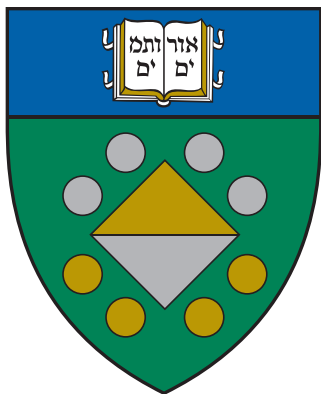


# School of Management

## 2018–2019



BULLETIN OF YALE UNIVERSITY

*Series 114 Number 6 July 20, 2018*

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# School of Management

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# Calendars

## FULL-TIME M.B.A., M.A.M., AND M.M.S.

### *Fall 2018*

Aug. 8–10	W–F	Class of 2020 Math Camp (by invitation only)
Aug. 13–19	M–SU	Incoming M.B.A. Student Orientation
Aug. 17	F	Incoming M.A.M. Orientation (recommended sessions)
Aug. 20–24	M–F	MGT 401, Managing Groups and Teams, meets (all sessions required for this core M.B.A. course) Incoming M.A.M. and M.M.S. Orientation (required sessions)
Aug. 27	M	Session-1 core classes begin
Aug. 29	W	Fall-term elective classes begin*
Aug. 31	F	Make-up day: Monday classes meet (core and elective); Stata meets
Sept. 3	M	Labor Day; classes do not meet; administrative offices closed
Sept. 20	TH	Core exam (MGT 403, Probability Modeling and Statistics), 6–8:30 p.m.
Sept. 28	F	MGT 403, Probability Modeling and Statistics, meets
Oct. 11	TH	Session-1 classes end (core and elective)
Oct. 12–17	F–W	Session-1 final exam period (core and elective)
Oct. 12–18	F–TH	GBS project
Oct. 15–19	M–F	Global Network Week; classes do not meet
Oct. 22	M	Classes resume; session-2 classes begin (core and elective)
Nov. 2	F	Session-1 grades due, 5 p.m.
Nov. 19–23	M–F	November recess
Nov. 26	M	Classes resume
Dec. 11	T	Classes end
Dec. 12	W	Session-2 classes that meet on Wednesdays only end
Dec. 12–18	W–T	Final exam period (core and elective)
Dec. 13	TH	Session-2 classes that meet on Thursdays only end
Dec. 19	W	Winter recess begins

*Spring 2019*

Jan. 2	W	Fall-term grades due, 5 p.m.
Jan. 14	M	Yale College and Graduate School courses begin*
Jan. 14–17	M–TH	MGT 418, Global Virtual Teams, meets (required M.B.A. core course)
Jan. 18	F	Yale College and Graduate School make-up day (Monday classes meet; Friday classes do not meet)
Jan. 21	M	Martin Luther King, Jr. Day; classes do not meet; administrative offices closed
Jan. 22	T	Spring-term elective classes begin; session-1 core classes begin
Jan. 25	F	School of Management make-up day; Monday classes meet
Mar. 5	T	Session-1 classes end (core and elective)
Mar. 6	W	Classes that meet on Wednesdays only end
Mar. 6–8	W–F	Session-1 final exam period (core and elective)
Mar. 7	TH	Classes that meet on Thursdays only end
Mar. 11–22	M–F	Global Studies requirement; Global Network Week; classes do not meet
Mar. 22	F	Session-1 grades due, 5 p.m.
Mar. 25	M	Classes resume; session-2 classes begin
Apr. 2	T	Innovator Pitch Sessions (MGT 421), 11:35 a.m.–12:55 p.m. (all cohorts required)
Apr. 19	F	Good Friday; administrative offices closed; University classes meet
May 7	T	Classes end (core and elective)
May 8	W	Session-2 classes that meet on Wednesdays only end
May 8–14	W–T	Final exam period (core and elective)
May 9	TH	Session-2 classes that meet on Thursdays only end
May 15	W	Second-year M.B.A. student spring-term grades due, 5 p.m.
May 20	M	University Commencement
May 29	W	First-year student spring-term grades due, 5 p.m.

\*Academic calendars vary for each school, so please reference the academic calendars of the schools where you plan to take courses for specific dates.



## M.B.A. FOR EXECUTIVES

### 2018–2019

July 13–15	F–SU	Class of 2020 Orientation
July 16–27	M–F	In-residence week (Class of 2020)
July 21–28	SA–SA	In-residence week (Class of 2019)
Aug. 17–18	F–SA	Class weekend
Aug. 31–Sept. 1	F–SA	Class weekend
Sept. 14–15	F–SA	Class weekend
Sept. 28–29	F–SA	Class weekend
Oct. 12–13	F–SA	Class weekend
Oct. 26–27	F–SA	Class weekend
Nov. 9–10	F–SA	Class weekend
Nov. 30–Dec. 1	F–SA	Class weekend
Dec. 14–15	F–SA	Class weekend
Jan. 4–5	F–SA	Class weekend
Jan. 18–19	F–SA	Class weekend
Feb. 1–2	F–SA	Class weekend
Feb. 15–16	F–SA	Class weekend
Mar. 1–2	F–SA	Class weekend
Mar. 15–16	F–SA	Class weekend (Class of 2019 only)
Mar. 29–30	F–SA	Class weekend
Apr. 12–13	F–SA	Class weekend
Apr. 26–27	F–SA	Class weekend
May 9–11	TH–SA	Class weekend (Program ends for Class of 2019)
May 20	M	University Commencement
May 23–25	TH–SA	Class weekend (Class of 2020)
June 10–14	M–F	EMBA Global Network Week (Class of 2020)

# The President and Fellows of Yale University

## President

Peter Salovey, A.B., A.M., 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

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

Catharine Bond Hill, B.A., B.A., M.A., Ph.D., New York, New York

Paul Lewis Joskow, B.A., Ph.D., Brookline, Massachusetts

William Earl Kennard, B.A., J.D., Charleston, South Carolina

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

Eve Hart Rice, B.A., M.D., Bedford, New York (*June 2021*)

Joshua Linder Steiner, B.A., M.St., New York, New York

David Li Ming Sze, B.A., M.B.A., Hillsborough, California

Annette Thomas, S.B., Ph.D., Cambridge, England (*June 2022*)

Kathleen Elizabeth Walsh, B.A., M.P.H., Wellesley, Massachusetts (*June 2023*)

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

Michael James Warren, B.A., P.P.E., Washington, D.C. (*June 2024*)

Lei Zhang, B.A., M.A., M.B.A., Hong Kong, China

# The Officers of Yale University

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**Vice President for Alumni Affairs and Development**

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**Vice President for West Campus Planning and Program Development**

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Edieal Pinker, Ph.D., Deputy Dean  
David Bach, Ph.D., Deputy Dean, Academic Programs  
Joel A. Getz, A.B., Senior Associate Dean for Development and Alumni Relations  
Anjani Jain, Ph.D., Deputy Dean, Academic Programs  
Molly Nagler, M.P.P., Senior Associate Dean for Executive Education  
Jeffrey Sonnenfeld, D.B.A., Senior Associate Dean for Leadership Studies  
Kyle Jensen, Ph.D., Associate Dean; Shanna and Eric Bass '05 Director of  
Entrepreneurship

## **Faculty Emeriti**

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Management  
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Lode Li, Ph.D., Professor Emeritus  
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Victor H. Vroom, Ph.D., BearingPoint Professor Emeritus of Management

## **Professors and Professors in the Practice**

Rick Antle, Ph.D., William S. Beinecke Professor of Accounting  
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 Shane Frederick, Ph.D., Professor of Marketing  
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 Edieal Pinker, Ph.D., BearingPoint Professor of Operations Research; Deputy Dean  
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 Finance; Deputy Director of the International Center for Finance  
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 Jiwoong Shin, Ph.D., Professor of Marketing  
 Kelly Shue, Ph.D., Professor of Finance

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Shyam Sunder, Ph.D., James L. Frank Professor of Accounting, Economics, and Finance  
Jacob K. Thomas, Ph.D., Williams Brothers Professor of Accounting and Finance  
Heather E. Tookes, Ph.D., Professor of Finance  
Amy Wrzesniewski, Ph.D., Michael H. Jordan Professor of Management  
Gal Zauberman, Ph.D., Joseph F. Cullman 3rd Professor of Marketing  
X. Frank Zhang, Ph.D., Professor of Accounting

**Associate Professors and Assistant Professors**

Jason Abaluck, Ph.D., Associate Professor of Economics  
Saed Alizamir, Ph.D., Associate Professor of Operations Management  
Barbara Biasi, Ph.D., Assistant Professor of Economics  
Tristan L. Botelho, Ph.D., Assistant Professor of Organizational Behavior  
Victoria Brescoll, Ph.D., Associate Professor of Organizational Behavior  
Rodrigo Canales, Ph.D., Associate Professor of Organizational Behavior  
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Jason Dana, Ph.D., Assistant Professor of Management and Marketing  
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Florian Ederer, Ph.D., Assistant Professor of Economics  
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Donald Lee, Ph.D., Associate Professor of Operations  
Song Ma, Ph.D., Assistant Professor of Finance  
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Aniko Öry, Ph.D., Assistant Professor of Marketing  
Taly Reich, Ph.D., Assistant Professor of Marketing

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 Alexander K. Zentefis, Ph.D., Assistant Professor of Finance  
 Jidong Zhou, Ph.D., Assistant Professor of Economics

#### **Senior Lecturers and Lecturers**

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 Heidi Brooks, Ph.D., Senior Lecturer in Organizational Behavior  
 Daylian Cain, Ph.D., Senior Lecturer in Negotiations and Ethics  
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#### **Secondary Appointments**

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 Chemistry for the Environment, School of Forestry & Environmental Studies;  
 Director of the Center for Green Chemistry and Green Engineering  
 Donald W.K. Andrews, Ph.D., Tjalling C. Koopmans Professor of Economics;  
 Professor of Statistics and Data Science  
 Ian Ayres, J.D., Ph.D., William K. Townsend Professor of Law  
 John Bargh, Ph.D., James Rowland Angell Professor of Psychology  
 Dirk Bergemann, Ph.D., Douglass and Marion Campbell Professor of Economics;  
 Professor of Computer Science; Chair, Economics  
 Steven T. Berry, Ph.D., David Swensen Professor of Economics  
 Truman F. Bewley, Ph.D., Alfred C. Cowles Professor of Economics; Director of  
 Graduate Studies, Economics  
 Robert Blocker, D.M.A., Henry and Lucy Moses Dean of Music; Professor of Piano  
 Xiaohong Chen, Ph.D., Malcolm K. Brachman Professor of Economics  
 Marian R. Chertow, M.P.P.M., Ph.D., Associate Professor of Industrial Environmental  
 Management; Director of the Program on Solid Waste Policy; Director of the  
 Industrial Environmental Management Program  
 Nicholas A. Christakis, M.D., Ph.D., M.P.H., Sol Goldman Family Professor of Social  
 and Natural Science  
 Forrest W. Crawford, Ph.D., Associate Professor of Biostatistics; Associate Professor of  
 Ecology and Evolutionary Biology

Emily Erikson, Ph.D., Associate Professor of Sociology  
Daniel C. Esty, J.D., Hillhouse Professor of Environmental Law and Policy; Director of the Yale Center for Environmental Law and Policy  
Ray C. Fair, Ph.D., John M. Musser Professor of Economics  
Justin Farrell, Ph.D., Assistant Professor of Sociology  
Howard P. Forman, M.B.A., M.D., Professor of Radiology and Biomedical Imaging, 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., Senior Associate Dean of Professional Practice; Professor in the Practice, School of Forestry & Environmental Studies; 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., Associate Professor of Environmental & Energy Economics, School of Forestry & Environmental Studies  
Pinelopi K. Goldberg, Ph.D., Elihu Professor of Economics  
Philip Haile, Ph.D., Ford Foundation Professor of Economics  
Henry B. Hansmann, J.D., Ph.D., Oscar M. Ruebhausen Professor of Law  
Johannes Hörner, Ph.D., Alfred Cowles Professor of Economics  
Frank Keil, Ph.D., Charles C. and Dorathea S. Dilley Professor of Psychology; Professor of Linguistics  
Yuichi Kitamura, Ph.D., Professor of Economics  
Alvin K. Klevorick, Ph.D., Deputy Dean, Yale Law School; John Thomas Smith Professor of Law; Professor of Economics  
Samuel S. Kortum, Ph.D., James Burrows Moffatt Professor of Economics  
Matthew J. Kotchen, Ph.D., Associate Dean for Academic Affairs and Professor of Economics, School of Forestry & Environmental Studies  
Douglas Kysar, J.D., Joseph M. Field '55 Professor of Law  
Naomi R. Lamoreaux, Ph.D., Stanley B. Resor Professor of Economics; Professor of History  
Stephen Latham, Ph.D., Director of the Interdisciplinary Center for Bioethics; Senior Research Scholar, Institution for Social and Policy Studies; Senior Lecturer in Political Science and Religious Studies  
Yair Listokin, J.D., Ph.D., Shibley Family Fund Professor of Law  
Jonathan R. Macey, J.D., Sam Harris Professor of Corporate Law, Corporate Finance, and Securities Law  
Giovanni Maggi, Ph.D., Howard H. Leach Professor of Economics  
Costas Meghir, Ph.D., Douglas A. Warner III Professor of Economics  
Robert O. Mendelsohn, Ph.D., Edwin Weyerhaeuser Davis Professor of Forest Policy; Professor of Economics  
Giuseppe Moscarini, Ph.D., Professor of Economics  
Elijah Paintsil, M.D., Associate Professor of Pediatrics (Infectious Disease), Epidemiology (Microbial Diseases), and Pharmacology  
A. David Paltiel, Ph.D., Professor of Public Health (Health Policy); Professor in the Institution for Social and Policy Studies



Peter C.B. Phillips, Ph.D., Sterling Professor of Economics; Professor of Statistics  
David Rand, Ph.D., Associate Professor of Psychology, Economics, and Management;  
Associate Professor in the Institution for Social and Policy Studies  
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  
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Larry Samuelson, Ph.D., A. Douglas Melamed Professor of Economics; Director of the  
Cowles Foundation  
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  
Anthony Smith, Jr., Ph.D., Professor of Economics  
David F. Swensen, Ph.D., Chief Investment Officer, Yale University  
Paul Taheri, M.D., M.B.A., Deputy Dean for Clinical Affairs, Yale School of Medicine;  
Chief Executive Officer, Yale Medicine  
Dean Takahashi, M.P.P.M., Senior Director of Investments, Yale University; Lecturer  
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Aleh Tsyvinski, Ph.D., Arthur M. Okun Professor of Economics  
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Founding Director of The Justice Collaboratory  
Ebonya Washington, Ph.D., Professor of Economics

# A Message from the Dean

Founded in 1976 with the mission to educate leaders for business and society, Yale School of Management has developed into one of the most innovative, distinguished, and connected professional schools in the world.

