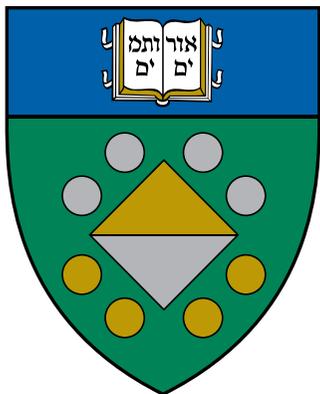


School of Management

2014–2015



BULLETIN OF YALE UNIVERSITY

Series 110 Number 6 July 20, 2014

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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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Calendars

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

Fall 2014

Aug. 13–15	W–F	Class of 2016 Math Camp (by invitation only)
Aug. 18–24	M–SU	Incoming Student Orientation
Aug. 25–29	M–F	MGT 401, Managing Groups and Teams, meets (all sessions required for this core course)
Aug. 27	W	Fall-term elective classes begin; Add/Drop begins
Aug. 29	F	Make-up: Monday electives meet
Sept. 1	M	Labor Day; classes do not meet; administrative offices closed
Sept. 2	T	Session-1 core classes begin
Sept. 3	W	Last day to add full-term and session-1 courses, 11:59 p.m.
Sept. 5	F	Core courses meet (attendance required)
Sept. 17	W	Last day to drop full-term and session-1 courses, 11:59 p.m.
Oct. 9	TH	Elective classes end
Oct. 10–11	F–SA	Session-1 elective final exam period
Oct. 16	TH	Session-1 core classes end
Oct. 17–19	F–SU	Session-1 core final exam period
Oct. 20	M	Classes resume; session-2 classes begin
Oct. 27	M	Last day to add session-2 courses, 11:59 p.m.
Oct. 31	F	Session-1 grades due, 5 p.m.
Nov. 10	M	Last day to drop session-2 courses, 11:59 p.m.
Nov. 21	F	Thanksgiving recess begins; classes do not meet
Dec. 1	M	Classes resume
Dec. 9	T	Classes end
Dec. 10	W	Session-2 classes that meet on Wednesdays only end
Dec. 10–16	W–T	Final exam period (electives and core)
Dec. 11	TH	Session-2 classes that meet on Thursdays only end
Dec. 17	W	Winter recess begins

Spring 2015

Jan. 2	F	Fall-term grades due, 5 p.m.
Jan. 12	M	Spring-term classes begin; Add/Drop begins
Jan. 16	F	Make-up day: Monday classes meet (electives and core)
Jan. 19	M	Martin Luther King, Jr. Day; classes do not meet; administrative offices closed
Jan. 20	T	Last day to add full-term and session-1 courses, 11:59 p.m.
Feb. 2	M	Last day to drop full-term and session-1 courses, 11:59 p.m.
Feb. 13	F	MGT 425, The Global Macroeconomy, meets (attendance required for this core course)
Feb. 24	T	Classes end
Feb. 25	W	Classes that meet on Wednesdays only end
Feb. 25–27	W–F	Session-1 final exam period (electives and core)
Feb. 26	TH	Classes that meet on Thursdays only end
Feb. 28	SA	Spring recess begins
Mar. 10	T	International Experience begins
Mar. 13	F	Session-1 grades due, 5 p.m.
Mar. 19	TH	International Experience ends
Mar. 23	M	Classes resume; session-2 classes begin
Mar. 30	M	Last day to add session-2 courses, 11:59 p.m.
Apr. 13	M	Last day to drop session-2 courses, 11:59 p.m.
May 5	T	Classes end
May 6	W	Session-2 classes that meet on Wednesdays only end
May 6–12	W–T	Final exam period (electives and core)
May 7	TH	Session-2 classes that meet on Thursdays only end
May 13	W	M.A.M. and second-year M.B.A. student spring-term grades due, 5 p.m.
May 18	M	University Commencement
May 27	W	First-year student spring-term grades due, 5 p.m.

M.B.A. FOR EXECUTIVES

Summer In-Residence 2014

July 25	F	Class of 2016 Welcome Dinner
July 26–27	SA–SU	Orientation for Class of 2016
July 28–Aug. 8	M–F	In-residence weeks (Class of 2016)
Aug. 4–8	M–F	In-residence week (Class of 2015)

Fall 2014

Aug. 22–23	F–SA	Class weekend
Sept. 5–6	F–SA	Class weekend
Sept. 19–20	F–SA	Class weekend
Oct. 10–11	F–SA	Class weekend
Oct. 24–25	F–SA	Class weekend
Nov. 7–8	F–SA	Class weekend
Nov. 21–22	F–SA	Class weekend
Dec. 5–6	F–SA	Class weekend
Dec. 19–20	F–SA	Class weekend
Jan. 9–10	F–SA	Class weekend
Jan. 23–24	F–SA	Class weekend
Feb. 6–7	F–SA	Class weekend; fall term ends

Spring 2015

Feb. 20–21	F–SA	Class weekend; spring term begins
Mar. 6–7	F–SA	Class weekend
Mar. 10–19	T–TH	Yale SOM International Experience (optional)
Mar. 20–21	F–SA	Class weekend
Apr. 10–11	F–SA	Class weekend
Apr. 24–25	F–SA	Class weekend
May 1–2	F–SA	Class weekend; spring term ends (Class of 2015)
May 18	M	University Commencement
May 22–23	F–SA	Class weekend
June 5–6	F–SA	Class weekend
June 19–20	F–SA	Class weekend
June 26–27	F–SA	Class weekend
July 10–11	F–SA	Class weekend
July 24–25	F–SA	Class weekend; spring term ends (Class of 2016)

The President and Fellows of Yale University

President

Peter Salovey, A.B., M.A., Ph.D.

Fellows

His Excellency the Governor of Connecticut, *ex officio*

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

Joshua Bekenstein, B.A., M.B.A., Wayland, Massachusetts

Jeffrey Lawrence Bewkes, B.A., M.B.A., Old Greenwich, Connecticut

Maureen Cathy Chiquet, B.A., Purchase, New York

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

Peter Brendan Dervan, B.S., Ph.D., San Marino, California

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

Charles Waterhouse Goodyear IV, B.S., M.B.A., New Orleans, Louisiana

Catharine Bond Hill, B.A., B.A., M.A., Ph.D., Poughkeepsie, New York (*June 2019*)

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

William Earl Kennard, B.A., J.D., Washington, D.C.

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

Margaret Hilary Marshall, B.A., M.Ed., J.D., Cambridge, Massachusetts

Gina Marie Raimondo, A.B., D.Phil., J.D., Providence, Rhode Island (*June 2020*)

Emmett John Rice, Jr., B.A., M.B.A., Bethesda, Maryland (*June 2017*)

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

Douglas Alexander Warner III, B.A., Hobe Sound, Florida

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Faculty Emeriti

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Paul Bracken, Ph.D., Professor of Management; Professor of Political Science
Zhiwu Chen, Ph.D., Professor of Finance
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Heather E. Tookes, Ph.D., Professor of Finance
X. Frank Zhang, Ph.D., Professor of Accounting

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Saed Alizamir, Ph.D., Assistant Professor of Operations
Victoria Brescoll, Ph.D., Assistant Professor of Organizational Behavior
Daylian Cain, Ph.D., Associate Professor of Organizational Behavior
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Arthur Campbell, Ph.D., Associate Professor of Economics
Rodrigo Canales, Ph.D., Associate Professor of Organizational Behavior
Zoë Chance, Ph.D., Assistant Professor of Marketing
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Joyce Deb, Ph.D., Assistant Professor of Economics
Florian Ederer, Ph.D., Assistant Professor of Economics
Constança Esteves-Sorenson, Ph.D., Assistant Professor of Management
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Sang-Hyun Kim, Ph.D., Associate Professor of Operations Management
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Alan Moreira, Ph.D., Assistant Professor of Finance
Tyler Muir, Ph.D., Assistant Professor of Finance
Justin R. Murfin, Ph.D., Assistant Professor of Finance
George Newman, Ph.D., Assistant Professor of Organizational Behavior
Marina Niessner, Ph.D., Assistant Professor of Finance
Amandine Ody-Brasier, Ph.D., Assistant Professor of Organizational Behavior
Taly Reich, Ph.D., Assistant Professor of Marketing
Kosuke Uetake, Ph.D., Assistant Professor of Marketing
Kevin Williams, Ph.D., Assistant Professor of Economics
Amy Wrzesniewski, Ph.D., Associate Professor of Organizational Behavior
Hongjun Yan, Ph.D., Associate Professor of Finance

Senior Lecturers and Lecturers

David Bach, Ph.D., Senior Lecturer; Senior Associate Dean for Executive M.B.A. and
Global Programs
Sarah Biggerstaff, M.A., Lecturer in the Practice of Leadership
Heidi Brooks, Ph.D., Senior Lecturer in Organizational Behavior
Kate M. Cooney, Ph.D., Lecturer in Social Enterprise and Management

Todd Cort, Ph.D., Lecturer in Sustainability

David M. Cromwell, M.B.A., Senior Lecturer in the Practice of Management

Anjani Jain, Ph.D., Senior Lecturer; Senior Associate Dean for the M.B.A. Program

Kyle Jensen, Ph.D., Lecturer in Entrepreneurship; Shanna and Eric Bass Director of Entrepreneurial Programs

