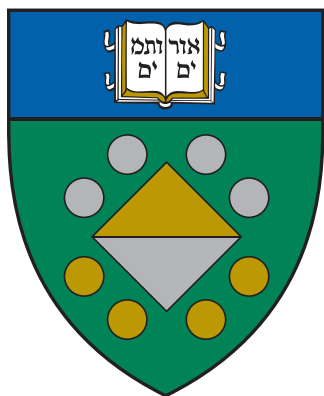


School of Management

2025–2026



BULLETIN OF YALE UNIVERSITY

Series 121 Number 7 July 20, 2025

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CALENDARS

The following dates are subject to change as the University makes decisions regarding the 2025–2026 academic year. Changes will be posted online on the SOM internal website.

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

Fall 2025

Aug. 3–9	SU–SA	Math Camp (by invitation only)
Aug. 11–15	M–F	Incoming-Student Orientation (required for M.B.A. students)
Aug. 11–22	M–F	Incoming-Student Orientation (required for M.M.S. and M.A.M students)
Aug. 18–22	M–F	MGT 401, Managing Groups and Teams, meets (required core course, M.B.A. first years)
Aug. 19	T	SOM open add/drop period begins, 8:30 a.m.
Aug. 25	M	Session-1 core courses begin (M.B.A. first years)
Aug. 27	W	SOM classes begin Yale College and Graduate School of Arts and Sciences classes begin
Aug. 29	F	Make-up day: Monday classes meet, Friday classes do not meet
Sept. 1	M	Labor Day; classes do not meet; administrative offices closed
Sept. 3	W	Add/drop period ends for session-1 and full-term SOM electives, 5 p.m.
Sept. 18	TH	Core exam (MGT 403, Probability Modeling and Statistics), 6:30–9 p.m.
Sept. 26	F	MGT 403, Probability Modeling and Statistics, meets (required core course, M.B.A. first years)
Oct. 10	F	Classes end Session-1 elective final exam period
Oct. 13–16	M–TH	Core final exam period (M.B.A. first years)
Oct. 13–17	M–F	Global Network Week; classes do not meet
Oct. 20	M	Classes resume; session-2 classes begin
Oct. 27	M	Add/Drop period ends for session-2 electives, 5 p.m.
Oct. 31	F	Session-1 grades due, 5 p.m. (with some exceptions)
Nov. 24–28	M–F	November recess
Dec. 1	M	Classes resume
Dec. 9	T	Classes end
Dec. 10	W	Session-2 classes that meet on Wednesdays only end
Dec. 10–16	W–T	Core and elective final exam period
Dec. 11	TH	Session-2 classes that meet on Thursdays only end
Dec. 12	F	Session-2 classes that meet on Fridays only end
Dec. 17	W	Winter recess begins

Spring 2026

Jan. 2	F	Fall-term grades due, 5 p.m. (with some exceptions)
Jan. 6	T	SOM open add/drop period begins, 8:30 a.m.
Jan. 12	M	Yale College and Graduate School of Arts and Sciences classes begin
Jan. 19	M	Martin Luther King, Jr. Day; classes do not meet; administrative offices closed
Jan. 20	T	Spring-term SOM classes begin
Jan. 23	F	Make-up day: Monday classes meet; Friday classes do not meet
Jan. 27	T	Add/drop period ends for session-1 and full-semester SOM electives, 5 p.m.
Mar. 3	T	Session-1 classes end (core and elective)
Mar. 4	W	Session-1 classes that meet on Wednesdays only end
Mar. 4–6	W–F	Session-1 final exam period (core and elective)
Mar. 5	TH	Session-1 classes that meet on Thursdays only end
Mar. 6	F	Session-1 classes that meet on Fridays only end
Mar. 9–20	M–F	International Experience (M.B.A. students only); Global Network Week; classes do not meet
Mar. 20	F	Session-1 grades due, 5 p.m. (with some exceptions)
Mar. 23	M	Classes resume; session-2 classes begin
Mar. 30	M	Add/drop period ends for session-2 classes, 5 p.m.
Apr. 3	F	Good Friday; administrative offices closed; classes meet
May 5	T	Classes end
May 6	W	Session-2 classes that meet on Wednesdays only end
May 6–12	W–T	Final exam period (core and elective)
May 7	TH	Session-2 classes that meet on Thursdays only end
May 8	F	Session-2 classes that meet on Fridays only end
May 13	W	SOM graduating-student spring-term grades due, 5 p.m.
May 18	M	University Commencement
May 27	W	SOM continuing-student spring-term grades due, 5 p.m. (with some exceptions)

M.B.A. FOR EXECUTIVES

2025–2026

June 13–15	F–SU	Class of 2027 Pre-Program Math Course (by invitation only)
July 11–12	F–SA	Class of 2027 Orientation
July 13–26	SU–SA	Residence weeks (Class of 2027 only)
July 19–26	SA–SA	Residence week (Class of 2026)
Aug. 8–9	F–SA	Class weekend
Aug. 22–23	F–SA	Class weekend
Sept. 5–6	F–SA	Class weekend
Sept. 19–20	F–SA	Class weekend
Oct. 3–4	F–SA	Class weekend
Oct. 17–18	F–SA	Class weekend

Oct. 31– Nov. 1	F–SA	Class weekend
Nov. 14–15	F–SA	Class weekend
Dec. 5–6	F–SA	Class weekend
Dec. 19–20	F–SA	Class weekend
Jan. 15–17	TH– SA	Class weekend: three days for Class of 2026 only; two days (F–SA) for Class of 2027
Jan. 30–31	F–SA	Class weekend
Feb. 13–14	F–SA	Class weekend
Feb. 27–28	F–SA	Class weekend
Mar. 13–14	F–SA	Class weekend
Mar. 27–28	F–SA	Class weekend
Apr. 10–11	F–SA	Class weekend
Apr. 24–25	F–SA	Class weekend
May 8–9	F–SA	Class weekend
May 18	M	University Commencement
May 22–23	F–SA	Class weekend (Class of 2027 only)
June 15–19	M–F	EMBA Global Network Week (Class of 2027 only)

MASTER’S IN PUBLIC EDUCATION MANAGEMENT

2025–2026

May 29, 2025	TH	Class of 2025 Orientation (online)
July 14–18, 2025	M–F	Class residence week
Aug. 15, 2025	F	Class session (online)
Sept. 19, 2025	F	Class session (online)
Oct. 20– 24, 2025	M–F	Class residence week
Nov. 14, 2025	F	Class session (online)
Dec. 12, 2025	F	Class session (online)
Jan. 23, 2026	F	Class session (online)
Feb. 23–27, 2026	M–F	Class residence week
Mar. 27, 2026	F	Class session (online)
Apr. 17, 2026	F	Class session (online)
May 8, 2026	F	Class session (online)

June 1–5, 2026	M–F	Class residence week
July 9, 2026	TH	Class session (online)
Aug. 3–7, 2026	M–F	Class residence week
Aug. 8, 2026	S	Program Commencement
Aug. 21, 2026	F	Class session (online)
Aug. 25– Sep. 15, 2026	T–T	Capstone Presentations (online)

THE PRESIDENT AND FELLOWS OF YALE UNIVERSITY

President

Maurie Dee McInnis, B.A., M.A., Ph.D.

Fellows

Gina Rosselli Boswell, B.S., M.B.A., Columbus, Ohio (*June 2029*)

Michael James Cavanagh, B.A., J.D., Philadelphia, Pennsylvania (*June 2026*)

Maryana Felib Iskander, B.A., M.Sc., J.D., Round Rock, Texas (*June 2029*)

William Earl Kennard, B.A., J.D., Charleston, South Carolina (*June 2026*)

Frederic David Krupp, B.S., J.D., Norwalk, Connecticut (*June 2028*)

Carlos Roberto Moreno, B.A., J.D., Los Angeles, California (*June 2026*)

Felicia Norwood, B.A., M.A., J.D., Indianapolis, Indiana (*June 2030*)

Carter Brooks Simonds, B.A., M.B.A., Greenwich, Connecticut (*June 2031*)

Joshua Linder Steiner, B.A., M.St., New York, New York (*June 2030*)

David Li Ming Sze, B.A., M.B.A., Hillsborough, California (*June 2030*)

Jaime Brooks Teevan, B.S., S.M., Ph.D., Bellevue, Washington (*June 2031*)

Marta Lourdes Tellado, B.A., Ph.D., New York, New York (*June 2028*)

David Anthony Thomas, B.A., M.A., M.A., Ph.D., Atlanta, Georgia (*June 2027*)

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

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Daylian Cain, Ph.D., Senior Lecturer in Negotiations, Leadership, and Ethics
Teresa Chahine, Sc.D., Senior Lecturer in Social Entrepreneurship
Zoë Chance, Ph.D., Senior Lecturer in Management

Kate Cooney, Ph.D., Senior Lecturer in Social Enterprise and Management and
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Todd Cort, Ph.D., Senior Lecturer in Sustainability; Faculty Director of Sustainability
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Tony Sheldon, M.P.P.M., Senior Lecturer in the Practice of Management and Executive
Director, Program on Social Enterprise, Innovation, and Impact

David C. Tate, Ph.D., Lecturer in Management

A.J. Wasserstein, M.B.A., Eugene F. Williams, Jr. Senior Lecturer in the Practice of
Management

A complete list of faculty appointments can be found on the School of Management
website at <https://som.yale.edu/faculty>.

A MESSAGE FROM THE DEAN

At the Yale School of Management, our mission is to educate leaders for business and society. We view those two components—business and society—as inseparable; the health of one depends on the vitality of the other. The most effective leaders in any arena comprehend the interconnectedness of their organizations with their communities.

The scope of the challenges we face today—cutting across matters of environmental science, economics, public health, technology, politics, and more—calls for leaders who can advance organizational goals while also facilitating progress on major societal challenges. A Yale management education seeks to make students more engaged with meaningful issues, globally and in their communities; more rigorous in capitalizing on the best data and ideas; and more attuned to the impact they have on all around them.

Across all of our programs, our curriculum trains students to think broadly about the issues they will face as leaders. The integrated M.B.A. curriculum, for instance, uses the latest research and contemporary case studies to explore how organizational decisions affect different stakeholder groups. By seeing challenges from many points of view, our students learn to think creatively about how the organization can create value for its customers, employees, investors, and society.

Our faculty teach a rigorous and evidence-based approach to decision-making. They are leaders in many fields of research, and they bring a passion for intellectual exploration into the classroom. Just as importantly, they care deeply about how their work as teachers and researchers can contribute to a better world.

Much of the value of a business education comes from the community in which it takes place, from opportunities to share ideas and form lasting connections. Yale SOM welcomes students from a wide range of professional backgrounds; these experiences translate into a wide-ranging discourse and nuanced and incisive learning environment. As a part of Yale University, our faculty and students extend their reach by connecting with experts in areas like law, medicine, the environment, and global affairs.

Within our community are many subcommunities with shared professional and intellectual interests, in the form of academic centers, specialized programs, and student-led clubs and conferences. They focus on issues critical to businesses and communities, including healthcare, sustainability, asset management, philanthropy, and education. All of our students, whatever their career aspirations, benefit from being in an environment where leading thinkers are grappling with these important topics.

Our programs train leaders who can thrive where business and society meet, whether that takes the form of launching a business that can refashion its market, advancing far-reaching and rigorously considered policy initiatives, or steering a multinational corporation with keen awareness of and respect for its impact on workers, communities, and the environment.

Kerwin K. Charles

Indra K. Nooyi Dean, Yale School of Management

Frederick W. Beinecke Professor of Economics, Policy, 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 2005 the school launched an executive M.B.A. program with a focus on healthcare leadership.

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.

Also in 2012 the school created the master of advanced management (M.A.M.) degree, originally 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 and later opened to graduates of other international business schools.

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 (M.M.S.) degree and the Systemic Risk track of the M.M.S., which trains early- and mid-career employees of central banks and other major regulatory agencies with a mandate to manage systemic risk.

In 2018 the school created the Global Business and Society track of the M.M.S., open to those who have earned or are earning a master's degree in management or equivalent degree from member schools in the Global Network for Advanced Management.

In 2020 the school created the Asset Management track of the M.M.S., which gives early-career students a deep understanding of the application of data science and quantitative techniques to investment decisions, while emphasizing fiduciary responsibility, ethics, and investment performance.

Also in 2020 the school announced the launch of the Broad Center at the Yale School of Management, which aims to strengthen the leadership of major public school districts. The Broad Center is home to the Public Education Management track of the M.M.S. and the Fellowship for Public Education Leadership. These rigorous programs are driven by the Broad Center's commitment to equity and excellence and fit squarely with the distinctive mission of Yale SOM to educate leaders for business and society.

In 2023 the school announced the expansion of its executive M.B.A program, giving students the option to pursue general management or one of three areas of focus: asset management, healthcare, or sustainability.

In 2024 the school created the Technology Management track of the M.M.S., designed to give engineering graduates of Yale College a business and leadership tool set that will help them launch meaningful careers.

DEANS OF THE YALE SCHOOL OF MANAGEMENT

1975–1980	William H. Donaldson
1980–1981	Geoffrey Hazard, Jr., Acting Dean
1981–1987	Burton G. Malkiel
1988–1992	Michael E. Levine
1987–1988	Merton J. Peck, Acting Dean
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
2011–2019	Edward A. Snyder
2017–2018	Anjani Jain, Acting Dean
2019–	Kerwin K. Charles

MISSION

The mission of the Yale School of Management is to educate leaders for business and society. We seek students who care deeply about the problems afflicting our world, and we equip them with the knowledge, the resources, and the networks to pursue positive and ambitious change.

BOARDS AND COUNCILS

The dean and leadership of the Yale School of Management receive ongoing counsel from its Board of Advisors, Greater China Board of Advisors, Mexico Board of Advisors, West Coast Advisory Board, Alumni Advisory Board, 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 names of chairs and members of the boards are available at som.yale.edu/boards.

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

The Broad Center

The Broad Center at the Yale School of Management (TBC at SOM) fosters the ideas, policies, and leadership to help all students—particularly those from underserved communities—to learn and thrive. TBC at SOM works in three core ways to cultivate U.S. public school systems that drive excellence and equity:

- Preparing and supporting transformational leaders from diverse backgrounds
- Developing essential research on effective public education systems
- Informing education policy conversations to advance decisions that support great leaders and the students, families, and communities they serve

TBC at SOM's work is bolstered and enriched by the Broad Network, a nationwide community of nearly 900 dedicated and diverse leaders who are alumni of TBC 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 the Environment. 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.

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.

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.

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.

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, Innovation, and Impact

The Program on Social Enterprise, Innovation, and Impact (PSEII) is a cornerstone of the Yale School of Management's mission of "educating leaders for business and society." The PSEII supports and convenes faculty, students, alumni, and practitioners in research, publications, conferences, classes, and experiential learning opportunities. We explore how for-profit, nonprofit, and government entities can find and deploy innovative strategies to build a more equitable, sustainable, and inclusive world.

