61
General Information	62
Leaves of Absence	62
Withdrawal and Readmission	64
U.S. Military Leave Readmissions Policy	64

Tuition and Fees	66
Tuition Rebate and Refund Policy	66
Named Scholarships	67
Student Accounts and Bills	69
Yale University Resources and Services	71
A Global University	71
Housing	72
Health Services	72
Resource Office on Disabilities	76
Resources on Sexual Misconduct	76
Office of International Students and Scholars	78
Cultural, Religious, and Athletic Resources	79
Libraries	82
Degrees Conferred, 2012	83
The Work of Yale University	87
Map	90
Travel Directions	92

Calendars

M.B.A. AND M.A.M.

Fall 2012

Aug. 6–7	M–T	Class of 2014 Math Camp (by invitation only)
Aug. 8–17	W–F	Class of 2014 Orientation
Aug. 20	M	Fall-term core classes begin
Aug. 24	F	MGT 403, Probability Modeling and Statistics, and MGT 404, Basics of Economics, meet
Aug. 28	T	Class of 2013 Welcome Back
Aug. 29	W	Fall-term elective classes begin; Add/Drop begins
Aug. 31	F	Make-up: Monday electives meet
Sept. 3	M	Labor Day; classes do not meet
Sept. 5	W	Last day to add full-term and session-1 courses, 11:59 p.m.
Sept. 7	F	MGT 409, Spreadsheet Modeling, meets (attendance required for this core course)
Sept. 19	W	Last day to drop full-term and session-1 courses, 11:59 p.m.
Oct. 4	TH	Session-1 core classes end
Oct. 8–13	M–SA	Core final exam period; elective classes meet
Oct. 11	TH	Elective classes end
Oct. 12–16	F–T	Session-1 elective final exam period
Oct. 15–19	M–F	MGT 401, Managing Groups and Teams, meets (all sessions required for this core course); elective classes do not meet
Oct. 22	M	Classes resume; session-2 classes begin
Oct. 26	F	Session-1 grades due, 5 p.m.
Oct. 29	M	Last day to add session-2 courses, 11:59 p.m.
Nov. 12	M	Last day to drop session-2 courses, 11:59 p.m.
Nov. 16	F	Thanksgiving recess begins; classes do not meet
Nov. 26	M	Classes resume
Dec. 11	T	Classes end
Dec. 12	W	Classes that meet on Wednesdays only end
Dec. 12–18	W–T	Final exam period
Dec. 13	TH	Classes that meet on Thursdays only end
Dec. 19	W	Winter recess begins

Spring 2013

Jan. 2	W	Fall-term grades due, 5 p.m.
Jan. 14	M	Spring-term classes begin; Add/Drop begins
Jan. 18	F	Make-up day: Monday classes meet (electives and core)
Jan. 21	M	Martin Luther King, Jr. Day; classes do not meet; administrative offices closed
Jan. 22	T	Last day to add full-term and session-1 courses, 11:59 p.m.
Feb. 4	M	Last day to drop full-term and session-1 courses, 11:59 p.m.
Feb. 15	F	MGT 425, The Global Macroeconomy, meets (attendance required for this core course)
Feb. 26	T	Classes end
Feb. 27	W	Classes that meet on Wednesdays only end
Feb. 27–Mar. 1	W–F	Session-1 final exam period (electives and core)
Feb. 28	TH	Classes that meet on Thursdays only end
Mar. 2	SA	Spring recess begins
Mar. 12	T	Class of 2014 International Experience begins
Mar. 15	F	Session-1 grades due, 5 p.m.
Mar. 21	TH	Class of 2014 International Experience ends
Mar. 25	M	Classes resume; session-2 classes begin
Apr. 1	M	Last day to add session-2 courses, 11:59 p.m.
Apr. 15	M	Last day to drop session-2 courses, 11:59 p.m.
May 7	T	Classes end
May 8	W	Classes that meet on Wednesdays only end
May 8–14	W–T	Final exam period (electives and core)
May 9	TH	Classes that meet on Thursdays only end
May 16	TH	Second-year student spring-term grades due, 5 p.m.
May 20	M	University Commencement
May 29	W	First-year student spring-term grades due, 5 p.m.

**M.B.A. FOR EXECUTIVES:
LEADERSHIP IN HEALTHCARE**

Summer In-Residence 2012

July 28–29	SA–SU	Orientation for Class of 2014
July 30–Aug. 10	M–F	In-residence weeks (Class of 2014)
Aug. 6–10	M–F	In-residence week (Class of 2013)

Fall 2012

Aug. 24–25	F–SA	Class weekend
Sept. 7–8	F–SA	Class weekend
Sept. 21–22	F–SA	Class weekend
Oct. 5–6	F–SA	Class weekend
Oct. 19–20	F–SA	Class weekend
Nov. 2–3	F–SA	Class weekend
Nov. 16–17	F–SA	Class weekend
Nov. 30–Dec. 1	F–SA	Class weekend
Dec. 14–15	F–SA	Class weekend
Jan. 4–5	F–SA	Class weekend
Jan. 18–19	F–SA	Class weekend
Feb. 1–2	F–SA	Class weekend; fall term ends

Spring 2013

Feb. 15–16	F–SA	Spring term begins; class weekend
Mar. 1–2	F–SA	Class weekend
Mar. 12–21	T–TH	Yale SOM International Trip (optional)
Mar. 15–16	F–SA	Class weekend
Apr. 5–6	F–SA	Class weekend
Apr. 19–20	F–SA	Class weekend
May 3–4	F–SA	Class weekend; spring term ends (Class of 2013)
May 20	M	University Commencement
May 24–25	F–SA	Class weekend
June 7–8	F–SA	Class weekend
June 21–22	F–SA	Class weekend
June 28–29	F–SA	Class weekend
July 12–13	F–SA	Class weekend
July 26–27	F–SA	Class weekend; spring term ends (Class of 2014)

The President and Fellows of Yale University

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

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

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Kevin Patrick Ryan, B.A., M.B.A., New York, New York (*June 2018*)

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X. Frank Zhang, Professor of Accounting

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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
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Rodrigo Canales, Ph.D., Assistant Professor of Organizational Behavior
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Tsahi Versano, Ph.D., Associate Professor of Accounting
Amy Wrzesniewski, Ph.D., Associate Professor of Organizational Behavior
Hongjun Yan, Ph.D., Associate Professor of Finance

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 Management; Director of the Program on Solid Waste Policy; Director of the Industrial Environmental Management Program
Ray C. Fair, Ph.D., John M. Musser Professor of Economics
Howard P. Forman, M.B.A., M.D., Professor of Diagnostic Radiology

Bradford S. Gentry, J.D., Senior Lecturer in Sustainable Investments and Research Scholar; 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

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Ian Shapiro, Ph.D., Sterling Professor of Political Science; Henry R. Luce Director of the MacMillan Center for International and Area Studies

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

Thomas S. Wurster, Ph.D., Professor of Strategy and Organization

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Florian Ederer, Ph.D., Visiting Assistant Professor of Economics

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Maureen Burke, M.B.A.

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David Bach, Ph.D.
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Anjani Jain, M.B.A., Ph.D.
Michael Moore, Ph.D.
Stephen Roach, Ph.D.

Senior Faculty Fellows

Michael Bierut, B.S.
William Drenttel, B.A.
Richard Foster, Ph.D.
Arun Sinha, M.A.

History and Mission

The mission of the Yale School of Management is educating leaders for business and society. The School's students, faculty, and alumni are committed to understanding the complex forces transforming global markets and using that understanding to build organizations – in the for-profit, nonprofit, entrepreneurial, and government sectors – that contribute lasting value to society.

The Yale School of Management has its origins in efforts in the 1950s and '60s to expand the University's training in the management of businesses and other large, increasingly complex organizations.

In 1971 the University received a bequest from the estate of Frederick W. Beinecke, Ph.B. 1909, for the creation of a program in management. Two years later, the Yale Corporation approved the creation of a School of Organization and Management, which would confer a master's degree in public and private management (M.P.P.M.). The first class arrived in the fall of 1976.

The new school offered a two-year program designed to train managers who could be effective in the business, government, and nonprofit sectors, and who would have the skills, understanding, and perspective to move among those sectors effectively. "Business and government are growing more interrelated," an early admissions catalog said, "requiring effective managers in each sector, public and private, to understand in depth the goals and operations of the other."

In 1994 the School changed its name to the Yale School of Management. In 1999 it began offering a master of business administration (M.B.A.) degree, while maintaining its multi-sectoral focus.

In 2006 the School introduced an integrated core curriculum, designed to train leaders for the cross-functional environment of contemporary organizations. In multi-disciplinary, team-taught core courses, students learn to draw on a broad range of information, tools, and skills to develop creative solutions and make strategic decisions.