Laurie Kelley, M.A., Lecturer in the Practice of Leadership

Tony Sheldon, M.P.P.M., Lecturer in the Practice of Management; Executive Director of the Program for Social Enterprise

Nathan Yang, Ph.D., Lecturer in Marketing

Secondary Appointments

Bruce Alexander, J.D., Vice President for New Haven and State Affairs and Campus Development

Paul T. Anastas, Ph.D., Teresa and H. John Heinz III Professor in the Practice of Chemistry for the Environment; Director of the Center for Green Chemistry and Green Engineering; Director of Sustainability Program, M.B.A. for Executives Program

James Antony, Ph.D., Associate Provost

Ian Ayres, J.D., Ph.D., William K. Townsend Professor of Law

John Bargh, Ph.D., James Rowland Angell Professor of Psychology

Robert Blocker, D.M.A., Henry and Lucy Moses Dean of Music; Professor of Piano

Donald J. Brown, Ph.D., Phillip R. Allen Professor of Economics

Maureen Burke, M.B.A., Lecturer in the Practice of Management

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

Aaron Dhir, LL.M., Visiting Associate Professor of Law

Emily Erikson, Ph.D., Assistant Professor of Sociology

Ray C. Fair, Ph.D., John M. Musser Professor of Economics

Howard P. Forman, M.B.A., M.D., Professor of Diagnostic Radiology, Economics, and Public Health; Director of the M.D./M.B.A. Program; Director of Healthcare Curriculum, M.B.A. for Executives Program; Lecturer in Ethics, Politics, and Economics

Bradford S. Gentry, J.D., Professor in the Practice; Codirector of the Center for Business and the Environment at Yale; Director of the Research Program on Private Investment and the Environment

Kenneth T. Gillingham, Ph.D., Assistant Professor of Economics, School of Forestry & Environmental Studies

Arnulf Grubler, Ph.D., Professor in the Field of Energy and Technology

Henry B. Hansmann, J.D., Ph.D., Oscar M. Ruebhausen Professor of Law

Matthew J. Kotchen, Ph.D., Professor of Environmental Economics and Policy

Yair Listokin, J.D., Ph.D., Professor of Law

Jonathan R. Macey, J.D., Sam Harris Professor of Corporate Law, Corporate Finance, and Securities Law

Robert O. Mendelsohn, Ph.D., Edwin Weyerhaeuser Davis Professor of Forest Policy; Professor of Economics

Ingrid M. Nembhard, Ph.D., Associate Professor of Public Health (Health Policy)

A. David Paltiel, Ph.D., Professor of Public Health (Health Policy)

Steven Permut, Ph.D., Executive Education Program Manager

David Rand, Ph.D., Assistant Professor of Psychology, Economics, and Management

Stephen Roach, Ph.D., Senior Lecturer, Jackson Institute for Global Affairs

Roberta Romano, J.D., Sterling Professor of Law; Director of the Yale Law School

Center for the Study of Corporate Law

Peter Salovey, Ph.D., President of the University; Chris Argyris Professor of
Psychology

Alan Schwartz, LL.B., Sterling Professor of Law

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

Richard L. Skolnik, M.P.A., Lecturer, Public Health

David F. Swensen, Ph.D., Chief Investment Officer, Yale University

Dean Takahashi, M.P.P.M., Senior Director of Investments, Yale University

Tom R. Tyler, Ph.D., Macklin Fleming Professor of Law; Professor of Psychology

History and Mission

The mission of the Yale School of Management is educating leaders for business and society. In keeping with this mission, Yale SOM educates purposeful leaders who pursue their work with integrity; who are equipped to contribute to all sectors of society—public, private, nonprofit, and entrepreneurial; and who understand complexity within and among societies in an increasingly global world. The School's students, faculty, and alumni are committed to understanding the forces transforming global markets, and using that understanding to build organizations 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.

In April 2012 Yale SOM convened the Global Network for Advanced Management, a consortium of business schools in both established and developing economies. The network creates an organizational structure that connects member schools representing diverse regions, countries, and cultures for the purpose of preparing global leaders in all sectors who understand how markets and organizations work in increasingly complex contexts. Yale SOM and member schools offer weeklong network exchange programs and online graduate-level network courses, while faculty collaborate on cases and other teaching materials.

The School's degree programs include the M.B.A. program; a Ph.D. program, which confers degrees through the Graduate School of Arts and Sciences; an executive-format M.B.A. program, launched in 2005, which combines the M.B.A. integrated core curriculum and leadership development program with advanced study in asset management, healthcare, or sustainability; and the Master of Advanced Management (M.A.M.)

program, a one-year program in advanced leadership and management, launched in 2012. The M.A.M program is open only to those who have earned or are earning an M.B.A. or equivalent degree from Yale’s partners in the Global Network for Advanced Management.

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 leadership of the Yale School of Management receive ongoing counsel from its Board of Advisors, Greater China Board of Advisors, and Global Diversity Advisory Council. All are composed of accomplished Yale School of Management and Yale University alumni and other supporters of the School’s mission. The honorary chair of the Board of Advisors 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. The cochairs of the Greater China Board of Advisors are Liang Meng ’97 and Kevin Y. Zhang ’94, managing partners, Ascendent Capital Partners Ltd.

FACILITIES

The School is located in Edward P. Evans Hall, 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, which opened in January 2014, is located at 165 Whitney Avenue opposite the Peabody Museum of Natural History. It features a glass facade, an interior courtyard, and sixteen state-of-the-art classrooms.

CENTERS AND PROGRAMS

Yale 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.

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 the evolving dynamics of customer behavior.

International Center for Finance

The International Center for Finance provides active support for research in financial economics by its fellows and disseminates their work to the world's academic and professional communities. The center's fellowship is composed of leading scholars in and outside of the Yale School of Management who work on key empirical and theoretical problems in financial economics.

Chief Executive Leadership Institute

The Chief Executive Leadership Institute brings together top business leaders and policy makers, as well as leading academics, to foster candid, off-the-record exchanges among participants. It features applied research and peer-driven learning through lively exchanges – candid, confidential discussions of timely global business leadership challenges and compelling societal concerns.

China India Insights Program

The China India Insights Program seeks to be the world's leading research-based program delivering insights on business issues relating to China and India and emerging markets more generally. Program initiatives include academic research conducted by faculty fellows, collaborative research with leading corporate and academic partners, a flagship annual conference, and a speaker series.

Program on Entrepreneurship

The Program on Entrepreneurship supports entrepreneurs throughout Yale University by connecting students with mentors, providing working space for student ventures, hosting events, and developing courses for the entrepreneurship curriculum at the School of Management.

Program on Financial Stability

The Program on Financial Stability seeks to bridge gaps in the current research on financial stability and to build a community of study and discussion, including both scholars and regulators, around these issues. Conferences and seminars bring together leading academics and regulators from around the world, while a series of case studies will examine in detail how firms respond to regulation in order to better inform regulatory decision making.

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.

China Enterprise Initiative

Yale University has had close ties to China for more than a century. Through the China Enterprise Initiative and other efforts, Yale SOM engages with Chinese business and government leaders across a range of industries and regions. The School also engages with Chinese scholars and enterprises through the Global Network for Advanced Management to improve teaching and understanding of the challenges posed by increasingly interconnected and complex global markets.

Initiative on Leadership and Organization

The activities of the Initiative on Leadership and Organization are aimed at advancing research into leadership and organizations that is academically rigorous and addresses important questions for business and society. In particular, the initiative supports work that uses multidisciplinary approaches to investigate topics of pressing interest to contemporary organizations and leaders.

M.B.A. Degree Program

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 and required pre-term work. In the summer following the first year, students continue their management training through internships or other appropriate activity, in fulfillment of the 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 Program 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 Integrated Management Perspectives.

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 MANAGEMENT PERSPECTIVES

During the final part of the core curriculum, Integrated Management Perspectives 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 and is a degree requirement.

Global Studies Requirement

M.B.A. students are required to complete the Global Studies Requirement (GSR) before they graduate. The requirement is met by completing, at any time before graduation, at least one of the following:

- An International Experience course
- A Global Network Week
- A Global Network Course
- The Global Social Entrepreneurship course
- The Global Social Enterprise course
- A term-long international exchange with a partner school

For additional information, see Global Studies Financial Support in the chapter Tuition and Fees.

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 2014–2015, 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 or four consecutive years, with a one- or two-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 higher, in 72 units of course work, of which 33.5 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 for credit in at least four courses during each part of the term. 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 a grade of Proficient or higher in at least 18.5 units of first-year core courses;
2. Have received credit in at least 29.5 units of core courses; and
3. Have received a grade in 33.5 units of core courses.

Distribution of Courses

To graduate, a student must:

1. Achieve credit in each of the following core courses:
 - Managing Groups and Teams (1 unit)
 - 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)
 - Introduction to Negotiation (0.5 unit)
 - Competitor (2 units)
 - Customer (2 units)
 - Investor (2 units)
 - Sourcing and Managing Funds (2 units)
 - 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 Management Perspectives (2 units)
 - Leadership Practicum (1 unit);
2. Complete the Global Studies Requirement (as described above in M.B.A. Curriculum); and
3. Achieve credit in at least 38.5 units of 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 Pass or Fail grades in 24 or more units of course work; or
2. Accumulates Pass or Fail grades in more than 15 units of core courses; or
3. Accumulates a grade of Fail in more than 4 units of core courses.