Program on Stakeholder Innovation and Management

The mission of the Yale Program on Stakeholder Innovation and Management (Y-SIM) is to develop new thinking that helps leaders become expert in creating long-term value for the stakeholders who matter to the success of their organizations. The program supports relevant academic research; develops case studies; works to infuse principles

of stakeholder innovation and management into education for students, executives, and entrepreneurs; and convenes faculty, students, and leaders from all sectors.

Swensen Asset Management Institute

The Swensen Asset Management Institute furthers the study and practice of effective, principled, and values-based investment by supporting research, convening thought leaders, and funding scholarships.

Thurman Arnold Project

The Thurman Arnold Project (TAP@Yale) brings together Yale faculty, students, and scholars from other institutions to collaborate on research related to competition and competition policy as well as antitrust enforcement. The goal of the project is to generate discipline-based, rigorous scholarship and disseminate it through multiple channels to impact competition enforcement and policy around the world.

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.

FULL-TIME M.B.A. DEGREE PROGRAM

- The M.B.A. Curriculum
- M.B.A. Degree Requirements
- Joint-Degree Programs
- Silver Scholars Program
- Admissions

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 M.B.A. Internship 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 Orientation to Management segment introduces students to essential concepts and skills. Courses include Managing Groups and Teams, Basics of Accounting, Probability Modeling and Statistics, Basics of Economics, Modeling Managerial Decisions, 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. 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 Competitor, Customer, Investor, State and Society, The Workforce, Operations Engine, Sourcing and Managing Funds, Innovator, and The Global Macroeconomy.

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.

LEADERSHIP DISTRIBUTION REQUIREMENT

M.B.A. students are required to complete the Leadership Distribution Requirement before they graduate. The requirement is met by completing, at any time before graduation, at least one course from an approved list of leadership electives. These courses supplement the individual and team focus on leadership in our core courses with a focus on leadership at the organizational and global level. The options are listed on the SOM internal website. Students who wish to request that an additional course be considered for fulfillment of the requirement should contact Academic Affairs and Student Life to initiate a review by the director of core curriculum.

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 withdraw from enrollment in an IE course will be responsible for assuming any associated nonrecoverable costs incurred by SOM and will lose the associated Global Studies Account (GSA) funding. All requests for modification to these cancellation charges must be approved by the assistant dean on a case-by-case

basis. SOM will not reimburse students for any expenses incurred related to travel arrangements.

Global Network Week

Global Network Weeks (GNW) are weeklong courses at Global Network schools around the world that bear 1.5 units of academic credit—gaining from the regional and subject matter expertise of Global Network faculty. Learning happens both in the classroom and in the relationships that students build with peers from other countries, regions, and industries.

Enrollment in GNWs is facilitated via the regular course auction used for electives. Students who withdraw from enrollment in a GNW course will be responsible for assuming any associated nonrecoverable costs and will lose the associated GSA funding. All requests for modification to these cancellation charges must be approved by the dean of students on a case-by-case basis.

Global Network Courses

Global Network Courses are Small Network Online Courses (SNOCs) taught by a Global Network faculty member with expertise in a particular subject. The courses bear 2 or 4 units of credit and 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.

Enrollment in SNOCs is facilitated via the regular course auction used for electives, but there is a selection process by the faculty member leading the course.

Global Social Entrepreneurship

The Global Social Entrepreneurship (GSE) courses introduce students to issues faced by mission-driven entrepreneurs, linking teams of Yale students with social enterprises (SEs) in emerging economies. Student/SE teams work together to address specific management challenges faced by the SEs, culminating with the development of an analysis and set of recommendations (operational, financial, or otherwise) to meet the identified challenges.

GSE India runs Fall2–Spring1 and is composed mainly of second-year students; Spring GSE (alternating between Kenya, Brazil, and Indonesia) runs Spring1–Spring2 and is composed mainly of first-year M.B.A. students. Both courses include fieldwork midway through the course (for GSE India: two weeks in January; for Spring GSE: one week in March).

Students who withdraw from enrollment in a GSE course 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 dean of students on a case-by-case basis. SOM will not reimburse students for any expenses incurred related to 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 internal website. 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.

M.B.A. INTERNSHIP REQUIREMENT

Between the first and second years of the program, all M.B.A. students are required to further their management education through an internship in an organizational setting. The internship, which must be related to the student's major area of study, is an integral part of the M.B.A. academic program. This required internship must be completed prior to re-enrollment in second-year course work. Silver Scholars fulfill this requirement during their mandatory internship year.

OFF-CAMPUS EMPLOYMENT DURING THE ACADEMIC YEAR

The M.B.A. program requires four semesters of full-time study. Students complement academic pursuits with various co-curricular activities, which also demand considerable time. For most students, this leaves little time for off-campus employment during the four semesters. During the second year of the program, however, students may pursue off-campus employment to a limited extent. Such employment must be arranged directly by the student and is not facilitated by the Career Development Office. International students on visas must comply with regulations pertaining to their visa status. Total employment during the academic year, off-campus and on-campus combined, may not exceed twenty hours a week.

It may be possible to pursue off-campus employment during the third and the fourth semesters of the M.B.A. program in conjunction with the course Navigating through

Workplace Culture. This course may enable international students on F-1 visas who have completed at least two semesters of full-time study to be authorized under prevailing regulations for Curricular Practical Training (CPT) pursuant to enrollment in this course, provided they meet the relevant eligibility and procedural requirements. Specific requirements for enrolling in the course and earning academic credit are described in the course syllabus.

ELECTIVE COURSES

Elective courses, chosen from the offerings listed in the chapter Courses for 2025–2026 or from the approved offerings in other Yale schools and departments, complete the course requirement for the M.B.A. degree unless an extended internship is approved by the dean of students as a leave of absence.

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 for Residential Master's Degree Programs in the chapter Rights and Responsibilities of Students 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 dean of students 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 dean of students as a leave of absence.

The M.B.A. students' fulfillment of the enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;
- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of F-1 visa status for a part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;

- Enrollment beginning in the spring term, should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

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 30.5 are normally earned in first-year core courses. Successful completion of more than 72 units of course work does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 16 units of course work in each of the first three terms. Taking a course overload in any term does not excuse a student from the 16-unit minimum in another term. Students in their fourth term may request permission from Academic Affairs and Student Life to enroll in fewer units if they will otherwise satisfy M.B.A. degree requirements.

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)
 - Competitor (2 units)
 - Customer (2 units)
 - Investor (2 units)
 - State and Society (2 units)
 - Introduction to Negotiation (1 unit)
 - The Workforce (2 units)
 - Operations Engine (2 units)
 - Sourcing and Managing Funds (2 units)
 - Innovator (2 units)
 - The Global Macroeconomy (2 units)
 - The Executive (2 units)
2. Complete the Leadership Distribution Requirement (courses that fulfill the requirement are listed on the SOM internal website).
3. Complete the Global Studies Requirement (as described above in M.B.A. Curriculum).

4. Achieve credit in at least 41.5 units of elective courses as necessary to meet the 72-unit course requirement, or for joint-degree students, credit unit totals as specified in requirements for the specific program.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ 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.

QUALITY STANDARD

Failure to meet the quality standard for the M.B.A. program results in dismissal from the program. A student falls short of the quality standard if the student:

1. Accumulates Pass or Fail grades in more than 15¹ 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 more than 23.5 units of core and/or elective courses (more than 16.5 units for joint-degree students).

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

¹ The acceptable unit totals of grades in core courses as stated in point 1 of the quality standard will be adjusted down by one credit unit for each core course exemption granted to the student. In particular, a student exempting from one core course falls short of the quality standard by accumulating more than fourteen units of Pass or Fail grades in core courses; a student exempting from two core courses falls short of the quality standard by accumulating more than thirteen units of Pass or Fail grades in core

courses; a student exempting from three core courses falls short of the quality standard by accumulating more than twelve units of Pass or Fail grades in core courses.

REMEDIATION OF FAILING GRADES IN CORE COURSES

A student who fails a core course must remediate the failing grade either by retaking the course or through alternate activity approved by the instructor. 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.

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, Environment, 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 on the SOM internal website.

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 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. 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 are required to complete 52 units at SOM to satisfy the M.B.A. degree requirements. At least 35.5 units of grades of Proficient or higher grades 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).

The School of Management and the schools in which M.B.A. students are enrolled for joint degrees regularly share information about the status of the enrolled students. 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 schools in which M.B.A. students are enrolled for joint degrees 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 schools in which M.B.A. students are enrolled for joint degrees 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

College seniors and graduate students who have not yet entered the workforce can apply to the Yale SOM M.B.A. program through the Silver Scholars Program. Admitted Silver Scholars candidates complete the M.B.A. in three years, participating in a one-year full-time internship after completing the first year of the 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. coursework. The dean of students may grant special permission for a student to extend the internship by one or more additional years. 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. The required internship year will be counted toward the limit placed on the length of a leave of absence, such that a Silver Scholar must resume their degree program no more than ten terms or five years after completing the first year of the M.B.A. program. 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 an approved standardized test (typically the GMAT or the GRE). Applicants must also complete the online application form (including an application form, essay, and other written or recorded components), provide transcripts from every college or university attended, submit two recommendations, complete the behavioral assessment, and pay a tiered application fee that ranges from \$125 to \$250.

APPLICATION DEADLINES

Round 1: September 10, 2025

Round 2: January 6, 2026

Round 3: April 14, 2026

APPLICATION REVIEW

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 matriculating 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 email. Applicants may be invited at any point throughout the admission cycle.

ADMISSIONS DECISIONS

Admissions decisions are released on the following dates:

Round 1: December 4, 2025

Round 2: March 19, 2026

Round 3: May 14, 2026

ON- AND OFF-CAMPUS EVENTS

Many prospective students feel that visiting campus is the best way to get a real sense of academic and 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. Check <https://som.yale.edu/programs/mba/admissions/campus-visits> before planning your visit. A complete

listing of events can be found at <https://som.yale.edu/programs/mba/admissions/mba-admissions-events>.

To learn more about the Yale School of Management, please visit <https://som.yale.edu>. Prospective students may also contact the Admissions Office at 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 the option to specialize in an 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 <https://som.yale.edu/emba>.

- The EMBA Curriculum
- EMBA Program Degree Requirements
- Academic Policies
- Use of Career Development Office (CDO) Resources
- Housing Requirements
- Rights and Responsibilities of EMBA Students

The EMBA Curriculum

The EMBA program follows essentially the same curriculum as the M.B.A. program (see M.B.A. Curriculum in the chapter Full-Time M.B.A. Degree Program). In the first year, students primarily focus on core courses. In the second year, students will take core advanced management courses and also have the opportunity to tailor their education by choosing from a variety of elective courses. The selected elective courses can fulfill a focus area designation in asset management, healthcare, or sustainability.

In addition, the curriculum includes a colloquium speaker series and the EMBA Global Network Week. Students may choose to take optional electives such as SNOCs and independent study projects outside of the EMBA curriculum.

THE COLLOQUIUM

The colloquium is a year-long, credited course per academic year where students can listen to and learn from leaders' experiences. Grades are determined by attendance, participation, and assignments given by the faculty directors.

EMBA GLOBAL NETWORK WEEK

All EMBA students must 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 Global Network Week. Students are responsible for airfare, visa costs, required vaccinations (if applicable), and ground transportation. The cost of hotels and some meals is included in the EMBA program tuition and fees. Please note that EMBA students cannot satisfy this requirement with an M.B.A. Global Network Week or International Experience.

OPTIONAL ELECTIVES

Upon successful completion of the first semester, students may also enroll in Yale SOM and Yale University electives, small-network online courses (SNOCs) offered through the Global Network for Advanced Management, and in independent projects. Students wishing to enroll in more than 24 units of courses per term must obtain approval from the assistant dean of the EMBA program.

Yale SOM will not accept credits from any institution outside of Yale University while the student is enrolled in the program.

Yale SOM and Yale University Electives EMBA students may enroll in elective courses at SOM, Yale College, the Graduate School of Arts and Sciences, and any professional school of Yale University on a space-available basis, often requiring faculty permission.

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. 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, and it is the student's responsibility to ensure that there is no scheduling conflict among their selected courses. Students wishing to enroll in a course in Yale College, the graduate school, or one of the other professional schools at Yale must receive permission from the course instructor. Enrollment in a Yale Law School course also requires subsequent authorization from the registrar of the Law School.

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.

The credit to be awarded for courses offered by Yale College, the graduate school, or one of the other professional schools at Yale will be determined by the registrar. Credits earned for Yale courses outside of the EMBA curriculum will not count toward fulfilling EMBA program requirements.

Add/Drop Policy for Yale SOM and Yale University Electives Students are responsible for adhering to all add and drop deadlines set by the registrar. After the add/drop period, students may not change their course schedule except by completing a Late Add/Drop Form, which requires the approval of the registrar; adding 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, including audits. No course may be dropped after half the class sessions for a course have been held. If extenuating circumstances arise after half of the course has passed, students can petition to drop a course. The circumstances and petition are reviewed by the registrar's office and M.B.A. for Executives program. If approved, the late fee increases to \$50 per transaction.

If a student is enrolled in a course and 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 Coursework), a grade of Fail will be recorded. No student may receive credit for a course that the student has previously audited.

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 will be posted to the EMBA Canvas Class site. 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.

Independent Study Course Students can undertake a research project under the supervision of a full-time Yale or SOM professor starting in the spring term of year one. The self-driven project is meant to allow students the opportunity to expand and develop their understanding of a particular challenge or question or pursue an academic question in a discipline.

Students must submit a Petition for Independent Study form that includes the project proposal, number of credits, and written approval from the proposed faculty sponsor. The proposal must indicate the means by which the student's performance is to be evaluated (e.g., a final paper), the scope of the project, and a timeline. Projects can carry up to four units of credit, commensurate with the breadth and depth of the research undertaken. The assistant dean of EMBA must approve independent studies proposed by students in the EMBA program. Forms are due within the first weeks of the term in which the project will take place. Late add or drop fees will apply for changes made after this date.

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 the student receives advance permission for a leave of absence (see Leaves of Absence in the chapter General Information).