We offer a range of programs – both degree and nondegree – which share a focus on enabling students to elevate their leadership abilities and prepare to contribute to solving major challenges facing society. Our master’s level programs include:

- The M.B.A. program, a two-year program of study for early- to mid-career students
- The M.B.A. for Executives program, through which accomplished leaders continue their careers while taking classes every other weekend
- The Master of Advanced Management, which brings top global M.B.A. students to Yale for a year
- A master’s degree in systemic risk, which trains future financial regulators
- A master’s in global business and society, which gives young, global scholars deep exposure to SOM’s leadership expertise and the resources of Yale University

Our Ph.D. program is a training ground for scholars in the key business disciplines of accounting, finance, marketing, operations, and organizations and management. Our nondegree offerings draw executives and other leaders to study with our renowned faculty and spread the influence of Yale thinking throughout the business world.

Our faculty are leading scholars across disciplines, with concentrated expertise in behavioral sciences, asset management, leadership and organizations, and healthcare operations, among other subjects.

A critical part of a Yale SOM education is learning to connect. The School of Management has deep connections across the Yale campus. Our students frequently take elective courses in Yale’s world-class undergraduate departments and professional schools; in fact, our M.B.A.s can take as many classes across Yale as they choose. We are pleased that our M.B.A. class typically includes more joint-degree students than you will find at any of our peer business schools. Meanwhile, a number of our initiatives have become nodal points for the University. Our entrepreneurship curriculum of more than twenty courses draws students from across Yale programs, and we provide foundational courses in business subjects for students in other Yale professional schools.

Connecting globally is ever more important, if challenging, in today’s environment. We have systematically leveraged our membership in the Global Network for Advanced Management, a collaborative platform of thirty leading business schools, to add global perspectives and experiences to every program we offer.

This diversity of programs and initiatives, our commitment to engaging with complex and meaningful problems, and a vibrant, inquisitive, and inclusive learning culture combine to position students to make a powerful impact in their organizations and the world around them.

Edward A. Snyder

*Indra K. Nooyi Dean, Yale School of Management*

*William S. Beinecke Professor of Economics and Management*

# History and Mission

## HISTORY

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 multidisciplinary, 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.

Also in 2012 the School created the Master of Advanced Management degree, open to those who have earned or are earning an M.B.A. or equivalent degree from member schools in the Global Network for Advanced Management.

In 2014 the School expanded its executive M.B.A. program to include three focus areas: asset management, healthcare, and sustainability.

In 2017 the School created the one-year Master of Management Studies degree and the Systemic Risk track of the M.M.S.

In 2018 the School created the Global Business and Society track of the M.M.S.

## 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
	<i>Anjani Jain, Acting Dean, 2017–2018</i>

## MISSION AND DEGREE PROGRAMS

The mission of the Yale School of Management is educating leaders for business and society. In keeping with this mission, the School has set three core objectives: to be the business school that is most integrated with its home university; to be the most distinctively global U.S. business school; and to be recognized as the best source of elevated leaders for all sectors and regions.

Across its portfolio of degree programs, 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 M.B.A. program is built around a unique integrated core curriculum and characterized by connections to the rest of Yale and top business schools around the world through the Global Network for Advanced Management.
- The executive M.B.A. program combines the M.B.A. integrated core curriculum with advanced study in one of three areas at the nexus of business and society: asset management, healthcare, and sustainability.
- The Master of Advanced Management (M.A.M.) program, a one-year program in advanced leadership and management, brings together promising global leaders who have earned or are earning an M.B.A. or equivalent degree from member schools in the Global Network for Advanced Management.
- The Systemic Risk track of the one-year Master of Management Studies (M.M.S.) program leverages the expertise of the Yale Program on Financial Stability to study macroprudential financial regulation and the measurement and management of systemic risk.
- The Global Business and Society track of the M.M.S. program, open to master of management students at schools in the Global Network for Advanced Management, gives these early-career individuals the management tools and broad perspective to launch global careers.
- The Ph.D. program, which confers degrees through the Graduate School of Arts and Sciences, disseminates the School’s deep faculty expertise in accounting, finance, marketing, operations, and organizations and management to the next generation of scholars.

Students in each degree program benefit from this portfolio approach. For example, elective classes in the M.B.A. program are enriched by the perspectives of M.A.M. and

M.M.S. students from throughout the world. Students in the executive M.B.A. program bring experience and networks in three important areas.

In addition, the School offers a broad portfolio of both customized and open-enrollment nondegree programs, giving professionals from around the world the opportunity to benefit from Yale expertise.

## 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 Council of Global Advisors. 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 225,000-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

### *Center for Business and the Environment*

The Center for Business and the Environment 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.

### *Yale Center Beijing*

Yale Center Beijing aims to further constructive dialogue about pressing issues and the forthright exchange of ideas and knowledge among decision makers and thought leaders, by leveraging Yale's wealth of resources as a global research university and its historically strong ties to China. Located in the Chaoyang District of Beijing, the center enables the University to expand existing activities and form new partnerships with organizations in China, supports research and study from each of the University's schools and divisions, and serves as a gathering place for alumni from throughout Asia. Yale Center Beijing is managed by the Yale School of Management on behalf of Yale University.

### *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.

# Full-Time 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, required pre-term work, and other degree requirements. 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.

Yale SOM also offers a twenty-two-month M.B.A. program for working professionals; see the chapter M.B.A. for Executives Program for requirements and procedures specific to that program.

### *The Core Curriculum*

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 two segments: Orientation to Management and Organizational 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, Global Virtual Teams, Basics of Accounting, Probability Modeling and Statistics, Basics of Economics, Modeling Managerial Decisions, Power and Politics, and Introduction to Negotiation. A student may be granted exemption from Probability Modeling and Statistics, Basics of Economics, and/or Basics of Accounting by taking an exam designed and evaluated by the instructor of the course. Each exam will be offered only once, before the start of the fall term, and must be taken on site at Yale SOM. Students must score the equivalent of Honors (H) or High Honors (HH) on the exam to qualify for exemption from the respective course.

#### ORGANIZATIONAL PERSPECTIVES

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



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

The final Organizational Perspectives course, *The Executive*, presents students with a series of complex, interdisciplinary case studies, many of them involving cross-national or global business challenges. These cases require students to draw on the subject matter learned in the other Organizational Perspectives courses.

### *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
- A Global Social Entrepreneurship course
- A term-long International Exchange with a partner school

#### INTERNATIONAL EXPERIENCE

The International Experience (IE) is a faculty-led course that bears 4 units of academic credit and includes, in addition to in-class lectures and seminars, travel to a country or region of the world to meet with business, government, and nonprofit leaders. Enrollment in the IE is facilitated via the regular course auction used for electives.

Students who must withdraw from enrollment in an IE course because of exceptional circumstances will be responsible for assuming any associated nonrecoverable costs incurred by SOM and will lose the associated GSA funding. All requests for modification to these cancellation charges must be approved by the assistant dean on a case-by-case basis.

If a student is unable to fulfill an IE course trip 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 SOM portal. Students can petition on an ad hoc basis for an exchange with any Global Network partner.

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. Students who withdraw from the International Exchange program after they have accepted a place in it will lose the GSA funding associated with the exchange.

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.

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 also 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 Courses for 2018–2019, 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 from the assistant dean to take a leave of absence. A student enrolled in a joint-degree program is required to maintain continuous, full-time enrollment throughout the program and to complete degree requirements within the normal period specified for the program in the appropriate joint-degree agreement, unless granted a leave of absence. Students enrolled in the Silver Scholars program are expected to complete the M.B.A. program in three consecutive years, with a one-year

full-time internship after the first year of the core M.B.A. program, unless an extended internship is approved by the assistant dean.

### *Number of Course Units*

A student must:

1. Achieve credit, i.e., a grade of Pass or higher, in 72 units of course work (52 units for joint-degree students), of which 34 are normally earned in first-year core courses.
2. Enroll in and receive a grade in a minimum of 16 units of course work each term. Taking a course overload in any term does not excuse a student from the four-course minimum in any other term.

### *Timing Requirement*

To be permitted to enroll for the second year of the M.B.A. program, a student must have received grades in all first-year 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 (2.5 units)
  - Probability Modeling and Statistics (2 units)
  - Modeling Managerial Decisions (2 units)
  - Power and Politics (2 units)
  - Competitor (2 units)
  - Customer (2 units)
  - Investor (2 units)
  - Sourcing and Managing Funds (2 units)
  - Global Virtual Teams (2 units)
  - Introduction to Negotiation (0.5 unit)
  - The Global Macroeconomy (2 units)
  - Employee (2 units)
  - Operations Engine (2 units)
  - State and Society (2 units)
  - Innovator (2 units)
  - The Executive (2 units);
2. Complete the leadership elective requirement;
3. Complete the Global Studies Requirement (as described above in M.B.A. Curriculum); and
4. Achieve credit in at least 38 units of elective courses as necessary to meet the 72-unit course requirement.

### *Quality Standard*

See Academic Standards in the chapter Rights and Responsibilities of Students.

### *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 the assistant dean. In no case will a grade higher than Pass be recorded when a failed core course is remediated.

A student is required to remediate failing grades in all core courses to graduate 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 and the assistant dean 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. Such e-mail notice must be sent within a week of the absence. 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, the student must first contact the assistant dean.

If any circumstances will cause a student to miss more than two weeks of classes within a single term, the student will be directed to take a leave of absence for the term. Students facing a situation that may result in missing more than two weeks of classes should contact the assistant dean. See the chapter General Information for more information on Leaves of Absence.

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. Laptops and tablets are not to be used in the classroom unless explicitly permitted by 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, recruiting activity, case competitions, conferences, 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.

## *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. Students seeking correction to a grading error must contact the instructor within two weeks (ten working days) from the receipt of the grade.

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 into the term to add and 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 the registrar; dropping a course after the Add/Drop period also requires permission of the instructor. In addition, a late fee of \$25 per transaction will be charged to the student making approved schedule changes after the deadline. No course may be dropped after half the class sessions for a course have been held.

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 the student has previously audited.

Students wishing to enroll in more than 24 units of courses per term 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 up to 4 units. No more than 4 units of Independent Reading and Research may be undertaken in a term without the permission of the assistant dean. 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 SOM 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 assistant dean. Petition forms for requesting credit for undergraduate courses are available on the SOM 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. Enrollment in an undergraduate course for M.B.A. credit typically requires additional work for the course.

### *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. No student may take for credit a course that the student has previously audited.

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, relevant department chairs, deputy dean, and dean of the School, and the aggregate results are available for review on the SOM 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. In all joint-degree programs, students must enroll in at least two terms of course work at Yale after completing the M.B.A. core. In all joint-degree programs other than the three-year J.D./M.B.A. degree program, joint-degree students are required to spend three terms of residency at SOM and pay three terms of tuition to SOM.

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 the student's 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 select 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 the 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 a tiered application fee that ranges from \$125 to \$250 [U.S.].

### *Application Deadlines*

Round 1: Wednesday, September 12, 2018

Round 2: Monday, January 7, 2019

Round 3: Tuesday, April 16, 2019

Candidates should apply when they feel they can submit their best application. There is no difference in the chances of being admitted in Round 1 versus 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 committed to assembling a student body that is diverse along many dimensions and demonstrates a commitment to the School's mission to educate leaders for business and society. In addition, the Admissions Committee is looking for applicants with a strong academic background, leadership potential, and professional experience who will add to the Yale SOM community, as well as the greater Yale University community.

### *Admissions Interviews*

An interview is required to be admitted to the Yale School of Management. Interviews are by invitation of the Admissions Committee. If an interview is offered, the candidate 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: Wednesday, December 5, 2018

Round 2: Tuesday, April 2, 2019

Round 3: Tuesday, May 21, 2019

### *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 runs throughout the year. If a candidate is unable to visit campus, admissions officers also participate in many events across the globe, 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](mailto:mba.admissions@yale.edu) or 203.432.5635.

# M.B.A. for Executives Program

The Yale School of Management offers an M.B.A. for Executives (EMBA) program leading to the degree of Master of Business Administration. The EMBA program is designed for working professionals and 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 three weeks in residence (two weeks in year one and one week in year two) and every other Friday and Saturday on the Yale SOM campus over the course of the twenty-two-month program.

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

## THE EMBA CURRICULUM

The EMBA program follows essentially the same curriculum as the full-time M.B.A. program (see M.B.A. Curriculum in the chapter Full-Time 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 in their respective focus areas: asset management, healthcare, or sustainability.

In addition, the curriculum includes:

1. A colloquium speaker series;
2. Self-directed study options;
3. The EMBA Global Network Week.

### *The Colloquium*

The Area of Focus colloquium is a credited course, and students' grades are based upon attendance and participation. A student who receives a grade of Fail must take another credited Yale SOM elective or complete other work—approved in advance by the faculty director from the respective focus area—to make up for the lost credit in order to graduate on schedule.

### *Self-Directed Study Options*

EMBA students have the opportunity to customize their learning experience through self-directed study. Students have a number of options by which to fulfill a four-credit-hour self-directed study graduation requirement for the M.B.A. for Executives program. Students are welcome to combine two two-credit options, such as a two-credit Independent Project and an elective.

## FACULTY-DIRECTED PROJECT

Students are able to undertake a research project under the supervision of a Yale professor. The project is meant to allow students the opportunity to expand and develop their understanding of a particular challenge or question in their area of focus, or to pursue an academic question in another discipline or disciplines with any Yale University professor.

**Area of focus project** Students have the opportunity to collaborate with Yale SOM faculty on a research paper or project related to their area of focus during the second year of the program. This option should build on knowledge and skills obtained in the student's area of focus. Students must submit a Petition for Independent Study that includes a project proposal and the signature of their faculty director. 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. Projects can carry either two or four credits, commensurate with the breadth and depth of the research undertaken.