Remediation of Failing Grades in Core Courses

A student who fails a core course must remediate the failing grade either by retaking the course or through alternate activity as specified by the instructor and coordinated by the assistant dean and director of academic affairs and student life. In no case will a grade of higher 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 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 assistant dean.

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 assistant dean 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 assistant dean 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 assistant dean 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 assistant dean before the last day of class. If the assistant dean 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 five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that faculty use, and the policy with respect to the reporting of grades on official transcripts, are described below.

HH: High Honors. Up to top 10 percent of class. Reported on transcript.

H: Honors. Next 25 percent. Reported on transcript.

PR: Proficient. Next 55 percent. Not reported on transcript.

P: Pass. Lowest 10 percent in core courses; guideline of 5 percent in electives. Not reported on transcript.

F: Fail. An absolute standard; no minimum requirement. To the extent it is used, the F grade counts toward the 10 percent Pass category. Not reported on transcript.*

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.

*F grades in core courses require remediation. The failed core course is not reflected on the official transcript until remediated. Elective courses with F grades are not reflected on the official transcript. Students must replace failed electives with other electives to meet total credit requirements for graduation.

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 assistant dean.

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 assistant dean 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 from Academic Affairs and Student Life.

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 should add the course online using the SOM Late Course Add or Drop Form.

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 assistant dean and director of academic affairs and student life. Petition forms for requesting credit for undergraduate courses are available on the M.B.A. portal or from Academic Affairs and Student Life. 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 assistant dean. 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 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 assistant dean. 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 from Academic Affairs and Student Life.

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 35 units of grades of Proficient or higher must be listed on the SOM transcript; 17 or more units of Pass or Fail 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. These students participate in a one- or two-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 assistant dean 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 essay) and video questions, provide transcripts from every college or university attended, submit two professional recommendations, and pay the application fee of \$225 (U.S.).

Application Deadlines

Round 1: September 18, 2014

Round 2: January 8, 2015

Round 3: April 23, 2015

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 may affect the chances of gaining 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, Yale 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 by the following dates:

Round 1: December 8, 2014

Round 2: March 27, 2015

Round 3: May 25, 2015

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 in mid-September 2014 and runs 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://som.yale.edu>. Prospective students may also contact the Admissions Office, mba.admissions@yale.edu or 203.432.5635.

M.B.A. for Executives Program

The M.B.A. for Executives program is a twenty-two-month M.B.A. program for working professionals that combines the rigor of the Yale SOM integrated core curriculum and leadership development program with advanced study in a chosen area of focus: asset management, healthcare, or sustainability. Students spend two short periods in residence and every other Friday and Saturday on the Yale School of Management campus.

To learn more about the M.B.A. for Executives program, visit <http://som.yale.edu/emba>.

M.B.A. FOR EXECUTIVES DEGREE REQUIREMENTS

The M.B.A. for Executives program follows essentially the same curriculum as the M.B.A. program (see M.B.A. Curriculum in the chapter M.B.A. Degree Program). In the first year, students devote the majority of their time to the core courses. In the second year, in addition to advanced management courses, students take courses specific to one of three focus areas: asset management, healthcare, and sustainability.

In addition, the curriculum includes:

1. A colloquium, which brings prominent business leaders from the areas of asset management, healthcare, and sustainability to present and meet with students;
2. An Independent Study program to engage students in project-based opportunities;
3. The optional Global Studies, which exposes students to broader global issues of international business.

Program Requirements

The 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. for Executives program.

ENROLLMENT REQUIREMENT

All courses and class meetings for the M.B.A. for Executives 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	Leadership Fundamentals
Basics of Economics	Introduction to Negotiation
Probability Modeling and Statistics	Competitor
Spreadsheet Modeling	Customer
Problem Framing	Investor
Managing Groups and Teams	Sourcing and Managing Funds

- | | |
|-------------------------|------------------------------------|
| The Global Macroeconomy | State and Society |
| Employee | Innovator |
| Advanced Leadership | Integrated Management Perspectives |
| Operations Engine | Leadership Practicum |
2. Achieve credit in all mandatory courses in order to meet the 72-unit course requirement. These courses are listed at <http://som.yale.edu/emba>.

REMEDIATION OF FAILING GRADES IN COURSES

A student who fails a core course must remediate the failing grade by either retaking the course and achieving a passing grade, by passing a proficiency examination, if offered, or through alternate activity as specified by the instructor. In no case will a grade other than Pass be recorded when a failed 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. A student who fails any other required course must remediate the failing grade.

ACADEMIC POLICIES

Attendance

M.B.A. for Executives students are expected to attend classes regularly, be on time, and be prepared to contribute to class discussion. We recognize that there are times when circumstances may cause a student to miss class. If these absences are due to religious observance, unplanned hospitalization, extended illness, or a personal or family emergency that directly affects the student or an immediate family member, the absence would be considered excused. Students will be informed about whether their absence is excused or unexcused by a program administrator. Whenever students are unable to attend class, they are required to notify a program administrator and then must inform the instructors. 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, and to complete all missed work.

Since participation and attendance are critical to the M.B.A. for Executives experience for students, their classmates, and study groups, an unexcused absence (any absence that does not fall into those listed above) 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>
Nine-session class	1½ class sessions or 4½ hours
Six-session class	1 class session or 3 hours
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 program 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.

The Colloquium

The colloquium is a credited course, for which students receive 2 credits per year for a total of 4 credits over the two-year 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

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

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. for Executives 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 a 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. for Executives 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 SOM Office of Academic Affairs and Student Life. 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.

Credit will not be given by the School for any course taken outside Yale University during the period of the student's enrollment in the 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. Unless a course is taken to fulfill the Independent Study requirement, credits earned for Yale courses outside of the M.B.A. for Executives curriculum will not count toward the requirement for the M.B.A.

Independent/Field Study

This is a requirement completed during a student's second year in the program. 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. The Independent/Field Study project is a 4-credit course and, as such, the scope of work should be commensurate with the time and effort of similar instructor-led courses.

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.

Global Studies

Global Studies is an optional part of the M.B.A. for Executives curriculum that includes the International Experience, Global Network Weeks, and Global Network Courses. The International Experience and Global Network Weeks provide students with the opportunity to travel to one of several destinations around the world. Airfare and other related expenses are the responsibility of the student. Yale SOM will not reimburse the student for the cost of any expenses incurred in canceling flights or other travel arrangements. Students earn 0.5 units of credit for completing the International Experience course, either 2 or 4 units for completing a Global Network Course, and no credit for participating in a Global Network Week.

USE OF CAREER DEVELOPMENT OFFICE (CDO) RESOURCES

The CDO offers a professional development curriculum for M.B.A. for Executives students that consists of several seminars over two years. The career management topics can include: Personal Branding; Interviewing and Negotiation Skills; Résumés, Networking, and Building Relationships; and Career Management.

See Policies of the Career Development Office in the chapter Rights and Responsibilities of Students for more general information on CDO policies.

Other Resources

- *Access to Yale SOM's CDO online recruitment system*
- *Access to employers' information* Employers' information, including contacts, can be accessed directly via the CDO online recruitment system.
- *Access to job opportunities* M.B.A. for Executives students who are looking to change jobs are encouraged to attend corporate presentations and submit résumés and cover letters for positions with companies and organizations that are recruiting for positions for experienced hires, which are typically those that require ten to fifteen years' professional experience and an M.B.A. degree.
- *Corporate presentations* M.B.A. for Executives students are invited to networking events and other corporate presentations related to the asset management, healthcare, and sustainability industries. Most events are open to all interested students.

- *Professional guidance* The relationship manager in the CDO is available by appointment to speak with M.B.A. for Executives 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. for Executives program include tuition, all course work, as well as an electronic device for course materials, 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. for Executives program.

HOUSING

All M.B.A. for Executives 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. However, in consideration of students living in the area, we will offer a one-time option to opt out of the Housing requirement. This election will take place in the fall of the first year and will take effect at the beginning of the spring term. The program fees for students who elect this option will be credited for thirty nights (twelve each for spring of year one and fall of year two, and six nights for spring of year two) based upon the prevailing contracted Omni rate. All students, regardless of their housing option, are required to stay at the Omni during their two in-residence periods and on class weekends through the fall term of year one.

Students who wish to extend their overnight stay assume the financial responsibility for the additional nights.

RIGHTS AND RESPONSIBILITIES OF M.B.A. FOR EXECUTIVES STUDENTS

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

Electronic Devices

All M.B.A. for Executives students receive a standard-issue reader/tablet upon arrival at orientation. This device is the personal property of the student. The use of electronic devices in SOM courses is at the discretion of the instructor.

The SOM-IT Web page offers students videos and instructions to self-configure their personal laptops, and our SOM-IT staff are able to offer hands-on help as well.

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. for Executives student is referred to the Honor Committee, there will be at least one student representative from the M.B.A. for Executives program 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.). Satisfactory completion of an M.B.A. or equivalent degree program is requisite for admission to the M.A.M. program. A student may also be admitted if he or she has completed the required core curriculum of their M.B.A. or equivalent degree program, provided their M.B.A.- or equivalent degree-granting school will count credit earned during the M.A.M. at Yale toward the M.B.A. or equivalent degree, thus enabling the student to earn the M.B.A. or equivalent degree prior to earning the M.A.M.

The program, established in 2012, is only open to individuals who have received an M.B.A. or equivalent degree, or are in the process of doing so as described above, 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).