DEANS OF THE YALE SCHOOL OF MANAGEMENT

1975–1980	William H. Donaldson
1980–1981	Geoffrey Hazard, Jr., Acting Dean
1981–1987	Burton G. Malkiel
1987–1988	Merton J. Peck, Acting Dean
1988–1992	Michael E. Levine
1992–1994	Paul MacAvoy
1994–1995	Stanley J. Garstka, Jr., Acting Dean
1995–2005	Jeffrey E. Garten
2005–2008	Joel M. Podolny
2008–2011	Sharon M. Oster
2011–	Edward A. Snyder

BOARD OF ADVISORS

The dean and administration of the Yale School of Management receive ongoing counsel from its Board of Advisors, a group of accomplished Yale School of Management and Yale University alumni and other supporters of the School's mission. The honorary chair of the board is William H. Donaldson, B.A. 1953, the School's founding dean. The chair is Timothy C. Collins '82, founder, CEO, and senior managing director, Ripplewood Holdings LLC.

FACILITIES

The Yale School of Management is housed in four nineteenth-century mansions on Hillhouse Avenue; the Watson Center, a 1961 International Style building at 60 Sachem Street designed by Gordon Bunshaft of Skidmore, Owings & Merrill; and Founders Hall, a converted carriage house at 135 Prospect Street. Founders Hall, two of the Hillhouse Avenue mansions, and the Watson Center are joined into one complex designed by Edward Larrabee Barnes and completed in 1979.

In late 2013 the School will move into Edward P. Evans Hall, a new campus designed by Lord Norman Foster, M.Arch. 1962, and named in recognition of a generous gift made by Edward P. Evans, B.A. 1964. The 242,000-square-foot building, located at 165 Whitney Avenue opposite the Peabody Museum of Natural History, will feature a glass facade, an interior courtyard, and sixteen state-of-the-art classrooms.

CENTERS AND PROGRAMS

Yale Center for Corporate Governance

The Yale Center for Corporate Governance sponsors research and discussions to explore how corporate governance can better enable the corporation to be competitive in its markets and to enhance society.

Center for Customer Insights

The Center for Customer Insights facilitates interaction between marketing executives and academic scholars from many disciplines who share an underlying interest in understanding customer behavior and marketplace dynamics.

International Center for Finance

The International Center for Finance provides active support for research in financial economics by its fellows—leading scholars within and outside of Yale SOM—and disseminates their work to the world's academic and professional communities.

Program on Social Enterprise

The Program on Social Enterprise (PSE) supports scholars, students, alumni, and practitioners interested in exploring how business skills and disciplines can be harnessed to most effectively and efficiently achieve social objectives. PSE facilitates work on nonprofit and public sector social entrepreneurship, as well as initiatives in private sector social enterprise.

Center for Business and the Environment

The Center for Business and the Environment at Yale joins the strengths of the Yale School of Management and the Yale School of Forestry & Environmental Studies. The center provides a focal point for research, education, and outreach to advance business solutions to global environmental problems.

M.B.A. Degree Program (Full-Time)

THE M.B.A. CURRICULUM

The Yale School of Management (SOM) offers a two-year, full-time program leading to the degree of Master of Business Administration. A Bachelor of Arts, 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 in this chapter.

See the chapter M.B.A. for Executives: Leadership in Healthcare for requirements and procedures specific to that program.

The Core Sequence

Traditional functional management disciplines are integrated in an innovative core curriculum designed to reflect the contexts encountered by today's leaders and to better prepare students to navigate the increasingly complex global economy. 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, Introduction to Negotiation, 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, government, and nonprofit organizations.

INTEGRATED LEADERSHIP PERSPECTIVE

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 and regions. 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 public company filings and equity research reports, not traditionally part of M.B.A. course work.

Leadership Development Program

All Yale Management students participate in the Leadership Development Program (LDP). LDP begins during orientation and continues throughout the first and second years of the M.B.A. program. LDP is comprised of a series of classes, assessments, and group and individual meetings, as well as professional coaching opportunities to support and develop each student's unique leadership potential.

As part of the core curriculum, first-year students are enrolled in the Leadership Fundamentals course in the fall and the Advanced Leadership course in the spring. Second-year students continue their training through a yearlong practicum overseen by professional coaches and leader development experts.

The Leadership Development Program is designed to allow students to seek, understand, connect to, and articulate their individual aspirations, to inspire authentic inquiry, and to suggest paths for leadership at Yale and beyond; it is a graded and credited program that serves a degree requirement.

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 leaders. The faculty-led seminars are tied thematically to the core curriculum, particularly The Global Macroeconomy and State and Society, and involve intensive study and the completion of a project.

Please see Policies of the Office of Student and Academic Services in the chapter Rights and Responsibilities of Students for policies governing fees related to 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 firsthand 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, pursuing entrepreneurial activities according to an approved plan, or completing another approved alternate activity.

Elective Courses

Elective courses, chosen from the offerings described in the chapter M.B.A. Courses for 2012–2013, 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. See Academic Policies in this chapter for information on the Yale School of Management grading system and definitions of the grades referenced below.

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 receives advance permission 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. Students enrolled in the Silver Scholars program are expected to complete the M.B.A. program in three consecutive years, with a one-year, full-time internship after the first year of the core M.B.A. program.

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 34 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 and Leadership Development Program courses (Leadership Fundamentals and Advanced Leadership), 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 22 units of core courses;
2. Have received credit in at least 30 units of core courses; and
3. Have received a grade in 34 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)
 - Leadership Fundamentals (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)
 - Advanced Leadership (1 unit)
 - State and Society (2 units)
 - Innovator (2 units)
 - Integrated Leadership Perspective (2 units); and
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 more than 4 units of core courses.

Remediation of Failing Grades in Core Courses

A student who is Proficient in at least 22 units and receives credit in at least 30 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 dean of students. 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 dean of students 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 dean of students 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 dean of students serve as members *ex officio*. The membership of the committee is public and is provided upon request.

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 and Leadership Development Program courses (Leadership Fundamentals and Advanced Leadership), 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 more than 4 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 dean of students with a written summary of his/her academic standing 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 elect to extend either of the 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

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 dean of students.

Using cell phones, browsing the Internet, or reading e-mail during class distracts the instructor and classmates and interrupts the learning experience. Cell phones and other electronic devices are to be turned off during class. The use of laptops and tablets 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 with advance permission of the dean of students 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 dean of students before the scheduled exam begins. In case of illness, the student will be required to provide written confirmation from a healthcare professional on the staff

of Yale Health. An alternate exam date will be determined by the dean of students 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 dean of students before the last day of class. If the dean of students 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 be recorded automatically.

Grades

There are four grades at Yale SOM: Distinction, Proficient, Pass, and 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 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 Yale 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 wishing to enroll in six or more courses must obtain approval from the dean of students.

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 evaluated (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 dean of students 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 M.B.A. portal and in the Office of Student and Academic Services.

NON-SOM COURSES

Yale 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, after which the 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 in advance by the SOM dean of students. Petition forms for requesting credit for undergraduate courses 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 dean of students. Courses offered by Yale College and the Graduate School typically carry 4 units of credit at SOM.

Auditing

Students may, with the permission of the instructor, audit Yale 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 dean of students. SOM does not issue transcripts for courses audited under this arrangement. The charge for non-Yale students to audit 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 of the School, and the aggregate results are available for review on the M.B.A. portal after the grades have been submitted.

JOINT-DEGREE PROGRAMS

Yale 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 in 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 in 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. These students participate in a one-year, full-time 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, though they retain their access to all SOM resources during that year. They then return to campus to complete their M.B.A. course work. On rare occasions, the dean of students may grant special permission for a student to extend his/her internship by one additional year. Students wishing to extend the internship must petition for a leave of absence (see Leaves of Absence in the chapter General Information). The request must be submitted no later than the first day of classes in the term they are scheduled 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.

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 complete 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 4, 2012

Round 2: January 8, 2013

Round 3: April 18, 2013

Candidates should apply when they feel they can submit their best application. There is no difference in selectivity between Round 1 and Round 2. There are fewer spaces available for Round 3 applicants than there are in the first two rounds, which could reduce the likelihood that an applicant will gain admission.

Application Review

Each application is reviewed by two members of the Yale SOM Admissions Committee. Most applications are then brought to the entire committee and decided as a group.

During the admissions process, SOM takes a holistic approach in reviewing applications; no one aspect of an application alone is determinative. The School is looking for applicants with a strong academic background, as well as leadership and professional experience that will add to the Yale SOM community. It is important for a successful candidate to be passionate about his/her future career goals and demonstrate a commitment to the School's mission—to educate leaders for business and society.

The Yale School of Management is committed to assembling a student body that is diverse along many dimensions.

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 an application round.

Admissions Decisions

Admissions decisions are released as early in each application round as possible, and no later than the deadline for that round.

Round 1: December 13, 2012

Round 2: March 28, 2013

Round 3: May 16, 2013

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 17, 2012, 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 <http://mba.yale.edu>. Prospective students may also contact the Admissions Office, mba.admissions@yale.edu or 203.432.5635.

M.B.A. for Executives: Leadership in Healthcare Program

The M.B.A. for Executives: Leadership in Healthcare program (the M.B.A.-e program) is a twenty-two-month M.B.A. program designed for professionals in the healthcare sector. Students spend two short periods in residence and every other weekend (Friday and Saturday) on the Yale School of Management campus.

To learn more about the M.B.A.-e program, visit <http://mbae.som.yale.edu>.