DISTRIBUTION OF COURSES

To graduate, a student must:

1. Achieve credit in each of the following year-one courses:
 - Basics of Accounting (2 units)
 - Basics of Economics and Game Theory (3 units)
 - Competitor (2 units)
 - Customer (2 units)
 - The Global Macroeconomy (2 units)
 - Global Virtual Teams (2 units)
 - Innovator (2 units)
 - Introduction to Negotiation (1 unit)

- Investor (2 units)
 - Management Colloquium (2 units)
 - Managing Groups and Teams (2 units)
 - Modeling Managerial Decisions (2 units)
 - Operations Engine (2 units)
 - Power and Politics (2 units)
 - Probability Modeling (1.5 units)
 - Sourcing and Managing Funds (2 units)
 - State and Society (2 units)
 - Statistics (1.5 units)
 - The Workforce (2 units)
2. Complete the EMBA Global Network Week requirement (2 units)
 3. Achieve credit in each of the following year-two courses:
 - Advanced Negotiations (1 unit)
 - Business Ethics (2 units)
 - Corporate Finance (2 units)
 - Competitive Strategy (2 units)
 - The Executive (2 units)
 - Leadership Development Practicum (2 units)
 - Management Colloquium (2 units)
 - Managerial Controls (2 units)
 4. Achieve credit in 18 units of EMBA electives necessary to meet the 72-unit course requirement.

AREA OF FOCUS DESIGNATION

Students who would like to receive a focus area designation on their transcripts in asset management, healthcare, or sustainability must meet two criteria:

1. Attend all colloquia sessions led by the faculty director in that area of focus and any other attendance requirements; and
2. Take the number of courses to satisfy the designation requirements. For the Class of 2026, this requirement is at least four courses (8 units of credit) in that same area, including the two required courses.

QUALITY STANDARD

Failure to meet the Quality Standard for the EMBA program results in dismissal from the program. A student falls short of the Quality Standard if the student:

1. Accumulates Pass or Fail grades in more than 15 units of year-one 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.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

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 an advanced management or focus area course must remediate the failing grade through a process proposed by the instructor.

Academic Policies

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 occasionally miss class or a colloquium. Excused absences include: religious observance, unplanned hospitalization, or an illness that directly affects the student or an immediate family member. Students with excused absences should tend to the reason for the absence, watch class recordings available immediately after class, and be in communication with faculty. In the case of an extended medical absence due to illness, the student must provide the 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 the course instructors. If the circumstances make advance notice impossible, an email 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 lead to a failing grade.

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, recruiting activity, case competitions, conferences, and any other avoidable conflicts 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 COURSEWORK

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 the 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.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ 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.

ACADEMIC GROUNDS FOR DISMISSAL

Failure to meet the Quality Standard for each degree program results in dismissal from the respective program. The Quality Standard for each program is described in the Quality Standard section of the M.B.A. for Executives chapter. The decision of dismissal is subject to appeal before the Faculty Review Board. A student who has been

dismissed and has exhausted the appeal process cannot be readmitted except through the normal admission process.

A full description of the appeal process can be found in the chapter Rights and Responsibilities of Students.

AREA OF FOCUS DESIGNATION

The EMBA program combines the rigor of our integrated core curriculum with the option for advanced study in three chosen areas at the nexus of business and society: asset management, healthcare, or sustainability. Students who choose to focus on an area of study will have to declare their area towards the end of their first year.

To receive that designation on one's transcript, a student must complete all area of focus requirements, both colloquia and coursework.

AUDITING

After the first term, students may, with the permission of the instructor, audit Yale SOM elective courses or courses at another Yale professional school. The normal expectation for auditors is attending all class meetings in person; 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 EMBA tuition for the year.

COURSE EVALUATIONS

At the end of each course, students are asked to evaluate the course and instructor. Course evaluation dates are chosen by the instructor and must close prior to the release of the course's exam per SOM policy. The course evaluation results are given to the instructor, relevant department chairs, assistant dean for EMBA, deputy dean, and dean of the School, and the aggregate results are available for review on the SOM internal website after the grades have been submitted.

EXTENDED CLASSROOM

The Extended Classroom allows students to attend some class weekends remotely to participate in classes and team breakout sessions. While the Extended Classroom provides some degree of flexibility, students should not expect the learning experience to be the same as being in-person. At the request of faculty, some class weekends are not available for the Extended Classroom. These dates will be shared as soon as they are identified.

Students should familiarize themselves with the 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 office, emba@yale.edu.

Use of Career Development Office (CDO) Resources

The Career Development Office (CDO) at Yale SOM provides career management assistance and coaching to EMBA students. The CDO has a number of career-related resources available to EMBA students, including coaching, workshops, and an online career management system (CMS). Visit the CDO website, <https://som.yale.edu/careers> for more information.

Housing Requirements

Yale EMBA tuition covers housing during orientation and residency weeks at the Omni New Haven Hotel. During residency weeks (two weeks in year one; one week in year two), all students are required to stay at the Omni New Haven Hotel.

For class weekends, the EMBA program has negotiated rates and secured class weekend dates with the Omni New Haven Hotel and the Hotel Marcel. Students will be responsible for confirming or canceling their reservations at the hotel of their choice and paying the hotel directly.

Per the housing agreement with the Omni New Haven and the Hotel Marcel, rooms are reserved for single occupancy. Students may not share rooms (double occupancy) during class weekends under the housing contract. Room reservations cannot be transferred to another guest. Students should alert the Omni and the Marcel if they have guests joining them for the class weekend, per fire code.

More information about the hotels can be found at www.omnihotels.com/hotels/new-haven-yale and <https://www.hotelmarcel.com>.

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.

EMBA EMPLOYMENT POLICY

Executive M.B.A. students are required to be employed full-time while enrolled. Any change in job status should be promptly reported to the program office team, along with a plan to secure a new position. If the gap is expected to be lengthy, a leave of absence is required until full-time work is resumed.

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 office 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 Surface Pro tablet upon arrival at orientation. This device is the personal property of the student, and lost or stolen tablets will not be replaced. The SOM-IT webpage offers videos and instructions to help students self-configure their tablets, and our SOM-IT staff are able to offer hands-on help.

Laptops and tablets are not to be used in the classroom or during the colloquium unless explicitly permitted by the instructor or faculty director. Using cell phones, browsing the Internet, or reading email during class distracts the instructor and classmates and interrupts the learning experience. Cell phones and other electronic devices should be turned off during class and the colloquium.

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

EMBA Device Replacement Policy As noted, lost or stolen tablets will not be replaced. In the event of manufacturing defects (covered by the Microsoft one-year warranty), the EMBA program will replace one Surface Pro per student. Surface Pros that experience accidental damage will be replaced at the student's expense; the cost can be paid by check (upfront, before receiving the new device), or it can be added to the student's account. IT will assist with reinstalling all software that students require for their devices. The EMBA program will be notified by IT if/when students request replacements.

CLASS RECORDINGS

EMBA classes 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 or posted. In such instances, the faculty will notify students of this request.

Course videos are Yale University property and cannot be downloaded from Canvas or Panopto. Use of tools or video recording platforms as a way of circumventing security measures and taking the video without permission is prohibited and is an Honor Code violation.

ACADEMIC SUPPORT AND RESOURCES

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 internal website.

Access to tutoring assistance is limited to students with demonstrated need. Students must utilize TA review sessions, TA office hours, and faculty office hours before

requesting a tutor. Once these resources have been utilized, the course instructor may determine that the student requires additional support for the course. The instructor will then refer the student to the EMBA program office for assignment of a tutor. Please note that tutor assignments are based on availability.

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

HONOR 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 only after Yale SOM receives confirmation from the M.B.A. institution that the student has completed all M.B.A. or equivalent degree requirements or is only missing the presentation of the final thesis. Yale SOM will have the prerogative to rescind the conferred M.A.M. degree if the student fails to submit, present, and pass the final thesis of their M.B.A. degree in due time.

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 an internationally recognized Global Business School. The program requires a year of full-time study in residence, during which the student completes 40 units of coursework (the equivalent of ten term-long classes).

Of the 40 units of coursework, 36 units are chosen from the elective offerings listed in School of Management Courses for 2025–2026 or from approved offerings in other Yale schools and departments. An additional 4 units of coursework comprise the required M.A.M. curriculum.

To learn more about the Master of Advanced Management program, visit <https://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 from the dean of students to take a leave of absence (see Leaves of Absence in the chapter General Information). Fulfillment of this enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;
- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of F-1 visa status for a part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;
- Enrollment beginning in the spring term should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 40 units of coursework. Successful completion of more than 40 units of course work does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 20 units of coursework in each term. Students in their second term may request permission from Academic Affairs and Student Life to enroll in fewer units if they will otherwise satisfy the M.A.M. degree requirements; and
3. Achieve credit in the M.A.M. required curriculum.

QUALITY STANDARD

Failure to meet the quality standard for the M.A.M. program results in dismissal from the program. A student falls short of the quality standard if the student:

1. Fails to receive credit in 40 units of coursework by the end of the normal period of residency; or
2. Accumulates a grade of Fail in more than 4 units of all coursework; or
3. Accumulates Pass or Fail grades in more than 10 units of all coursework.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ F grades in required courses require remediation. The failed required 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.

REMEDICATION OF FAILING GRADES IN REQUIRED COURSES

A student who fails a required course must remediate the failing grade through an alternate activity approved by the instructor. 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.

MANAGEMENT SCIENCE MAJOR

The Management Science major is a general program focusing on the application of statistical modeling, data warehousing/mining, programming, forecasting, and operations research techniques to the analysis of problems of business organization and performance.

M.A.M. and M.M.S. in Global Business and Society students at the Yale School of Management may pursue an optional major in management science drawing on Yale SOM faculty's broad expertise in applying quantitative methods to challenges in business and management. Students will earn the major by completing a minimum of 16 units of eligible courses.

International students who pursue the Management Science major will have the opportunity to qualify for an additional two-year STEM extension of the Post-Completion OPT work permission. Students wishing to declare the Management Science major must meet the deadlines referenced in the SOM academic calendar (see the chapter Calendars). Further information about eligibility and requirements for the STEM OPT extension is available through Yale's Office of International Students and Scholars (<https://oiss.yale.edu>).

ADMISSIONS

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

MASTER OF MANAGEMENT STUDIES (M.M.S.) PROGRAM

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

- M.M.S. in Asset Management
- M.M.S. in Global Business and Society
- M.M.S. in Public Education Management
- M.M.S. in Systemic Risk
- M.M.S. in Technology Management

M.M.S. in Asset Management

The M.M.S. in Asset Management is a one-year program leading to the degree of Master of Management Studies (M.M.S.). A bachelor's degree is requisite for admission to this program.

The Asset Management Program, established in 2020 and enrolling students since 2021, 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, 16 elective units are chosen from courses offered specifically to Asset Management students, from approved elective offerings listed in School of Management Courses, or from approved offerings in other Yale schools and departments. An additional 20 units of coursework, including the yearlong 4-unit Asset Management Colloquium and the Practical Experience Requirement, constitute the required M.M.S. in Asset Management curriculum.

To learn more about the Master of Management Studies in Asset Management Program, visit <https://som.yale.edu/programs/masters-degree-in-asset-management>.

ENROLLMENT REQUIREMENT

The M.M.S. in Asset Management must be completed in two consecutive terms of full-time study, unless a student receives advance permission from the dean of students to take a leave of absence (see Leaves of Absence in the chapter General Information). Fulfillment of this enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;
- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of F-1 visa status for part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;

- Enrollment beginning in the spring term should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

PRACTICAL EXPERIENCE REQUIREMENT

All M.M.S. in Asset Management students are required to further their asset management education by obtaining practical experience in an organizational setting. This practical experience is an integral part of the M.M.S. in Asset Management academic program. The required experience can only begin after the student has successfully completed one full term of course work at the Yale School of Management and must be completed prior to graduation from the M.M.S. in Asset Management program.

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 36 units of coursework. Successful completion of more than 36 units of coursework does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term. Students in their second term may request permission from Academic Affairs and Student Life to enroll in fewer units if they will otherwise satisfy the M.M.S. in Asset Management degree requirements; and
3. Achieve credit in all course work included in the M.M.S. in Asset Management required curriculum.

QUALITY STANDARD

Failure to meet the quality standard for the M.M.S. in Asset Management program results in dismissal from the program. A student falls short of the quality standard if the student:

1. Fails to receive credit in 36 units of coursework by the end of the normal period of residency;
2. Accumulates a grade of Fail in more than 4 units of all coursework; or
3. Accumulates Pass or Fail grades in more than 10 units of all coursework, or more than 8 units of all coursework in a single semester.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ F grades in required courses require remediation. The failed required 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.

REMEDIATION OF FAILING GRADES IN REQUIRED COURSES

A student who fails a required course must remediate the failing grade through an alternate activity approved by the instructor. In no case will a grade higher than Pass be recorded when a failed required course is remediated. A student must remediate failing grades in all required courses to graduate from the program.

ADMISSIONS

Application to the M.M.S. in Asset Management is conducted electronically. For requirements and additional information, see <https://som.yale.edu/programs/masters-degree-in-asset-management>.

DUAL-DEGREE M.B.A. AND M.M.S. IN ASSET MANAGEMENT

Students may apply to a dual-degree course of study that will allow them to earn the M.B.A. and the M.M.S. in Asset Management in two years of full-time, in-residence academic study. Students may apply to both programs simultaneously, or they may apply to the M.M.S. in Asset Management during the first year of the M.B.A. program. Dual-degree students spend their second year at SOM taking course work to complete the M.M.S. in Asset Management and any outstanding degree requirements of the M.B.A. program. A student may count course work taken in the M.M.S. in Asset Management program toward the seventy-two 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 Asset Management, the student may graduate with the M.B.A. degree without earning the M.M.S. in Asset Management, and vice versa.

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 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 only 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 or is only missing the presentation of the final thesis. Yale SOM will have the prerogative to rescind the conferred M.M.S. degree if the student fails to submit, present, and pass the final thesis for their M.I.M. degree in due time.

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 perspectives course and at least 16 units of course work from a list of courses offered to GBS students. The remaining units are chosen from the elective offerings listed in School of Management Courses for 2025–2026, 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 <https://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 from the dean of students to take a leave of absence (see Leaves of Absence in the chapter General Information). Fulfillment of this enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;
- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of F-1 visa status for a part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;
- Enrollment beginning in the spring term should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 36 units of coursework. Successful completion of more than 36 units of coursework does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 18 units of coursework in the first term. Students in their second term may request permission from Academic Affairs

and Student Life to enroll in fewer units if they will otherwise satisfy the M.M.S. in Global Business and Society degree requirements; and

3. Achieve credit in the M.M.S. in Global Business and Society required curriculum.

QUALITY STANDARD

Failure to meet the quality standard for the M.M.S. in Global Business and Society program results in dismissal from the 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;
2. Accumulates a grade of Fail in more than 4 units of all coursework; or
3. Accumulates Pass or Fail grades in more than 10 units of all coursework, or more than 8 units of all coursework in a single semester.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ F grades in required courses require remediation. The failed required 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.

REMEDIATION OF FAILING GRADES IN REQUIRED COURSES

A student who fails a required course must remediate the failing grade through an alternate activity approved by the instructor. In no case will a grade higher than Pass be

recorded when a failed required course is remediated. A student must remediate failing grades in all required courses to graduate from the program.