Of the 40 units of course work, 32 units are chosen from the elective offerings listed in School of Management Courses for 2014–2015 or from approved offerings in other Yale schools and departments. An additional 8 units of course work comprise a required M.A.M. core curriculum.

To learn more about the Master of Advanced Management program, visit <http://som.yale.edu/mam>.

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 four courses during each part of the term and participate in the M.A.M. core curriculum, which is the equivalent of one course each term. Taking a course overload in any part of the term does not excuse a student from the four-course minimum in any other part of the term, nor does it allow for a student to be excused from participating in the M.A.M. core curriculum.

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 a grade of Proficient or higher 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 Pass or Fail 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 AND COURSE POLICIES

M.A.M students are expected to abide by the same academic and course policies applicable to the M.B.A. (see Academic Policies and Course Policies in the chapter M.B.A. Degree Program).

ADMISSIONS

Application to the M.A.M. program is conducted electronically. For requirements and additional information, see <http://som.yale.edu/mam>.

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 747, Empirical Asset Pricing; 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 755, Analytical Methods in Marketing; MGMT 756, Empirical Methods in Marketing; 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."

ACADEMIC STANDARDS

Review Process

The registrar conducts a review of the academic progress of all M.B.A. and M.A.M. students at the midpoint and end of each term. Students who have received Pass or Fail grades are brought to the attention of the chair of the Academic Standards Committee and the administrative director of the student's program, i.e., the assistant dean and director of academic affairs and student life for the M.B.A. program or the director of executive M.B.A. and global programs for the M.B.A. for Executives program or the M.A.M. program. 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. Administrative directors 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 are appointed by the deputy dean. The membership of the committee is public and is disclosed upon request. For cases involving students in the M.B.A. program, that program's assistant dean and director of admissions and assistant dean and director of academic affairs and student life serve as members *ex officio*. For cases involving M.A.M. students, the director of the M.A.M. program serves as a member of the committee *ex officio*. For cases involving M.B.A. for Executives students, the committee consists of the senior associate dean, the executive director of the program, 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.

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 or other administrative actions such as a mandatory leave of absence and/or additional requirements for return to good academic standing in the program. 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., M.B.A. for Executives, or 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, the Distribution of Courses, or the Quality Standard.

Dismissal from the M.B.A. program becomes automatic if a student:

1. Fails to receive credit in 72 units of course work by the end of the normal period of residency (52 units for joint-degree students); or
2. Fails to receive a grade in at least four courses for each term or part of term; or
3. Accumulates Pass or Fail grades in more than 15 units of core courses; or
4. Accumulates a grade of Fail 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 Pass or Fail grades in 24 or more units of core and/or elective courses (17 or more units for joint-degree students).

Dismissal from the M.B.A. for Executives program 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 Pass or Fail grades in more than 15 units of core courses; or
3. Accumulates a grade of Fail 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 Pass or Fail grades in 24 or more units of core and/or elective courses.

Dismissal from the M.A.M. program 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 four courses for each term or part of term; or
3. Accumulates Pass or Fail grades in 11 or more units of course work.

Within two business days of his/her meeting with the Academic Standards Committee, the student will be provided by the relevant administrative 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 either reached the threshold for automatic dismissal or has been dismissed by action of the Academic Standards Committee may appeal by written petition

to the senior associate dean of the relevant academic program. An appeal must be filed within two weeks (10 working days) from the date of the letter notifying the student of the dismissal. The senior associate dean will refer the appeal to the Faculty Review Board. The Faculty Review Board, chaired by the senior associate dean, consists of the senior associate dean and two senior faculty members. The Review Board will reach a final decision as soon as practically possible. A student who has been dismissed and has exhausted the appeal process cannot be readmitted except through the normal admission process.

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 SOM 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 honor code standards should be reported to the chair of the SOM Honor Committee or the administrative director of the relevant degree program, i.e., the assistant dean and director of academic affairs and student life for the M.B.A. program or the director of executive M.B.A. and global programs for the M.B.A. for Executives program or the M.A.M. program. A list of the members of the Honor Committee is available on the Yale SOM portal.

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, unless modified as under the Process section below), and the assistant dean and director of academic affairs and student life (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 via the School's electronic newsletter or other channels it deems appropriate 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 or the chair's designee 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. If the complaint is deemed sufficiently serious, the chair or the chair's designee shall inform the student who is the subject of the complaint. At the same time, the student will be directed to review 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.

The committee chair can do any of the following when a case is brought forward:

- a. Dismiss the case for lack of evidence or insufficient seriousness
- b. Send the case to a subcommittee
- c. Send the case to the full committee

The subcommittee consists of the committee chair (or another faculty member on the Honor Committee designated by the chair) plus one first-year Yale SOM student and one second-year Yale SOM student, chosen from the full committee. If the accused student is in the M.A.M. or M.B.A. for Executives program, then one of the student members of the subcommittee must be from the respective program. The subcommittee is empowered to take the following actions:

- a. Exoneration
- b. Warning (verbal or written)
- c. Probation
- d. Mandatory F in course (for academic infractions)
- e. Send the case to the full committee

The accused student may appeal any decision from the subcommittee to the full committee. The student must make the appeal to the committee chair within five working days of the subcommittee's decision.

The full committee consists of three first-year Yale SOM students, three second-year Yale SOM students, and at least four faculty members. If the accused student is in the M.A.M. or M.B.A. for Executives program, then at least one of the student members must be from the respective program. The full committee is empowered to take the following actions and may impose other sanctions of intermediate severity:

- a. Exoneration
- b. Warning (verbal or written)
- c. Probation
- d. Mandatory F in course (for academic infractions)
- e. Suspension of one or more terms + mandatory F in course
- f. Expulsion

*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.

The appeal of the subcommittee decision to the full committee can result in a sanction more severe than the one originally imposed.

3. The committee will endeavor to conduct its business in such a way as to protect the privacy 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 subcommittee and the full committee will seek to make 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 at least two faculty members and three students for the full committee and all members of the subcommittee).
5. 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- or partial-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 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 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 the decisions within twenty-four hours of the committee's decision.

Review

1. At the beginning of the investigation, the chair will inform the subcommittee or full 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 and a quorum cannot be met, 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 and a quorum cannot be met, 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 senior associate dean of the relevant academic program. The senior associate 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 senior associate dean.

3. The senior associate dean will offer any student against whom an infraction or violation is found the opportunity to meet with the senior associate 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 senior associate 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 senior associate dean that the proceedings were not irregular or that there is insufficient evidence of prejudice will be final.
4. The accused student can appeal the severity of the penalty, but not the findings, from the full committee to the Faculty Review Board, which consists of the senior associate dean of the relevant academic program and two faculty members who were not part of the full committee. The student must make the appeal in writing to the relevant senior associate dean within five working days of the full committee's decision.

General dissatisfaction with the committee's decision does not constitute a basis of appeal. 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 appeal of the full committee decision to the Faculty Review Board can result in a sanction more severe than the one originally imposed. The decision of the Faculty Review Board is final and not subject to further appeal within the University.

5. The *ex officio* member of the committee (the assistant dean and director of academic affairs and student life) helps steer the case through the process and attends all meetings of the subcommittees and the full committee and the Faculty Review Board.

Records and Files

Records of committee meetings about particular cases will be kept by the assistant dean and director of academic affairs and student life, who will act as secretary to the committee. These records will be kept in a confidential file. Only the dean, the relevant program's senior associate dean, the assistant dean, and the current chair of the Honor Committee shall have access to them. The senior associate dean and the chair will be responsible for passing committee files to the assistant dean to ensure the completeness of the committee files kept in the office of the assistant dean.

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 shall include a description of the offense and the punishment assessed. These summaries shall not identify the students involved and so far as possible 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 ACADEMIC AFFAIRS AND STUDENT LIFE

Academic Affairs and Student Life supports academic, cocurricular, and extracurricular programs at Yale SOM. Academic Affairs and Student Life is responsible for the logistical aspects of the International Experience courses, International Exchange, orientation, and other student programs. Academic Affairs and Student Life works closely with student government and student clubs to enhance and enrich the student experience at SOM. Academic Affairs and Student Life includes the office of the registrar 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 Academic Affairs and Student Life. 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 Academic Affairs and Student Life. From time to time, students may need to supply the official transcript to a potential employer or another third party. An official copy of a Yale SOM transcript will be released only 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 Academic Affairs and Student Life or on the Yale SOM 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, only the grades of High Honors and Honors appear on a student's official transcript.

International Experience

The International Experience (IE) course is one of the options for students to fulfill the Global Studies Requirement (GSR). The IE is a faculty-led seminar in which students travel to countries around the globe to meet with business, government, and nonprofit leaders.

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

If a student is unable to fulfill a scheduled IE 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 or spring 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 Academic Affairs and Student Life or on the Yale SOM 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

Academic Affairs and Student Life 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 academic affairs and student life 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; Academic Affairs and Student Life 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 Academic Affairs and Student Life 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 assistant dean and director of academic affairs and student life.

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 core courses recorded. Classes missed for other reasons, including illness, job interviews, or other personal or professional commitments, will not be recorded. Core courses will be recorded only if the instructor is willing to grant permission for video or audio recording. Extracurricular events cannot be recorded at student request.

Requests for recording should be made to the registrar at least two weeks before a scheduled holiday, or as soon as feasible after an involuntary hospitalization. The registrar 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.

Academic Affairs and Student Life 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.