M.B.A.-E DEGREE REQUIREMENTS

The M.B.A. for Executives: Leadership in Healthcare program follows the same curriculum as the full-time M.B.A. program (see M.B.A. Curriculum in the chapter M.B.A. Degree Program [Full-Time]). In the first year, students devote the majority of their time to the core courses. Rounding out the M.B.A.-e curriculum, healthcare-specific courses provide a complementary focus on healthcare management.

In addition, the M.B.A.-e curriculum includes:

1. A Visiting Scholars Program that brings prominent business leaders from across all areas of healthcare to present and meet with students;
2. An Independent Study Program to engage students in project-based opportunities;
3. The optional International Experience, which exposes students to broader global issues of international business.

Program Requirements

The M.B.A.-e program adheres to all requirements for the M.B.A. as designed and administered by the Yale School of Management (see M.B.A. Degree Requirements in the chapter M.B.A. Degree Program). Any exception to the requirements must be approved by the faculty. The following requirements are specific to the M.B.A.-e program.

ENROLLMENT REQUIREMENT

All courses and class meetings for the MBA-e program are conducted on campus, and students are required to attend in person.

TIMING REQUIREMENT

A student must complete all program requirements in twenty-two consecutive months.

DISTRIBUTION OF COURSES

To graduate, a student must:

1. Achieve credit in each of the following core courses:

Basics of Accounting	Introduction to Negotiation
Basics of Economics	Competitor
Probability Modeling and Statistics	Customer
Spreadsheet Modeling	Investor
Problem Framing	Sourcing and Managing Funds
Managing Groups and Teams	The Global Macroeconomy

- | | |
|-------------------|-----------------------------------|
| Employee | Innovator |
| Operations Engine | Integrated Leadership Perspective |
| State and Society | |
- Achieve credit in all elective courses in order to meet the 72-unit course requirement. These elective courses are listed at <http://mbae.som.yale.edu/program/curriculum>.

ACADEMIC STANDARDS

Please see Academic Policies in the chapter M.B.A. Degree Program for information about the Yale SOM grading system and other academic standards that apply to the M.B.A.-e program. The following standards are specific to the M.B.A.-e program.

Review Process

A review of the academic progress of all M.B.A.-e students is conducted at the midpoint and end of each term. Students who have received nonproficient grades are brought to the attention of a program director and the M.B.A.-e 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 M.B.A.-e Academic Standards Committee.

The M.B.A.-e executive director will notify all students who are referred to the M.B.A.-e 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 M.B.A.-e Academic Standards Committee

The M.B.A.-e Academic Standards Committee is composed of the Yale SOM deputy dean, the M.B.A.-e executive director and program director, and one ad hoc faculty member.

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.

A student is automatically referred to the M.B.A.-e Academic Standards Committee if he/she:

- Receives a grade of Fail in any course; or
- Receives a grade of Pass in two or more courses within an M.B.A.-e term; or
- Has been previously referred to the committee and receives an additional grade of Pass or Fail.

Academic Grounds for Dismissal

Any student whose academic performance and/or attendance 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 M.B.A.-e 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.-e 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 twenty-two-month program; or
2. Accumulates nonproficient grades in more than 12 units of core courses; or
3. Accumulates failing grades in more than 4 units of core courses; or
4. 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
5. Accumulates nonproficient grades in 21 or more units of core and/or elective courses.

Within two business days of his/her meeting with the M.B.A.-e Academic Standards Committee, the student will be provided by the M.B.A.-e executive director with a written summary of his/her academic standing and the committee's decision and recommendations.

Appeal of Academic Dismissal

A student who has been dismissed by action of the M.B.A.-e 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 elect to extend either of the 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

Attendance

M.B.A.-e 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.

Since participation and attendance are critical to the M.B.A.-e experience for students, their classmates, and study groups, an unexcused absence may jeopardize a student's

academic standing in class. Under these circumstances, those students who miss more than 15 percent of the total number of class sessions for any given course may, at the discretion of the faculty, receive a final course grade of Pass or Fail. The threshold at which unexcused absences may affect a student's grade varies depending on the number of the sessions in the class, as follows:

<i>Class Sessions</i>	<i>Unexcused Absences</i>
Twelve-session class	2 class sessions or 6 hours
Nine-session class	1½ class sessions or 4½ hours
Six-session class	1 class session or 3 hours
Five-session class	¾ class session or 2 hours 25 minutes
Four-session class	½ class session or 1½ hours

No unexcused absences are allowed for a two- or three-session class.

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 executive director.

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

Visiting Scholars Series

The Visiting Scholars Series is a credited course, for which students receive 2 credits per year for a total of 4 credits over the two-year M.B.A.-e program; students are required to attend all sessions of the series. Students' grades are based upon attendance and participation. Students who miss three sessions in an academic year will receive a grade of Pass; students who miss four or more sessions in an academic year will receive a grade of Fail and will not receive credit for the year. If a student receives a grade of Fail, he/she must take another 2-credit Yale SOM elective, approved in advance by a program director, to make up for the credit loss in order to graduate on schedule. A grade of Fail in both years requires a student to make up 4 credits.

Examinations

Students are expected to take all examinations at the scheduled time and submit all take-home exams on the assigned due date. Exams may be rescheduled only in exceptional circumstances such as a religious observance, incapacitating illness, or serious family emergency. Travel arrangements, mild illness, work-related obligations, and the like are not acceptable reasons to change an exam time or miss a deadline.

If there is a need to change the date or time of an exam, written approval must be obtained from the instructor prior to the date and time of the exam, unless the nature of the emergency is such that advance notice is impossible. In the case of delay due to illness, the student must provide a program director with written confirmation of the disabling condition from a healthcare professional providing treatment.

Deadlines for Deliverables

Students are expected to adhere to all deadlines set by faculty. In the event that a student is not able to meet a deadline for an assignment or exam, he/she must request an extension from the instructor. If an extension is granted, the student will submit the assignment by the extension date or risk receiving a grade of Fail for the assignment/exam. The instructor will determine if a late assignment/exam will affect a student's grade. If a student fails to meet a deadline without notifying the instructor, the student will be in jeopardy of not receiving a grade for the assignment/exam.

Incomplete Course Work

For every M.B.A.-e course, 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 instructor and a program director before the last day of class. If the Incomplete is approved, 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 be recorded automatically. Grades of Incomplete in the final term may delay the awarding of a student's degree.

Non-SOM Courses

M.B.A.-e 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 will not be granted permission to take a course that conflicts with the M.B.A.-e class schedule.

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 and an M.B.A.-e program director. 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 should contact the M.B.A.-e assistant director of academic and student affairs, who will enroll the student.

Students may receive credit toward the M.B.A. degree for Yale College courses only if such credit has been authorized in advance by a program director. 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. Yale 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.-e 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. Courses offered by Yale College and the Graduate School typically carry 4 units of credit at SOM.

Independent/Field Study

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/Field Study project must have an adviser who is a member of the Yale full-time faculty; students are responsible for identifying and requesting a faculty member to serve as adviser. Students must submit a Petition for Independent Study that includes the project proposal and the faculty adviser's signature. The proposal must indicate the means by which the student's performance is to be evaluated (e.g., final paper, etc.) as well as the scope of the project and a timeline. The project must be approved by a program director.

Auditing

Students may, with the permission of the instructor, audit Yale 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.

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 of the School, and the aggregate results are available for review on the M.B.A. portal after the grades have been submitted.

International Experience

An optional part of the M.B.A.-e curriculum is the International Experience course, which provides students with the opportunity to travel to one of several destinations around the world to study the local business environment. The cost of the International Experience trip is subsidized by the School of Management; however, airfare and other related expenses are the responsibility of the student. If a student is unable to fulfill the International Experience course requirements or needs to change destinations because of visa issues, a health emergency, or other unforeseen circumstances, Yale SOM will not reimburse the student for the cost of any expenses incurred in canceling flights or other travel arrangements. Students who participate will earn 0.5 unit of credit.

USE OF CAREER DEVELOPMENT OFFICE (CDO) RESOURCES

CDO Workshops

The CDO offers a professional development curriculum for M.B.A.-e students that consists of four seminars over two years. The topics are: Personal Branding; Interviewing and Negotiation Skills; Résumés, Networking, and Building Relationships; and Career Management.

Other Resources

- *Access to Yale SOM's CDO online recruitment system* M.B.A.-e students are provided user IDs and passwords during orientation week.
- *Access to employers* Employer information, including contacts, can be accessed directly via the CDO online recruitment system.
- *Access to healthcare job opportunities* M.B.A.-e students who are looking to change jobs are encouraged to attend corporate presentations and submit résumés and cover letters for positions with healthcare companies (e.g., Pfizer, Chartis, Kaiser Permanente) and with organizations that are recruiting for healthcare-specific roles. Firms will designate positions as M.B.A.-e qualified, which are typically those that require ten to fifteen years' professional experience in the healthcare sector and an M.B.A. degree.
- *Corporate presentations* M.B.A.-e students are invited to healthcare-related networking events and other corporate presentations related to the healthcare industry. Most events are open to all interested students.
- *Student clubs* The CDO does not administer club policies; however the Healthcare and Life Sciences Club historically has taken members from the larger Yale community, including M.B.A.-e students. The CDO encourages interested M.B.A.-e students to join the Healthcare and Life Sciences Club to network with current students. In addition, M.B.A.-e résumés have historically been included in the student healthcare club résumé books that are sent to prospective healthcare employers. The Healthcare Club will compile two résumé books, one for first-year and one for second-year students, the latter of which may include M.B.A.-e résumés.
- *Professional guidance* The healthcare relationship manager in the CDO is available by appointment to speak with M.B.A.-e students to review résumés, make networking recommendations, and give professional career management advice. In addition, students may request to meet with a representative of the Ayers Group, an executive careers management agency with which the CDO has partnered.