MANAGEMENT SCIENCE MAJOR

The Management Science major is a general program focusing on the application of statistical modeling, data warehousing/mining, programming, forecasting, and operations research techniques to the analysis of problems of business organization and performance. M.A.M. and M.M.S. in Global Business and Society students at the Yale School of Management may pursue an optional major in Management Science drawing on Yale SOM faculty's broad expertise in applying quantitative methods to challenges in business and management. Students will earn the major by completing a minimum of 16 units of eligible courses.

International students who pursue the Management Science major will have the opportunity to qualify for an additional two-year STEM extension of the Post-Completion OPT work permission. Students wishing to declare the Management Science major must meet the deadlines referenced in the SOM academic calendar (see the chapter Calendars). Further information about eligibility and requirements for the STEM OPT extension is available through Yale's Office of International Students and Scholars (<https://oiss.yale.edu>).

ADMISSIONS

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

M.M.S. in Public Education Management

The Master's in Public Education Management (TBM) is a fourteen-month program delivered through The Broad Center at the Yale School of Management (TBC at SOM) and leading to the degree of Master of Management Studies (M.M.S.). The program launched in 2022 and is designed for early- to mid-career school system leaders with extraordinary leadership potential who wish to increase their impact in key K–12 systems.

Offered in five in-person residence weeks accessible to working professionals and monthly online class sessions, the Master's in Public Education Management allows students to earn an M.M.S. while continuing to work full-time in large, urban school systems across the country. Students immediately apply practical classroom learning to their real-world work environment. Cohorts leverage the knowledge and support of their classmates, as well as SOM faculty and education practitioners, to sustain meaningful initiatives and have ongoing impact in their systems on behalf of K–12 students and communities.

APPLICATION REQUIREMENTS

To apply to the Master's in Public Education Management, applicants must have a four-year bachelor's degree from an accredited U.S. institution or the international equivalent and must have a minimum of five years of post-graduate professional experience.

Applicants must currently be employed in an eligible public school system, including school districts, public charter management organizations, or state education agencies in the United States. Eligible school districts serve at least 15,000 students drawn primarily from historically underserved communities. Eligible public charter organizations operate a minimum of five school sites and are located in areas that would otherwise qualify under the district-size eligibility requirements. Applicants must also work in an eligible role, namely a central or network office-based role that impacts multiple schools, and must supervise at least one direct report and/or hold a role with significant time spent coordinating cross-organization projects. All students must remain in an eligible role in an eligible organization for the duration of the program.

Applicants must also complete the online application forms (including essays), provide transcripts from every college or university attended, submit two recommendations, and participate in the individual interview and final virtual interview day.

CURRICULUM

The Master's in Public Education Management is designed for working professionals in central office roles in large, urban school systems across the United States. The program requires fourteen months of rigorous study and comprises both course work and non-course activities. Students spend five weeks in residence and meet regularly for ten additional virtual sessions during the course of the program. They also complete a capstone project. Students are required to participate in the orientation curriculum, required pre-term work, and all other degree requirements. To learn more about the program, visit <https://som.yale.edu/tbm>.

TBM is designed to support emerging leaders in school systems in increasing their impact in their current roles and accelerating their future leadership trajectories.

The curriculum is made up of the following components:

- Coursework: 24 credit units
- Colloquia: 9 credit units
- Capstone Project: 3 credit units

Given its unique structure, courses for the Master's in Public Education Management, including the colloquia, are not open to registration for students outside of those enrolled in TBM.

TBM Coursework

TBM coursework is structured around four primary curricular strands: Leadership and Navigation, Managerial Analytics, Public Policy, and Strategic Management.

Leadership and Navigation Courses in this strand offer tools, frameworks, and ideas that help students explore how to lead effectively and in partnership with stakeholders for sustained change. Courses may include topics such as self-awareness as a leader, ethical concerns in leadership, effective communication, and forming partnerships.

Managerial Analytics Courses in this strand offer tools, frameworks, and ideas that help students identify problems and evaluate choices to make decisions. Courses may

include topics such as telling stories through data, assessing programs, forecasting outcomes, and optimizing time and resources.

Public Policy Courses in this strand offer tools, frameworks, and ideas that help students come to a broader understanding of the societal context for students' and communities' inequitable access to opportunities and outcomes. Courses may cover topics such as the policy-making process in education, systemic inequalities, and historical advocacy in public education.

Strategic Management Courses in this strand offer tools, frameworks, and ideas that help students understand how to manage teams and resources strategically. Courses may cover topics such as resource allocation strategies, team building, human capital strategies, and managing pushback.

In addition, TBM students will participate in a culminating course, The Executive for the Education Leader.

The Colloquium

TBM includes three required colloquia courses, which focus on (1) K-12 practitioner perspectives, (2) reflection and connection, and (3) equity in theory and action. Students' grades are based on attendance, participation, and deliverables assigned by the colloquia faculty.

Capstone Project

Students are required to undertake a capstone project with supervision from a Yale faculty member. The project is meant to allow students the opportunity to expand and develop their understanding of a particular challenge or question in their professional functional area and work to address the issue in their school system utilizing the concepts and tools gathered from program course work. Capstone projects are required for graduation.

CONTINUED ELIGIBILITY REQUIREMENTS

Throughout the fourteen months of the program, all TBM students are required to remain employed full-time in an eligible role and an eligible organization as described below.

TBC at SOM reserves the right to revisit program eligibility and mission alignment with TBM at any point until successful program completion including, but not limited to, at times of transition such as changes in job, responsibilities, or employment status. As any change in an enrolled student's employment may impact continued eligibility for the program, students must notify TBC at SOM in advance of making any such changes.

The overarching eligibility requirements for students in the Master's in Public Education Management are as follows:

Students must continue to work in an eligible role at an eligible organization throughout their participation in the program. Eligible organizations are large, urban public-school systems including school districts, public charter management organizations, or state education agencies in the United States. Eligible school districts serve at least 15,000 students drawn primarily from historically underserved

communities. Eligible public charter organizations operate a minimum of five school sites and are located in areas that would otherwise qualify under the district-size eligibility requirements. Eligible roles are central or network office-based roles that impact multiple schools and that involve supervision at least one direct report and/or significant time spent coordinating cross-organization projects.

Upon enrolling in TBM, students agree to the following:

- If a student pursues new employment opportunities either within or outside of their current organization after beginning the program, the student is expected to proactively notify TBC at SOM team of career transitions.
- Students must communicate to the director of academic and student affairs at TBC at SOM when there is a strong possibility they will be changing roles and/or changing organizations in advance of making any career changes.
- Depending on the specific circumstances, a change in role or organizational eligibility may result in a student's dismissal from the program.

DEGREE REQUIREMENTS

To qualify for the M.M.S. in Public Education Management 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

A student must complete all program requirements in fourteen consecutive months, unless a student receives advance permission for a leave of absence or is remediating a failed course with permission of the faculty member and the director of academic and student affairs of TBC at SOM.

Number of Credit Units

A student must achieve credit (i.e., a grade of Pass or higher) in 36 total credit units of the M.M.S. in Public Education Management required coursework (24 credit units); required colloquia (9 credit units); and required independent study capstone project (3 credit units).

Quality Standard

Failure to meet the quality standard for TBM results in dismissal from the program. A student falls short of the quality standard if the student:

1. Fails to receive credit in 36 units of course work in the Master's in Public Education Management required curriculum by the end of the normal period of residency, unless an extension has been granted per the enrollment requirement above; or
2. Fails to meet the Continued Eligibility Requirements as described above.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

Remediation of Failing Grades in Required Courses

All TBM courses, including colloquia and the capstone project, are required. A student who fails a required course, including colloquia and the required capstone project, in the Master's in Public Education Management sequence must remediate the failing grade either by passing a proficiency examination, if offered, or through alternate activity as specified by the instructor and the director of academic and student affairs of TBC at SOM, including potentially retaking the course in the following academic year. In no case will a grade higher than Pass be recorded when a failed course is remediated. A student is required to remediate failing grades in all required courses to graduate from the program.

ACADEMIC POLICIES

Attendance

TBM students are expected to attend all in-person and virtual class and colloquium sessions, be on time, and be prepared to contribute. Attendance will be taken at each in-person residency and virtual session. 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 session. 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 the director of academic and student affairs for TBC at SOM with written confirmation of the disabling condition from a healthcare professional providing treatment. Whenever students are unable to attend class or a colloquium session, they are required to notify the director of academic and student affairs for TBC at SOM and the course instructors. If the circumstances make advance notice impossible, an email as soon as possible after the missed class is the next best alternative. Students are responsible for all missed course content, assignments, lecture notes, handouts, and other course materials. The due dates of assignments will not routinely be extended even in situations where an absence may be excused.

At the discretion of the faculty member, 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 lead to a failing grade and in the case of failing, would require remediation.

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 the director of academic and student affairs for

TBC at SOM 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 Coursework

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 director of academic and student affairs 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.

Academic Policies during Virtual Sessions

The Master's in Public Education Management curriculum includes ten required virtual sessions. During virtual learning, students should:

- Log in early to test their connection;
- Participate from a quiet location such as a home or office, not while on transit or in public; and
- Be fully present and engaged.

Grades

Four grades are used in the TBM program: Distinction, Proficient, Pass, and Fail. The policy with respect to the reporting of grades on official transcripts is described below.

- **DI: Distinction** Reported on transcript.
- **PR: Proficient** Not reported on transcript.
- **P: Pass** Not reported on transcript.
- **F: Fail** An absolute standard. 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.

* F grades in TBM courses require remediation. The failed course is not reflected on the official transcript until remediated.

Use of Career Development Office (CDO) Resources

The Yale SOM Career Development Office (CDO) provides general career management assistance and coaching as well as access to the Yale SOM job board to TBM students. The Career Development Office can be reached at som.cdo@yale.edu. TBM students and alumni can access career support for education roles directly through TBC at SOM.

HOUSING REQUIREMENTS

During the five residence weeks, accommodation will be provided for TBM students at a hotel in New Haven. Lodging will be provided Sunday–Friday night of each residence week for TBM students at no cost to the student. If travel arrangements require, TBC at SOM will cover one additional night of lodging for the Saturday night either prior to or after session, based on hotel availability. Any additional nights, parking, and incidentals will be the student's responsibility. Information on hotel room reservations will be communicated to students by the TBC at SOM team.

RIGHTS AND RESPONSIBILITIES OF TBM STUDENTS

In general, the policies in the chapter Rights and Responsibilities of Students apply to all students, including TBM students. The following policies are specific to the TBM 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 director of academic and student affairs of TBC at SOM. A leave of absence is granted for one year, and the return to the program will depend on the approval of the director of academic and student affairs of TBC at SOM. For more information on policies related to leaves of absence, see Leaves of Absence in the chapter General Information.

Electronic Devices

All TBM students receive a Surface Pro tablet by the start of the program. This device is the personal property of the student, and lost or stolen tablets will not be replaced. The SOM-IT webpage offers videos and instructions to help students self-configure their tablets, and SOM-IT staff are able to offer hands-on help as well. Laptops and tablets are not to be used during in-person courses or colloquia sessions unless explicitly permitted by the instructor or faculty director. Using cell phones, browsing the Internet, or reading e-mail during in-person time can distract the instructor and classmates and interrupt the learning experience. Cell phones and other electronic devices are to be turned off during class and the colloquium. See Policies on the Use of Information Technology Facilities in the chapter Rights and Responsibilities of Students for more information.

TBM Device Replacement Policy

As noted, lost or stolen Surface Pro tablets will not be replaced. In the event of manufacturing defects (covered by the Microsoft one-year warranty), TBM will replace one Surface Pro per student. Students who lose or accidentally damage their Surface

Pros will replace the device at the student's expense; the cost can be paid by check (upfront, before receiving the new device), or it can be added to the student's account. IT will assist with reinstalling all software that students require for their devices. TBM will be notified by IT if and when students request replacements.

Class Recordings

TBM classes and colloquia 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, students will be notified of this request through Canvas. Course videos are Yale University property and cannot be downloaded from Canvas. Use of tools or video recording platforms as a way of circumventing security measures and taking the video without permission is prohibited.

Academic Support and Resources

Yale SOM provides a variety of resources to help students who are experiencing academic difficulty achieve the highest possible standard of academic excellence. For example, the school's Professional Communications Center is available to assist with written and oral communication skills. Information about the center and its services can be found on the SOM portal.

Honor Committee

In instances when a TBM student is referred to the Honor Committee, there will be at least one student representative from the TBM program serving on the committee.

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 in economics, finance, statistics, or related field 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 2025–2026 or from approved offerings in other Yale schools and departments. These elective units must consist of at least 8 units in statistics, economics, or finance (additional beyond required course). An additional 28 units of course work compose the required M.M.S. curriculum. To learn more about the Master of Management Studies in Systemic Risk program, visit <https://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 from the dean of students to take a leave of absence (see Leaves of Absence in the chapter General Information). Fulfillment of this enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;

- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of visa status for a part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;
- Enrollment beginning in the spring term should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 36 units of coursework. Successful completion of more than 36 units of course work does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term. Students in their second term may request permission from Academic Affairs and Student Life to enroll in fewer units if they will otherwise satisfy the M.M.S. in Systemic Risk degree requirements; and
3. Achieve credit 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.

QUALITY STANDARD

Failure to meet the quality standard for the M.M.S. in Systemic Risk program results in dismissal from the 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;
2. Accumulates a grade of Fail in more than 4 units of all coursework; or
3. Accumulates Pass or Fail grades in more than 10 units of all coursework, or more than 8 units of all course work in a single semester.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ F grades in required courses require remediation. The failed required 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.

REMEDIATION OF FAILING GRADES IN REQUIRED COURSES

A student who fails a required course must remediate the failing grade through an alternate activity approved by the instructor. In no case will a grade higher than Pass be recorded when a failed required course is remediated. A student must remediate failing grades in all required courses to graduate from the program.

ADMISSIONS

Application to the M.M.S. in Systemic Risk is conducted electronically. For requirements and additional information, see <https://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 director of the M.M.S. in Systemic Risk may approve a dual-degree course of study that will allow a student in the M.B.A. program to complete the M.M.S. in Systemic Risk in the second year of the M.B.A. program of full-time, in-residence academic study. Students must first be admitted to and enroll in the 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.

M.M.S. in Technology Management

The M.M.S. in Technology Management is a one-year program leading to the degree of Master of Management Studies (M.M.S.). A Bachelor of Arts or Bachelor of Science from Yale's School of Engineering & Applied Science is generally requisite for admission to this program, though other undergraduate degrees from Yale with sufficient preparation for advanced engineering courses may be considered.

Established in 2024, 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). The curriculum has four components: (1) a required internship in the summer before the program's start, (2) a set of required classes, (3) a set of pre-approved SOM electives, and (4) a distributional requirement in the School of Engineering & Applied Science. To learn more about the Master of Management Studies in Technology Management program, visit <https://som.yale.edu/programs/masters-technology-management/curriculum>.