Policy on Use of Photographic and Video Images and Audio Recordings

Photographs may be taken and video or audio recordings made by Yale SOM staff or other members of the Yale SOM or University community during Yale SOM and Yale University events and activities (including class sessions). By attending and/or participating in classes and in other Yale SOM and University activities, students agree to the University's use and distribution of their image and/or voice in photographs, video or audio capture, or electronic reproductions of such classes and other Yale SOM and University activities (including alumni/ae activities). These images or excerpts may be included, for example, in course recordings supplied to students, on the Yale SOM Web site, and in Yale University publications, and may be otherwise used to support the University's mission. Please contact the assistant dean and director of academic affairs and student life with any questions about this policy.

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 Academic Affairs and Student Life.

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 assistant dean and director of academic affairs and student life.

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 an Academic Affairs and Student Life 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 Academic Affairs and Student Life 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

For both the Enterprise Learning Credit (ELC) and club reimbursements, activity revolves around documenting the expense and documenting who paid the expense. Receipts and bank statements must be accompanied by the ELC or club cover sheet, accurately and completely prepared. The club cover sheet must have the club budget officer's signature of authorization. The above documentation must be submitted to Academic Affairs and Student Life within ten (10) business days from the date the expense was incurred, or payment may be denied.

Fundraising Guidelines

Solicitation of alumni, faculty, or staff is not permitted without approval from the Office of Development and Alumni Relations. Guidelines are available from Academic Affairs and Student Life.

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 assistant dean and director of academic affairs and student life. 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 assistant dean, 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 “just-in-time” needs, call or stop by the CDO.

CDO Programming

The CDO offers a series of professional development programs during the academic year; the schedule for this curriculum is listed on the SOM portal and in the CDO Recruiting System. 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 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 avoid class conflicts, the CDO expects that all interviews, other than on-campus interviews scheduled through the CDO, take place outside of scheduled academic commitments.

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 23, 2014. Yale SOM requests that firms recruiting both on- and off-campus begin interviewing students on or after the first day of on-campus recruiting, Monday, January 5, 2015.

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 CDO 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 weeks. Full-time offers extended at the completion of an internship should remain open until November 26, 2014; for all other full-time offers Yale SOM recommends a decision period of four weeks. After the on-campus period for internship and full-time opportunities begins to attenuate (January for full-time recruiting, March for internship recruiting), it is reasonable to expect a shorter one- to two-week timeframe for a candidate decision.

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 would like to discuss how to approach a firm to negotiate more time or 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 Employment Survey in the CDO Recruiting System.

Reneging on an Employment Offer

DEFINITION OF A RENEGE

"Reneging" means that a student has accepted an offer of employment—verbally or in writing—and subsequently turns down that offer for any reason. Acceptance of an offer should be made with the sincere intention to honor your commitment. Once you accept an offer, you must withdraw from consideration with all other employers you are pursuing, including any interviews you may have scheduled, with an explanation that you have accepted another offer.

YALE SOM POLICY ON RENEGES

It is to be stressed that Yale SOM takes renegeing extremely seriously. We expect the highest degree of professionalism from all members of our community; renegees cause significant harm to your professional reputation and severely damage the relationships shared by the Yale SOM community. What may seem like an individual choice, in fact, affects your classmates, alumni, and the overall reputation of Yale SOM.

Reneging goes against the Yale SOM Honor Code, and the potential ramifications of the decision to renege on an accepted offer are consistent with those of an ethics violation. Instances of renegeing will be reviewed on a case-by-case basis. All students are expected to be accountable for their actions and to take appropriate steps to address the situation with the affected employer. Other potential consequences could include revocation of school leadership positions, loss of study abroad privileges, and removal from the Yale SOM Résumé Database, among others. Cases may be forwarded to the Yale SOM Honor Committee for review. Consultation with the CDO early in the decision-making process will be viewed positively when considering your case and can mitigate potential ramifications of a decision to renege.

WHY EARLY CONSULTATION MATTERS

It is critical that you reach out to the CDO in the early stages of the decision-making process. Reneging always has serious consequences, but the outcomes of a poorly handled decision to renege can be particularly damaging. The CDO can provide valuable input, including ideas and options that you may not have previously considered, which could result in a more positive outcome. In the event that you are considering renegeing on an accepted offer, it is imperative that you meet with the CDO director and relationship manager in the relevant industry coverage area before initiating any communication with the employer. Once again, your early outreach to the CDO will be beneficial to you when your case is reviewed.

PROFESSIONAL STANDARDS FOR EMPLOYERS

Yale SOM holds all parties involved in the recruiting relationship to the highest professional standards. We take instances of unprofessional conduct by employers very seriously. Please bring any such cases to the attention of the CDO, including receipt of an “exploding offer,” rescindment of a previously extended employment offer, and any other egregious actions taken by an employer, so that we may address them appropriately.

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 (<http://its.yale.edu/forms-policies/policies>). 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 (<http://its.yale.edu/forms-policies/appropriate-use>), 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 or connected to the Yale network.

- *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* If you received a computer or other device upon arrival at orientation (the issuance of laptop computers ended with the M.B.A. and M.B.A. for Executives classes of 2016), it came preloaded with the necessary software applications and configured to operate on the Yale network. Replacement or repair of an SOM-issued computer that is lost, stolen, or damaged beyond the warranty is the student's responsibility. All other students are expected to provide a computer meeting SOM minimum specifications and configure it themselves for use during their degree program. SOM-IT provides instructions for downloading and installing required software and other configuration steps. The SOM-IT Help Desk will fully support students in using their SOM-issued computers and will make reasonable efforts to support students using other computer models that meet minimum specifications.
- *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* If you were issued a computer by SOM, it came with a preconfigured data backup program and service. If you are using your own computer, it is highly recommended that you acquire software and services to provide data backup. 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, the SOM-IT Help Desk

is available to assist you during normal business hours at its location adjacent to the Student Lounge; by phone, 203.432.7777; or by e-mail, somit@yale.edu.

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 Vice President of Yale University. For further information, contact the Yale School of Management Office of Communications at 203.432.6009 or som.extra@yale.edu.

Courses for 2014–2015

Course descriptions can be found on the student portal.

FALL-TERM M.B.A. CORE COURSES

MGT 401a, Managing Groups and Teams 1 unit. Victoria Brescoll,
Amy Wrzesniewski, Heidi Brooks

MGT 402a, Basics of Accounting 2 units. Kalin Kolev

MGT 403a, Probability Modeling and Statistics 2 units.
Constança Esteves-Sorenson, Arthur J. Swersey

MGT 404a, Basics of Economics 2 units. James Levinsohn, Joyee Deb,
Arthur Campbell

MGT 406a, Problem Framing 2 units. Paul Bracken, Nathan Novemsky

MGT 407a, Careers 1 unit. Amy Wrzesniewski

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

MGT 409a, Spreadsheet Modeling 1 unit. Donald Lee

MGT 410a, Competitor 2 units. Judith A. Chevalier

MGT 411a, Customer 2 units. Ahmed Khwaja

MGT 412a, Investor 2 units. Tyler Muir, Marina Niessner

MGT 414a, Leadership Fundamentals 1 unit. Thomas A. Kolditz

MGT 423a, Sourcing and Managing Funds 2 units. K. Geert Rouwenhorst,
Jacob K. Thomas

MGT 432a, Leadership Practicum 1 unit. Laurie Kelley, Sarah Biggerstaff

SPRING-TERM M.B.A. CORE COURSES

MGT 413b, State and Society 2 units. Douglas W. Rae, Ian Shapiro

MGT 415b, Advanced Leadership 1 unit. Thomas A. Kolditz

MGT 420b, Employee 2 units. Lisa Kahn, George Newman

MGT 421b, Innovator 2 units. Rodrigo Canales

MGT 422b, Operations Engine 2 units. Sang-Hyun Kim

MGT 425b, The Global Macroeconomy 2 units. Lorenzo Caliendo

MGT 430b, Integrated Management Perspectives 2 units. James Choi

FALL-TERM ELECTIVE COURSES

- MGT 502a, Foundations of Accounting and Valuation** 4 units. Stanley J. Garstka
- MGT 505a, Marketing Management for Non-MBAs** 4 units. Jiwoong Shin
- MGT 525a, Competitive Strategy** 4 units. Fiona M. Scott Morton
- MGT 527a, Strategic Management of Nonprofit Organizations** 4 units.
Sharon Oster
- MGT 529a, Global Social Entrepreneurship: India** 4 units. Tony Sheldon
- MGT 538a, Mastering Influence and Persuasion** 4 units. Zoe Chance
- MGT 541a, Corporate Finance** 4 units. Heather E. Tookes
- MGT 543a, Financial Instruments and Contracts** 4 units. Jonathan E. Ingersoll, Jr.
- MGT 546a, Global Network Course: Mobile Banking Models for Developed and Emerging Markets** 4 units. K. Sudhir
- MGT 555a, Pricing Strategy** 4 units. Subrata K. Sen
- MGT 560a, Corporate Responsibility Practicum** 4 units. Todd Cort
- MGT 561a, Energy Technology Innovation** 4 units. Arnulf Grubler
- MGT 563a, Energy Systems Analysis** 4 units. Arnulf Grubler
- MGT 565a, Behavioral and Institutional Economics** 4 units. Robert Shiller
- MGT 581a, Global Network Course: Analysis of Competition Law and Enforcement across Countries** 4 units. Fiona M. Scott Morton, Pierre Cremieux
- MGT 586a, Strategy, Technology, and War** 4 units. Paul Bracken
- 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. Kate M. Cooney
- MGT 635a, Venture Capital and Private Equity Investments** 4 units.
David M. Cromwell
- MGT 642a, The Regulation of Financial Institutions and Activities after the Financial Crisis** 4 units. Gabriel D. Rosenberg
- MGT 645a, Start-up Founder Studies** 2 units. Kyle Jensen
- MGT 646a, Start-up Founder Practicum** units to be determined. Kyle Jensen
- MGT 649a, World Financial History** 4 units. William N. Goetzmann,
Valerie Hansen
- MGT 650a, YCCI: Topics in Customer Insights** 4 units. Nathan Novemsky