TUITION AND FEES

Fees for the M.B.A.-e program include tuition, all course work (except as noted for the International Experience course), as well as a laptop computer, books and study materials, breakfast and lunch on all class days, on-campus parking, and lodging and parking at the Omni New Haven Hotel during summer residencies and on Friday evenings of all weekend sessions. Fees are due on August 1 for the fall term and December 1 for the spring term.

See Tuition Rebate and Refund Policy in the chapter Tuition and Fees for the rebate schedule specific to students in the M.B.A.-e program.

HOUSING

All M.B.A.-e students are required to stay at the Omni New Haven Hotel on Friday evenings of class weekends. The cost of this stay is included in the program fees. Students who wish to extend their overnight stay assume the financial responsibility for any additional nights.

RIGHTS AND RESPONSIBILITIES OF M.B.A.-E STUDENTS

In general, the policies in the chapter Rights and Responsibilities of Students apply to all students, including M.B.A.-e students. The following policies are specific to the M.B.A.-e program.

Laptops

All M.B.A.-e 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.

While using the SOM-issued laptop is not required, it is recommended. SOM-issued laptops have been tested and configured specifically for the program. Since resources are allotted toward the standard-issue laptop, SOM-IT is unable to repair students' personal laptops. The SOM-IT Web page offers students videos and instructions to self-configure their personal laptops, but our SOM-IT staff are unable to offer hands-on help.

See Policies on the Use of Information Technology Facilities in the chapter Rights and Responsibilities of Students for more information.

Academic Support

Students who feel they are in need of additional academic support may either contact the course teaching assistant or the instructor.

Honor Code Committee

In instances when an M.B.A.-e student is referred to the Honor Committee, there will be at least one M.B.A.-e student representative serving on the committee.

Master of Advanced Management (M.A.M.) Program

The Yale School of Management offers a one-year program leading to the degree of Master of Advanced Management (M.A.M.). An M.B.A. or equivalent degree is requisite for admission to the M.A.M. program. This program, established in 2012, is only open to individuals who have graduated within the past two years from a school that is a member of the Global Network for Advanced Management (<http://advancedmanagement.net>). The program requires a year of full-time study in residence, during which the student completes 40 units of course work (the equivalent of ten term-long classes).

The 40 units of course work are chosen from the offerings described in the M.B.A. courses for 2012–2013 or from approved offerings in other Yale schools and departments.

ENROLLMENT REQUIREMENT

The M.A.M. must be completed in two consecutive terms of full-time study, unless a student receives advance permission for a leave of absence (see Leaves of Absence in the chapter General Information).

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 40 units of course work, normally earning 20 in each term. Successful completion of more than 40 units does not offset deficiency in any other degree requirement; and
2. Enroll in and receive a grade in a minimum of 20 units of course work in each term. Further, each student must maintain enrollment in at least five courses during each part of the term. Taking a course overload in any part of the term does not excuse a student from the five-course minimum in any other part of the term.

TIMING REQUIREMENT

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

1. Have achieved Proficiency in at least 10 units of course work; and
2. Have received credit in at least 16 units of course work.

QUALITY STANDARD

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

1. Accumulates nonproficient grades in 11 or more units of course work; or
2. Accumulates fewer than 40 units of course work with a grade of Pass or better.

ACADEMIC STANDARDS

The Review Process, the description of the Academic Standards Committee, and the Appeal of Academic Dismissal are described in the section on Academic Standards in the chapter M.B.A. Degree Program.

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.A.M. 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, or the Quality Standard. Thus, dismissal becomes automatic if a student:

1. Fails to receive credit in 40 units of course work by the end of the normal period of residency; or
2. Fails to receive a grade in at least five courses for each term or part of term; or
3. Accumulates nonproficient grades in 11 or more units of course work.

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 customized course of study 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. Flexibility is a central feature of the doctoral program. We expect area studies to evolve as faculty strengths and interests change and grow.

PROGRAM OFFERINGS

The courses offered in the doctoral degree program may change from year to year according to student and faculty interests. 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 700, Seminar in Accounting Research I; MGMT 701, Seminar in Accounting Research II; MGMT 702, Seminar in Accounting Research III; MGMT 703, Experimental Economics; MGMT 704, Seminar in Accounting Research IV; 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.

Consult the Bulletin of the Graduate School of Arts and Sciences for more information.

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 YALE 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 Yale 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 any 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 as well as online resources, available on the M.B.A. portal, concerning proper citation.

Community Standards

A hallmark of the Yale 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 Yale 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 dean of students. 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 dean of students (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 that 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 Yale 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 of a conflict of interest 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 Yale SOM faculty members. The student must provide the dean with a written request of appeal 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 dean of students, who will act as secretary to the committee. These records will be kept in a confidential, locked file. Only the dean, the dean of students, 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 dean of students to ensure the completeness of the committee files kept in the office of the dean of students.

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 extracurricular programs at Yale SOM. The Office of Student and Academic Services is responsible for the logistical aspects of the International Experience courses, 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 includes 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 Yale SOM. This file contains the student’s application materials, acceptance letter, and registration forms, as well as copies of any additional correspondence with the student. Access to this file is governed by the Family Educational Rights and Privacy Act of 1974 (FERPA). 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 FERPA, student records are accessible to faculty members, deans, and staff members who have a legitimate educational interest in reviewing the records. Students have automatic access to all parts of their own records except confidential 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 a Yale SOM transcript will be released on written request (with a signature) from the student or alumnus/a. To have a transcript issued, a student must complete a Transcript Request form, available from the Office of Student and Academic Services or on the Yale Web site. Enrolled 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 course is an integral part of the core M.B.A. curriculum. All Yale SOM students are expected to complete the International Experience during their first year of study. Students with extraordinary and insurmountable visa issues, serious health concerns, or a family emergency that will force them to delay participation in the course should contact the dean of students for advance 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; completion of the course is required for graduation.

Students who must withdraw from scheduled participation in an International Experience course because of exceptional circumstances will be responsible for assuming any associated nonrecoverable costs incurred by SOM. Since requests to delay the International Experience are individual in nature, all requests for modification to these cancellation charges will be reviewed by the dean of students on a case-by-case basis.

If a student is unable to fulfill a scheduled International Experience course 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

The International Exchange allows students to spend one term studying abroad as partial fulfillment of the requirements for the M.B.A. degree. Specifically, Yale SOM students are permitted to spend the fall term of the second year 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 transcript 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 International Exchange 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 ambassadors for SOM and to represent the School well. While abroad, students are expected to uphold the highest standards of professional behavior. 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, tutoring is available for the quantitative components of the first-year core curriculum. In addition, the School's Professional Communications Center is available to assist with written and/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 should contact the senior associate director of student and academic services and inform the senior associate director of the subject for which the student is seeking tutoring. This request must be made in writing via e-mail at the earliest opportunity once the student determines a need for assistance. It may not be possible to honor requests for tutoring made after the fourth week of the term; the Office of Student and Academic Services will make every effort to accommodate such requests.

If a student who requests tutoring assistance fails to contact an assigned tutor within one week, omits to inform the Office of Student and Academic Services that he/she no longer needs a tutor, or cancels two consecutive appointments with the tutor, the student will forfeit the right to participate in the tutoring program for the remainder of the academic year. If a student cancels a tutoring appointment with less than twenty-four hours' advance notice, a \$25 late cancellation fee will be assessed to the student.

Students should report any issues or concerns with the tutoring program to the dean of students.

Student Workers

Students who are employed by any Yale SOM department are "student workers" and subject to this policy. Student workers include teaching assistants, research assistants, tutors, second-year advisers, CDO coaches, admissions interviewers, and International Experience course assistants, among others. No student may serve as a teaching assistant for any course in which he/she is enrolled for credit.

Student workers are permitted to work up to twenty hours per week during an academic term in which they are registered in only four courses. Student workers registered for more than four courses in a term are permitted to work no more than ten hours

per week. These weekly maximums apply to total hours worked in any combination of student worker roles and positions at Yale and are suspended during academic recess periods. First-year students are discouraged from working while completing the core curriculum. 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.

Course Recording

If the observance of a major religious holiday will prevent a student from attending class, the student should inform the instructor in advance. In the case of an involuntary hospitalization, the student should inform the instructor in advance if possible. Students missing class for these reasons may request to have classes recorded. Classes missed for other reasons, including illness, job interviews, or other personal or professional commitments, will not be recorded. Courses will be recorded only if the instructor is willing to grant permission for video- or audiotaping. Extracurricular events cannot be recorded at student request.