ENROLLMENT REQUIREMENT

The M.M.S. in Technology Management coursework must be completed in two consecutive terms of full-time study, unless a student receives advance permission from the dean of students to take a leave of absence (see Leaves of Absence in the General Information chapter). Fulfillment of this enrollment requirement is not precluded by any of the following:

- The compression of the academic calendar caused by public health directives, as long as the student completes the normal academic credit units;
- Visa delays or travel restrictions that result in enrollment from a non-U.S. location and/or the lack of F-1 visa status for a part of the academic year;
- Virtual participation in courses due to emergencies as defined by SOM academic policy, public health directives, travel restrictions, or visa delays;
- Enrollment beginning in the spring term should the school make an allowance for this in response to national emergencies, public health directives, or travel restrictions.

NUMBER OF COURSE UNITS

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 36 units of coursework. Successful completion of more than 36 units of coursework does not compensate for failure to complete any other degree requirement or to meet the quality standard; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term. Students in their second term may request permission from Academic Affairs and Student Life to enroll in fewer units if they will otherwise satisfy the M.M.S. in Asset Management degree requirements; and
3. Achieve credit in the M.M.S. in Technology Management required curriculum.

QUALITY STANDARD

Failure to meet the quality standard for the M.M.S. in Technology Management program results in dismissal from the 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;
2. Accumulates a grade of Fail in more than 4 units of all coursework; or
3. Accumulates Pass or Fail grades in more than 10 units of all coursework, or more than 8 units of all coursework in a single semester.

Further information on academic grounds for dismissal, the Academic Standards Committee, and appeals of academic dismissal can be found in the chapter Rights and Responsibilities of Students.

GRADES

There are five grades at Yale SOM: High Honors, Honors, Proficient, Pass, and Fail. The grade distribution that instructors 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 or 5 percent Pass category. Not reported on transcript.¹

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.

¹ F grades in required courses require remediation. The failed required 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.

REMEDIATION OF FAILING GRADES IN REQUIRED COURSES

A student who fails a required course must remediate the failing grade through an alternate activity approved by the instructor. In no case will a grade higher than Pass be recorded when a failed required course is remediated. A student must remediate failing grades in all required courses to graduate from the program.

ADMISSIONS

Application to the M.M.S. in Technology Management required is conducted electronically. For requirements and additional information, see <https://som.yale.edu/programs/masters-technology-management>.

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's different specializations. Additional courses of interest are offered throughout the university.

ECON 5500	General Economic Theory: Microeconomics	1
ECON 5501	General Economic Theory: Microeconomics	1
MGMT 7101	Seminar in Accounting Research I	1
MGMT 7102	Seminar in Accounting Research II	1
MGMT 7103	Seminar in Accounting Research III	1
MGMT 7104	Seminar in Accounting Research IV	1
MGMT 7201	Experimental Economics	1
MGMT 7202	Applied Empirical Methods	1
MGMT 7203	Finance of Information	.5
MGMT 7204	Financial Economics I	1
MGMT 7205	Financial Economics II	1
MGMT 7206	Financial Econometrics and Machine Learning	.5
MGMT 7209	Household Finance	1
MGMT 7210	Behavioral Finance	1
MGMT 7211	Financial Crises	1

MGMT 7212	Empirical Asset Pricing	1
MGMT 7213	Empirical Corporate Finance	.5
MGMT 7215	Corporate Finance	1
MGMT 7301	Behavioral Decision-Making I: Choice	1
MGMT 7302	Behavioral Decision-Making II: Judgment	1
MGMT 7303	Designing and Conducting Experimental Research	1
MGMT 7304	Foundations of Behavioral Economics	1
MGMT 7305	Moral Consumer Decision Making	.5
MGMT 7308	Seminar in Marketing I	1
MGMT 7311	Analytical Methods in Marketing	1
MGMT 7312	Empirical Methods in Marketing	1
MGMT 7401	Models of Operations Research and Management	.5
MGMT 7403	Modeling Operational Processes	1
MGMT 7502	Organizations and the Environment	1
MGMT 7504	Theory Construction	1
MGT 611	Policy Modeling	2

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 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 and Data Science. 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 coursework 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. For more information, refer to the Graduate School of Arts and Sciences Bulletin's Policies and Regulations section <https://catalog.yale.edu/gsas/policies-regulations>.

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
- Academic Grounds for Dismissal
- Academic Policies for Residential Master's Degree Programs
- Community Policies
- Course Policies for Residential Master's Degree Programs
- Emergency Suspension
- Policies and Guidelines of the Career Development Office (CDO)
- Policy on Satisfactory Academic Progress and Program Completion for Title IV Funds (Federal Student Aid)
- The Yale SOM Honor Code

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>.

Academic Grounds for Dismissal

Failure to meet the quality standard for each degree program results in dismissal from the respective program. The quality standard for each program is described in the chapter for the specific program. The dismissal is subject to appeal before the Faculty Review Board. The appeal process is described below.

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 deputy dean. The membership of the committee is public and is disclosed upon request. For cases involving students in the M.B.A., M.A.M., or M.M.S. programs, that program's administrative director and dean of students 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 for the M.B.A. for Executives program, and one *ad hoc* faculty member.

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 one week (five 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.

Academic Policies for Residential Master's Degree Programs

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.

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 Academic Affairs and Student Life office should be notified in advance whenever possible. If the circumstances make advance notice impossible, the student should notify the Academic Affairs and Student Life office as soon as possible after the missed class. Such notification must be given within a week of the absence. The student must make arrangements with a classmate to get notes and copies of class handouts.

Students are responsible for all missed course content, assignments, lecture notes, handouts, and other course materials. The due dates of assignments will not routinely be extended even in situations where an absence may be excused. In cases of absence due to a prolonged medical or personal emergency that makes the completion of course

work impracticable, or in acute medical or personal emergencies that preclude turning in a completed assignment, students should contact the instructor and dean of students to discuss a reasonable extension of the assignment due date. Assignment extension requests will not be granted in cases where an absence was not excused.

If a student will be out of class for an extended period due to a personal or family emergency or because of illness or a medical issue, the student must first contact the dean of students.

If any circumstance 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 dean of students. See the chapter General Information for more information on Leaves of Absence.

ELECTRONIC DEVICES POLICY

Using cell phones, browsing the Internet, or reading email 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 dean of students 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 any other avoidable conflicts are not acceptable reasons to change an exam time.

If there is a need to change the date or time of an exam, the student is to contact the dean of students before the scheduled exam begins. In case of illness, the student will be required to provide written confirmation from a health care professional on the staff of Yale Health. An alternate exam date will be determined by the dean of students in consultation with the instructor.

INCOMPLETE COURSEWORK

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

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 with authorization from the student or alumnus/a through the university registrar's transcript request systems described here at <https://registrar.yale.edu/students/transcript-requests>.

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 to Address Discrimination and Harassment Concerns, Including Sexual Misconduct in the chapter Yale University Resources and Services for additional information.

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. This weekly maximum applies to total hours worked in any combination of student worker roles and positions at Yale and is 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 extended absence due to a medical or personal emergency, 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. Requests for recording should be made to Academic Affairs and Student Life at least two weeks before a scheduled religious holiday, or as soon as possible in the case of a medical or personal emergency. 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. Please note that, even in cases of medical or personal emergency, Academic Affairs and Student Life may not be able to accommodate requests received with less than two weeks' advance notice.

Requests for recording classes missed for other reasons, including illness, job interviews, or other personal or professional commitments, will not be accepted. Core courses will be recorded only if the instructor grants permission for video or audio recording. Extracurricular events cannot be recorded at student request.

Students missing class for any reason 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 authorized 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 hereby 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, but not limited to, alumni activities), which may be held in-person or online. These images and recordings made by or on behalf of the university are the property of Yale University and may be included, for example, in course recordings supplied to students, on the Yale SOM website, and in other Yale University websites, publications, and social media, and may be otherwise used to support the university's mission, subject to university policies and procedures. Audio recordings of Yale SOM and Yale University events and activities (including class sessions) should not be made by members of the Yale SOM or Yale University community who are not authorized to do so. Audio recordings outside the context of Yale SOM events and activities, such as recordings of private conversations, are not permitted to be made or shared without the express consent of all parties being recorded. Please contact the dean of students with any questions about this policy.

ALCOHOL POLICY

The following guidelines apply whenever alcohol is purchased with school funds or for official school events, and regardless of the location of the event, on or off campus.

Alcohol purchased with school funds (from both internal and external accounts) must:

- Include beer, hard seltzer (flavored malt beverage), and wine only.
- Not exceed \$20 per person for two drinks.
- Be served only to individuals who are twenty-one years of age or older.
- Be served by a TIPS certified bartender who is not an SOM student.

Events where alcohol is purchased with school funds must:

- Be held at a location with a liquor license and certificate of insurance.
- Not exceed bar service of a two-hour time period.
- Not include drinking games of any kind. Examples of drinking games may include, but are not limited to flip cup, beer pong, kings, etc.
- Include nonalcoholic beverages and food.
- Have the total cost of food be greater than or equal to the total cost of alcohol.

Violations of any of the School of Management alcohol policies and procedures may be referred to the Honor Committee for disciplinary action. Additional details on the Alcohol Policy can be found in the Student Organization Handbook.

STUDENT CLUB PURCHASING POLICY

Student clubs must submit a payment request via CampusGroups to make a purchase, pay an invoice, have a contract signed, or create a purchase order for any club-related event or purchase. The request must include the club budget officer's approval as an approved purchase; without that approval, the request will be denied. The request must be submitted at least five business days before the event or before the date by which the item is needed. Additional details on the Student Club Purchasing Policy can be found in the Student Organization Handbook (<https://groups.som.yale.edu/handbook/home>).

FUNDRAISING GUIDELINES

Solicitation of alumni, faculty, or staff is not permitted without approval from the Office of Development and Alumni Relations. Club-related sponsorship can only come from companies and may not come directly from individuals or alumni of Yale SOM. Additional details on fundraising guidelines can be found in the *Student Organization Handbook* (<https://groups.som.yale.edu/handbook/home>).

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://cybersecurity.yale.edu/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 recommended 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 recommended specifications.
- *Password security* Maintain confidentiality of your passwords at all times. University and SOM-IT personnel will never ask for passwords via email or other electronic means. SOM-IT may need access to your login information, including your password, to install software or troubleshoot an issue. SOM-IT will clearly explain how your password will be used. It is recommended that you change your password before and after SOM-IT has worked on your computer.
- *Phishing and other attacks* Question any attempt to gather personal information such as NetID, passwords, user names, and other personal information via email or other electronic means. Report phishing through the “Report Message” icon on the Outlook ribbon. For more information on phishing, see <https://cybersecurity.yale.edu/reportemail>.
- *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, email, and other data for a higher level of protection. More information can be found on the Yale ITS site Cybersecurity (<https://cybersecurity.yale.edu>). 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.
- *SOM IT Assistance* The SOM IT Service Catalog located at <https://help.som.yale.edu> contains information on all services offered. If your student computer is not working properly or if you experience difficulty in using any SOM or Yale IT Service, 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 email, somit@yale.edu. After-hours support is available by pressing “1” when 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.

POLICY REGARDING CHILDREN AT THE SCHOOL

The Yale School of Management is an academic and professional community committed to the education of professional students. While we appreciate the special demands of parenting and recognize that on occasion unforeseen circumstances arise, the school does not have sufficient classroom or common area space to safely accommodate infants and children or to do so without disruption of the learning environment. In respect for the learning environment of all students and faculty, it should be the exception rather than the rule that children be brought to SOM during academic hours.

Course Policies for Residential Master's Degree Programs

ELECTIVE COURSES

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 at the start of the term to add and drop courses. After the Add/Drop period, students may not change their course schedule except by completing a Late Add/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. If extenuating circumstances arise after half the class sessions for a course have been held, students can petition to drop the course. The circumstances and petition are reviewed by the Registrar's Office and Academic Affairs and Student Life. If approved, the late fee increases to \$50 per transaction.

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.

Students who obtain late enrollment in a course (either via the course auction or through Add/Drop) must attend all course sessions at the start of the term before their enrollment is finalized. Failure to do so may disqualify them from enrolling.

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 receive credit for 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 dean of students.

INDEPENDENT READING AND RESEARCH

This course provides an opportunity for students and faculty to work together on projects of mutual interest outside the structure of normal courses. Each independent project must have a sponsor who is a member of the Yale full-time faculty. Students must submit a Petition for Independent Study that includes the project proposal and the faculty sponsor's signature. The proposal must indicate the means by which the student's performance is to be evaluated (e.g., weekly assignments, final paper, etc.), as well as the scope of the project. A project will be assigned a course number of MGT 690 and can be worth 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 dean of students. The dean of students must also approve the project before the course is entered on the student's record. Forms are due within the first two weeks of the term in which the project will take place. Late add or drop fees will apply for changes made after this date. Petition forms are available on the SOM internal website and from the registrar.

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 Yale College, the Graduate School of Arts and Sciences, or 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 Add/Drop Form.

Students may receive credit toward Yale SOM degrees for Yale College courses only if such credit has been authorized in advance by the dean of students. Petition forms for requesting credit for undergraduate courses are available on the SOM internal website 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, with the exception of approved courses taken as part of the International Exchange, no credit will be given by the school for any course taken outside Yale University.

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, in consultation with the dean of students. Courses offered by Yale College and the graduate school typically carry 4 units of credit at SOM. Enrollment in an undergraduate course for SOM degree 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 a Yale SOM course must obtain written permission from the SOM faculty member teaching the course and the dean of students. SOM does not issue transcripts for courses audited under this arrangement. The charge for non-Yale students to audit a course is one-ninth of the SOM tuition for the year.

COURSE EVALUATIONS

At the end of each course, students are asked to evaluate the course and instructor. The course evaluation results are given to the instructor, relevant department chairs, dean of students, deputy dean, and dean of the school, and the aggregate results are available for review on the SOM internal website after the grades have been submitted.

Emergency Suspension

The dean of the School of Management, or a delegate of the dean, may place a student on an emergency suspension from residence or academic status when (1) the student has been arrested for or charged with serious criminal behavior by law enforcement authorities; or (2) the student allegedly violated a disciplinary rule of the School of Management and the student's presence on campus poses a significant risk to the safety or security of members of the community.

Following an individualized risk and safety analysis, the student will be notified in writing of the emergency suspension. A student who is notified of an emergency suspension will have twenty-four hours to respond to the notice. The emergency suspension will not be imposed prior to an opportunity for the student to respond unless circumstances warrant immediate action for the safety and security of members

of the community. In such cases, the student will have an opportunity to respond after the emergency suspension has been imposed.