**Open academic project** Students also have the ability to collaborate with a member of the Yale faculty to complete a project within the second year of the program that touches on any academic discipline that will contribute to the intellectual or professional growth of the student. Students must submit a Petition for Independent Study that includes the project proposal, the name of the proposed faculty supervisor, and the signature of the senior associate dean. 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. Projects can carry either two or four credits, commensurate with the breadth and depth of the research undertaken.

#### ELECTIVES

Students may also enroll in electives, including EMBA electives, Yale SOM and Yale University electives, or SNOCs offered through the Global Network for Advanced Management.

**EMBA electives** A small portfolio of electives are customized and taught in a format specifically for EMBA students. These may also be taken to fulfill the self-directed study option. Students will receive information about electives from the EMBA program team.

**Yale University electives** EMBA students may enroll in elective courses at SOM, the Graduate School of Arts and Sciences, and any professional school of Yale University. Students interested in taking an SOM elective should contact the EMBA program team. Students interested in enrolling in a course offered by another school at Yale University must comply with the enrollment procedures of the school offering the course. Students wishing to enroll in a course in the Graduate School or in one of the other professional schools at Yale must receive permission from the course instructor and a program director. Enrollment in a Yale Law School course also requires subsequent authorization from the registrar of the Law School.

**Small network online courses (SNOCs)** SNOCs, or Small Network Online Courses, are electives delivered virtually by a Global Network for Advanced Management member school. Students must apply to and be accepted by the instructor of the SNOC. Details for the application process can be found on the SOM course directory. SNOCs are open to students from across the Global Network. Students log in through an online platform and participate in video conferencing for synchronous lectures and discussions. Students collaborate on team projects, developing virtual teamwork skills, and benefit from cross-cultural perspectives in lectures and discussions.

### *EMBA Global Network Week*

All EMBA students are required to participate in the EMBA Global Network Week at the end of their first year. Each June, students attend a week of programming at another Global Network for Advanced Management school that is participating in Network Week. Students are responsible for airfare. The cost of hotels and some meals is included in EMBA program tuition and fees.

Students unable to participate in the Global Network Week designated for their class will have the opportunity to participate in the EMBA Global Network Week of the following class. Please note that EMBA students cannot satisfy this requirement with an M.B.A. Global Network Week.

## EMBA PROGRAM DEGREE REQUIREMENTS

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

### *Enrollment Requirement*

A student must complete all program requirements in twenty-two consecutive months, unless a student receives advance permission for a leave of absence (see Leaves of Absence in the chapter General Information).

### *Remediation of Failing Grades in Courses*

A student who fails a core course must remediate the failing grade either by retaking the course and achieving a passing grade; by passing a proficiency examination, if offered; or through alternate activity as specified by the instructor. In no case will a grade higher than Pass be recorded when a failed core course is remediated. A student who has not remediated a failing grade in a core course is unable to graduate. A student who fails a non-core course must remediate the failing grade or earn the required credits through an alternative means that is proposed by the instructor.

## ACADEMIC POLICIES

### *Request for Change of Focus Area*

The EMBA program combines the rigor of our integrated core curriculum and leadership development program with advanced study in a chosen area at the nexus of business and society: asset management, healthcare, or sustainability. Students are admitted to a focus area during the admissions process. Generally, a switch will not be considered. However, in the event that a student requests a change in area of focus, the student must meet the admissions criteria specific to that area of focus. Students informed during the admissions process that they were not eligible for an area of focus will almost certainly not be admissible for that change during the program.

For asset management and healthcare, all students admitted to the focus area must have a track record of work experience in the asset management and healthcare sectors,

must have demonstrated potential for leadership in those sectors, and must be employed in those sectors. For admission to the sustainability area of focus, students must show a passion for and commitment to sustainability and the ability to communicate how they intend to leverage the courses in the sustainability focus area to make an impact in their organizations.

Students with questions about whether or not they meet the criteria for the area of focus should speak to a member of the EMBA program team or the faculty director to discuss their professional background. Verbal encouragement from any party does not equate to approval of the request; students must submit an official request by the deadline in order to be considered for a change.

The official request should include an updated résumé along with an essay of not more than 500 words outlining the reasons for the request and how the proposed area of focus aligns with the student's background and future career plans. This request should be submitted via email to [emba@yale.edu](mailto:emba@yale.edu) by Friday, April 12, 2019. The program team, in consultation with the faculty director and the deputy dean, will review requests and will provide a written response via e-mail by Monday, April 22, 2019.

The program team reserves the right to contact the student for additional information. All decisions are final and cannot be appealed.

### *Attendance*

EMBA students are expected to attend all classes and colloquium sessions, be on time, and be prepared to contribute. Students who receive one or more unexcused absences may, at the discretion of the faculty, receive a final course grade of Pass or Fail. We recognize that there are times when circumstances may cause a student to miss class or a colloquium. For example, absences due to religious observance, unplanned hospitalization, or an illness that directly affects the student or an immediate family member would be considered excused. In the case of an extended medical absence due to illness, the student must provide a program director with written confirmation of the disabling condition from a healthcare professional providing treatment. Whenever students are unable to attend class or a colloquium, they are required to notify a program administrator and their respective faculty director; in addition, for classes, they 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. At the discretion of the faculty, absence can negatively impact academic performance if a student misses more than one class session of a course, regardless of whether the absence is excused or unexcused. Several absences, regardless of whether the absence is excused or unexcused, can even lead to a failing grade.

### *Extended Classroom*

Via the extended classroom, students are able to attend some in-residence weekends remotely, using computer technology to participate in classes and team breakout sessions. Not all residency weekends are available for the extended classroom. A list of available weekends will be provided.

Students should familiarize themselves with extended classroom guidelines and requirements (including supported operating systems, browsers, and bandwidth) before

signing up for the extended classroom. Detailed information is available on Campus Groups. Questions may also be directed to the EMBA program team, [EMBA@yale.edu](mailto:EMBA@yale.edu).

#### REGISTRATION AND DEADLINES

- The Extended Classroom will not be available during in-residence weeks.
- Classes cannot be accessed remotely over two consecutive weekends regardless of whether a student has participated for only a portion or all of the weekend. Exceptions will only be made in the event of an emergency (i.e., circumstances that are unforeseen, unexpected, and beyond the student's control, such as sudden illness, a major accident, extreme weather, or family bereavement).
- Eight spaces per class will be available on a first-come first-served basis and can be reserved once the dates are posted to Campus Groups.
- Students must register on Campus Groups by 11:59 p.m. on the Monday before a class weekend. On Tuesday, the program team will begin making arrangements to deliver the Extended Classroom.
- Students who wish to cancel their reservation must do so by the Monday deadline since the program team will cancel all Omni accommodations for Extended Classroom users by noon on Tuesday. The program team cannot guarantee a new hotel reservation to students who change their mind after Tuesday at noon before the weekend in question; those students should contact Leanne Caputo at the Omni to make a new reservation.
- Links to the Extended Classroom are located on Campus Groups. Students who have not registered may be disconnected from the session.
- Students who have an emergency (i.e., circumstances that are unforeseen, unexpected, and beyond their control, such as sudden illness, a major accident, extreme weather, or family bereavement) and need to register for the Extended Classroom after the deadline and/or once capacity has been reached should contact the program team immediately. The program team cannot guarantee access to the Extended Classroom.
- A waitlist will be used once capacity for any given weekend is reached.
- The EMBA program team reserves the right to deny a student's participation based on academic performance.
- Students participating in the optional March or October Global Network Week will not be able to connect if the courses conflict with GNW academic and social obligations. Priority is given to participation in the GNW. Students may, however, participate in the Extended Classroom after their GNW obligations are fulfilled.

#### EXTENDED CLASSROOM PROTOCOL

- Students are responsible for notifying their faculty and learning team that they will be participating remotely. Students are also responsible for making arrangements to connect with their learning team remotely for in-class group work.
- Students must connect thirty minutes prior to each session in order to test their connection with the SOM Media Control Center. The program team will do its best to accommodate a student who submits a last-minute request for the Extended Classroom, but the student must connect thirty minutes prior to the start of the session for a sound and microphone check. If the student does not participate in the test and experiences issues with sound or video, the Media Control Center may not be able to offer assistance until the break.

- It is imperative that the Internet connection is stable and students are in a quiet location either in their home or office. We strongly recommend that students not connect from public transportation or public areas such as airports or restaurants.
- The camera must be on at all times. A student whose camera is turned off may be disconnected from the session.
- To ask a question of the faculty member, students should physically raise their hand.
- For questions or issues with the technology, students should use the SOM communication platform to alert the SOM Media Control Center.

#### EXTENDED CLASSROOM ETIQUETTE

- The Extended Classroom is meant to replicate the classroom environment; please be mindful of classroom etiquette.
- Please be on time. Logging in late distracts the faculty and your peers.
- Keep in mind that your image will be displayed on the screens installed in the classroom and you will therefore be visible to the faculty as well as your peers at all times.
- The room from which you are connecting should be clutter-free and should not cause any distractions for faculty or your peers. Similarly, you should be in a quiet area without background noise.
- The room from which you are connecting should also be well-lit; please avoid sitting in front of windows.
- Please do not sit too close or too far from the camera.
- Please refrain from eating on camera.

#### *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. A student who is not able to meet a deadline for an assignment or exam 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 receiving a failing grade for that particular 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 class are due. If no grade has been received by that date, a grade of Fail will be recorded automatically. Grades of Incomplete in the second year of the program may delay the awarding of a student's degree.

### *Electives*

EMBA students have the opportunity to take elective courses at SOM or at another school at Yale University. A student interested in taking an SOM elective should contact a program administrator, who will work with the student to determine if it is possible to enroll in the course.

For courses offered by another school at Yale University, students 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 with the School of Management, as described below. Students will not be granted permission to take a course that conflicts with the EMBA class schedule, but it is up to the student to ensure that there is no conflict. It is students' responsibility to ensure that they do not sign up for electives that conflict with each other.

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 SOM registrar and a member of the program team, who will enroll the student.

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 Yale SOM 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 one of the other professional schools at Yale will be determined by the registrar. Unless a course is taken to fulfill the self-directed study requirement, credits earned for Yale courses outside of the EMBA curriculum will not count toward fulfilling EMBA program requirements.

### *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. No student may take for credit a course that the student has previously audited.

Any person who is not a degree candidate at Yale University and who wishes to audit an EMBA 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.

## USE OF CAREER DEVELOPMENT OFFICE (CDO) RESOURCES

The Career Development Office (CDO) at Yale SOM provides career management assistance and coaching to EMBA students, once they have created a GradLeader profile on the CDO website. The CDO has a number of resources available to EMBA students in their career management, including advising, workshops, and an online recruitment system. The Career Development Office can be reached at 203.432.5900.

## HOUSING REQUIREMENTS

Yale EMBA tuition covers housing during in-residence weeks and Friday evenings of class weekends at the Omni New Haven Hotel and is nonrefundable. During in-residence weeks (two weeks in year one; one week in year two) and through December of year one, students are required to stay at the Omni New Haven Hotel on Friday evenings. Students who do not wish to stay at the Omni after December of their first year are eligible to opt out of the housing requirement and have their tuition and fee amounts adjusted. The deadline to opt out for fall term is June 15 and for spring term October 15. This is a one-time change and must be requested before the stated deadlines. Students who have opted out of housing and who then change their mind must contact the Omni directly to arrange for their accommodation, and will be billed directly by the Omni.

Students who are enrolled for Omni stays on Friday nights may also choose to include a Thursday evening (Wednesday evening on three-day weekends) accommodation at the Omni on all class weekends at an additional cost. Students should alert the program team during Orientation. Students who wish to cancel their Thursday night accommodation must do so by the October or June deadlines in their first year. This is also a one-time change. Any additional nights should be booked directly with the Omni. Students assume the financial responsibility for the additional night(s).

More information about the Omni Hotel can be found at [www.omnihotels.com/hotels/new-haven-yale](http://www.omnihotels.com/hotels/new-haven-yale).

## RIGHTS AND RESPONSIBILITIES OF EMBA STUDENTS

In general, the policies in the chapter Rights and Responsibilities of Students apply to all students, including EMBA students. The following policies are specific to the EMBA program.

### *Required Leave of Absence*

A student who demonstrates insufficient commitment to the program—as evidenced, for example, by an accumulation of absences, frequent tardiness on deliverables, and/or disengagement from required group work—may be required to take a leave of absence at the discretion of the assistant dean. A leave of absence is granted for one year, and the return to the program will depend on the approval of the assistant dean. Once the return has been approved, the program team will support a student’s return.

For more information on policies related to leaves of absence, see Leaves of Absence in the chapter General Information.

### *Electronic Devices*

All EMBA students receive a tablet upon arrival at orientation. This device is the personal property of the student; if it is lost or damaged, the device will not be replaced. 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 and the colloquium. Laptops and tablets are not to be used in the classroom or during the colloquium unless explicitly permitted by the instructor or faculty director.

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.

### *Class Recordings*

EMBA class sessions are recorded with the permission of the faculty member. Recordings are posted to the class course site in Canvas. There are times when faculty will request that a session not be recorded. In such instances, the program team will notify students of this request.

### *Academic Support*

Students who feel they are in need of additional academic support may either contact the course teaching assistant or the instructor. During year-one core courses, the program team will assist students in finding a tutor.

### *Honor Code Committee*

In instances when an EMBA student is referred to the Honor Committee, there will be at least one student representative from the EMBA 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 the student has completed the required core curriculum of an M.B.A. or equivalent degree program – provided the 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 M.A.M. degree will be conferred after Yale SOM receives confirmation from the M.B.A. institution that the student has completed all M.B.A. or equivalent degree requirements.

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, 36 units are chosen from the elective offerings listed in School of Management Courses for 2018–2019 or from approved offerings in other Yale schools and departments. An additional 4 units of course work comprise the required M.A.M. 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 participate in the M.A.M. required curriculum. A student may not enroll in more than 24 units of course work in one term without permission from the program director.

## **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**

See Academic Standards in the chapter Rights and Responsibilities of Students.