Requests for recording should be made to the senior associate director of student and academic services at least two weeks before a scheduled holiday, or as soon as feasible after an involuntary hospitalization. The senior 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 senior associate director of student and academic services will determine if the course should be videotaped or audiotaped. Core courses are eligible to be videotaped; elective courses or events that affect 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' advance notice. Students missing class for the observance of a major religious holiday or involuntary hospitalization are responsible for obtaining notes or handouts from a classmate and for checking the course Web site for any relevant postings.

Alcohol

Yale 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 and/or served on the SOM campus must be served by a bartender who (1) is certified by TIPS or a similar organization, (2) is

not an SOM student, and (3) 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 dean of students.

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 any community of diverse individuals, unanticipated conflicts or problems may arise. Students who are experiencing or who encounter problems of a personal nature, or who

wish to discuss an issue affecting the entire community, should consult the dean of students. Cases involving possible cheating or plagiarism by students may be brought before the standing student-faculty Honor Committee. These matters should be brought to the attention of the dean of students, 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 brought by a student against a member of the faculty or staff on such bases as race, sex, religion, national or ethnic origin, sexual orientation, or handicap are addressed through the Yale School of Management Dean's Procedure for Student Complaints. This procedure also may be used for informal complaints of sexual harassment brought by students against 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; see Resources on Sexual Misconduct in the chapter Yale University Resources and Services.

The SOM Dean's Procedure is posted on the M.B.A. portal. The University-Wide Procedure for Complaints of Sexual Misconduct can be found at <http://provost.yale.edu/uwc>.

POLICIES AND GUIDELINES OF THE CAREER DEVELOPMENT OFFICE (CDO)

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

CDO Advising Appointments

Advising appointments are made via the CDO Recruiting System. In the event that a student needs to cancel an advising appointment, he/she must do so via the CDO Recruiting System as far in advance as is feasible. For pressing issues that arise between advising sessions, students are encouraged to take advantage of CDO open office hours and relationship manager "Quick Questions" sessions. For "just-in-time" needs, call or stop by the CDO.

CDO Workshops

The CDO offers a series of development workshops during the academic year; the schedule for this curriculum is listed on the M.B.A. portal. For those sessions that require an RSVP, please be respectful of your peers and SOM staff by canceling in advance if you have a change in plans. Doing so will enable other students to attend in your place.

CDO Résumé Database/Résumé Review Process

The CDO organizes an annual class Résumé Database for employers. To ensure consistency and ease of use by all potential Yale SOM employers, students are required to submit résumés written and formatted according to the SOM résumé template; résumés not meeting the SOM template format will be excluded from the Résumé Database. Students who wish to opt out of the SOM M.B.A. Résumé Database must inform the CDO by e-mail by the résumé deadline (to be announced).

Employer Events and Interactions

Students will interact with employers throughout their experience at Yale SOM. Whether in educational or recruiting contexts, students are expected to represent themselves and the School well by conducting themselves professionally. Professional conduct includes asking relevant and appropriate questions during Q&A sessions and appropriately managing attendance (“no showing,” arriving late, leaving early, etc., are examples of poor professional conduct). For student clubs organizing company visits, relevant “trek preparation” material that further discusses various aspects of professionalism is available.

Class Attendance

Students may not miss class for interviews, recruiting events, or travel related to these or other recruiting activities. Employers may not require a student, as a condition of his or her employment candidacy, to interview or attend an event at a time that conflicts with his or her individual academic schedule. To allow students to avoid class conflicts, the CDO expects that all interviews, other than on-campus interviews scheduled through the CDO, take place on non-class days.

Recruiting Period for Internships

In order to give employers equal access to qualified candidates, to give students sufficient time to explore relevant internship opportunities, and to allow students to have the benefit of the School’s career management preparatory curriculum, first-year recruiting events should not be held before the internship recruiting period begins on September 27, 2012. Yale SOM asks that firms recruiting both on and off campus begin interviewing students on or after the first day of on-campus recruiting, Wednesday, January 2, 2013.

Interviewing

Students are expected to act in good faith when applying to positions and interviewing. Upon verbal or written acceptance of an employment offer, a student must cease interviewing with other firms and cancel all scheduled interviews. Sending a note of explanation/apology for canceling upcoming interviews is an expected professional courtesy and an important part of long-term relationship management. Cancellations for any reason that occur less than two days before a scheduled interview require that students copy the appropriate relationship manager on the e-mail to the firm.

Offer Timelines and Acceptance Policy

Offer timelines, for both internship and full-time offers, should not preempt a student’s ability to participate in the on-campus recruiting process. For internship offers, Yale SOM recommends a decision period of three to four weeks. Full-time offers extended on or after the start date of full-time on-campus interviewing (October 9, 2012) should permit students four weeks to make a decision. For full-time offers extended at the completion of a summer internship, SOM recommends that the student work with employers to agree on a deadline that allows the student to continue to participate in on-campus recruiting if he or she wishes to do so.

In general, SOM asks that students work with employers to identify mutually agreeable offer response deadlines. A student who feels that the amount of time permitted to make a decision is not reasonable should communicate to the firm how much time is required and why the time is needed. Students who are unable to secure a reasonable decision period should contact the CDO to discuss next steps.

After accepting an offer, students must complete the M.B.A. Employment Survey in the CDO Recruiting System.

POLICIES ON THE USE OF INFORMATION TECHNOLOGY FACILITIES

All members of the Yale SOM community are expected to be aware of and comply with the following policies and procedures, which are intended to ensure the reliable and secure delivery of information technology services in support of the academic and administrative mission of the School.

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 Yale 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 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 these policies 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. When appropriate, violations will be forwarded to the SOM Honor Committee for review.

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.
- *Password security* 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.
- *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.
- *Data security* 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.

- *Data backup* Your computer comes with a preconfigured data backup program and service. Become familiar with its operation and ensure that your information is properly being protected by periodically reviewing the history log.
- *Classroom technology* 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.
- *Problem resolution* 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 at 203.432.7777 or somit@yale.edu 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 Yale 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 is subject to the requirements and restrictions of the Office of the Secretary of Yale University. For further information, contact the Yale School of Management Office of Communications (121 Whitney Avenue) at 203.432.6009 or som.extra@yale.edu.

M.B.A. Courses for 2012–2013

Course descriptions can be found on the M.B.A. portal.

FALL-TERM CORE COURSES

MGT 401a, Managing Groups and Teams 1 unit. Victor H. Vroom, Victoria Brescoll

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. Jeffrey Sonnenfeld

MGT 408a, Introduction to Negotiation 0.5 unit. Barry Nalebuff, Daylian Cain

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, Ian Shapiro

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, Lorenzo Caliendo

MGT 430b, Integrated Leadership Perspective 2 units. William N. Goetzmann

FALL-TERM ELECTIVE COURSES

MGT 509a, Financial Analysis and Management 4 units. Rick Antle

MGT 525a, Competitive Strategy 4 units. Sharon M. Oster

MGT 527a, Strategic Management of Nonprofit Organizations 4 units.
Sharon M. Oster

- MGT 529a, Global Social Entrepreneurship** 4 units. Tony Sheldon
- MGT 541a, Corporate Finance** 4 units. Heather E. Tookes
- MGT 543a, Financial Instruments and Contracts** 4 units. Hongjun Yan
- MGT 548a, Real Estate** 2 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 561a/F&ES 818a, Energy Technology Innovation** 4 units. Arnulf Grubler
- MGT 563a/F&ES 814a, Energy Systems Analysis** 4 units. Arnulf Grubler
- MGT 587a, Managing Global Catastrophes** 4 units. Jeffrey E. Garten
- 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 621a, Managing Social Enterprises** 4 units. Kathryn M. Cooney
- MGT 628a, Philanthropy in Action** 4 units. Maxim Thorne
- MGT 635a, Venture Capital and Private Equity Investments** 4 units.
David M. Cromwell
- MGT 640a, Evolution of Central Banking and Responses to Crises** 4 units.
Rakesh Mohan
- MGT 643a, Operating a Hedge Fund** 4 units. Leon Metzger
- MGT 650a, YCCI: Topics in Customer Insights** 4 units. Nathan Novemsky
- MGT 688a/F&ES 807a, Corporate Environmental Management and Strategy**
4 units. Marian R. Chertow
- MGT 695a/LAW 20051, Nonprofit Organizations Clinic** 2 units. John G. Simon
- MGT 696a, Markets, Norms, and Regulations** 1.5 units. Tim Collins, Robert Post
- 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** 4 units. Edward H. Kaplan
- MGT 830a, Insight to Outcome** 2 units. Thomas S. Wurster
- MGT 840a, Corporate Governance** 2 units. Shyam Sunder
- MGT 841a, Venture Capital** 4 units. Olav Sorenson