When a student in the School of Management is placed on an emergency suspension, the matter will be referred for disciplinary action in accordance with school policy. Such a suspension may remain in effect until disciplinary action has been taken with regard to the student; however, it may be lifted earlier by action of the dean or dean's delegate, or by the disciplinary committee after a preliminary review.

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. The CDO is your partner in your job search; reach out as early as possible with questions or concerns as they arise.

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

CDO RESOURCES

The CDO website (<https://som.yale.edu/careers>) provides industry and job-search resources, event information, recordings, and useful links. It is a dynamic site, so bookmark it and check back often.

CDO Coaching Appointments

Coaching appointments are made via the Career Management System (CMS). A student who needs to cancel an appointment must do so via CMS as far in advance as is feasible. For “just-in-time” needs, send a Slack message, call, or stop by the CDO.

CDO Programming

The CDO offers a series of in-person and virtual professional development programs throughout the year. Information about these offerings is listed in CMS 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 facilitates a résumé database through CMS 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 Book. Participation in the résumé database is managed in CMS, and students must have their approved résumé in CMS by the initial deadline (to be announced) to participate.

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, using devices, etc., are examples of poor professional conduct). All of these expectations apply to both in-person and virtual engagements.

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. Contact the CDO (som.cdo@yale.edu) with any questions as you navigate scheduling.

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 is expected to cease interviewing with other employers 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 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 complete the Employment Survey in CMS in a timely manner, thus removing themselves from the résumé database 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.

- We expect employers to keep full-time offers open in their fundamental terms for three weeks or until **November 28, 2025** (whichever is later) without any material change to the offer. This includes offers through diversity initiatives and offers from summer internships/ previous employers.
- We expect summer internship offers to remain open in their fundamental terms for three weeks or until **January 30, 2026** (whichever is later) without any material

change to the offer. This includes offers through pre-M.B.A. and diversity initiatives.

- Yale SOM recognizes some non-M.B.A. recruiting processes have earlier timelines.
- Financial incentives encouraging acceptance before the deadline are permitted.

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 employer how much time is required and why the time is needed. Students who would like to discuss how to approach a firm to negotiate more time or who are unable to secure a reasonable decision period should contact the CDO to discuss next steps.

After accepting an offer, students must complete the Employment Survey in CMS.

Reneging on an Employment Offer

DEFINITION OF A RENEGE

“Reneging” means that a student has accepted an offer of employment – verbally or in writing – and subsequently turns down that offer for any reason. Acceptance of an offer should be made with the genuine intention to honor your commitment.

YALE SOM POLICY ON RENEGES

We expect the highest degree of professionalism from all members of our community. 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.

If you are considering reneging on an offer, your first step needs to be speaking with the CDO. If reneging is in fact the path you take, how you do it matters. Reneges may 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.

Instances of reneging 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.

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 reneging on an accepted offer, it is imperative that you meet with the CDO director or assistant dean before initiating any communication with the employer.

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 in CMS. 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.

Policy on Satisfactory Academic Progress and Program Completion for Title IV Funds (Federal Student Aid)

Federal regulations require institutions to monitor each student's progress toward earning a degree within the maximum time frame permitted for the student's degree or course of study. *Failure to maintain Satisfactory Academic Progress (SAP) jeopardizes a student's eligibility to receive federal financial aid.*

Academic Standard All students must maintain the relevant quality standard for the degree program in which they are enrolled. Further information on the quality standard by program can be found in the relevant Degree Program chapter.

Maximum Timeframe The maximum allowable time frame for receiving aid is equal to 150 percent of the length of the academic program. All required course work for the M.B.A. or EMBA programs must be completed within seven years of the date of matriculation. For M.A.M. and M.M.S. degree program students, all course work must be completed within six years. If the degree program has not been completed the relevant time frame, the student will be dismissed from the program.

Pace Students must complete at least 67 percent of credit hours attempted each term to remain compliant with SAP policy. Credit hour progression will be based on a cumulative total of attempted hours to earned hours. If a student fails a course and remediates it, the first enrollment will be considered an incomplete attempt, and any future enrollment in the course will be considered a separate course attempt.

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. If, as a result of the committee process, a student is academically dismissed but subsequently successful in their appeal to continue the program, the Financial Aid Office will place the student on "financial-aid probation" until the end of the next year and may receive financial aid during that year. Students on financial-aid probation who fail to meet the benchmarks of their individual plans on time will not be eligible for financial aid for the subsequent academic term. Students who are ineligible for financial aid may reestablish eligibility in future terms by meeting SAP. Further information

on appeals of academic dismissal can be found in the Rights and Responsibilities of Students chapter.

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. In the community of students, faculty, staff, and alumni 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, students, and alumni in their lives as managers, at school, at school-related functions, and in the larger management community.

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

ACADEMIC INTEGRITY

The SOM community 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.

Faculty should provide guidelines for students on the parameters of classwork. A student who has any question about the way in which work is to be completed is responsible for contacting the professor for clarification.

Students will familiarize themselves with the standards of proper citation via print and online resources, available on the SOM internal website.

COMMUNITY STANDARDS

Every member of the SOM community—students, faculty, staff, and alumni (hereafter collectively referred to as “community members”)—plays an integral role in carrying out the school's mission to educate leaders for business and society. Our standards of professional behavior, on and off campus, advance SOM's progress in this regard and seek to strengthen our entire community.

A hallmark of the SOM community is its inclusivity. The school respects, values, and celebrates the diverse backgrounds and views of community members. Community members 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 the highest standards of professional behavior, among community members as well as with prospective employers and all other constituents of Yale. This standard includes promoting and holding others accountable to maintain a culture of active inclusion, respect, and integrity.

The SOM community's commitment to professional and ethical excellence extends into interpersonal interactions among community members. As a community, we are committed to equitable opportunity in all aspects of student and academic life.

All forms of discrimination fall outside the bounds of expected behavior.

Conduct and expression that are protected by a university policy (e.g., the Policy on Freedom of Expression, found at <https://secretary.yale.edu/report-committee-freedom-expression-yale>) are not violations of the Honor Code.

Each member of the community is expected to uphold these values for all other community members.

Students must remember that they represent the school in all of their actions as they take part in activities in the university, New Haven, and the larger management community..

PROCEDURES OF THE HONOR COMMITTEE

Charge and Composition

The Honor Committee considers instances of academic infractions and other serious Honor Code violations by SOM students. The committee is responsible for collecting facts pertaining to such infractions and violations, making judgments about them, and determining sanctions 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.

The committee is appointed by the deputy dean for academic programs. It consists of four faculty members (one of whom shall be designated chair), up to sixteen SOM students (ordinarily three from each full-time M.B.A. class, two from each M.B.A. for Executives class, one from the M.A.M. program, and up to five from the M.M.S. programs), and the dean of students or the dean of students's designee (who shall act as secretary to the committee and shall be nonvoting). The student members will typically serve for the duration of their enrollment at SOM or two academic years, whichever is shorter. A list of Honor Committee members is available on the SOM internal website.

Process

Suspected violations of the Honor Code should be reported to the chair of the Honor Committee or the administrative director of the relevant degree program (i.e., for cases involving students in the M.B.A., M.A.M., and M.M.S. programs, the dean of students; for cases involving students in the M.B.A. for Executives program, the assistant dean for the M.B.A. for Executives program).

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 apply a sanction that it deems appropriate to the offense. Failure to cooperate with the committee's investigation, not being forthcoming to the committee, or lying to the committee are extraordinary violations of the Honor Code and may be occasion for increased sanctions or a separate charge at the discretion of the committee.

To provide for some consistency in sanctions from year by year, the committee chair shall inform the committee (ordinarily before the first case of the year is heard) of sanctions meted out for 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.

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

- a. The work of the committee normally begins when a member of the university community (faculty, student, or staff) brings a probable infraction to the attention of the committee chair or the relevant administrative director. The chair or the chair's designee then meets with each student who is the subject of the complaint, informs them of the complaint, and requests information and materials pertinent to the complaint.
- b. Based on the information gathered, the chair decides whether the offense, if the charge is true, is of sufficient seriousness and the evidence is sufficiently strong to warrant the attention of the committee. If the complaint is deemed to warrant the committee's attention, the chair or the chair's designee informs the student who is the subject of the complaint. The student is directed to review the Committee Policies and Procedures, which provide them the opportunity: (a) to appear before the committee, (b) to examine all written and electronic materials being provided to the committee as soon as possible, and ordinarily at least forty-eight hours in advance of the meeting, and (c) to submit a written statement to the committee prior to the meeting.

The committee chair shall take one of the following actions 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), one first-year full-time M.B.A. student, and one second-year full-time M.B.A. student, chosen from the Honor Committee by the chair. If the accused student is not enrolled in the full-time M.B.A. program, then whenever it is possible without delaying the scheduling of the hearing, the chair will add to the subcommittee a third student member of the Honor Committee from the student's 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 the full-time M.B.A. students and the faculty members of the Honor Committee. If the accused student is not enrolled in the full-time M.B.A. program, then whenever it is possible without delaying the scheduling of the hearing, the chair will add to the full committee at least one student member of the Honor Committee from the student's program. Student members of the Honor Committee who are not enrolled in the full-time M.B.A. program do not ordinarily hear cases of students not in their 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.

- c. The chair informs the subcommittee or full committee members of the individual(s) involved in a case. Committee members are invited to excuse themselves from the case if there is a conflict of interest that makes them unable to be objective about the case. If the chair has such a conflict of interest, the chair appoints another faculty member of the Honor Committee to serve as the chair of the case. If a committee member is excused and a quorum cannot be met, the chair recommends to the deputy dean for academic programs a successor for temporary appointment to the committee for participation in the matter.
- d. Prior to the hearing, the chair informs the accused student of the procedures that will be followed and the membership of the committee. Within one day after receiving that notification, the student may object that a member should be excused from the hearing 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 the proceedings and, if this is done and a quorum cannot be met, will recommend to the deputy dean for academic programs 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 deputy dean for academic programs. The deputy dean's decision to deny or grant the appeal will be final.
- e. The committee endeavors 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 seeks 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.

- f. At the beginning of any meeting with the subcommittee or full committee, the student will be informed that recording or transmission of video or audio is not permitted. The student will be asked to confirm that they are not recording or transmitting the meeting. Failure to confirm will result in the student's forfeiting the opportunity to appear before the committee.
- g. The subcommittee and the full committee will seek to make decisions by consensus if possible. When consensus is impossible, a vote will be taken and the decision with majority support will be enacted. 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).
- h. The committee chair will inform the charged student of the committee's decision within twenty-four hours of the decision.
- i. At the time the committee informs the student of its decision, it will also inform the deputy dean for academic programs.
- j. The deputy dean for academic programs will offer any student against whom an infraction or violation is found the opportunity to meet with the deputy dean as soon as the dean's schedule may permit to raise any objections to the proceedings on the grounds of procedural irregularity or prejudice. The deputy 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 deputy dean that the proceedings were not irregular or that there is insufficient evidence of prejudice will be final.
- k. 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 deputy dean for academic programs and two faculty members who were not part of the full committee. The student must make the appeal in writing to the deputy 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 is not permitted to attend the Review Board meeting. The Review Board's role in the appeal is 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.

- l. The ex officio member of the committee (the dean of students or the dean of students' designee) helps steer the case through the process and attends all meetings of the subcommittees, the full committee, and the Faculty Review Board.

Records and Files

A penalty of expulsion will appear on a student's transcript. Correspondence related to any disciplinary penalty will remain in the student's internal Yale SOM file and in

the files of the Honor Committee. Penalties of suspension for a full semester or longer will also appear on a student's transcript. Upon completion of the suspension, the SOM registrar will remove the suspension notation from the transcript upon the student's request.

Records of committee meetings about particular cases will be kept by the dean of students, who will act as secretary to the committee. These records will be kept in a confidential file. Only the deputy dean for academic programs, the dean of students, the administrative assistant to the dean of students, and the current chair of the Honor Committee shall have access to them. The relevant academic dean and the chair will be responsible for providing committee files to the dean of students to ensure the completeness of the committee files kept in the office of the dean of students.

For each term, the secretary to the committee shall prepare a document summarizing each case in which the committee saw fit to assess any sanction. Each summary shall include a description of the offense and the sanction assessed. These summaries shall not identify the students involved and so far as possible shall avoid contextual information that would reveal or encourage speculation about the identity of individual students. Honor Committee reports will be posted to the SOM internal website and disseminated to SOM students and faculty at the end of the academic year and at the beginning of the fall and spring terms.

COURSES

COURSES FOR 2025–2026

Course descriptions can be found on the student internal website.

- M.B.A. Core Courses
- Fall-Term M.A.M. Required Courses
- M.M.S. in Asset Management Required Courses
- Fall-Term M.M.S. in Global Business and Society Required Course
- M.M.S. in Public Education Management Courses
- M.M.S. in Systemic Risk Required Courses
- Elective Courses

M.B.A. Core Courses

FALL TERM

MGT 401 Managing Groups and Teams 1 unit. Julia DiBenigno, Jen Dannals, Adriana Germano, David Mungia Gomez

MGT 402 Basics of Accounting 2 units. Anya Nakhmurina

MGT 403 Probability Modeling & Statistics 2 units. Katja Seim, Tauhid Zaman, Seth Zimmerman

MGT 404 Basics of Economics 2.5 units. Kai Hao Yang, Barbara Biasi, Jidong Zhou

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

MGT 410 Competitor 2 units. Kai Hao Yang, Kevin Williams

MGT 411 Customer 2 units. Jiwoong Shin, Gal Zauberman

MGT 412 Investor 2 units. Paul Fontanier, Theis Jensen

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

SPRING TERM

MGT 408 Introduction to Negotiation 1 unit. Barry Nalebuff, Daylian Cain

MGT 420 The Workforce 2 units. James Baron, Laura Adler

MGT 421 Innovator 2 units. Tristan Botelho, Balazs Kovacs

MGT 422 Operations Engine 2 units. Zhen Lian, Leslie Meng

MGT 423 Sourcing & Managing Funds 2 units. Jacob Thomas, Menaka Hampole, Geert Rouwenhorst, Raphael Duguay

MGT 425 The Global Macroeconomy 2 units. Kevin Donovan, Lorenzo Caliendo

MGT 430 The Executive 2 units. Ravi Dhar, Nathan Novemsky, Jon Iwata, Aneesha Raghunan

Fall-Term M.A.M. Required Courses

MGT 633 Topics in Advanced Management for Business and Society 2 units. Robert Jensen

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

M.M.S. in Asset Management Required Courses

FALL TERM

MGT 595 Quantitative Investing 4 units. Tobias Moskowitz

MGT 921 Asset Management Colloquium 2 units. Tobias Moskowitz

MGT 923 Asset Pricing Theory 2 units. Paul Fontanier

SPRING TERM

MGT 532 Business Ethics 2 units. Jason Dana

MGT 641 Behavioral Finance 2 units. Nicholas Barberis

MGT 921 Asset Management Colloquium 2 units. Tobias Moskowitz

MGT 928 Asset Management Practical Experience 0 units. Tobias Moskowitz

Fall-Term M.M.S. in Global Business and Society Required Course

MGT 627 Business and Government after Communism 2 units. Ian Shapiro

M.M.S. in Public Education Management Courses

MGT 500 Managing Groups and Teams 2 units. Jen Dannals

MGT 503 Everyday Leadership 2 units. Heidi Brooks

MGT 504 Human Capital Strategy 2 units. James Baron

MGT 506 Managerial Decision Making (Part 1) 1 unit. Daylian Cain

MGT 506 Managerial Decision Making (Part 2) 1 unit. Edieal Pinker

MGT 507 Operations Management 1 unit. Faidra Monachou

MGT 508 Ethical Choices in Public Education Leadership 1 unit.