- MGT 661a, Transnational Corporations and Human Rights** 2 units. Aaron Dhir
- MGT 688a, Corporate Environmental Management & Strategy** 4 units.
Marian R. Chertow
- MGT 695a, Nonprofit Organizations Clinic** 2 units. John Simon
- MGT 810a, Quantitative Investing** 2 units. X. Frank Zhang
- MGT 812a, Financial Statement Analysis** 2 units. X. Frank Zhang
- MGT 816a, Financial Distress: Restructuring Troubled Entities** 2 units.
Stanley J. Garstka
- MGT 817a, Athletics: Modeling through Sports** 4 units. Edward H. Kaplan
- MGT 851a, Listening to the Customer** 2 units. Jiwoong Shin
- MGT 852a, Strategic Market Measurement** 2 units. Jiwoong Shin
- MGT 860a, Managing in Times of Rapid Change** 2 units. Richard Foster
- MGT 875a, Service Operations Management** 2 units. Edieal Pinker
- MGT 876a, Operations Strategy** 2 units. Anjani Jain
- MGT 887a, Negotiations** 2 units. Jason Dana
- MGT 890a, Global Financial Crisis** 2 units. Andrew P. Metrick, Tim Geithner
- MGT 893a, Nonmarket Strategy** 2 units. David Bach
- MGT 895a, International Real Estate** 2 units. Kevin Gray
- MGT 896a, Legal Aspects of Entrepreneurship** 2 units. Constance E. Bagley
- MGT 897a, Entrepreneurial Finance** 2 units. Olav Sorenson, Elon Boms
- MGT 911a, The Next China** 4 units. Stephen Roach
- MGT 947a, Capital Markets** 4 units. Gary B. Gorton
- MGT 950a, Global Network Course: New Product Development** 2 units.
Avraham Shtub
- MGT 951a, Global Network Course: Inclusive Business Models** 4 units.
Sourav Mukherji
- MGT 992a, Healthcare Strategy** 4 units. Jason Abaluck

SPRING-TERM ELECTIVE COURSES

- MGT 416b, International Experience** 0.5 unit.
- MGT 522b, Behavioral Strategies for Selling New Products in Emerging Markets**
2 units. A. Mushfiq Mobarak
- MGT 524b, Freakonomics** 4 units. Lisa Kahn

- MGT 525b, Competitive Strategy** 4 units. Florian Ederer, Kevin Williams
- MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 532b, Leading Business and Society (BEMBE)** 2 units. Jason Dana
- MGT 535b, Managing Strategic Networks** 2 units. Marissa D. King
- MGT 537b, Leading Mission-Driven Organizations** 4 units. James N. Baron
- MGT 543b, Financial Instruments and Contracts** 4 units. Hongjun Yan
- MGT 544b, Investment Management** 4 units. Justin R. Murfin
- MGT 545b, Financial Engineering** 4 units. Jonathan E. Ingersoll, Jr.
- MGT 547b, Fixed Income Security Analysis** 4 units. Hongjun Yan
- MGT 548b, Real Estate Finance** 2 units. Matthew Spiegel
- MGT 549b, Strategic Risk Management** 4 units. Alan Moreira
- MGT 552b, Internet Marketing and Social Media Analytics** 4 units. Nathan Yang
- MGT 553b, Communication Strategies for Entrepreneurs** 4 units. Taly Reich
- MGT 556b, Data-Driven Marketing** 4 units. Kosuke Uetake
- MGT 557b, Design and Marketing of New Products** 4 units. Subrata K. Sen
- MGT 558b, Consumer Behavior** 2 units. Shane Frederick
- MGT 566b, Sustainability Metrics and Indicators** 4 units. Todd Cort
- MGT 582b, The Future of Global Finance** 4 units. Jeffrey E. Garten
- MGT 587b, Managing Global Catastrophes** 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.
Kate M. Cooney
- MGT 628b, Trade Elective** 2 units. Peter K. Schott
- MGT 641b, Behavioral Finance** 2 units. Nicholas C. Barberis
- MGT 646b, Start-up Founder Practicum** 2–4 units. Kyle Jensen
- MGT 650b, YCCI: Topics in Customer Insights** 4 units. Vineet Kumar, Taly Reich
- MGT 655b, Entrepreneurship and New Ventures** 2 units. Kyle Jensen
- MGT 656b, Management of Software Development** 2 units. Kyle Jensen,
Miles Lasater

- MGT 657b, New Ventures in Healthcare and the Life Sciences** 2 units.
Richard Foster, Chris Loose
- MGT 664b/LAW 21234, The Law and Economics of Corporate Control** 4 units.
Alan Schwartz, Stephen Fraidin
- MGT 695b, Nonprofit Organizations Clinic** 2 units. John Simon
- MGT 698b, Healthcare Policy, Finance, and Economics** 4 units. Howard P. Forman
- MGT 699b, Healthcare Management Colloquium** 2 units. Howard P. Forman
- MGT 801b, Introduction to Not-for-Profit Accounting** 2 units. Stanley J. Garstka
- 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 815b, Managerial Controls** 2 units. Radha Radhakrishna
- MGT 819b, Big Data** 2 units. Donald Lee, Vahideh Manshadi
- MGT 820b, Energy Markets Strategy** 2 units. Arthur Campbell
- MGT 821b, Public Sector Economics (Part 1)** 2 units. Jonathan S. Feinstein
- MGT 822b, Game Theory Elective** 2 units. Arthur Campbell
- MGT 823b, Public Sector Economics (Part 2)** 2 units. Jonathan S. Feinstein
- MGT 826b, International Macroeconomics** 2 units. Peter K. Schott
- MGT 827b, Endowment Management** 2 units. Dean Takahashi
- 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 844b, Accounting and Finance Boot Camp** 4 units. Shyam Sunder,
Matthew Spiegel
- MGT 846b, Financial Inclusion in International Development: The Evolution from
Microcredit to Inclusive Finance** 2 units. Tony Sheldon
- MGT 848b, A History of Financial Market Fraud: A Forensic Approach** 2 units.
James Chanos
- MGT 849b, Impact Investing** 2 units. Nancy Pfund
- MGT 850b, Marketing in Emerging Markets** 2 units. Ishani Tewari
- MGT 853b, Marketing and Sustainability** 2 units. Kosuke Uetake

- MGT 854b, Behavioral Economics: The Psychology and Behavior of Individuals, Organizations, and Markets** 2 units. Florian Ederer, Shane Frederick
- MGT 856b, Managing Marketing Programs** 2 units. Ahmed Khwaja
- MGT 857b, Digital Strategy** 2 units. Vineet Kumar
- MGT 859b, Strategic Marketing Leadership: The Role of a Chief Marketing Officer** 2 units. Ravi Dhar, Arun Sinha
- MGT 865b, Global Social Enterprise** 4 units. Tony Sheldon
- MGT 866b, Innovation in Government and Society** 2 units. Eric Braverman
- MGT 868b, Revenue Management** 2 units. Vahideh Manshadi
- MGT 871b, Financial Reporting** 2 units. Alina Lerman
- MGT 872b, Managing Sustainable Operations** 2 units. Saed Alizamir
- MGT 873b, Supply Chain Management** 2 units. Sang-Hyun Kim
- MGT 877b, Simulation Modeling** 2 units. Anjani Jain
- MGT 878b, Decision Analysis** 4 units. Saed Alizamir
- MGT 879b, Healthcare Operations** 2 units. Edieal Pinker
- MGT 881b, The Global Corporation** 2 units. Paul Bracken
- MGT 884b, Managing Education Reform** 2 units. Victor De La Paz
- MGT 887b, Negotiations** 2 units. Daylian Cain
- MGT 889b, Management Leadership and Literature** 2 units. Shyam Sunder
- MGT 899b, Real Estate Finance for Institutional Investors** 2 units. Kevin Gray
- MGT 920b, Global Network Course: Natural Capital: Risks and Opportunities in Global Resource Systems** 2 units. Bradford S. Gentry, Todd Cort
- MGT 948b, Security Analysis and Valuation** 4 units. Matthew Spiegel, Shyam Sunder
- MGT 952b, Global Network Course: Handling Disruption: Humanitarian Emergencies Management and Development** 4 units. Crisanthi Avgerou

Ph.D. Courses for 2014–2015

See the Bulletin of the Graduate School of Arts and Sciences, available online in pdf and html at www.yale.edu/bulletin. See also Online Course Information, <http://students.yale.edu/oci>.

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 administrative director of the student's program, i.e., the assistant dean and director of academic affairs and student life for the M.B.A. program or the director of executive M.B.A. and global programs for the M.B.A. for Executives program or the M.A.M. program. Students who wish to take a leave of absence must petition the administrative director 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 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 administrative director 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 administrative director 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 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 administrative director 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 Academic Affairs and Student Life. Final decisions concerning requests for medical leaves will be communicated to students by the administrative director 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 administrative director 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 administrative director 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 administrative director, who will help accommodate the students' program responsibilities when the birth or adoption occurs.