- MGT 860a, Managing in Times of Rapid Change** 2 units. Richard Foster
- MGT 866a, Innovation in Government** 2 units. Eric Braverman
- MGT 889a, Management, Leadership, and Literature** 2 units. Shyam Sunder
- MGT 895a, International Real Estate** 2 units. Kevin Gray
- MGT 896a, Legal Aspects of Entrepreneurship** 4 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,
Shyam Sunder
- MGT 949a, Private Equity Investing** 4 units. Michael Schmertzler
- MGT 984a/HIST 985a/PLSC 716a, Studies in Grand Strategy, Part II** 4 units.
John Gaddis
- MGT 992a, Healthcare Strategy** 4 units. Jason Abaluck
- SPRING-TERM ELECTIVE COURSES**
- MGT 507b, Business Plan Writing for Not-for-Profits** 4 units. Sharon M. Oster,
Stanley J. Garstka
- MGT 522b, Marketing to the Poor in Developing Countries** 4 units.
A. Mushfiq Mobarak
- MGT 525b, Competitive Strategy** 4 units. Arthur Campbell
- MGT 525b, Competitive Strategy** 4 units. Fiona M. Scott Morton
- MGT 526b, Economic Strategy for Doing Business in Developing Countries** 4 units.
A. Mushfiq Mobarak
- MGT 530b, Strategic Management** 4 units. Amandine Ody-Brasier
- MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 532b, Business Ethics Meets Behavioral Economics** 2 units. Daylian Cain
- MGT 535b, Managing Strategic Networks** 2 units. Marissa D. King
- MGT 538b, Mastering Influence and Persuasion** 4 units. Zoe Chance
- 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 557b, Design and Marketing of New Products** 4 units. Subrata K. Sen
- MGT 558b, Consumer Behavior** 2 units. Shane Frederick

- MGT 565b/ECON 527b/LAW 21458, Behavioral and Institutional Economics**
4 units. Robert Shiller
- MGT 574b, Management of Quality** 2 units. Arthur J. Swersey
- MGT 585b, Washington and Wall Street: Markets, Policy, and Politics** 4 units.
Jeffrey E. Garten, Stephen Roach
- MGT 588b, Globalization and Transformational Leadership** 4 units.
Jeffrey E. Garten
- 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 625b, Nonprofit Management in a Dynamic Environment** 4 units.
Kathryn M. Cooney
- MGT 630b, Managing Healthcare Organizations** 4 units. Ingrid M. Nembhard
- MGT 635b, Venture Capital and Private Equity Investments** 4 units.
David M. Cromwell
- MGT 650b, YCCI: Topics in Customer Insights** 4 units. Nathan Novemsky
- MGT 682b/F&ES 802b, Valuing the Environment** 4 units. Robert Mendelsohn
- MGT 686b/F&ES 819b, Strategies for Land Conservation** 4 units.
Bradford S. Gentry
- MGT 689b/F&ES 883b, Advanced Industrial Ecology Seminar: The Energy Industry**
4 units. William Ellis
- MGT 695b/LAW 21056, Nonprofit Organizations Clinic** 2 units. John G. Simon
- MGT 698b, Healthcare Policy, Finance, and Economics** 4 units. Howard P. Forman
- MGT 699b, Healthcare Leadership Seminar** 2 units. Howard P. Forman
- MGT 801b, Financial Analysis in Not-for-Profits I** 2 units. Rick Antle
- MGT 802b, Financial Analysis in Not-for-Profits II** 2 units. Rick Antle
- 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 (Part 1)** 2 units. Jonathan S. Feinstein
- MGT 823b, Public Sector Economics (Part 2)** 2 units. Jonathan S. Feinstein

- MGT 825b, International Trade** 2 units. Lorenzo Caliendo
- MGT 826b, International Macroeconomics** 2 units. Lorenzo Caliendo
- 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 842b, Financing Green Technologies** 2 units. Richard Kauffman
- MGT 846b, Microfinance and Economic Development** 2 units. Tony Sheldon
- MGT 848b, A History of Financial Market Fraud: A Forensic Approach** 2 units.
James Chanos
- MGT 850b, Marketing in Emerging Markets** 2 units. K. Sudhir
- 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. Keith Chen, Shane Frederick
- MGT 856b, Managing Marketing Programs** 2 units. Ahmed Khwaja
- MGT 859b, Strategic Marketing Leadership: The Role of a Chief Marketing Officer**
2 units. Ravi Dhar, Arun Sinha
- MGT 860b, Managing in Times of Rapid Change** 2 units. Richard Foster
- MGT 861b, Philanthropic Foundations** 2 units. Jack Meyers
- 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, Healthcare Operations** 2 units. Elisa Long
- MGT 881b, Managing Organizational Politics** 2 units. Paul Bracken
- MGT 884b, Managing Education Reform** 2 units. Garth Harris
- MGT 885b, Law and Management** 2 units. Stephen Latham
- MGT 891b, The Financial System** 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

Ph.D. Courses for 2012–2013

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

General Information

LEAVES OF ABSENCE

Students are expected to complete the M.B.A. program in two consecutive years and the Master of Advanced Management program in one year. 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 dean of students. Students who wish to take a leave of absence must petition the dean of students 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 dean of students 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 dean of students 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 dean of students 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 dean of students 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 dean of students 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 in the chapter Tuition and Fees). 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 dean of students 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 dean of students, 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 dean of students regarding withdrawal. The dean of students 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 dean of students, 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 Policy in the chapter Tuition and Fees. 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 dean of students. 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 dean of students 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 2012–2013 the M.B.A. program tuition is \$55,050; in addition, students are charged a mandatory program fee of \$1,480. 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 2012–2013 the estimated budget for a single first-year student for tuition, books, fees, and all living costs is \$82,206; the estimated single-student budget for a second-year student is \$80,706.

Annual tuition for the Master of Advanced Management program for 2012–2013 is \$55,050; the program fee is \$380. The estimated single-student budget is \$79,506.

The total program fee for the M.B.A. for Executives: Leadership in Healthcare program in 2012–2013 is \$149,100 for first-year students and \$142,000 for second-year students. This fee includes tuition, a laptop computer, books, study materials, breakfast and lunch on all class days, on-campus parking, and lodging and parking at the Omni New Haven Hotel during summer residencies and on Friday evenings of all weekend sessions.

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 2012–2013, the last days for refunding federal student aid funds will be, in the fall term: November 28, 2012, for students in the M.B.A.-e program and, for students in the full-time programs, October 28, 2012, for second-year students and October 25, 2012, for first-year students; and, in the spring term: May 22, 2013, for students in the M.B.A.-e program and, for students in the full-time program, April 4, 2013, for second-year students and March 30, 2013, for first-year students.
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 (in the fall term: September 8, 2012, for students in the M.B.A.-e program and, for students in the full-time programs, September 7, 2012, for second-year students and August 30, 2012, for first-year students; and, in the spring term: March 2, 2013, for students in the M.B.A.-e program and, for students in the full-time programs, January 23, 2013, for second-year students and January 24, 2013, for first-year students).
 - 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 (in the fall term: October 3, 2012, for students in the M.B.A.-e program and, for students in the full-time programs, September 23, 2012, for second-year students and September 16, 2012, for first-year students; and, in the spring term: March 27, 2013, for students in the M.B.A.-e program and, for students in the full-time programs, February 7, 2013, for second-year students and February 10, 2013, for first-year students).
- 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 (in the fall term: November 13, 2012, for students in the M.B.A.-e program, and, for students in the full-time programs, October 19, 2012, for second-year students and October 14, 2012, for first-year students; and, in the spring term: May 7, 2013, for students in the M.B.A.-e program and, for students in the full-time programs, March 26, 2013, for second-year students and March 20, 2013, for first-year students).
 - 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, funds will be returned in the order prescribed by federal regulations; namely, first to Federal Direct Unsubsidized 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 withdraw are required to have an exit interview before leaving Yale. Students leaving Yale receive instructions on completing this process from Yale Student Financial Services.

NAMED SCHOLARSHIPS

General Merit Scholarships

Joseph Wright Alsop (Ph.B. 1898) Memorial Scholarship
 Shanna and Eric Bass '05 M.B.A. Scholarship
 The Professor David Berg Leadership Scholarship
 Donald G. Borg Fellowship
 George G. Brooks Jr. Fellowship
 John G. Conley Scholarship
 H. Stuart Harrison Fellowship
 Irene A. Loukides Scholarship
 David I. Mazer Scholarship
 H. Hugh McConnell Scholarship
 Betsy R. Pace '80 and William B. Pace '80 Scholarship
 Donald Rappaport '47 and Susan Rappaport Scholarship
 John F. Riddell Memorial Fellowship
 Richard A. Robertson III Fellowship
 Samuel B. Sutphin Fellowship

Scholarships by Area of Interest

Frederick Frank Fellowships for Language Study

Jess Morrow Johns Memorial Scholarship for Advertising and Marketing

Joseph C. McNay Fellowship in Finance

The Jane Mendillo YC '80, '84 M.B.A. and Ralph Earle '84 M.B.A. Scholarship

Paolo Zannoni Scholarship

Diversity Scholarships

Consortium for Graduate Study in Management Fellowship

Edward J. De La Rosa and Elaine F. Tumonis Scholarship

Hechinger Scholarship

National Society of Hispanic M.B.A.s UPP Scholarship

Scholarships for Women

Forté Foundation Fellowship

Janet (Ginger) Gelb Scholarship

Joint-Degree Scholarships

Yale School of Management (SOM) and Yale School of Forestry & Environmental Studies (F&ES)

Michael P. Dowling Scholarship

Emmett Family Fellowship

Frederick V. Ernst '60 Scholarship

Jacqueline C. and John P. Hullar Scholarship

Carl W. Knobloch, Jr. Fellowship

Gordon and Betty Moore Fellowship

David and Karen Sobotka Scholarship

Various Joint-Degree Programs

Sheldon L. Sussman Family Scholarship

Regional, United States

Frederick T. Holliday & Frederick T. Holliday, Jr. Memorial Scholarship

G. Harold Welch Scholarship

United States and International

The Sim Family Foundation Scholarship

Regional, International

Laura Cha (Shi Mei Lun) Scholarship

YQ Scholarship

Kevin Y. Zhang Scholarship

Silver Scholars Program Scholarships

Roberts W. Brokaw YC '72, GRD '72 Free-Enterprise Scholarship

Robert C. Busch Class of 1954 Scholarship

Other

Teach For America Scholarship

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, or visit www.yale.edu/sfs/contactus.