MGT 509 Behavioral Insights 1 unit. Deborah Small

MGT 511 Inequality, Systems, and Society 2 units. Jayanti Owens

MGT 513 Financial Information for Strategic Decisions 2 units. Thomas Steffen

MGT 514 Program Planning and Evaluation 1 unit. Robert Jensen

MGT 515 Strategic Negotiations 1 unit. Barry Nalebuff

MGT 516 Education Policy for System Leaders 3 units. Richard Lemons, Shana Young

MGT 519 ExecutivefortheEducationLeader 2 units. Seth Zimmerman

MGT 521 Storytelling with Data 1 unit. Peter Schott

MGT 522 Internal Communications 1 unit. Lydia Ramos-Mendoza, Lauren Ramos-Mendoza

MGT 590 K-12 Practice Perspectives Colloquium 3 units. Katina Grays

MGT 590 Equity in Theory and Action Colloquium 3 units.

MGT 599 Capstone Project 1 unit. Shana Young

M.M.S. in Systemic Risk Required Courses

FALL TERM

MGT 628 Central Banking 4 units. William English

MGT 890 Global Financial Crisis 4 units. Andrew Metrick, Timothy Geithner

MGT 946 Central Banking in Emerging Economies 2 units. Sigga Benediktsdottir

MGT 949 Systemic-Risk Colloquium 2 units. Andrew Metrick, William English

SPRING TERM

MGT 523 Monetary Policy 4 units. William English

MGT 892 Introduction to Financial Crisis Communications 2 units. Rosalind Wiggins

MGT 943 Financial Stability Regulation 2 units. June Rhee

MGT 945 Macroprudential Policy 4 units. Andrew Metrick

MGT 949 Systemic-Risk Colloquium 2 units. Andrew Metrick, William English

Elective Courses

FALL TERM

MGT 502 Foundations of Accounting and Valuation 4 units. John Barrios

MGT 505 Introduction to Marketing 4 units. Thomas Hafen

MGT 510 Data Analysis and Causal Inference 2 units. Robert Jensen

MGT 524 Impact Practicum 4 units. Anthony Sheldon

MGT 527 Strategic Management of Nonprofit Organizations 4 units. Judith Chevalier

MGT 529 Global Social Entrepreneurship: India 4 units. Asha Ghosh

MGT 531 Interpersonal Dynamics 4 units. Heidi Brooks

MGT 532 Business Ethics 2 units. Corey Cusimano

- MGT 536 Urban Poverty and Economic Development 4 units. Kate Cooney
- MGT 538 Mastering Influence & Persuasion 2 units. Zoe Chance
- MGT 541 Corporate Finance 4 units. Heather Tookes
- MGT 556 Big Data & Customer Analytics 4 units. Kosuke Uetake
- MGT 558 Consumer Behavior 2 units. Joowon Klusowski
- MGT 559 Marketing Strategy 2 units. Jiwoong Shin
- MGT 566 Pricing and Managing Sustainable Assets 4 units. Todd Cort
- MGT 581 Education Policy 2 units. Seth Zimmerman
- MGT 582 The Future of Global Finance 2 units. Jeffrey Garten
- MGT 595 Quantitative Investing 4 units. Tobias Moskowitz
- MGT 611 Policy Modeling 2 units. Faidra Monachou
- MGT 622 Game Theory 4 units. Benjamin Polak
- MGT 628 Central Banking 4 units. William English
- MGT 629 Ethical Choices in Public Leadership 4 units. Eric Braverman
- MGT 631 Public Health Entrepreneurship and Intrapreneurship 2 units. Teresa Chahine
- MGT 632 Housing Connecticut: Developing Healthy and Sustainable Neighborhoods 4 units. Kate Cooney, Andrei Harwell, Allen Plattus, Anika Singh Lemar
- MGT 634 Empirical Strategy Lab 2 units. Kevin Williams
- MGT 642 Resolution of Systemically Important Banks 2 units. Martin Gruenberg
- MGT 646 Start-up Founder Practicum 4 units. Jennifer McFadden
- MGT 649 World Financial History 2 units. William Goetzmann
- MGT 650 Customer Insights and Applications 6 units. Treeny Ahmed, Nathan Novemsky
- MGT 656 Management of Software Development 4 units. Kyle Jensen
- MGT 663 Innovation, Investments, and New Frontiers in Medicine 2 units. Stephen Knight
- MGT 664 Direct-to-consumer Entrepreneurship 2 units. Laura Joukovski
- MGT 674 Leading Small and Medium Enterprises 2 units. A.J. Wasserstein
- MGT 691 Navigating Through Workplace Culture 0.5 units, Wendy Tsung
- MGT 695 Intro to AI Applications 4 units. Xiuye Chen
- MGT 696 Debating Globalization 4 units. Ernesto Zedillo
- MGT 699 Colloquium in Healthcare Leadership 1 unit. Howie Forman

- MGT 800 Crisis Management in Tech 2 units. Kathryn Guarini
- MGT 802 Large Language Models: Technology and Applications 2 units. Kyle Jensen, K. Sudhir
- MGT 805 Fixed Income Securities 2 units. Saman Majd
- MGT 808 Financial Computing 2 units. Eren Kurshan
- MGT 809 Advanced Business Analytics with Spreadsheets 2 units. Zhen Lian
- MGT 811 Taxes, Business & Strategy 2 units. Frank Zhang
- MGT 812 Financial Statement Analysis 2 units. Frank Zhang
- MGT 813 Statistics for Business & Society: Advanced Practicum 2 units. Robert Jensen
- MGT 816 The Private Firm CFO: Accounting and Finance Strategies 2 units. John Barrios
- MGT 817 Sports Analytics 4 units. Tobias Moskowitz, Nils Rudi
- MGT 823 Insurance and Finance for the Poor 2 units. Robert Jensen
- MGT 837 Policy Design 4 units. Jason Abaluck
- MGT 838 Entrepreneurship in the Art Market 2 units. Magnus Resch
- MGT 840 Stakeholders, Management, and Capitalism 2 units. John Iwata
- MGT 844 Finance and Society: The Rise of Private Capital 2 units. Song Ma, Kevin Lu
- MGT 847 Private Equity: Leveraged Buyouts 2 units. Joshua Cascade
- MGT 850 The Science of Experiences and Well-Being 2 units. Gal Zauberman
- MGT 851 Strategic Market Measurement 2 units. K. Sudhir
- MGT 867 Modern Philanthropy: Perspectives and Challenges 4 units. Judith Chevalier, Paige Maclean
- MGT 880 Sales 2 units. Daylian Cain
- MGT 884 Managing Groups & Teams 2 units. David Munguia Gomez
- MGT 887 Negotiations 2 units. Erin Frey
- MGT 889 Strategic Social Networks 2 units. Minjae Kim
- MGT 890 Global Financial Crisis 4 units. Andrew Metrick, Timothy Geithner
- MGT 895 International Real Estate 2 units. Kevin Gray
- MGT 897 Entrepreneurial Finance 2 units. Song Ma
- MGT 900 Derivative Securities: Options, Futures, and Structured Products 2 units. Saman Majd, Jeffrey Rosenbluth
- MGT 923 Asset Pricing Theory 2 units. Paul Fontanier
- MGT 924 Statistical Foundations 2 units. Theis Jensen

- MGT 927 Statistical Economics and Machine Learning 2 units. Bryan Kelly
- MGT 929 Sustainable Investing 2 units. Edward Watts, Stefano Giglio
- MGT 932 Financial Markets and Macroeconomic Policy 2 units. Alp Simsek
- MGT 946 Emerging Market Central Banking and Financial Stability 2 units. Sigga Benedikdottir
- MGT 948 Security Analysis & Valuation 4 units. Matthew Spiegel
- MGT 992 Health Care Strategy 4 units. Jason Abaluck
- MGT 997 Venture Capital and Private Equity 2 units. Song Ma

SPRING TERM

- MGT 416 International Experience: Bhutan 4 units. Mary Alice Lee
- MGT 416 International Experience: China 4 units. Zeqiong Huang
- MGT 416 International Experience: Costa Rica 4 units. Diana Van Patten
- MGT 416 International Experience: India 4 units. Aneesh Raghunandan
- MGT 416 International Experience: Ireland 4 units. Matthew Spiegel
- MGT 416 International Experience: Israel 4 units. Gal Zauberman
- MGT 416 International Experience: Japan 4 units. Edward Watts
- MGT 416 International Experience: Mexico 4 units. David Argente
- MGT 416 International Experience: Norway 4 units. Nils Rudi
- MGT 416 International Experience: South Korea 4 units. Sang Kim
- MGT 523 Monetary Policy 4 units. William English
- MGT 525 Competitive Strategy 4 units. Pierre Bodéré, Nima Haghoanah
- MGT 526 Market Failures and Economic Policy in Developing Countries 2 units. Kevin Donovan
- MGT 529 Global Social Entrepreneurship: India 2 units. Asha Ghosh
- MGT 531 Interpersonal Dynamics 4 units. David Tate
- MGT 532 Business Ethics 2 units. Beth Anne Helgason
- MGT 540 Personal Finance 4 units. James Choi
- MGT 541 Corporate Finance 4 units. Kelly Shue
- MGT 544 Investment Management 4 units. Paul Goldsmith-Pinkham
- MGT 546 Real Estate Development 4 units. Zachary Sheinberg
- MGT 554 AI for Business Decisions 4 units. Tong Wang
- MGT 555 Pricing Strategy 4 units. Soheil Ghili

- MGT 560 International Economics 4 units. Peter Schott
- MGT 561 Product Management 4 units. Alex Burnap
- MGT 575 Generative AI and Social Media 4 units. Tauhid Zaman
- MGT 589 Competition Economics and Policy 4 units. Fiona Scott Morton
- MGT 606 Economic Evolution of Latin America 4 units. Ernesto Zedillo
- MGT 614 Data Visualization for Social Sector 4 units. Kate Cooney
- MGT 620 Games & Information I 2 units. Benjamin Polak, Jidong Zhou
- MGT 623 Strategic Leadership Across Sectors 4 units. Jeffrey Sonnenfeld
- MGT 624 Human Capital Strategy 2 units. Hannah Weisman
- MGT 630 Games & Information II 2 units. Benjamin Polak, Jidong Zhou
- MGT 635 Mergers & Acquisitions 2 units. Simon Hirst
- MGT 641 Behavioral Finance 2 units. Nicholas Barberis
- MGT 644 Equity Capital Markets 2 units. Simon Hirst
- MGT 646 Start-up Founder Practicum 4 units. Jennifer McFadden
- MGT 650 Customer Insights and Applications 6 units. Treeny Ahmed, Ravi Dhar
- MGT 668 Narratives in Health 2 units. James Hamblin
- MGT 671 Entrepreneurship through Acquisition 2 units. A.J. Wasserstein
- MGT 675 Designing Brand Strategy 2 units. Michael Rock
- MGT 678 Understanding and Reducing Bias in Organizations 2 units. Jayanti Owens
- MGT 691 Navigating Workplace Culture 0.5 units. Wendy Tsung
- MGT 692 Climate Tech Innovation and Commercialization 4 units. Steph Speirs
- MGT 698 Healthcare Policy, Finance, and Economics 4 units. Howie Forman
- MGT 699 Colloquium in Healthcare Leadership 1 unit. Howie Forman
- MGT 801 Impact Measurement & Financial Reporting in the Social Sector 2 units. Raphael Duguay
- MGT 803 Decision Making with Data 2 units. Peter Schott
- MGT 812 Financial Statement Analysis 2 units. Frank Zhang
- MGT 815 Managerial Controls 2 units. Thomas Steffen
- MGT 818 Global Virtual Teams 2 units. Yoshinori Fujikawa
- MGT 819 Data Science 2 units. Vahideh Manshadi
- MGT 821 From Cash to Crypto: Evolution of Payment Methods 2 units. David Argente
- MGT 822 Game Theory and Market Design 2 units. Jidong Zhou, Benjamin Polak

- MGT 826 Inclusive Economic Development Lab: Special Topics: Special Topics
4 units. Kate Cooney
- MGT 828 Creativity & Innovation 2 units. Jonathan Feinstein
- MGT 832 Leadership Lab 2 units. Sarah Biggerstaff
- MGT 835 UX Design Fundamentals: Practice & Leadership 2 units. Melissa Falconett
- MGT 836 The Global Macroeconomy 2 units. Peter Schott
- MGT 841 Corporate Finance: Core Topics 2 units. Christopher Clayton
- MGT 842 Financing Green Technologies 2 units. Richard Kauffman
- MGT 845 Portfolio Management in Practice 4 units. Osman Nalbantoglu
- MGT 846 Introduction to Private Equity 2 units. Robert Davis
- MGT 848 A History of Financial Market Fraud: A Forensic Approach 2 units. Jim Chanos
- MGT 849 Case Studies of Start-ups 2 units. Elon Boms
- MGT 852 Listening to the Customer 2 units. Kosuke Uetake
- MGT 853 AI Strategy & Marketing 2 units. Vineet Kumar
- MGT 854 Behavioral Economics: The Psychology and Behavior of Individuals, Organizations, and Markets 2 units. Shane Frederick
- MGT 855 How to Design and Run Business Experiments 2 units. Shane Frederick
- MGT 856 Managing Marketing Programs 2 units. Thomas Hafen
- MGT 857 Digital Strategy 2 units. Vineet Kumar
- MGT 858 Database Systems 2 units. Kyle Jensen
- MGT 859 Emerging Trends in Digital Advertising 2 units. Leora Kelman
- MGT 860 Generative AI for Managers 2 units. K. Sudhir
- MGT 861 Race and Money in America 2 units. Ebony Reed, Louise Story
- MGT 863 Political Ethics and Issues for Organizations 2 units. Jason Kaune
- MGT 864 Behavioral Science for Social Good 2 units. Deborah Small
- MGT 865 Global Social Entrepreneurship 4 units. Tony Sheldon
- MGT 866 Build a Metaverse Strategy 2 units. Brett Prescott
- MGT 871 Financial Reporting 2 units. Aneesh Raghunandan
- MGT 873 Supply Chain Management 2 units. Sang Kim
- MGT 875 Service Management 2 units. Yoshinori Fujikawa
- MGT 879 Healthcare Operations 2 units. Edieal Pinker