WITHDRAWAL AND READMISSION

A student who wishes to withdraw from his or her program should confer with the administrative director regarding withdrawal. The administrative director 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 administrative director, 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 oral notice of such service to the administrative director. 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 administrative director 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 2014–2015 the M.B.A. program tuition is \$58,975; in addition, students are charged a mandatory program fee of \$1,800. 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 2014–2015 the estimated budget for a single M.B.A. student for tuition, books, fees, and all living costs is \$85,875.

Annual tuition for the M.A.M. program for 2014–2015 is \$58,975; the program fee is \$1,800. The estimated single-student budget is \$85,875.

The total program fee for the M.B.A. for Executives program in 2014–2015 is \$155,500 for first-year students and \$152,500 for second-year students. This fee includes tuition, a reader/tablet, 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 during the fall term of year one. For the other times, the program-provided housing is optional. (See Housing in the chapter M.B.A. for Executives Program.)

Tuition and fees for students in joint-degree programs may vary; joint-degree students should consult Academic Affairs and Student Life for details.

GLOBAL STUDIES FINANCIAL SUPPORT

The School provides a subvention for ten days of international travel to help students defray the cost of fulfilling the Global Studies Requirement (GSR). This funding is at the rate of 50 percent of lodging and meal expenses as determined by the per diem rates published by the U.S. Department of State. The subvention applies only to international travel undertaken for options identified in the GSR choice set. (For choice sets, see Global Studies Requirement in the chapter M.B.A. Degree Program.)

- The School covers the International Experience expenses with the exception of travel costs. Students going on the IE fully consume their allocation of the ten-day subvention.
- Students who choose to apply the ten-day subvention to the Global Network Weeks can get financial support for up to two GN Weeks. Students who choose the IE can enroll in GN Weeks but with no additional subvention. Similarly, students who allocate their ten-day subvention to two GN Weeks can enroll in additional GN Weeks (space permitting) without additional subvention.
- The subvention amount is destination-specific.
- Students who do not use their ten-day subvention for GSR do not receive a refund or credit for any remaining balance.
- The IE enrollment process occurs in the late fall. Students assigned to an IE (through a process that seeks the best match between demand and supply) will be deemed to have consumed their ten-day subvention.
- Students who wish to preserve the IE option for the second year can do so by not applying any of the ten-day subvention for international travel in the first year.

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 2014–2015, the last days for refunding federal student aid funds will be, in the fall term: October 25, 2014, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; October 29, 2014, for second-year students in the full-time M.B.A. program; November 21, 2014, for first-year students in the M.B.A. for Executives program; and November 23, 2014, for second-year students in the M.B.A. for Executives program. In the spring term: March 28, 2015, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; April 2, 2015, for second-year students in the full-time M.B.A. program; May 23, 2015, for first-year students in the M.B.A. for Executives program; and April 3, 2015, for second-year students in the M.B.A. for Executives program.
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 3, 2014, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; September 4, 2014, for second-year students in the full-time M.B.A. program; August 16, 2014, for first-year students in the M.B.A. for Executives program; and August 22, 2014, for second-year students in the M.B.A. for Executives program; and, in the spring term: January 22, 2015, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; January 21, 2015, for second-year students in the full-time M.B.A. program; March 7, 2015, for first-year students in the M.B.A. for Executives program; and February 26, 2015, for second-year students in the M.B.A. for Executives program).
 - 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: September 19, 2014, for students in the M.A.M. and full-time M.B.A. programs and second-year students in the M.B.A. for Executives program; and September 14, 2014, for first-year students in the M.B.A. for Executives program; and, in the spring term: February 8, 2015, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; February 5, 2015, for second-year students in the full-time M.B.A. program; March 30, 2015, for first-year students in the M.B.A. for Executives program; and March 9, 2015, for second-year students in the M.B.A. for Executives program).
 - 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: October 15, 2014, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; October 20, 2014, for second-year students in the full-time M.B.A. program; November 2, 2014, for first-year students in the M.B.A. for Executives program; and November 5, 2014, for second-year students in the M.B.A. for Executives program; and, in the spring term: March 18, 2015, for students in the M.A.M. program and first-year students in the full-time M.B.A. program; March 24, 2015, for second-year students in the full-time M.B.A. program; May 8, 2015, for first-year students in the M.B.A. for Executives program; and March 27, 2015, for second-year students in the M.B.A. for Executives program).

- 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 MBA Scholarship
 The Professor David Berg Leadership Scholarship
 Donald G. Borg (B.A. 1928) Fellowship
 George G. Brooks Jr. (B.A. 1931) Fellowship
 Camp Family Scholarship
 John G. Conley Scholarship
 Charles D. Ellis '59 B.A. Scholarship
 H. Stuart Harrison (B.A. 1932) Fellowship
 Irene A. Loukides Scholarship
 David I. Mazer Scholarship
 H. Hugh McConnell Scholarship
 Christina Baird Minnis (B.A. 1987) Scholarship
 Betsy R. Pace '80 and William B. Pace '80 Scholarship
 Donald Rappaport '47 and Susan Rappaport Scholarship
 John F. Riddell (Ph.B. 1913) Memorial Fellowship
 Richard A. Robertson III (Ph.B. 1921) Fellowship
 Frederick and Florence Roe Scholarship
 Samuel B. Sutphin (Ph.B. 1899) Fellowship

Scholarships by Area of Interest

Frederick Frank (B.A. 1954) Fellowships for Language Study
Jess Morrow Johns (B.A. 1947) Memorial Scholarship for Advertising and Marketing
Joseph C. McNay (B.A. 1956) Fellowship in Finance
Jane Mendillo YC '80, '84 MBA and Ralph Earle '84 MBA 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 MBAs UPP Scholarship

Scholarships for Women

Forté Foundation Fellowship
Janet "Ginger" Gelb (MPPM 1984) 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
PETAL Foundation Scholarship
David and Karen Sobotka Scholarship

Various Joint-Degree Program Scholarships

Sheldon L. Sussman Family Scholarship
Yale Accelerated M.B.A./J.D. Program Scholarship
The Paolo Zannoni Goldman Sachs Scholarship for Global Business and Leadership

Master of Advanced Management Scholarships

Alec L. Ellison '84 B.A. Master of Advanced Management Scholarship
Kosmos Energy Master of Advanced Management Scholarship
The Harley Lippman Master of Advanced Management Scholarship
The Arthur Mizne '95 Master of Advanced Management Scholarship

Ph.D. Scholarship

Harry and Heesun You Fellowship

Regional Scholarships

United States

Frederick T. Holliday (Ph.B. 1920) & Frederick T. Holliday, Jr. (B.A. 1945) Memorial
Scholarship
G. Harold Welch Scholarship

United States and International

The Sim Family Foundation Scholarship

International

Laura Cha (Shi Mei Lun) Scholarship
 Chapman 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

U.S. Military Scholarships

Bank of America Scholarship
 West Point Memorandum of Agreement
 Yale SOM Veterans 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

The University's engagement beyond the United States dates from its earliest years. 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. Today, Yale continues to evolve as a global university, educating leaders and advancing the frontiers of knowledge not simply for the United States, but for the entire world.

In 2005, following a full year of consultation with deans and faculty, the president and vice president published "The Internationalization of Yale, 2005–2008: The Emerging Framework." Activity accelerated further with the publication of the "International Framework: Yale's Agenda for 2009 to 2012." Both are available online at www.world.yale.edu/framework. Three overarching goals were enunciated in these documents: prepare students for leadership and service in an increasingly interdependent world, attract the most talented students and scholars to Yale from around the world, and position Yale as a global university of consequence.

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

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

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 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 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.

Additional information may be found on the "Yale and the World" Web site, including links to the international initiatives across the University and resources for faculty, students, and staff conducting international activities, whether abroad or on campus. 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 2014–2015 are available as of April 1 online and can be submitted directly from the Web site (<http://gradhousing.yale.edu>). 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 information on dormitories or apartments, contact gradhousing@yale.edu; tel., 203.432.2167; 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 <http://offcampus.yale.edu>. 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 <http://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, which includes coverage for prescriptions, see the *Yale Health Student Handbook*, available online at <http://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 <https://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. 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 (<http://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. Applications are available from the Member Services Department or can be downloaded from the Web site (<http://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.

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. 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. Assistance with identifying and locating alternative sources of medical care may be available from the Care Management Department at Yale Health. 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. Fees will not be prorated or refunded. Students who withdraw are not eligible to enroll in Yale Health Student Affiliate Coverage. Regardless of enrollment in Yale Health Hospitalization/Specialty Coverage, students who withdraw will have access to services available under Yale Health Basic Coverage (including Student Health, Athletic Medicine, Mental Health & Counseling, and Care Management) during these thirty days to the extent necessary for a coordinated transition of care.

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 (<http://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. 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 (<http://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, 2010. 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, 2014. 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. Please see the Yale Health Web site (<http://yalehealth.yale.edu/forms>) for more details.