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. Yale does not mail paper bills.

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 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 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 20. For additional information, please contact Student Financial Services at 203.432.2700 and select “Press 1” from the Main Menu. The enrollment link can be found online in the Yale Payment Plan section of the Student Accounts Web site: www.yale.edu/sfas/financial/accounts.html#payment.

Yale University Resources and Services

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 (OIA) 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 <http://world.yale.edu/oia>.

The Office of International Students and Scholars (OISS) 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 description in this bulletin and 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.

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 2012–2013 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

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/understand-your-coverage.

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 fee. 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/understand-your-coverage.

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 fees 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 fee 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. Fees 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. Fees 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). Fees 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, 2008. 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, 2012. 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 Web site (www.yalehealth.yale.edu/forms) 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 course accommodations at Yale University contact the Resource Office by June 15. 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).

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 it is a violation of Yale policy and the disciplinary regulations of Yale College and the graduate and professional schools.

Sexual misconduct incorporates a range of behaviors including rape, sexual assault (which includes any kind of nonconsensual sexual contact), 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. Yale provides a range of services, resources, and mechanisms for victims of sexual misconduct. The options for undergraduate, graduate, and professional school students are described at <http://smr.yale.edu>.

SHARE: Advocacy, Information, and Support

24/7 hotline: 203.432.2000
<http://sharecenter.yale.edu>

SHARE, the Sexual Harassment and Assault Response and Education Center, has trained counselors available at any time of day or night via its direct hotline to discuss sexual misconduct with any member of the Yale community. SHARE counselors offer confidential or anonymous support and help callers make informed decisions. SHARE can provide professional help with medical and health issues (including accompanying students to the hospital), as well as advice and assistance with contacting police and/or initiating a complaint. SHARE works closely with the University-Wide Committee on Sexual Misconduct, the Title IX coordinators, the Yale Police Department, and other campus resources.

If you wish to make use of SHARE's services, you can call the crisis number (203.432.2000) at any time. Some legal and medical options are time-sensitive, so if you have been assaulted, we encourage you to call SHARE and/or the Yale Police as soon as possible. Counselors can talk with you over the telephone 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 with 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.

Title IX Coordinators

<http://provost.yale.edu/title-ix>

Title IX of the Education Amendments of 1972 protects people from sex discrimination in educational programs and activities at institutions that receive federal funding. Sex discrimination includes sexual harassment, sexual assault, and other forms of misconduct.

The University is committed to providing an environment free from discrimination on the basis of sex.

Each school, including Yale College, has assigned a senior administrator to act as a Title IX coordinator. Coordinators provide information, track and resolve complaints, and address issues relating to gender-based discrimination and sexual misconduct within their respective schools. Coordinators are knowledgeable about, and will provide information on, all options for complaint resolution, and can initiate institutional action when necessary. They also work closely with the SHARE Center, the University-Wide Committee on Sexual Misconduct, and the Yale Police Department.

University-Wide Committee on Sexual Misconduct

203.432.1834 (business hours)

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

The University-Wide Committee on Sexual Misconduct (UWC) is an internal disciplinary board for complaints of sexual misconduct available to students, faculty, and staff across the University, as described in the committee's procedures. The UWC strives to address allegations of sexual misconduct fairly and expeditiously and has procedures for both formal and informal resolutions. Core UWC members can answer inquiries about procedures and the University definition of sexual misconduct. Operated from the Provost's Office, the UWC is comprised of faculty, administrative, and student representatives from across the University. In cases where formal resolution is sought, investigations are conducted by professional, independent fact finders.

Yale Police Department

24/7 hotline: 203.432.4400

<http://publicsafety.yale.edu/departement-information#sensitvecrimes>

The Yale Police Department (YPD) offers 24-hour availability by telephone and walk-in for confidential consultations regarding possible criminal investigations and actions. The YPD can provide information on available victims' assistance services and also has the capacity to perform full criminal investigations. If you wish to speak with Sergeant Robbins-Hoffman, the Sensitive Crimes coordinator, she can be reached at 203.432.9547 during business hours or via e-mail at marnie.robbs@yale.edu. The YPD works closely with the New Haven State's Attorney, the Yale SHARE Center, the University's Title IX coordinators, and various other departments within the University. Talking to the YPD does not commit you to collecting evidence or pressing charges; with few exceptions, all decisions about how to proceed are up to you.

OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

The Office of International Students and Scholars (OISS) coordinates services and support for Yale's nearly 4,500 international students, faculty, staff, and their dependents. OISS staff provides assistance with issues related to employment, immigration, and personal and cultural adjustment, as well as serves as a source of general information about

living at Yale and in New Haven. As Yale University's representative for immigration concerns, OISS can provide assistance to students, faculty, and staff on how to obtain and maintain legal nonimmigrant status in the United States. All international students and scholars must register with OISS as soon as they arrive at Yale; see www.yale.edu/oiss/coming/arrival/oiss.

OISS programs, like the Community Friends hosting program, daily English conversation groups, U.S. culture workshops and discussions, bus trips, and social events, provide an opportunity to meet members of Yale's international community and become acquainted with the many resources of Yale University and New Haven. Spouses and partners of Yale students and scholars will want to get involved with the International Spouses and Partners at Yale (ISPY), which organizes a variety of programs for the spouse and partner community.

The OISS Web site (www.yale.edu/oiss) provides useful information to students and scholars prior to and upon arrival in New Haven, as well as throughout their stay at Yale. International students, scholars, and their families and partners can connect with OISS and the Yale international community virtually through several listservs and Facebook.

OISS is housed in the International Center for Yale Students and Scholars, which 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—located at 421 Temple Street, across the street from Helen Hadley Hall—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. For information about the center, visit www.yale.edu/oiss/about/icenter.

CULTURAL, RELIGIOUS, AND ATHLETIC RESOURCES

Two sources of information about the broad range of events at the University are the *YaleNews* Web site at <http://news.yale.edu> and the Yale Calendar of Events, an interactive calendar available online at <http://events.yale.edu/opa>. *YaleNews* also features news about Yale people and programs, as well as videos and slide-shows.

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.

The Yale University Art Gallery is the oldest college art museum in the United States, having been founded in 1832 when the patriot-artist John Trumbull gave more than one hundred of his paintings to Yale College. Since then its collections have grown to more than 200,000 objects ranging in date from ancient times to the present. In addition to its world-renowned collections of American paintings and decorative arts, the gallery is noted for 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; the Société Anonyme Collection of early-twentieth-century European and American art; Impressionist, modern, and contemporary works; Asian art; African art; art of the ancient Americas; and Indo-Pacific art. The gallery is in the final phase of a comprehensive expansion project that began with the restoration and renovation of the landmark Louis Kahn building (1953), completed in 2006, and continues today with the renovation and restoration of the Old Yale Art Gallery (1928) and Street Hall (1866). The current phase of construction will unite all three buildings into a cohesive whole opening in December 2012. 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. For more information, please visit www.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 nondenominational 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 Thursday from 8:30 a.m. to 11 p.m., and Sunday evenings from 5 to 11 p.m. Additional information is available at www.yale.edu/chaplain.

The Payne Whitney Gymnasium is one of the most elaborate and extensive indoor athletic facilities in the world. This complex includes the 3,100-seat John J. Lee Amphitheater, the site for many indoor varsity sports contests; the Robert J. H. Kiphuth Exhibition Pool; the Brady Squash Center, a world-class facility with fifteen international-style courts; the Adrian C. Israel Fitness Center, a state-of-the-art exercise and weight-training complex; the Brooks-Dwyer Varsity Strength and Conditioning Center; the Colonel William K. Lanman, Jr. Center, a 30,000-square-foot space for recreational/intramural play and varsity team practice; the Greenberg Brothers Track, an eighth-mile indoor jogging track; the David Paterson Golf Technology Center; and other rooms devoted to fencing, gymnastics, rowing, wrestling, martial arts, general exercise, and dance. Numerous physical education classes in dance (ballet, 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 third 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 and special collections. Third-largest among the university libraries in the United States, the Yale University Library contains approximately 12.8 million volumes, half of which are in the central libraries. Students have access to the physical collections and study spaces of all the libraries at Yale, as well as to a vast array of online and digital resources. For more information, visit www.library.yale.edu.