## **ACADEMIC AND COURSE POLICIES**

M.A.M. students are expected to abide by the same academic and course policies applicable to the full-time M.B.A. (see Academic Policies and Course Policies in the chapter Full-Time 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>.

# Master of Management Studies (M.M.S.) Program

The Yale School of Management offers two one-year programs leading to the degree of Master of Management Studies (M.M.S.): the M.M.S. in Systemic Risk and the M.M.S. in Global Business and Society.

## M.M.S. IN SYSTEMIC RISK

The M.M.S. in Systemic Risk is a one-year program leading to the degree of Master of Management Studies (M.M.S.). A Bachelor of Arts, Bachelor of Science, or equivalent undergraduate degree is requisite for admission to this program.

Established in 2017, the program requires a year of full-time study in residence, during which the student completes 36 units of course work (the equivalent of nine term-long classes). Of the 36 units of course work, 8 units are chosen from the elective offerings listed in School of Management Courses for 2018–2019 or from approved offerings in other Yale schools and departments. These elective units must include at least 4 units in statistics and 4 (additional beyond required courses) units in economics or finance. An additional 28 units of course work comprise the required M.M.S. curriculum. To learn more about the Master of Management Studies in Systemic Risk program, visit <http://som.yale.edu/programs/mms-systemic-risk>.

### *Enrollment Requirement*

The M.M.S. in Systemic Risk 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 36 units of course work, normally earning 18 in each term. Successful completion of more than 36 units does not offset deficiency in any other degree requirement; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term. Further, each student must participate in the M.M.S. in Systemic Risk required curriculum, which is the equivalent of 14 units in the fall term and 14 units in the spring term. A student may not enroll in more than 24 units of course work in one term without permission from the program director.

### *Timing Requirement*

To be permitted to enroll in the second term of the M.M.S. in Systemic Risk, 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 14 units of course work.

## *Quality Standard*

See Academic Standards in the chapter Rights and Responsibilities of Students.

## *Academic and Course Policies*

M.M.S. in Systemic Risk students are expected to abide by the same academic and course policies applicable to the full-time M.B.A. (see Academic Policies and Course Policies in the chapter Full-Time M.B.A. Degree Program).

## *Admissions*

Application to the M.M.S. in Systemic Risk is conducted electronically. For requirements and additional information, see <http://som.yale.edu/programs/mms-systemic-risk>.

## *Dual-Degree M.B.A. and M.M.S. in Systemic Risk*

On a case-by-case basis, the dean may approve a dual-degree course of study that will allow a student to earn the full-time M.B.A. and the M.M.S. in Systemic Risk in two years of full-time, in-residence academic study. Students must first be admitted to and enroll in the full-time M.B.A. and may then apply to the M.M.S. in Systemic Risk during their first year of study at the School of Management. Dual-degree students spend their second year at SOM taking course work to complete the M.M.S. in Systemic Risk and any outstanding degree requirements of the M.B.A. A student may count course work taken in the M.M.S. in Systemic Risk program toward the 72 units of course work required for the M.B.A. In order to graduate with the dual degrees, students must satisfy the degree requirements of each program and will receive both degrees simultaneously. If a student completes the degree requirements of the M.B.A. but fails to complete the degree requirements of the M.M.S. in Systemic Risk, the student may graduate with the M.B.A. degree without earning the M.M.S. in Systemic Risk, and vice versa; however, a student who fails to meet the quality standard for either degree program will be dismissed from both programs.

## **M.M.S. IN GLOBAL BUSINESS AND SOCIETY**

The M.M.S. in Global Business and Society (GBS) is a one-year program leading to the degree of Master of Management Studies (M.M.S.). Satisfactory completion of a Master in Management (M.I.M.) or equivalent degree program from a school that is a member of the Global Network for Advanced Management (<http://advancedmanagement.net>) is requisite for admission to the GBS program. A student may also be admitted if the student has completed the required core curriculum of an M.I.M. or equivalent degree program – provided the M.I.M. or equivalent degree-granting school will count credit earned during the M.M.S. in Global Business and Society at Yale toward the M.I.M. or equivalent degree, thus enabling the student to earn the M.I.M. or equivalent degree prior to earning the M.M.S. The M.M.S. degree will be conferred after Yale SOM receives confirmation from the M.I.M. or equivalent degree-granting institution that the student has completed all M.I.M. or equivalent degree requirements.

The GBS program, established in 2018, requires a year of full-time study in residence, during which the student completes 36 units of course work (the equivalent of

nine term-long classes). Students are required to take a Global Business and Society Perspectives course (4 units), a Global Leadership: Increasing Personal and Interpersonal Effectiveness course (2 units), and at least 14 units of GBS Advanced Management course work from a list of courses offered specifically to GBS students. The remaining 16 units are chosen from the elective offerings listed in School of Management Courses for 2018–2019, additional courses offered specifically to GBS students, or approved offerings in other Yale schools and departments. It is expected that students will choose some of their elective units across Yale University. To learn more about the Master of Management Studies in Global Business and Society program, visit <http://som.yale.edu/programs/mms-gbs>.

### *Enrollment Requirement*

The M.M.S. in Global Business and Society 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 36 units of course work, normally earning 18 in each term. Successful completion of more than 36 units does not offset deficiency in any other degree requirement; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term. Further, each student must participate in the GBS required curriculum. A student may not enroll in more than 24 units of course work in one term without permission from the program director.

### *Timing Requirement*

To be permitted to enroll in the second term of the M.M.S. in Global Business and Society, 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 14 units of course work.

### *Quality Standard*

See Academic Standards in the chapter Rights and Responsibilities of Students.

### *Academic and Course Policies*

M.M.S. in Global Business and Society students are expected to abide by the same academic and course policies applicable to the full-time M.B.A. (see Academic Policies and Course Policies in the chapter Full-Time M.B.A. Degree Program).

### *Admissions*

Application to the M.M.S. in Global Business and Society is conducted electronically. For requirements and additional information, see <http://som.yale.edu/programs/mms-gbs>.



# 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, operations, 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 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 731, Organizations and the Environment; MGMT 733, Theory Construction; MGMT 737, Applied Empirical Methods; MGMT 740, Financial Economics I; MGMT 741, Financial Economics II; MGMT 742, Corporate Finance and Market Microstructure; MGMT 745, Behavioral Finance; MGMT 746, Financial Crises; MGMT 747, Empirical Asset Pricing; MGMT 748, Empirical Corporate Finance; 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. Students design their 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

The status of students at the Yale School of Management is governed by all applicable Yale policies. This chapter includes some of the most important among those policies.

## 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 to freedom of expression as eloquently stated in the Woodward Report (Report of the Committee on Freedom of Expression at Yale, 1975), which states, in part:

The primary function of a university is to discover and disseminate knowledge by means of research and teaching. To fulfill this function a free interchange of ideas is necessary not only within its walls but with the world beyond as well. It follows that the university must do everything possible to ensure within it the fullest degree of intellectual freedom. The history of intellectual growth and discovery clearly demonstrates the need for unfettered freedom, the right to think the unthinkable, discuss the unmentionable, and challenge the unchallengeable. To curtail free expression strikes twice at intellectual freedom, for whoever deprives another of the right to state unpopular views necessarily also deprives others of the right to listen to those views....

For if a university is a place for knowledge, it is also a special kind of small society. Yet it is not primarily a fellowship, a club, a circle of friends, a replica of the civil society outside it. Without sacrificing its central purpose, it cannot make its primary and dominant value the fostering of friendship, solidarity, harmony, civility, or mutual respect. To be sure, these are important values; other institutions may properly assign them the highest, and not merely a subordinate priority; and a good university will seek and may in some significant measure attain these ends. But it will never let these values, important as they are, override its central purpose. We value freedom of expression precisely because it provides a forum for the new, the provocative, the disturbing, and the unorthodox. Free speech is a barrier to the tyranny of authoritarian or even majority opinion as to the rightness or wrongness of particular doctrines or thoughts....

In addition to the university's primary obligation to protect free expression there are also ethical responsibilities assumed by each member of the university community, along with the right to enjoy free expression. Though these are much more difficult to state clearly, they are of great importance. If freedom of expression is to serve its purpose, and thus the purpose of the university, it should seek to enhance understanding. Shock, hurt, and anger are not consequences to be weighed lightly. No member of the community with a decent respect for others should use, or encourage others to use, slurs and epithets intended to discredit another's race, ethnic group, religion, or sex. It may sometimes be necessary in a university for civility and mutual respect to be superseded by the need to guarantee free expression. The values superseded are nevertheless important, and every member of the university community should consider them in exercising the fundamental right to free expression.

For the full report, see <https://studentlife.yale.edu/guidance-regarding-free-expression-and-peaceable-assembly-students-yale>.

## 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. 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 will familiarize themselves with the standards of proper citation via print and online resources, available on the SOM portal.

### *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, alumni, 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 and Guidelines of the Career Development Office and Policies on the Use of Information Technology Facilities in this chapter.

## *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 of academic affairs and student life for the M.B.A. program; the assistant dean for the M.B.A. for Executives program; or the assistant dean for the M.A.M. and M.M.S. programs. A list of the members of the Honor Committee is available on the 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 (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 the rights: (a) to appear before the committee, (b) to be accompanied by any member of the University community to act as the student's 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., M.M.S., 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., M.M.S., 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, a permanent separation from Yale SOM

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

\*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.

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 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.

## ACADEMIC POLICIES

The Yale School of Management has rigorous academic standards, designed to help students develop the depth of knowledge and understanding that they will need to be successful leaders. Classroom work is challenging and requires a substantial commitment in time and energy.



The School provides extensive resources to assist students in making the transition to management course work and improving their work in areas of difficulty. Students who fail to maintain the Quality Standard for their degree programs may be dismissed, subject to appeal, from the program.

### *Academic Tutoring and Support*

The School provides 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 SOM portal.

To access tutoring assistance, students should contact the director of academic affairs and student life and inform the director of the subject for which the student is seeking tutoring using the registration tool found on the tutoring page of the SOM portal. Such requests must be made prior to the fourth week of the term. Academic Affairs and Student Life will make every effort to accommodate such requests.

Students requesting tutoring assistance who fail to contact an assigned tutor within one week, do not inform Academic Affairs and Student Life that they no longer need a tutor, or cancel two consecutive appointments with the tutor, 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 of academic affairs and student life.

### *Quality Standard for Scholarship Renewal*

Institutional scholarships are awarded at the time of admission only. All scholarships will be renewed for the second year of study provided the student maintains strong academic standing. Strong academic standing requires that the student accumulates Pass or Fail grades in no more than 11 units of core courses.

For a full list of institutional scholarships, see the chapter Tuition and Fees.

### *Academic Grounds for Dismissal*

Failure to meet the Quality Standard for each degree program results in dismissal from the respective program. The Quality of Standard for each program is described below. The decision of dismissal is subject to appeal before the Faculty Review Board. The appeal process is described in the next section.

#### **QUALITY STANDARD FOR THE FULL-TIME M.B.A. PROGRAM**

A student falls short of the Quality Standard if the student:

1. Accumulates Pass or Fail grades in more than 15 units of core courses; or
2. Accumulates a grade of Fail in more than 4 units of core courses; or
3. Accumulates Pass or Fail grades in 24 or more units of core and/or elective courses (17 or more units for joint-degree students).

### QUALITY STANDARD FOR THE M.B.A. FOR EXECUTIVES PROGRAM

A student falls short of the Quality Standard if the student:

1. Accumulates Pass or Fail grades in more than 15 units of core courses; or
2. Accumulates a grade of Fail in more than 4 units of core courses; or
3. Accumulates Pass or Fail grades in 24 or more units of core and/or elective courses.

### QUALITY STANDARD FOR THE M.A.M. PROGRAM

A student falls short of the Quality Standard if the 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 more than 10 units of course work.

### QUALITY STANDARD FOR THE M.M.S. IN SYSTEMIC RISK PROGRAM AND THE M.M.S. IN GLOBAL BUSINESS AND SOCIETY PROGRAM

A student falls short of the Quality Standard if the student:

1. Fails to receive credit in 36 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 more than 10 units of course work.

### REVIEW PROCESS

The registrar conducts a review of the academic progress of all M.B.A., M.A.M., and M.M.S. students at the end of each academic term. Students whose academic record is of concern are required to attend a mandatory meeting with 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 the student believes is relevant.

### THE ACADEMIC STANDARDS COMMITTEE

The Academic Standards Committee is composed of faculty members who are appointed by the cognizant academic dean. The membership of the committee is public and is disclosed upon request. For cases involving students in the full-time M.B.A. program, that program's assistant dean of admissions and assistant dean of academic affairs and student life serve as members *ex officio*. For cases involving M.B.A. for Executives students, the committee consists of the cognizant academic dean, the assistant dean of the program, and one ad hoc faculty member. For cases involving M.A.M. or M.M.S. students, the assistant dean of the M.A.M. and M.M.S. programs serves as a member of the committee *ex officio*.

The committee's primary purpose is to review cases and to provide counsel to students in academic difficulty. 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.

## APPEAL OF ACADEMIC DISMISSAL

A student who is dismissed for failure to meet the Quality Standard may appeal by written petition to the cognizant academic dean of the relevant academic program. An appeal must be filed within two weeks (ten working days) from the date of the letter notifying the student of the dismissal. The cognizant academic dean will refer the appeal to the Faculty Review Board. The Faculty Review Board, chaired by the cognizant academic dean, consists of the cognizant academic dean and two senior faculty members. The assistant dean of the program serves as a member *ex officio* of the Review Board.

In support of the appeal, the student should present any relevant information, including documentation of extenuating personal circumstances and other compelling facts relevant to the appeal. The Faculty Review Board is the highest level of appeal for all academic and disciplinary actions handled within Yale School of Management; its decision on a student's appeal is final. Therefore, the appellant student must present all relevant information prior to the scheduled date of the Review Board's deliberation of the appeal.

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.

### *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, the student's file is transferred to the Yale University Archives for permanent storage. A \$15 fee will be charged if an alumnus/a requests student record retrieval from permanent storage.

### ACCESS TO RECORDS

Official student records for currently enrolled students are housed in the Registrar's Office. Under FERPA, student records are accessible to faculty members, deans, and staff members who have a legitimate educational interest in reviewing the records. Students have automatic access to all parts of their own records except confidential recommendations submitted as part of the application for admission.