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 (anthony.kulikowski@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, voyeurism, 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: Information, Advocacy, and Support

55 Lock Street, Lower Level
Office hours: 9 a.m.–5 p.m., M–F
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, as well as drop-in counseling on weekdays during regular business hours. SHARE is available to members of the Yale community who wish to discuss any experience of sexual misconduct involving themselves or someone they care about. SHARE services are confidential and can be anonymous when desired. 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 formal or informal complaint, and it offers ongoing counseling and support. 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 for a phone consultation or to set up an in-person appointment. You may also drop in on weekdays during regular business hours. 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 contact the SHARE staff during regular business hours, you can contact Carole Goldberg, the director of SHARE (203.432.0310, carole.goldberg@yale.edu), Jennifer Czincz, assistant director (203.432.2610, jennifer.czincz@yale.edu), Amy Myers (203.436.8197, amy.myers@yale.edu), or John Criscuolo (203.494.6247, john.criscuolo@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 deputy Title IX coordinator, reporting to Stephanie Spangler, Deputy Provost for Health Affairs and Academic Integrity and the University 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. Discussions with a Title IX coordinator will be treated as confidentially as possible, but the coordinator may need to consult with other administrators; at times, the coordinator will need to take action in the interest of safety. The coordinators 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

203.432.4441 (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 provides an accessible, representative, and trained body to fairly and expeditiously address formal and informal complaints of sexual misconduct. UWC members can answer informal 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

101 Ashmun Street

24/7 hotline: 203.432.4400

<http://publicsafety.yale.edu/police/sensitive-crimes-support>

The Yale Police Department (YPD) operates 24/7 and is comprised of highly trained, professional officers. 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 Marnie Robbins Hoffman, the Sensitive Crimes & Support coordinator, she can be reached at 203.432.9547 during business hours or via e-mail at marnie.robbs@yale.edu. Informational sessions are available with the Sensitive Crimes & Support coordinator to discuss safety planning, available options, etc. The YPD works closely with the New Haven State's Attorney, the SHARE Center, the University's Title IX coordinators, and various other departments within the University. Talking to the YPD does not commit you to submitting to evidence collection 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 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. 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/center.

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 artifacts from the ancient Roman city of Dura-Europos; collections of early Italian paintings; the Société Anonyme Collection of twentieth-century European and American art; modern and contemporary art and design; Asian art; African art; art of the ancient Americas; and Indo-Pacific art. In December 2012 the gallery completed a comprehensive expansion and renovation project. The expanded museum unites all three buildings – the landmark Louis Kahn building (1953), the Old Yale Art Gallery (1928), and Street Hall (1866) – into a cohesive whole with a rooftop addition by Ennead Architects (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 (YCBA) is home to the largest and most comprehensive collection of British paintings, sculpture, prints, drawings, rare books, and manuscripts outside the United Kingdom. Presented to the University by Paul Mellon, Yale College Class of 1929, it is housed in a landmark building by Louis Kahn. The YCBA is embarking on the second phase of its building conservation project during calendar year 2015. Further information, contact details, and updates about the renovation are available at <http://britishart.yale.edu/architecture/bcp>.

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, as well as performances by the professional Yale Choral Artists and the postgraduate Yale Baroque Ensemble. The Yale Summer School of Music/Norfolk Chamber Music Festival presents the New Music Workshop, Chamber Music Session, and Chamber Choir and Conducting Workshop. Many of these concerts stream live on our Web site (<http://music.yale.edu>). In addition, the School presents the Iseman Broadcasts of the Metropolitan Opera Live in HD free to members of the Yale community. 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 of all faiths. These resources are coordinated and/or supported through the University Chaplaincy (located on the lower level of Bingham Hall on Old Campus); the

University Church in Yale in Battell Chapel, an open and affirming ecumenical Christian congregation; and Yale Religious Ministries, the on-campus association of professionals representing numerous faith traditions. This association includes the Saint Thomas More Catholic Chapel and Center at Yale and the Joseph Slifka Center for Jewish Life at Yale, and it supports Buddhist, Hindu, and Muslim life professionals; several Protestant denominational and nondenominational ministries; and student religious groups such as the Baha'i Association, the Yale Hindu Student 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., Friday from 8:30 a.m. to 5 p.m., and Sunday evenings from 5 to 11. Additional information is available at <http://chaplain.yale.edu>.

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, stand-up paddleboards, 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 comprises three central libraries – Sterling Memorial Library, Beinecke Rare Book and Manuscript Library, and the Anne T. and Robert M. Bass Library – and twelve school and department libraries as well as many special collections. Third-largest among the university libraries in the United States, it includes more than fifteen million volumes and information in all media, ranging from ancient papyri to early printed books to electronic databases. Students have access to the physical collections and study spaces of all the libraries at Yale, as well as to a full array of online and digital resources. For additional information, please visit www.library.yale.edu.

The Work of Yale University

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

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

For additional information, please visit <http://admissions.yale.edu>, e-mail student.questions@yale.edu, or call 203.432.9300. Postal correspondence should be directed to Office of Undergraduate Admissions, Yale University, PO Box 208234, New Haven CT 06520-8234.

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

For additional information, please visit www.yale.edu/graduateschool, e-mail graduate.admissions@yale.edu, or call the Office of Graduate Admissions at 203.432.2771. Postal correspondence should be directed to 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 visit <http://medicine.yale.edu/education/admissions>, e-mail medical.admissions@yale.edu, or call the Office of Admissions at 203.785.2643. Postal correspondence should be directed to Office of Admissions, Yale School of Medicine, 367 Cedar Street, New Haven CT 06510.

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 visit <http://divinity.yale.edu>, e-mail divinity.admissions@yale.edu, or call the Admissions Office at 203.432.5360. Postal correspondence should be directed to Admissions Office, Yale Divinity School, 409 Prospect Street, New Haven CT 06511.

Law School Est. 1824. Courses for college graduates. Juris Doctor (J.D.). For additional information, please visit www.law.yale.edu, e-mail admissions.law@yale.edu, or call the Admissions Office at 203.432.4995. Postal correspondence should be directed to Admissions Office, Yale Law School, PO Box 208215, New Haven CT 06520-8215.

Graduate Programs: Master of Laws (LL.M.), Doctor of the Science of Law (J.S.D.), Master of Studies in Law (M.S.L.). Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences. For additional information, please visit www.law.yale.edu, e-mail gradpro.law@yale.edu, or call the Graduate Programs Office at

203.432.1696. Postal correspondence should be directed to Graduate Programs, Yale Law School, PO Box 208215, New Haven CT 06520-8215.

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

For additional information, please visit <http://seas.yale.edu>, e-mail grad.engineering@yale.edu, or call 203.432.4252. Postal correspondence should be directed to Office of Graduate Studies, Yale School of Engineering & Applied Science, PO Box 208267, New Haven CT 06520-8267.

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>, e-mail artschool.info@yale.edu, or call the Office of Academic Affairs at 203.432.2600. Postal correspondence should be directed to 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 visit <http://music.yale.edu>, e-mail gradmusic.admissions@yale.edu, or call the Office of Admissions at 203.432.4155. Postal correspondence should be directed to Yale School of Music, PO Box 208246, New Haven CT 06520-8246.

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 visit <http://environment.yale.edu>, e-mail fesinfo@yale.edu, or call the Office of Admissions at 800.825.0330. Postal correspondence should be directed to Office of Admissions, Yale School of Forestry & Environmental Studies, 195 Prospect Street, New Haven CT 06511.

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 visit <http://publichealth.yale.edu>, e-mail ysph.admissions@yale.edu, or call the Admissions Office at 203.785.2844.

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 <http://architecture.yale.edu>, e-mail 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 visit <http://nursing.yale.edu> or call 203.785.2389. Postal correspondence should be directed to Yale School of Nursing, Yale University West Campus, PO Box 27399, West Haven CT 06516-7399.

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 visit <http://drama.yale.edu>, e-mail ysd.admissions@yale.edu, or call the Registrar's Office at 203.432.1507. Postal correspondence should be directed to Registrar's Office, Yale School of Drama, PO Box 208325, New Haven CT 06520-8325.

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 visit <http://som.yale.edu>. Postal correspondence should be directed to Yale School of Management, PO Box 208200, New Haven CT 06520-8200.

YALE UNIVERSITY CAMPUS SOUTH & YALE MEDICAL CENTER



Travel Directions

The School of Management is located at 165 Whitney Avenue on the Yale campus.

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, to Whitney Avenue. Turn right onto Whitney Avenue and drive north two blocks, crossing Bradley Street. The School is located on your right, opposite the intersection of Whitney Avenue and Sachem Street. The entrance into the parking garage is at the south (near) end of the building.

Metered parking is available on Prospect, Sachem, and Bradley streets and 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, status as a protected veteran, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation or gender identity or expression.

University policy is committed to affirmative action under law in employment of women, minority group members, individuals with disabilities, and protected veterans.

Inquiries concerning these policies may be referred to Valarie Stanley, Director of the Office for Equal Opportunity Programs, 221 Whitney Avenue, 3rd Floor, 203.432.0849. For additional information, see www.yale.edu/equalopportunity.

In accordance with federal and state law, the University maintains information on security policies and procedures and prepares an annual campus security and fire safety report containing three years' worth of campus crime statistics and security policy statements, fire safety information, and a description of where students, faculty, and staff should go to report crimes. The fire safety section of the annual report contains information on current fire safety practices and any fires that occurred within 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 this information to any applicant for admission, or prospective students and employees may visit <http://publicsafety.yale.edu>.

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.

BULLETIN OF YALE UNIVERSITY
New Haven CT 06520-8227

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