Degrees Conferred, 2012

MASTER OF BUSINESS ADMINISTRATION

Dai Agawa (joint-degree program, M.A., International Relations)
King Edward Aguilar
Daniel Scott Alterbaum (joint-degree program, J.D., Law School)
Juan Camilo Alvarez Arcila
Maclean Teye Amlalo
Saif Anwar
Jason Theo Arvanites
Thomas Patrick Aylward
Prashant Ramakrishna Babu
Matthew Kenneth Baer
Samik Basu
Jonathan L. Beauford
Jennifer Eve Belliveau
Daniel Nathan Berenson
Sarah Katharine Berk
Mihir Sudhir Bhatia
Sanjin Bićanić
Jay Velji Bid
David Soroushian Bisson
Lindsey Marissa Blumenthal
Valentin Ognianov Bohorov
Jim Bojko
Kelly Elizabeth Bougere
Joshua Cherubin Brau (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
Elizabeth Brockland
Christina Lynn Bruno
Timothy Paul Bundy, Jr.
Richard Anthony Buonaiuto
Mena A. Cammett
Wei Cao
Katherine Cappelletti
Jacqueline Allison Carter (joint-degree program, J.D., Law School)
Ryan Christopher Catania
Feng Chang
Howard Kai-hao Chang (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
Nai-Chung Chang
Saion Chatterjee
Claus Robert Cochanski
Eduardo Creel Sánchez-Navarro
Mollie Ann Crudden
Alison Creegan Damaskos
Bradley Robert Davis
Kathryn Elizabeth Davis
Fauzia Sultana Dawood
Caitlin Jo Dean
Yusuf Gökay Dedeoğlu
Jason Michael Degnan-Rojeski
Agustin Gerardo Del Rio Cabrero
Fei Deng
Kedar Deshpande
Samuel Paul Dostart
Courtney Leigh Drake
Xiran Du
Rishab Dugar
Arjun Duraisamy Ganesan
Merve Emminik
Jessica Feingold (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
Colleen Ferrand-Andrew
Brenton Michael Ferrara
Diego Figueroa
John Edward Fitzgerald
Jessamine Williams Fitzpatrick (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
Jamie Brooke Forseth
Christopher Freeberg
Patricia Canby Gadsden
Priyanka Garg
Kate Garroway
Steven James Gluth
Andrew Thomas Goff

Matthew S. Goldstein (joint-degree program, M.E.Sc., School of Forestry & Environmental Studies)
 Alejandro Gomez
 Diego Patricio Granizo
 Dominick Nathan Grant (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
 Lee Anne Grant
 Elizabeth Alyn Greenberg
 Elliot Andrew Greenberger
 Clinton Dean Grusd
 Andrea Ackley Gudis
 Varun Gulati
 Anshul Gupta
 Erin Elizabeth Haley
 Bryce William Hall
 Dorothy March Halsey
 Katherine Xuejiao Han
 Jason Robert Harp
 Joeffrey Robert Hatton
 Gretchen Beth Haughney
 Yingying He
 Benjamin Goldman Healey (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
 Andrew Clarke Herron
 Christopher Michael Hines (joint-degree program, J.D., Law School)
 Jennifer Hsu
 Wenxi Huang
 Christopher Lynton Hurtado (joint-degree program, J.D., Law School)
 Matthew C. Iames
 Sandra O. Idehen
 Adani Illo
 Shawn R. Isakson
 Gregory Alan Jacobs
 Siddharth Jain
 James C. Johnson
 Kelly Michelle Johnson
 Benjamin Peter Jones
 Robert Alan Jones, Jr.
 Jing Ju
 Ravikant Venkat Kalluri
 Neil Kamdar
 Sumeet Kaur
 Aaron Oscar Kaye
 Dhruv Chand Khanna
 Jason Robert Klein
 Justin Klotsche
 Philip Andrew Kroger
 Matthew Reid Kruse (joint-degree program, M.D., School of Medicine)
 Sanjay Kumar
 Imran Lakhani
 Alana Katharyn Laudone
 Andrew Zachary Lebwohl
 Michal J. Lementowski
 Huei Li Leow
 Emily Lauren Levada
 Alexandra Tabitha Lieberman (joint-degree program, M.E.M., School of Forestry & Environmental Studies)
 Brian Yeong-An Lim
 Alexander Liu
 Jiaxin Liu
 Bernardo Loitegui
 Joseph Anthony Lombardo III
 Abigail Adams Lowell
 Matthew Duane Lytton
 Liya Ma
 Daniel Anthony Magliocco
 Sanjot Malhi
 Azeem Malik
 Jennifer Lynn Mancke
 Gayende Kwesi Martin
 Jennifer Adams McColloch
 Marysunny McCoy
 Megan Mary Geneva McGinnis
 Elizabeth Dickson McNamee
 Mehul V. Mehta
 Mason Allen Miller
 Rebecca Rose Miller
 Suyash Mishra
 Ken Miwada
 Michael Mossoba
 Michael Friedrich Mueller

Sally Ann Nicholas
Michael Paul Nichols
Mark Vincent Nieto
Brian Joseph Owino Oduor (joint-degree
program, M.E.M., School of Forestry
& Environmental Studies)
Kayo Osaka
Julia Lenore Otis
Kristen Beth Palumbo
Choongwon Park
Daniel Farnum Peck III
Bingzheng Pei
John Anthony Perez
Joseph Hall Pettit
Randall Aaron Pinchuk
Harsh Vardhan Poddar
Socheata Poeuv
Sam Pogosov
Emma Rachel Pollack-Pelzner
Lisa Wing Poon
Sarang Deepak Potdar
Samantha Jean Prouty
Luke Putz
Anthony Victor Ramirez III
Steven Harold Reis
Qianqing Ren
Jariel Aron Rendell (joint-degree
program, J.D., Law School)
Megan Brooks Richer
Jacob Michael Ritvo
Alexander M. Roberts
David E. Rodriguez, Jr.
Kelly Ann Rohrs
Julia Rozovsky
Claire Fraser Ruud
Srinath Sabapathy (joint-degree
program, M.E.M., School of Forestry
& Environmental Studies)
Luis Antonio Saucedo
Joseph Patrick Savarimuthu
Daniel Schier
Gabriel Schiriak
Matthew Tangjerd Schmitt
Justin Paul Schoolmaster
Michael Christopher Schultz

Jonathan Everett Shafer
Richa Sharda
Nithyasri Sharma
Tracy Anne Shepard
Nicholas Andrew Shultz
Samantha Rose Siegal
Kathryn Veronica Siegel (joint-degree
program, M.E.M., School of Forestry
& Environmental Studies)
Henry Adrian Silver
Yusuf Sire
Erin Solano
Jinyuan Song
Yi Song
Rahul Kumar Sood
Kevin John Spinella
Prashant Srivastava
Julie Nicole Stern
MuYang Brandon Sun
Logan Suriano
Salman Hussain Syed
Christopher William Taylor
Edward Thai
Joerose Tharakan
Karina Maria Totah
Edward Theodore Trevino II
Franco Trovó
Marina Alexandra Veber
Balaji Venkataraman
Arun Itty Verghese
Zhaonan Wang
Ashton Robert Webb
William Werkmeister, Jr.
Lindsey Elizabeth White
John Howell Whitney
Andrew Ross Wishner
Jiaming Wu
Chao Xu
Jing Yao
Byron Ye
John Robert Young
Jason Michael Zahorchak
Liang Zhang

**MASTER OF BUSINESS ADMINISTRATION —
LEADERSHIP IN HEALTHCARE**

Padmanabha Bhatta

Karolyn Kay Cheng

Kimberly A. Davis

Serena Losi DelBasso

James Bruce DeStephens, Jr.

Thomas Dow

Deirdre Allison Lash Habermehl

Katherine D. Hein

John Joseph Hillgen IV

Michael Wayne Hudson

Shannon Marie Kampa

Laurent Laor

Ramon Millan

Todd McMichael O'Brien

Resul Kaan Ozbayrak

Apoorva Mohit Patel

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, <http://admissions.yale.edu>

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. 1810. 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 visit <http://art.yale.edu>, write to artschool.info@yale.edu, or call the Office of Academic Affairs at 203.432.2600. Postal correspondence should be directed to the Office of Academic Affairs, Yale School of Art, PO Box 208339, New Haven CT 06520-8339.

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 visit www.architecture.yale.edu, write to gradarch.admissions@yale.edu, or call 203.432.2296. Postal correspondence should be directed to the Yale School of Architecture, PO Box 208242, New Haven CT 06520-8242.

School of Nursing Est. 1923. Courses for college graduates. Master of Science in Nursing (M.S.N.), Post Master's Certificate, Doctor of Nursing Practice (D.N.P.). 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. 1925. 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.), Master of Advanced Management (M.A.M.). 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.

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 Director of the Office for Equal Opportunity Programs, 221 Whitney Avenue, 203.432.0849 (voice), 203.432.9388 (TTY). For additional information, see www.yale.edu/equalopportunity.

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>.

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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