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

### TRANSCRIPTS

Student transcripts are maintained permanently in the Registrar's Office. 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 website. 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.

## COMMUNITY POLICIES

### *Policies Related to 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. See the section Resources on Sexual Misconduct in the chapter Yale University Resources and Services for additional information.

### *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 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; see Resources on Sexual Misconduct in the chapter Yale University Resources and Services. SOM's Title IX coordinator, the deputy director of academic affairs and student life, also serves as a resource for informal student complaints or concerns.

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

### *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 career advisers, admissions interviewers, and International Experience course assistants, among others. No student may serve as a teaching assistant for any course in which the student is enrolled for credit. No student may serve as a tutor for a course in which the student is a teaching assistant.

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 and Academic Affairs and Student Life in advance. In the case of an involuntary hospitalization, the student should inform the instructor and Academic Affairs and Student Life 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 Academic Affairs and Student Life at least two weeks before a scheduled holiday, or as soon as feasible after an involuntary hospitalization. That office 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 website 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 activities). These images or excerpts are property of Yale University and may be included, for example, in course recordings supplied to students, on the Yale SOM website, and in Yale University publications, and may be otherwise used to support the University's mission. Please contact the assistant dean of academic affairs and student life with any questions about this policy.

## *Alcohol Policy*

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.

Alcohol, whether purchased with School funds or purchased with private funds, may not be served or consumed on School property except in the context of School-sponsored or officially sanctioned club events. School funds may not be used to support private parties. For the duration of all SOM events, open bar is not to exceed a two-hour period, and cash bar is acceptable after that.

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. All alcohol must be removed at the conclusion of the event.

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.

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, students are responsible for documenting the expense and documenting who paid the expense. Receipts and bank statements must be uploaded to the online request form, which must be accurately and completely prepared. For club reimbursements, the budget officer must authorize the expense being charged to the club accounts. The above documentation must be submitted to the SOM Business Office within ten (10) business days of 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.

## *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 (<https://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 (<https://your.yale.edu/policies-procedures/policies/1607-information-technology-appropriate-use-policy>), as well as any other applicable policies. In the following summary of the Appropriate Use policy, “IT Systems” refers to systems, networks, and facilities owned, managed, or maintained by any entity of Yale University, including SOM, as well as privately owned computers used for University business activities 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.
- *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 a valid Yale photo ID.

- *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* Individuals who believe they may have been harmed by an alleged violation of this policy or who have observed or been made aware of a violation may make a report to the chief information officer of the SOM Information Technology Group or to the University Information Security Office. Alleged violations will be pursued in accordance with the appropriate disciplinary procedures for faculty, staff, and students. Individuals found to have violated these policies may face IT-specific penalties, including the temporary or permanent reduction or elimination of some or all IT privileges and penalties provided for in other University policies. They may also be subject to criminal prosecution, civil liability, or both for unlawful use of any IT System. When appropriate, violations will be forwarded to the SOM Honor Committee for review.

### SOM-IT GUIDELINES

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

- *Student hardware* All 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 make reasonable efforts to support students using 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 (<https://its.yale.edu/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* 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. Office 365 OneDrive and Box at Yale file-sharing and storage workspace can be used at no cost to upload and synchronize files for a form of data backup.



- *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 in the lower level, room L420; by phone, 203.432.7777; or by e-mail, [somit@yale.edu](mailto:somit@yale.edu). After-hours support is available by pressing zero once you begin hearing the voicemail answering message, or by directly dialing Yale ITS at 203.432.9000.

### *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.

### *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 Yale Trademark Licensing Program. For further information, contact the Yale School of Management Office of Communications at 203.432.6009 or [som.extra@yale.edu](mailto:som.extra@yale.edu).

## **POLICIES AND GUIDELINES OF THE CAREER DEVELOPMENT OFFICE (CDO)**

The Yale School of Management Career Development Office provides resources and support throughout the internship and full-time job search processes. Students are expected to take responsibility for their job searches and to represent the School well by acting professionally in all interactions. Professional conduct conveys the shared values of our community and benefits all students.

All questions regarding student or employer recruiting policies should be directed to [som.cdo@yale.edu](mailto:som.cdo@yale.edu).

### *CDO Resources*

#### **CDO COACHING APPOINTMENTS**

Coaching appointments are made via the CDO Recruiting System. A student who needs to cancel an appointment 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 in-person and online professional development programs during the academic year. The schedule for this curriculum is listed in the CDO Recruiting System and is updated regularly. For those sessions that require an RSVP, please promptly cancel your reservations if your plans change, so another student may 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 ([som.cdo@yale.edu](mailto:som.cdo@yale.edu)) by the résumé deadline (to be announced).

## *The Recruiting Process*

### 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 only attending events to which students in your program were invited, coming prepared, 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).

### 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 employment candidacy, to interview or attend an event at a time that conflicts with the student’s individual academic schedule. To avoid class conflicts, the CDO expects that all interviews take place outside of scheduled academic commitments.

### RECRUITING PERIOD FOR INTERNSHIPS (M.B.A.)

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 September 17, 2018. Yale SOM requests that firms recruiting both on- and off-campus begin interviewing students on or after the first day of on-campus internship recruiting, Wednesday, January 2, 2019. We acknowledge that diversity recruiting may follow alternate timelines and expect offers to remain open according to our guidelines below.

### 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.

- Students must attend all accepted first-round interviews.
- Students may only cancel a first-round interview if they have formally accepted another offer.
- Students are not permitted to miss class for interviews. Students who have a complex interview scheduling conflict should contact or stop by the CDO for guidance.
- Students who have accepted an offer must cancel all upcoming interviews and inform the recruiting contact (cc'ing som.cdo@yale.edu).
- After accepting an offer, students should complete the Employment Survey in the GTS in a timely manner, thus removing themselves from résumé books and consideration by other employers.

## *Making and Accepting Offers*

### OFFER TIMELINES AND ACCEPTANCE POLICY (M.B.A. AND M.A.M.)

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 expects all offers to remain open until at least January 31, 2019, and recommends a decision period of at least three weeks. Full-time offers extended at the completion of an internship should remain open until November 30, 2018; for all other full-time offers Yale SOM expects a decision period of at least 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; instructions on how to access the survey will be provided.

### RENEGING ON AN EMPLOYMENT OFFER

#### **Definition of a Renegade**

“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. 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 or assistant dean 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. As with students verbally accepting an offer, we consider verbal offers by employers to be binding.

*Student Privacy*

Yale SOM recruiting partner access to Yale SOM student profile data is limited to a student’s default résumé and preferences on the CDO Recruiting System. Information shared in one-on-one coaching sessions is kept confidential; only salient points may be shared internally with other CDO staff who might serve that student. The CDO does not recommend or endorse students, nor does it refer résumés to employers based on knowledge of or interactions with individual students. Employment data, including compensation information, reported by students is kept confidential and is only reported in aggregate.

# Courses for 2018–2019

Course descriptions can be found on the student portal.

## FALL-TERM M.B.A. CORE COURSES

**MGT 401a, Managing Groups and Teams** 1 unit. Julia DiBenigno,  
Cydney H. Dupree, Marissa D. King, Amy Wrzesniewski

**MGT 402a, Basics of Accounting** 2 units. Stanley J. Garstka, Zeqiong Huang

**MGT 403a, Probability Modeling and Statistics** 2 units. Edward H. Kaplan,  
Constança Esteves-Sorenson, Jonathan S. Feinstein, Nils Rudi

**MGT 404a, Basics of Economics** 2.5 units. Joyee Deb, Michael Sinkinson,  
Jidong Zhou

**MGT 405a, Modeling Managerial Decisions** 2 units. Anjani Jain, Nathan Novemsky

**MGT 410a, Competitor** 2 units. Judith A. Chevalier, Joyee Deb

**MGT 411a, Customer** 2 units. K. Sudhir, Gal Zauberman

**MGT 412a, Investor** 2 units. Bryan Kelly, Alexander K. Zentefis

**MGT 417a, Power and Politics** 2 units. Heidi Brooks, Julia DiBenigno, Michael Kraus

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

## SPRING-TERM M.B.A. CORE COURSES

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

**MGT 413b, State and Society** 2 units. Ian Shapiro, A. Mushfiq Mobarak

**MGT 418b, Global Virtual Teams** 2 units. Marissa D. King, Michael Kraus,  
Amy Wrzesniewski

**MGT 420b, Employee** 2 units. James N. Baron, Barbara Biasi

**MGT 421b, Innovator** 2 units. Rodrigo Canales, Amandine Ody-Brasier

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

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

**MGT 430b, The Executive** 2 units. James Choi, Cydney H. Dupree, Nathan Novemsky

## FALL-TERM M.A.M. COURSES

**MGT 633a, Global Leadership: Big Issues** 2 units. David Bach

**MGT 634a, Colloquium in Advanced Management** 0 units. David Bach

**MGT 636a, Global Leadership: Increasing Personal and Interpersonal Effectiveness** 2 units. David Tate

## SPRING-TERM M.A.M. COURSE

**MGT 634b, Colloquium in Advanced Management** 0 units. David Bach

## FALL-TERM M.M.S. IN SYSTEMIC RISK REQUIRED COURSES

**MGT 523a, Monetary Policy** 4 units. William B. English

**MGT 890a, Global Financial Crisis** 4 units. Andrew Metrick, Tim Geithner

**MGT 943a, Financial Stability Regulation** 4 units. Christian McNamara, June Rhee

**MGT 949a, Systemic Risk Colloquium** 4 units. William B. English, Andrew Metrick

## SPRING-TERM M.M.S. IN SYSTEMIC RISK REQUIRED COURSES

**MGT 628b, Central Banking** 4 units. William B. English

**MGT 944b, Macroprudential Policy** 4 units. Sigridur Benediktsdottir

**MGT 947b/LAW 21764, Capital Markets** 4 units. Gary B. Gorton

**MGT 949b, Systemic Risk Colloquium** 4 units. William B. English, Andrew Metrick

## M.M.S. IN GLOBAL BUSINESS AND SOCIETY COURSES

This course list is provisional and subject to final faculty approval.

### *Fall-Term Required Courses*

**MGT 636a, Global Leadership: Increasing Personal and Interpersonal Effectiveness** 2 units. David Tate

**MGT 939a, Global Business and Society Perspectives** 4 units. David Bach

### *Advanced Management Courses*

Students select at least seven courses (14 units).

#### FALL TERM

**MGT 582a, The Future of Global Finance** 2 units. Jeffrey E. Garten

**MGT 621a, Managing Social Enterprises** 2 units. Kate M. Cooney

**MGT 815a, Managerial Controls** 2 units. Thomas Steffen

**MGT 857a, Digital Strategy** 2 units. Vineet Kumar

**MGT 888a, Technology and Global Strategy** 2 units. Paul Bracken

## SPRING TERM

- MGT 532b, Business Ethics** 2 units. Jason Dana
- MGT 538b, Mastering Influence and Persuasion** 2 units. Zoë Chance
- MGT 558b, Consumer Behavior** 2 units. George E. Newman
- MGT 611b, Policy Modeling** 2 units. Edward H. Kaplan
- MGT 812b, Financial Statement Analysis** 2 units. X. Frank Zhang

## FALL-TERM ELECTIVE COURSES

- MGT 502a, Foundations of Accounting and Valuation** 4 units. Stanley J. Garstka
- MGT 505a, Introduction to Marketing** 4 units. Thomas Hafen
- MGT 506a, Problem Framing** 2 units. Paul Bracken
- MGT 523a, Monetary Policy** 4 units. William B. English
- MGT 525a, Competitive Strategy** 4 units. Fiona M. Scott Morton, Kevin Williams
- MGT 527a, Strategic Management of Nonprofit Organizations** 4 units.  
Judith A. Chevalier
- MGT 529a, Global Social Entrepreneurship: India** 4 units. Tony Sheldon
- MGT 531a, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 536a, Urban Poverty and Economic Development** 4 units. Kate M. Cooney
- MGT 541a/LAW 20507, Corporate Finance** 4 units. Heather E. Tookes
- MGT 542a, Speculation and Hedging in Financial Markets** 4 units. Stefano Giglio
- MGT 553a, Strategic Communication: Delivering Effective Presentations** 2 units.  
Taly Reich
- MGT 555a, Pricing Strategy** 4 units. Soheil Ghili
- MGT 559a, Marketing Strategy** 2 units. Jiwoong Shin
- MGT 568a, Sustainability Finance** 4 units. Todd Cort, Cary Krosinsky
- MGT 582a, The Future of Global Finance** 2 units. Jeffrey E. Garten
- MGT 586a, Strategy, Technology, and War** 4 units. Paul Bracken
- MGT 595a, Applied Quantitative Finance** 4 units. Tobias J. Moskowitz
- MGT 611a/ENAS 649a/HPM 611a, Policy Modeling** 4 units. Edward H. Kaplan
- MGT 627a, Business and Government after Communism** 4 units. Ian Shapiro
- MGT 629a, Ethical Choices in Public Leadership** 4 units. Eric Braverman
- MGT 635a, Venture Capital and Private Equity Investments** 2 units. Olav Sorenson

- MGT 640a, Evolution of Central Banking and Responses to Crises** 4 units.  
Rakesh Mohan
- MGT 646a, Start-up Founder Practicum** 4 units. Kyle Jensen
- MGT 649a, World Financial History** 2 units. William N. Goetzmann
- MGT 650a, Customer Insights and Applications** 4 units. Nathan Novemsky,  
K. Sudhir
- MGT 653a, The Design of Business, The Business of Design** 4 units. Michael Bierut,  
Jessica Helfand
- MGT 656a, Management of Software Development** 4 units. Kyle Jensen
- MGT 660a, Advanced Management of Software Development** 4 units. Kyle Jensen
- MGT 661a/LAW 20648, Transnational Corporations and Human Rights** 4 units.  
Aaron Dhir
- MGT 663a, The Life Science Industry** 2 units. Stephen Knight, Craig Crews
- MGT 665a, Principles of Entrepreneurship** 2 units. Balázs Kovács
- MGT 671a, Entrepreneurship through Acquisition** 2 units. A.J. Wasserstein
- MGT 674a, Leading Small and Medium Enterprises** 2 units. A.J. Wasserstein
- MGT 678a/LAW 20084, Diversity and the Corporation** 4 units. Aaron Dhir
- MGT 679a/LAW 20396, International Investment Law** 2 units. W. Michael Reisman
- MGT 688a/F&ES 807a, Corporate Environmental Management** 4 units.  
Marian R. Chertow
- MGT 694a/LAW 20361, Advanced Contracts** 4 units. Alan Schwartz
- MGT 815a, Managerial Controls** 2 units. Thomas Steffen
- MGT 817a, Sports Analytics** 4 units. Edward H. Kaplan, Tobias J. Moskowitz
- MGT 819a, Big Data** 2 units. Donald Lee, Vahideh Manshadi
- MGT 821a, Public Sector Economics** 4 units. Jason Abaluck
- MGT 832a, Leadership Lab** 2 units. Sarah Biggerstaff
- MGT 839a, Social Entrepreneurship and Systems Leadership** 2 units.  
Daniela Papi-Thornton
- MGT 843a, Financial Technology** 2 units. Stephen Daffron
- MGT 847a, Private Equity: Leveraged Buyouts** 2 units. Joshua Cascade
- MGT 849a, Cases in Commercial Real Estate** 2 units. William N. Goetzmann,  
Jessica Helfand
- MGT 851a, Strategic Market Measurement** 2 units. Aniko Öry



- MGT 852a, Listening to the Customer** 2 units. Aniko Öry
- MGT 857a, Digital Strategy** 2 units. Vineet Kumar
- MGT 867a, Business and the Environment Solutions** 2 units. Todd Cort
- MGT 885a, Law for Managers** 4 units. Stephen Latham
- MGT 887a, Negotiations** 2 units. Daylian Cain
- MGT 889a, Management Leadership and Humanities** 2 units. Shyam Sunder
- MGT 890a, Global Financial Crisis** 4 units. Andrew Metrick, Tim Geithner
- MGT 895a, International Real Estate** 2 units. Kevin Gray
- MGT 911a, The Next China** 4 units. Stephen Roach
- MGT 943a, Financial Stability Regulation** 4 units. Christian McNamara, June Rhee
- MGT 948a, Security Analysis and Valuation** 4 units. Matthew Spiegel, Shyam Sunder
- MGT 949a, Systemic Risk Colloquium** 2 units. Andrew Metrick, William B. English
- MGT 955a, GNAM Course: Urban Resilience: Complexity, Collaborative Structures, and Leadership Challenges** 4 units. Murali Chandrashekarani
- MGT 958a, GMAM Course: International Entrepreneurship** 4 units.  
Raymond Chang
- MGT 984a, Studies in Grand Strategy II** 4 units. Beverly Gage
- MGT 988a, Security Analysis and Valuation: Portfolio Management** 2 units.  
Matthew Spiegel, Shyam Sunder
- MGT 992a, Healthcare Strategy** 4 units. Jason Abaluck

#### SPRING-TERM ELECTIVE COURSES

- MGT 416b, International Experience** 4 units.
- MGT 510b, Data Analysis and Casual Inference** 4 units. Robert T. Jensen
- MGT 518b, Development Elective** 4 units. Kevin Donovan
- MGT 525b, Competitive Strategy** 4 units. Florian Ederer, Kevin Williams
- MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks
- MGT 532b, Business Ethics** 2 units. Jason Dana
- MGT 538b, Mastering Influence and Persuasion** 2 units. Zoë Chance
- MGT 540b, Personal Finance** 4 units. James Choi
- MGT 541b, Corporate Finance** 4 units. Kelly Shue
- MGT 544b, Investment Management** 4 units. Paul Goldsmith-Pinkham

- MGT 548b, Real Estate Finance** 4 units. Matthew Spiegel
- MGT 553b, Strategic Communication: Delivering Effective Presentations** 2 units.  
Taly Reich
- MGT 556b, Big Data and Customer Analytics** 4 units. Kosuke Uetake
- MGT 558b, Consumer Behavior** 2 units. George E. Newman
- MGT 563b, Energy Systems Analytics** 4 units.
- MGT 566b, Metrics, Tools, and Indicators in Corporate Responsibility** 4 units.  
Todd Cort
- MGT 587b, Managing Global Catastrophes** 4 units. Jeffrey E. Garten
- MGT 589b, Competition Economics and Policy** 4 units. Fiona M. Scott Morton
- MGT 607b, Strategies for Economic Development** 4 units. Rakesh Mohan
- MGT 613b/LAW 30233, Negotiating and Drafting Business Reorganization Transactions in Chapter 11 Cases** 2 units. George E. Brunstad, Jr.
- MGT 614b/LAW 21579, Readings on the Corporation as a Social Actor** 1 unit.  
Aaron Dhir
- MGT 621b, Managing Social Enterprises** 4 units. Kate M. Cooney
- MGT 623b, Strategic Leadership across Sectors** 4 units. Jeffrey Sonnenfeld
- MGT 624b, Human Capital Strategy** 2 units. James N. Baron
- MGT 625b/LAW 21283, International Commercial Arbitration** 2 units.  
W. Michael Reisman, Yas Banifatemi, E. Gaillard
- MGT 628b, Central Banking** 4 units. William B. English
- MGT 632b/LAW 21221, Current Issues in Corporations, Corporate Governance, and Bankruptcy** 4 units. Alan Schwartz
- MGT 641b, Behavioral Finance** 2 units. Nicholas C. Barberis
- MGT 646b, Start-up Founder Practicum** 4 units. Jennifer McFadden
- MGT 650b, Customer Insights and Applications** 4 units. Ravi Dhar, Vineet Kumar
- MGT 653b, The Design of Business, The Business of Design** 4 units. Michael Bierut,  
Jessica Helfand
- MGT 654b, The Invention of Desire** 4 units. Jessica Helfand
- MGT 655b, Entrepreneurship and New Ventures** 2 units. Tristan L. Botelho
- MGT 659b, Apps, Software, and Entrepreneurship** 4 units. Kyle Jensen
- MGT 662b/LAW 30223, Advanced Issues in Capital Markets: Role of Counsel for Issuers and Underwriters in an Initial Public Offering** 2 units. C.B. Brod,  
A.E. Fleisher

- MGT 668b, Narratives in Health Media on the Social Internet** 2 units.  
James Hamblin
- MGT 670b, Design Practicum** 2 units. Jessica Helfand
- MGT 671b, Entrepreneurship through Acquisition** 2 units. A.J. Wasserstein
- MGT 672b/GLBL 543b, Practicum in Data Analysis Using Stata** 4 units.  
Justin Thomas
- MGT 674b, Leading Small and Medium Enterprises** 2 units. A.J. Wasserstein
- MGT 682b, China's Energy and Sustainability Challenge** 4 units. Angel Hsu
- MGT 683b/F&ES 635b, Renewable Energy Project Finance** 4 units. Daniel Gross
- MGT 686b/F&ES 819b, Strategies for Land Conservation** 4 units. Bradford Gentry
- MGT 698b/HPM 698b, Healthcare Policy, Finance, and Economics** 4 units.  
Howard P. Forman
- MGT 699b/HPM 699b, Colloquium in Healthcare Leadership** 4 units.  
Howard P. Forman
- MGT 801b, Introduction to Not-for-Profit Accounting** 2 units. Stanley J. Garstka
- MGT 803b, Decision-Making with Data** 2 units. Peter K. Schott
- MGT 805b, Fixed Income** 4 units. Saman Majd
- 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 822b, Game Theory and Market Design** 2 units. Jidong Zhou
- MGT 824b, Advanced 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 830b, Survey Design and Implementation** 2 units. Constança Esteves-Sorenson
- MGT 836b, Sports Marketing** 2 units. Grant Son
- MGT 842b, Financing Green Technologies** 2 units. Richard Kauffman
- MGT 848b, A History of Financial Market Fraud: A Forensic Approach** 2 units.  
James Chanos
- MGT 854b, Behavioral Economics: The Psychology and Behavior of Individuals, Organizations, and Markets** 2 units. Florian Ederer, Shane Frederick
- MGT 855b, Behavioral Economics II: Tests and Applications** 2 units. Shane Frederick

- MGT 856b, Managing Marketing Programs** 2 units. Jiwoong Shin
- MGT 858b, Entrepreneurial Marketing** 2 units. Grant Son
- MGT 859b, Strategic Marketing Leadership: The Role of a Chief Marketing Officer**  
2 units. Ravi Dhar
- MGT 860b, Advanced Customer Analytics** 2 units. Kosuke Uetake
- MGT 865b, Global Social Entrepreneurship: Indonesia** 4 units. Tony Sheldon
- 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 879b, Healthcare Operations** 2 units. Edieal Pinker
- MGT 881b, The Global Corporation** 4 units. Paul Bracken
- MGT 882b, Advanced Negotiations** 1.5 units. Barry Nalebuff, Daylian Cane
- MGT 887b, Negotiations** 2 units. Ayelet Fishbach
- MGT 893b, Nonmarket Strategy** 2 units. Ivana V. Katic, David Bach
- MGT 897b, Entrepreneurial Finance** 2 units. Song Ma
- MGT 899b, Real Estate Finance for Institutional Investors** 2 units. Kevin Gray
- MGT 920b, GNAM Course: Natural Capital: Risks and Opportunities in Global  
Resource Systems** 4 units. Todd Cort
- MGT 944b, Macroprudential Policy** 4 units. Sigga Benediktsdottir, J. Nellie Liang
- MGT 947b/LAW 21764, Capital Markets** 4 units. Gary B. Gorton
- MGT 948b, Security Analysis and Valuation** 4 units. Matthew Spiegel, Shyam Sunder
- MGT 949b, Systemic Risk Colloquium** 2 units. Andrew Metrick, William B. English
- MGT 984b, Studies in Grand Strategy I** 4 units. Beverly Gage, Bryan Garsten
- MGT 988b, Security Analysis and Valuation: Portfolio Management** 2 units.  
Matthew Spiegel, Shyam Sunder
- MGT 995b, Sustainable Innovation in Healthcare** 2 units. Greg Licholai

## Ph.D. Courses for 2018–2019

See the Bulletin of the Graduate School of Arts and Sciences, available online in pdf and html at <http://bulletin.yale.edu>. See also Yale Course Search, <http://courses.yale.edu>.

# General Information

## LEAVES OF ABSENCE

Students are expected to complete the full-time M.B.A. program in two consecutive years, the M.B.A. for Executives program in twenty-two consecutive months, the Master of Advanced Management program in one year, and the Master of Management Studies 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 of academic affairs and student life for the full-time M.B.A. program; the assistant dean for the M.B.A. for Executives program; or the assistant dean of the M.A.M. and M.M.S. programs. 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 physician, as detailed 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 with the approval of the program dean.
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 the registrar was informed of the leave. 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 who 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 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 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 require a student to take a leave for medical reasons when, on recommendation of the director of Yale Health or the chief of the Mental Health and Counseling department (or, in the case of an EMBA student, the student's physician), the administrative director determines that the student is a danger to self or others because of a serious medical problem, or that the student has refused to cooperate with efforts deemed necessary by Yale Health (or the student's physician) to determine if the student is such a danger. An appeal of such a leave must be made in writing to the dean of the School of Management no later than seven days from the date of withdrawal.

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 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 Yale Housing 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**

Students who wish to withdraw from their program should confer with the assistant dean regarding withdrawal. The assistant dean 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 assistant dean, are considered to have withdrawn from the School of Management.

Students who discontinue their 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 an intent 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 the 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 the 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 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 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

Tuition and fees are charged on a per-term basis for all programs. These fees are billed on the first business day of July for the fall term and on the first business day of November for the spring term. Payment is due in full by the first business day of August for the fall term and the first business day of December for the spring term.

For 2018–2019 the estimated budget for single M.B.A., M.A.M., and M.M.S. students for tuition, books, fees, and all living costs is \$97,165. Of this, program tuition is \$69,500; in addition, students are charged a mandatory program fee of \$2,120.

The total program fee for the M.B.A. for Executives program in 2018–2019 is \$179,800 for first-year students and \$172,000 for second-year students. This fee includes tuition, a 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 residencies and on Friday evenings of all weekend sessions. The cost of hotels and most meals for EMBA Global Network Week is also included in the total program fee.

\*EMBA students have the option to purchase textbooks on their own and must indicate a preference to do so by the appropriate term deadline. Program fees are adjusted to reflect a credit for those students who purchase their own textbooks.

## GLOBAL STUDIES FINANCIAL SUPPORT

The School provides a subvention for ten days of international travel to help full-time M.B.A. students defray the cost of fulfilling the Global Studies Requirement (GSR), and a subvention for five days of international travel for M.A.M. students to defray the cost of a Global Network Week or a Global Social Entrepreneurship course. 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 full-time M.B.A. subvention applies only to international travel undertaken for options identified in the GSR choice set, and the M.A.M. subvention applies only to international travel undertaken for a Global Network Week or a Global Social Entrepreneurship course. (For full-time M.B.A. choice sets, see Global Studies Requirement in the chapter Full-Time M.B.A. Degree Program.)

- The School covers the International Experience expenses for full-time M.B.A. students with the exception of international air travel costs. Students going on the IE fully consume their allocation of the ten-day subvention. Students must have all ten subvention days remaining to bid on IE courses.
- Full-time M.B.A. students who choose to apply the ten-day subvention to the Global Network Weeks can receive financial support for up to two GN Weeks after completion of the relevant global experience. Full-time M.B.A. students who choose the IE can enroll in GN Weeks but with no additional subvention. Similarly, students who allocate their ten-day (or five-day, as applicable) subvention to GN Week(s) can enroll in additional GN Week(s) (space permitting) without additional subvention.
- The subvention amount is destination-specific and is added to the student's financial aid budget as a "GSR subvention."
- Students who do not use their subvention do not receive a refund or credit for any remaining balance.

- The IE bidding process occurs in the late fall. Students enrolled in an IE course (through the course bidding auction) 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.
- Up to ten days' subvention is applicable to an International Exchange.
- Although they fulfill the GSR, Global Network courses (SNOCs) carry no subvention value.

GSR subventions will be directly deposited into the student's account after completion of the relevant global experience and during the term in which it was completed. SOM makes every effort to process the awards as soon as possible. If there is a balance due on a student account, the student must pay the remaining balance on the term bill before funds are posted. Funds will be released to the student's account after the program completion. The quickest way to receive funds from a student account is by direct deposit to a personal U.S. bank account. Students should not wait for the funds to be disbursed before making their travel arrangements; airline tickets should be purchased soon after admission to a course to get the best possible price.

## 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 2018–2019, the last days for refunding federal student aid funds will be, in the fall term: October 25, 2018, for first-year students in the full-time M.B.A. program; October 28, 2018, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; November 13, 2018, for first-year students in the M.B.A. for Executives program; and November 15, 2018, for second-year students in the M.B.A. for Executives program; and, in the spring term: April 2, 2019, for first-year students in the full-time M.B.A. program; April 5, 2019, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; April 27, 2019, for first-year students in the M.B.A. for Executives program; and April 6, 2019, 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: August 30, 2018, for first-year students in the full-time M.B.A. program; September 7, 2018, for second-year students in the full-time M.B.A. program and students in the M.A.M.

- and M.M.S. programs; August 4, 2018, for first-year students in the M.B.A. for Executives program; and August 9, 2018, for second-year students in the M.B.A. for Executives program; and, in the spring term: January 24, 2019, for first-year students in the full-time M.B.A. program; January 31, 2019, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; February 26, 2019, for first-year students in the M.B.A. for Executives program; and February 23, 2019, 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 16, 2018, for first-year students in the full-time M.B.A. program; September 23, 2018, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; September 4, 2018, for first-year students in the M.B.A. for Executives program; and September 7, 2018, for second-year students in the M.B.A. for Executives program; and, in the spring term: February 9, 2019, for first-year students in the full-time M.B.A. program; February 14, 2019, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; March 16, 2019, for first-year students in the M.B.A. for Executives program; and March 8, 2019, 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 14, 2018, for first-year students in the full-time M.B.A. program; October 19, 2018, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; October 24, 2018, for first-year students in the M.B.A. for Executives program; and October 27, 2018, for second-year students in the M.B.A. for Executives program; and, in the spring term: March 7, 2019, for first-year students in the full-time M.B.A. program; March 27, 2019, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; April 15, 2019, for first-year students in the M.B.A. for Executives program; and March 29, 2019, 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  
Harry and Nisha Arora '04 MBA 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  
C.E. Thomas Cleveland '68 B.S. and Barbara S. Cleveland Scholarship  
John G. Conley '85 Scholarship  
Frederick Frank '54 B.A. Scholarship  
Maurice R. Greenberg Scholarship  
H. Stuart Harrison (B.A. 1932) Fellowship  
Stephen H. Kovel '78 MBA Alumni Fund Scholarship  
Robert A. Lawrence '47 B.A. and Charles D. Ellis '59 B.A. Scholarship  
Irene A. Loukides Scholarship  
James F. Lynch '88 MBA Alumni Fund Scholarship  
David I. Mazer Scholarship  
H. Hugh McConnell Scholarship  
Julien R. Mininberg '86 B.A., '90 MBA Scholarship  
Christina Baird Minnis (B.A. 1987) Scholarship  
Surendra P. Patel Scholarship  
Avinash Prabhakar '04 MBA 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  
Phyllis and Fenmore Seton '38 B.A. Alumni Fund MBA Scholarship  
John R. Shrewsberry '92 MPPM Scholarship  
Samuel B. Sutphin (Ph.B. 1899) Fellowship  
Rebecca Vitas '00 MBA and David I. Schamis '95 B.A. Scholarship  
Yale Global Executive Leadership Program Class of 2017 MBA Scholarship  
Zhang Family Scholarship

### **Scholarships by Area of Interest**

Claire and Joe Greenberg Scholarship  
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  
Usha '90 MPPM and Diaz Nesamoney MBA Scholarship  
Nancy Pfund '82 MPPM Scholarship  
Paolo Zannoni Scholarship

**Scholarships for Underrepresented Students in U.S. Management Education**

Consortium for Graduate Study in Management Fellowship  
 Edward J. De La Rosa and Elaine F. Tumonis Scholarship  
 Forté Foundation Fellowship  
 Janet “Ginger” Gelb (MPPM 1984) Scholarship  
 Hechinger Scholarship  
 National Society of Hispanic MBAs UPP Scholarship  
 Yale–Reaching OUT LGBT MBA Fellowship

**Joint-Degree Scholarships: Yale School of Management (SOM) and Yale School of Forestry & Environmental Studies (F&ES)**

Michael P. Dowling Scholarship  
 Frederick V. Ernst ’60 Scholarship  
 Jacqueline C. and John P. Hullar Scholarship  
 Carl W. Knobloch, Jr. Fellowship  
 LeBlanc ’98 Family Scholarship  
 PETAL Foundation Scholarship  
 David and Karen Sobotka Scholarship  
 Gillian and Stuart W. Staley ’95 MPPM/MES Scholarship

**Various Joint-Degree Program Scholarships**

Sheldon L. Sussman Family Scholarship  
 Yale Accelerated MBA/J.D. Program Scholarship

**Master of Advanced Management (MAM) Scholarships**

Brandon Liu Tieh Ching Scholarship  
 Alec L. Ellison ’84 B.A. Master of Advanced Management Scholarship  
 Usha ’90 MPPM and Diaz Nesamoney Master of Advanced Management Scholarship  
 Jane Sun and John Wu Scholarship  
 Yale SOM Master of Advanced Management Class of 2016 Scholarship

**MBA for Executives (EMBA) Scholarships**

Yale SOM MBA for Executives Class of 2016 Scholarship

**Ph.D. Scholarships**

Harry and Heesun You Fellowship

**Regional Scholarships***United States*

Conley Brooks ’44 B.A. Family Scholarship  
 Frederick T. Holliday (Ph.B. 1920) & Frederick T. Holliday, Jr. (B.A. 1945) Memorial Scholarship  
 G. Harold Welch Scholarship

*United States and International*

Sim Family Foundation Scholarship

*International*

Laura Cha (Shi Mei Lun) Scholarship  
Chapman Scholarship  
Harambe Yale Scholar Program for African Entrepreneurs  
Israeli Student Scholarship at Yale SOM  
Jane Sun and John Wu Scholarship  
Martin Werner Fellowship  
Yale SOM Scholarship for Students from Mexico  
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  
Brandon Liu Tieh Ching 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 office's website is <http://student-accounts.yale.edu>.

*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 website (<http://student-accounts.yale.edu/ebep>) are sent to all students at their official Yale e-mail addresses and to all student-designated proxies. Students can grant others proxy access to the eBill-ePay system to view the monthly student account statements and make online payments. For more information, see <http://sfas.yale.edu/proxy-access-and-authorization>.

Bills for tuition, room, and board are available 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.

## *Payments*

There are a variety of options offered for making payments. Yale University eBill-ePay (<http://student-accounts.yale.edu/ebep>) is the *preferred* means for payment of your monthly student account bill. The ePayments are immediately posted to the student account. There is no charge to use this service. Bank information is password-protected and secure, and a printable confirmation receipt is available. On bill due dates, payments using the eBill-ePay system can be made up to 4 p.m. Eastern Time in order to avoid late fees.

For those who choose to pay the student account bill by check, a remittance advice and mailing instructions are included with the online bill available on the eBill-ePay website. All bills must be paid in U.S. currency. Checks must be payable in U.S. dollars drawn on a U.S. bank. Payments can also be made via wire transfer. Instructions for wire transfer are available on the eBill-ePay website.

Yale does *not* accept credit card 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, late fees of \$125 per month will be charged for the period the bill was unpaid, as noted above.
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 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 25. Additional details concerning the Yale Payment Plan are available at <http://student-accounts.yale.edu/ypp>.

# Yale University Resources and Services

## A GLOBAL UNIVERSITY

Yale continues to evolve as a global university, educating leaders and advancing the frontiers of knowledge across the entire world. The University's engagement beyond the United States dates from its earliest years. Yale has drawn students from abroad for nearly two centuries, and international topics have been represented in its curriculum for the past hundred years and more.

This year, Yale welcomed the largest number of international students and scholars in its history. The current enrollment of more than 2,800 international students from 121 countries comprises 22 percent of the student body. Yale is committed to attracting the best and brightest from around the world by offering generous international financial aid packages, conducting programs that introduce and acclimate international students to Yale, and fostering a vibrant campus community. The number of international scholars (visiting faculty, researchers, and postdoctoral fellows) has also grown to nearly 2,700 each year.

Yale's globalization is guided by the vice president for global strategy and deputy provost for international affairs, who is responsible for ensuring that Yale's broader global initiatives serve its academic goals and priorities, and for enhancing Yale's international presence as a leader in liberal arts education and as a world-class research institution. The vice president and deputy provost works closely with academic colleagues in all of the University's schools and provides support and strategic guidance to the many international programs and activities undertaken by Yale faculty, students, and staff.

The Whitney and Betty MacMillan Center for International and Area Studies (<http://macmillan.yale.edu>) is the University's focal point for teaching and research on international affairs, societies, and cultures.

The Jackson Institute for Global Affairs (<http://jackson.yale.edu>) seeks to institutionalize the teaching of global affairs throughout the University and to inspire and prepare Yale students for global citizenship and leadership.

The Office of International Affairs (<http://world.yale.edu/oia>) provides administrative support for the international activities of all schools, departments, 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.

The Office of International Students and Scholars (<http://oiss.yale.edu>) hosts orientation programs and social activities for the University's international community and is a resource for international students and scholars on immigration matters and other aspects of acclimating to life at Yale.

The Yale World Fellows Program (<http://worldfellows.yale.edu>) 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.

The Association of Yale Alumni (<http://aya.yale.edu>) provides a channel for communication between the alumni and the University and supports alumni organizations and programs around the world.



Additional information may be found on the “Yale and the World” website (<http://world.yale.edu>), including resources for those conducting international activities abroad and links to international initiatives across the University.

## HOUSING

The Yale Housing Office has dormitory and apartment units available for graduate and professional students. Dormitories are single-occupancy and two-bedroom units of varying sizes and prices. They are located across the campus, from Edward S. Harkness Memorial Hall, serving the medical campus, to Helen Hadley Hall and the newly built 272 Elm Street, serving the central/science campus. Unfurnished apartments consisting of efficiencies and one-, two-, and three-bedroom apartments for singles and families are also available. Family housing is available in Whitehall and Esplanade Apartments. The Housing website (<http://housing.yale.edu>) is the venue for graduate housing information and includes dates, procedures, facility descriptions, floor plans, and rates. Applications for the new academic year are available beginning April 23 and can be submitted directly from the website.

The Yale Housing Office also manages the Off Campus Living listing service (<http://offcampusliving.yale.edu>; 203.436.2881), which is the exclusive Yale service for providing off-campus rental and sales listings. This secure system allows members of the Yale community to search rental listings, review landlord/property ratings, and search for a roommate in the New Haven area. On-campus housing is limited, and members of the community should consider off-campus options. Yale University discourages the use of Craigslist and other third-party nonsecure websites for off-campus housing searches.

The Yale Housing Office is located in Helen Hadley Hall (HHH) at 420 Temple Street and is open from 9 a.m. to 4 p.m., Monday through Friday; 203.432.2167.

## 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 health, 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 <https://yalehealth.yale.edu/coverage/student-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, Student Wellness, 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, and students enrolled in the EMBA program (see below), 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.

**EMBA candidates** Students enrolled in the EMBA program are not eligible for Yale Health Basic Coverage but may enroll in Yale Health Student Affiliate Coverage. This plan includes services described in both Yale Health Basic and Yale Health Hospitalization/Specialty Coverage. Coverage is not automatic; enrollment applications are available directly from the EMBA program, and special enrollment deadlines apply (July 15 for full-year or fall-term coverage; January 15 for spring-term coverage only).

### *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 <https://yalehealth.yale.edu/coverage/student-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://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 DEPENDENT PLANS

A student may enroll the student's lawfully married spouse or civil union partner and/or legally dependent child(ren) under the age of twenty-six in one of three student dependent plans: Student + Spouse, Student + Child/Children, or 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 website (<https://yalehealth.yale.edu/resources/forms>) 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, students enrolled in the EMBA program, 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 website (<https://yalehealth.yale.edu/resources/forms>) and must be received by September 15 for full-year or fall-term coverage, or by January 31 for spring-term coverage only. For EMBA candidates, applications are available directly from the EMBA program, and special enrollment deadlines apply (July 15 for full-year or fall-term coverage; January 15 for spring-term coverage only).

### *Eligibility Changes*

**Withdrawal** A student who withdraws from the University during the first fifteen 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 for the term(s) of the leave. If the leave occurs on or *before* the first day of classes, Yale Health Hospitalization/Specialty Coverage will end retroactive to the start of the coverage period for the term. If the leave occurs anytime after the first day of classes, Yale Health Hospitalization/Specialty Coverage will end on the day the registrar is notified of the leave. In either case, students may enroll in Yale Health Student Affiliate Coverage. Students must enroll in Affiliate Coverage prior to the beginning of the term unless the registrar is notified after the first day of classes, in which case, the coverage must be purchased within thirty days of the date the registrar was notified. 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 website (<https://yalehealth.yale.edu/resources/forms>). 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 website (<https://yalehealth.yale.edu/resources/forms>). 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*

Proof of vaccination is a pre-entrance requirement determined by the Connecticut State Department of Public Health. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2018. Please access the Incoming Student Vaccination Record form for graduate

and professional students at <https://yalehealth.yale.edu/resources/forms>. Connecticut state regulation requires that this form be completed and signed, for each student, by a physician, nurse practitioner, or physician's assistant. The form must be completed, independent of any and all health insurance elections or coverage chosen. Once the form has been completed, the information must be entered into the Yale Medicat online system (available mid-June), and all supporting documents must be uploaded to <http://yale.medicatconnect.com>. The final deadline is August 1.

**Measles, mumps, rubella, and varicella** All students who were born after January 1, 1957, are required to provide proof of immunization against measles (rubeola), mumps, German measles (rubella), and varicella. Connecticut state regulation requires two doses of measles vaccine, two doses of mumps vaccine, two doses of rubella vaccine, and two doses of varicella 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. If dates of vaccination are not available, titer results (blood test) demonstrating immunity may be substituted for proof of vaccination. The cost for all vaccinations and/or titers rests with the student, as these vaccinations are considered to be a pre-entrance requirement by the Connecticut State Department of Public Health. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2018.

**Quadrivalent meningitis** All students living in on-campus dormitory facilities must be vaccinated against meningitis. The only vaccines that will be accepted in satisfaction of the meningitis vaccination requirement are ACWY Vax, Menveo, Nimenrix, Menactra, Mencevax, and Menomune. The vaccine must have been received after January 1, 2014. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2018. The cost for all vaccinations and/or titers rests with the student, as these vaccinations are considered to be a pre-entrance requirement by the Connecticut State Department of Public Health. Please note that the State of Connecticut does not require this vaccine for students who intend to reside off campus.

**TB screening** The University strongly recommends tuberculosis screening for all incoming students who have lived or traveled outside of the United States within the past six months.

**Hepatitis B series** The University recommends that incoming students receive a series of three Hepatitis B vaccinations. Students may consult their health care provider for further information.

## 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 (ROD@yale.edu) or through its website (<http://rod.yale.edu>).

## RESOURCES ON SEXUAL MISCONDUCT

Yale University is committed to maintaining and strengthening an educational, working, 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 sexual assault, sexual harassment, intimate partner violence, stalking, voyeurism, and any other conduct of a sexual nature that is nonconsensual, or has the purpose or effect of threatening, intimidating, or coercing a person. Violations of Yale's Policy on Teacher-Student Consensual Relations also constitute sexual misconduct. Sexual activity requires consent, which is defined as positive, unambiguous, and voluntary agreement to engage in specific sexual activity throughout a sexual encounter.

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, many forms of sexual misconduct are prohibited by Connecticut and federal law and may lead to civil liability or 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 <https://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

<https://sharecenter.yale.edu>

SHARE, the Sexual Harassment and Assault Response and Education Center, has trained counselors available 24/7, including holidays. 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 if desired. SHARE can provide professional help with medical and health issues (including accompanying students to the hospital or the police), as well as 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 and can provide assistance with initiating a formal or informal complaint.

If you wish to make use of SHARE's services, you can call the SHARE 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 experienced an assault, 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 Acute Care in the Yale Health Center or at 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](mailto:carole.goldberg@yale.edu)), Jennifer Czincz, assistant director (203.432.2610, [jennifer.czincz@yale.edu](mailto:jennifer.czincz@yale.edu)), Sherine Powerful (203.436.8217, [sherine.powerful@yale.edu](mailto:sherine.powerful@yale.edu)), or John Criscuolo (203.494.6247, [john.criscuolo@yale.edu](mailto:john.criscuolo@yale.edu)).

### *Title IX Coordinators*

203.432.6854

Office hours: 9 a.m.–5 p.m., M–F

<https://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 financial assistance. Sex discrimination includes sexual harassment, sexual assault, and other forms of sexual misconduct. The University is committed to providing an environment free from discrimination on the basis of sex.

Yale College, the Graduate School of Arts and Sciences, and the professional schools have each designated a deputy Title IX coordinator, reporting to Stephanie Spangler, Deputy Provost for Health Affairs and Academic Integrity and the University Title IX Coordinator. Coordinators respond to and address specific complaints, provide information on and coordinate with the available resources, track and monitor incidents to identify patterns or systemic issues, deliver prevention and educational programming, 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 are confidential. In the case of imminent threat to an individual or the community, the coordinator may need to consult with other administrators or 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*

203.432.4449

Office hours: 9 a.m.–5 p.m., M–F

<https://uwc.yale.edu>

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 complaints of sexual misconduct. UWC members can answer inquiries about procedures and the University definition of sexual misconduct. The UWC is comprised of faculty, administrative, and student representatives from across the University. In UWC cases, investigations are conducted by professional, independent fact finders.

*Yale Police Department*

101 Ashmun Street

24/7 hotline: 203.432.4400

<https://your.yale.edu/community/public-safety/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](mailto: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 evidence or pressing charges; with few exceptions, all decisions about how to proceed are up to you.

**OFFICE OF INTERNATIONAL STUDENTS  
AND SCHOLARS**

The Office of International Students and Scholars (OISS) coordinates services and support for Yale’s nearly 6,000 international students, faculty, staff, and their dependents. OISS staff assist with issues related to employment, immigration, and personal and cultural adjustment, as well as serve as a source of general information about living at Yale and in New Haven. As Yale University’s representative for immigration concerns, OISS helps students, faculty, and staff 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 <http://oiss.yale.edu/coming>.

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.

The OISS website (<http://oiss.yale.edu>) 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 Facebook.

OISS is housed in the International Center for Yale Students and Scholars, which serves as 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, go to <http://oiss.yale.edu/about/the-international-center/international-center-room-reservations>. For information about the center, visit <http://oiss.yale.edu/about/international-center>.

## CULTURAL, RELIGIOUS, AND ATHLETIC RESOURCES

There are many ways to keep up-to-date about campus news and events. These include the YaleNews website, which features stories, videos, and slide-shows about Yale people and programs (<http://news.yale.edu>); the interactive Yale Calendar of Events (<http://calendar.yale.edu>); and the University's social media channels on Facebook, Instagram, Tumblr, LinkedIn, and YouTube.

The Yale Peabody Museum of Natural History, founded in 1866, houses more than thirteen million specimens and objects in ten curatorial divisions: anthropology, botany, entomology, historical scientific instruments, invertebrate paleontology, invertebrate zoology, mineralogy and meteoritics, paleobotany, vertebrate paleontology, and vertebrate zoology. The renowned collections provide crucial keys to the history of Earth and its life-forms, and in some cases are the only remaining traces of animals, plants, and cultures that have disappeared. About 5,000 objects are on public display, including the original “type” specimens—first of its kind—of *Brontosaurus*, *Stegosaurus*, and *Triceratops*.

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 250,000 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 <http://artgallery.yale.edu>.

The Yale Center for British Art is a public art museum and research institute that houses the largest collection of British art outside the United Kingdom. Presented to the University by Paul Mellon (Yale College, Class of 1929), the collection reflects the development of British art and culture from the Elizabethan period onward. The center's collections include more than 2,000 paintings, 250 sculptures, 20,000 drawings and watercolors, 6,000 photographs, 40,000 prints, and 35,000 rare books and manuscripts. More than 40,000 volumes supporting research in British art and related fields are available in the center's reference library. In May 2016 the center reopened to the public following the completion of a multiyear project to conserve its iconic Louis I. Kahn building. For more information, please visit <http://britishart.yale.edu>.

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 five hundred musical events take place at the University during the academic year. In addition to recitals by graduate students and faculty artists, the School of Music presents the Yale Philharmonia, the Oneppo Chamber Music Series, the Ellington Jazz Series, the Horowitz Piano Series, New Music New Haven, Yale Opera, Yale Choral Artists, and concerts at the Yale Collection of Musical Instruments. The Yale Summer School of Music/Norfolk Chamber Music Festival presents the New Music Workshop and the Chamber Choir and Choral Conducting Workshop, in addition to the six-week Chamber Music Session. Many of these concerts stream live on the School's website (<http://music.yale.edu>), the Norfolk website (<http://norfolk.yale.edu>), and the Collection of Musical Instruments website (<http://collection.yale.edu>). Additionally, 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 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 many other special events.

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

The religious and spiritual resources of the University serve all students, faculty, and staff of all faiths. These resources are coordinated and/or supported through the 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, the Sikh 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 a more remote area of the facility, hiking trails loop the north end of the property; trail maps and directions are available on-site at the field office. The OEC runs seven days a week from the third week of June through Labor Day. For more information, including mid-September weekend availability, 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>.

## YALE UNIVERSITY LIBRARY

The Yale University Library comprises fifteen million print and electronic volumes in more than a dozen different libraries and locations, including Sterling Memorial Library, the Beinecke Rare Book and Manuscript Library, and the Anne T. and Robert M. Bass Library. The library also encompasses an innovative Preservation and Conservation Department that develops and applies leading-edge technology to maintain the library's diverse collections, which range from ancient papyri to early printed books, rare film and recorded music collections, and a growing body of born-digital works and resources. A student-curated exhibit program and the University's emphasis on teaching with original source materials augment students' 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 <http://web.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](mailto: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 <http://gsas.yale.edu>, e-mail [graduate.admissions@yale.edu](mailto: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 208236, New Haven CT 06520-8236.

**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 and the Physician Assistant Online Program.

For additional information, please visit <http://medicine.yale.edu/education/admissions>, e-mail [medical.admissions@yale.edu](mailto: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 [div.admissions@yale.edu](mailto:div.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 <http://law.yale.edu>, e-mail [admissions.law@yale.edu](mailto: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 <http://law.yale.edu>, e-mail [gradpro.law@yale.edu](mailto: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](mailto: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](mailto:artschool.info@yale.edu), or call the Office of Academic Administration at 203.432.2600. Postal correspondence should be directed to Office of Academic Administration, 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 (A.D.), Doctor of Musical Arts (D.M.A.).

For additional information, please visit <http://music.yale.edu>, e-mail [gradmusic.admissions@yale.edu](mailto: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](mailto: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](mailto: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](mailto: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 06516-0974.

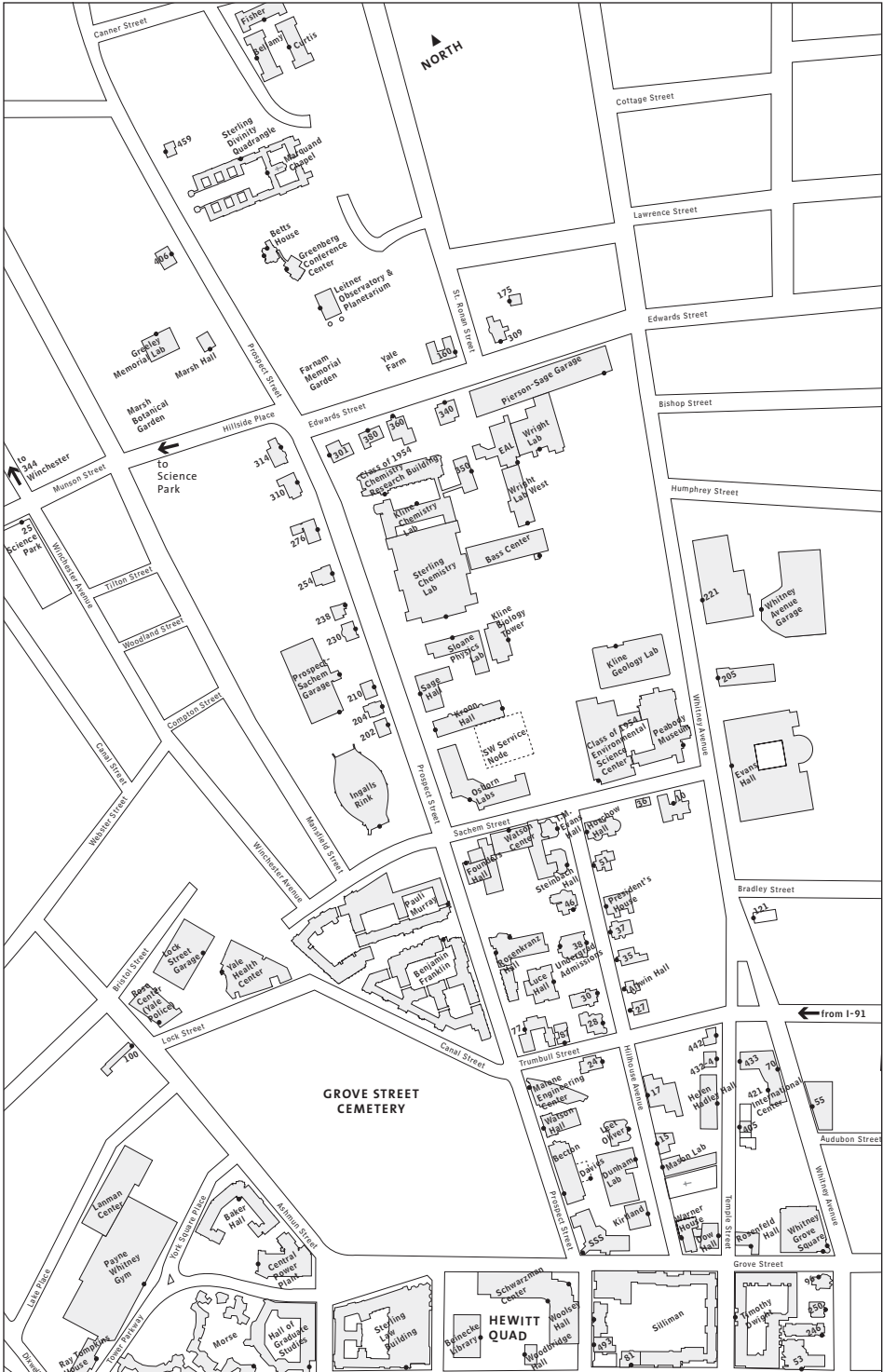
**School of Drama** Est. 1925. Courses for college graduates and certificate students. Master of Fine Arts (M.F.A.), Certificate in Drama, Doctor of Fine Arts (D.F.A.).

For additional information, please visit <http://drama.yale.edu>, e-mail [ysd.admissions@yale.edu](mailto:ysd.admissions@yale.edu), or call the Registrar/Admissions Office at 203.432.1507. Postal correspondence should be directed to 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.), Master of Management Studies (M.M.S.). 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 NORTH



Continued on next page



# 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 2:30 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 American Airlines. Local taxi service, Metro Cab (203.777.7777), is available at the airport, as are car rentals. Connecticut Limousine (<https://ctlimo.com>) and Go Airport Shuttle Connecticut ([www.2theairport.com](http://www.2theairport.com)) service 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, 4th Floor, 203.432.0849. For additional information, see [www.yale.edu/equalopportunity](http://www.yale.edu/equalopportunity).

Title IX of the Education Amendments of 1972 protects people from sex discrimination in educational programs and activities at institutions that receive federal financial assistance. Questions regarding Title IX may be referred to the University's Title IX Coordinator, Stephanie Spangler, at 203.432.4446 or at [titleix@yale.edu](mailto:titleix@yale.edu), or to the U.S. Department of Education, Office for Civil Rights, 8th Floor, 5 Post Office Square, Boston MA 02109-3921; tel. 617.289.0111, fax 617.289.0150, TDD 800.877.8339, or [ocr.boston@ed.gov](mailto:ocr.boston@ed.gov).

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 Vice President for Human Resources and 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  
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