- MGT 882 Advanced Negotiations 1 unit. Barry Nalebuff, Daylian Cain
- MGT 883 Housing Markets 2 units. Cameron LaPoint
- MGT 885 Commercial Real Estate Investing 2 units. Cameron LaPoint
- MGT 887 Negotiations 2 units. Corey Cusimano
- MGT 888 The Business of Multicultural Media 2 units. Mark Walton
- MGT 892 Introduction to Financial Crisis Communications 2 units. Rosalind Wiggins
- MGT 896 America's Future Role in the Global Economy 4 units. Jeffrey Garten, Robert Hormats
- MGT 899 Generative AI & Entrepreneurship 2 units. Anand Ranganathan
- MGT 901 Topics in Financial Engineering 2 units. Saman Majd, Jeffrey Rosenbluth
- MGT 920 GNAM: Natural Capital: Risks and Opportunities in Global Resource Systems 4 units. Todd Cort
- MGT 926 Crypto, SPACs, Climate Change, and More: The Role for Asset Managers in an Uncertain Regulatory Environment 2 units. Lauren Caplan
- MGT 927 Financial Econometrics and Machine Learning 2 units. Bryan Kelly
- MGT 936 Fixed Income Strategies 2 units. Jordan Brooks
- MGT 937 Hedge Fund Strategies 2 units. Ronen Israel, Andrea Frazzini
- MGT 938 Macroeconomic Strategies 2 units. Jordan Brooks
- MGT 943 Financial Stability Regulation 4 units. Christian McNamara, June Rhee
- MGT 945 Macroprudential Policy 4 units. Andrew Metrick
- MGT 960 Economic Analysis of High-Tech Industries 2 units. Nima Hagpanah
- MGT 995 Sustainable Innovation in Healthcare 2 units. Greg Licholai

PH.D. COURSES

PH.D. COURSES FOR 2025–2026

See the Bulletin of the Graduate School of Arts and Sciences, available online at <https://catalog.yale.edu/gsas>. See also Yale Course Search, <https://courses.yale.edu>.

GENERAL INFORMATION

- Interruption or Temporary Suspension of University Services or Programs
- Leaves of Absence
- U.S. Military Leave Readmissions Policy
- Withdrawal and Readmission

Interruption or Temporary Suspension of University Services or Programs

Certain events that are beyond the university's control may cause or require the interruption or temporary suspension of some or all services and programs customarily furnished by the university. These events include, but are not limited to, epidemics or other public health emergencies; storms, floods, earthquakes, or other natural disasters; war, terrorism, rioting, or other acts of violence; loss of power, water, or other utility services; and protest disruptions, strikes, work stoppages, or job actions. In the face of such events, the university may provide substitute services and programs, suspend services and programs, or issue appropriate refunds. Such decisions shall be made at the sole discretion of the university.

Leaves of Absence

Students are expected to complete the M.B.A. program in two consecutive academic years, the M.B.A. for Executives program in twenty-two consecutive months, the Master of Advanced Management program in one academic year, and the Master of Management Studies program in one academic 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. Request for a leave of absence for the purpose 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 dean of students for the M.B.A., M.A.M., and M.M.S. programs; or for students in the M.B.A. for Executives program, the assistant dean for the M.B.A. for Executives program, or the appropriate administrative director's delegate. 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; with the approval of the program dean, extension of a leave may be approved for one additional term or year, not to exceed a total of ten terms or five years. A student who has been on leave for a total of ten terms or five years must return to resume their degree program in the subsequent term or be dismissed from that program. Students who are dismissed from a degree program for failure to return after

- exhausting the maximum leave time must reapply to that program should they wish to return to restart their degree at a later date.
3. International students who apply for a leave of absence must consult with OISS concerning their visa status.
 4. 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.
 5. Students on leave of absence are not eligible for the use of any university facilities normally available to enrolled students.
 6. 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.
 7. Students on leave of absence do not have to file a formal application for readmission, except under the conditions stated in point 2 above. 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.
 8. 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 email 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 place a student on a mandatory medical leave of absence when, on recommendation of the director of Yale Health or the chief of the Mental Health and Counseling department, the dean of the school determines that, because of a medical condition, the student is a danger to self or others, the student has seriously disrupted others in the student's residential or academic communities, or the student has refused to cooperate with efforts deemed necessary by Yale Health and the dean to make such determinations. Each case will be assessed individually based on all relevant factors, including, but not limited to, the level of risk presented and the availability of reasonable modifications. Reasonable modifications do not include fundamental alterations to the student's academic, residential, or other relevant communities or programs; in addition, reasonable modifications do not include those that unduly burden university resources.

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 effective date of the leave.

An incident that gives rise to voluntary or mandatory leave of absence may also result in subsequent disciplinary action.

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 or child care may be granted a leave of absence for parental responsibilities. Any student planning to have, adopt, or care for a child is encouraged to meet with the administrative director to discuss a leave of absence and other possibilities such as short-term arrangements not requiring a leave. 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.

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.

Withdrawal and Readmission

Students who wish to withdraw from their program should confer with the dean of students regarding withdrawal. The dean of students will determine the effective date of the withdrawal. The university identification card must be submitted with the approved withdrawal form in order for withdrawal in good standing to be recorded.

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

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

TUITION AND FEES

Tuition and fees are charged on a per-term basis for all programs. Students in all programs have fees assessed on July 1 for the fall term and on November 1 for the spring term. Payment is due in full by July 31 for the fall term and November 30 for the spring term.

For 2025–2026, 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 \$123,936. Of this, program tuition is \$87,800; in addition, students are charged a mandatory program fee of \$500.

The total program fee for the M.B.A. for Executives program in 2025–2026 is \$224,500 for first-year students and \$216,840 for second-year students. This cost includes tuition, required textbooks,¹ study materials, a Microsoft Surface Pro, and breakfast and lunch on all class days, as well as lodging during summer residencies. The cost of lodging and most meals for EMBA Global Network Week is also included in the total program fee.

¹ Class of 2026 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. Class of 2027 EMBA students receive access to required textbooks digitally and may opt to pay the difference for print if available.

- Global Studies Financial Support
- Penalties for Late Payment
- Scholarships
- Student Accounts and Billing
- Tuition Rebate and Refund Policy

Global Studies Financial Support

The school provides a subvention for ten days of international travel to help 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; there is also a subvention for M.M.S. in Global Business and Society student travel during the spring-term Global Network Week. 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 M.B.A. subvention applies only to international travel undertaken for options identified in the GSR choice set; the M.A.M. subvention applies only to international travel undertaken for a Global Network Week or a Global Social Entrepreneurship course; and the M.M.S. in Global Business and Society subvention applies only to international travel undertaken for a Global Network Week during the spring term. (For 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 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.

- 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. 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 record.
- 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 entered into the student's financial aid record 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. 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.

Penalties for Late Payment

For payments due on July 31 but not received on or before that date, penalties will be imposed as follows.

If payment in full is not received by 4 p.m. on the date listed:

- *July 31*: a late fee of \$125
- *August 31*: an additional late fee of \$125
- *September 30*: an additional late fee of \$125 and removal from all SOM courses
- *October 15*: financial withdrawal from Yale University

For payments due on November 30 but not received on or before that date, the late charge is as follows.

If payment in full is not received by 4 p.m. on the date listed:

- *November 30*: a late fee \$125
- *December 31*: an additional late fee of \$125

- *January 31*: an additional late fee of \$125 and removal from all SOM courses
- *February 15*: financial withdrawal from Yale University

PAYMENT OF FEES AND DIPLOMAS

No student will be awarded a diploma unless all financial obligations to the university have been fulfilled.

FINANCIAL WITHDRAWAL

Students who have not paid or made arrangements for payment of their term fees by the due date will be placed on hold until these financial obligations have been settled. University regulations require that all financial obligations to the university be paid as a condition of enrollment.

Scholarships

All applicants are considered for scholarships although application processes vary across programs. Please check with the appropriate admissions office. For a complete list of donor-funded scholarships, see <https://som.yale.edu/support-yale-som/donor-funded-scholarships>. In addition, many outside sources provide additional funding resources in the form of academic scholarships. For a complete list of additional funding, see <https://som.yale.edu/programs/mba/affording-your-mba/funding-resources>.

Student Accounts and Billing

Student accounts, billing, and related services are administered through the Office of Student Accounts, located at 246 Church Street. The office's website is <https://student-accounts.yale.edu>.

The Student Account is a record of all the direct charges for a student's Yale education such as tuition, housing, meals, fees, and other academically related items assessed by offices throughout the university. It is also a record of all payments, financial aid, and other credits applied toward these charges.

Students and student-designated proxies can view all activity posted to their Student Account in real time through the university's online billing and payment system, YalePay (<https://student-accounts.yale.edu/yalepay>). At the beginning of each month, email reminders to log in to YalePay to review the Student Account activity are sent to all students at their official Yale email address and to all student-designated YalePay proxies. Payment is due by 4 p.m. Eastern Time on the last day of the month.

Yale does not mail paper bills or generate monthly statements. Students and their authorized proxies can generate their own account statements in YalePay in pdf form to print or save. The statements can be generated by term or for a date range and can be submitted to employers, 401K plans, 529/College Savings Plans, scholarship agencies, or other organizations for documentation of the charges.

Students can grant others proxy access to YalePay to view student account activity, set up payment plans, and make online payments. For more information, see Proxy Access

and Authorization (<https://student-accounts.yale.edu/understanding-your-bill/your-student-account>).

The Office of Student Accounts 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. Students who have not paid their student account term charges by the due date will also be placed on Financial Hold. The hold will remain until the term charges have been paid in full. While on Financial Hold, the university will not provide diplomas and reserves the right to withhold registration or withdraw the student for financial reasons.

PAYMENT OPTIONS

There are a variety of options offered for making payments toward a student's Student Account. Please note:

- Check, money order, or online eCheck payments must be in U.S. currency. International payment options via Flywire are available in YalePay.
- Yale does not accept credit or debit cards for Student Account payments.
- Payments made to a Student Account in excess of the balance due (net of pending financial aid credits) are not allowed on the Student Account. Yale reserves the right to return any overpayments.

Online Payments through YalePay

Yale's recommended method of payment is online through YalePay (<https://student-accounts.yale.edu/yalepay>). Online payments are easy and convenient and can be made by anyone with a U.S. checking or savings account. There is no charge to use this service. Bank information is password-protected and secure, and there is a printable confirmation receipt. Payments are immediately posted to the Student Account, which allows students to make payments at any time up to 4 p.m. Eastern Time on the due date of the bill, from any location, and avoid late fees.

For those who choose to pay by check, a remittance advice and mailing instructions are available on YalePay. Checks should be made payable to Yale University, in U.S. dollars, and drawn on a U.S. bank. To avoid late fees, please allow for adequate mailing time to ensure that payment is received by 4 p.m. Eastern Time on the due date.

Cash and check payments are also accepted at the Office of Student Accounts, located at 246 Church Street and open Monday through Friday from 8:30 a.m. to 4:30 p.m.

Yale University partners with Flywire, a leading provider of international payment solutions, to provide a fast and secure way to make international payments to a Student Account within YalePay. Students and authorized proxies can initiate international payments from the Make Payment tab in YalePay by selecting "International Payment via Flywire" as the payment method, and then selecting the country from which payment will be made to see available payment methods. International payment via Flywire allows students and authorized proxies to save on bank fees and exchange rates, track the payment online from start to finish, and have access to 24/7 multilingual customer support. For more information on making international payments via

Flywire, see International Payments Made Easy at <https://student-accounts.yale.edu/paying-your-bill/payment-options>.

A processing charge of \$25 will be assessed for payments rejected for any reason by the bank on which they were drawn. In addition, for every returned ACH payment due to insufficient funds made through YalePay, Flywire will charge a penalty fee of \$30 per occurrence. Furthermore, 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 to settle an unpaid balance for purposes of receiving a diploma, the university may refer the account to an attorney for collection.

YALE PAYMENT PLAN

A Yale Payment Plan provides parents and students with the option to pay education expenses monthly. It is designed to relieve the pressure of lump-sum payments by allowing families to spread payments over a period of months without incurring any interest charges. Participation is optional and elected on a term basis. The cost to sign up is \$50 per term.

Depending on the date of enrollment, students may be eligible for up to five installments for the fall and spring terms. Payment Plan installments will be automatically deducted on the fifth of each month from the bank account specified when enrolling in the plan. For enrollment deadlines and additional details concerning the Yale Payment Plan, see <https://student-accounts.yale.edu/paying-your-bill/yale-payment-plan>.

BILL PAYMENT AND PENDING MILITARY BENEFITS

Yale will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries, or other facilities, or the requirement that a student borrow additional funds, on any student because of the student's inability to meet their financial obligations to the institution, when the delay is due to the delayed disbursement of funding from VA under chapter 31 or 33.

Yale will permit a student to attend or participate in their course of education during the period beginning on the date on which the student provides to Yale a certificate of eligibility for entitlement to educational assistance under chapter 31 or 33 and ending on the earlier of the following dates: (1) the date on which payment from VA is made to Yale; (2) ninety days after the date Yale certifies tuition and fees following the receipt of the certificate of eligibility.

Tuition Rebate and Refund Policy

Based on 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 Title IV 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 which 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 2025–2026, the last days for refunding Title IV funds will be October 25, 2025 for first-year students in the full-time M.B.A. program, November 1, 2025 for second-year students in the full-time M.B.A. program and students in the M.A.M. programs, October 28, 2025 for M.M.S. program, November 9, 2025 for first-year and November 14, 2025 second-year students in the M.B.A. for Executives program in the fall term and April 4, 2026 for first-year and second-year students in the full-time M.B.A. program and students in the M.A.M. programs, and students in the M.M.S. programs, April 28, 2026 for first-year students in the M.B.A. for Executives program, and April 5, 2026 for second-year students in the M.B.A. for Executives program, program in the spring term.

2. For purposes of determining the refund of institutional aid funds and for students who have not received financial aid:
 - a. 100 percent of tuition will be rebated for withdrawals which occur on or before the end of the first 10 percent of the term (August 30, 2025 for first-year students in the full-time M.B.A. program, September 6, 2025 for second-year students in the full-time M.B.A. program and students in the M.A.M. program, September 7, 2025 for students in the M.M.S. programs, August 2, 2025 for first-year students in the M.B.A. for Executives program, and August 8, 2025 for second-year students in the M.B.A. for Executives program in the fall term and January 30, 2026 for first-year students in the full-time M.B.A. program, January 30, 2026 for second-year students in the full-time M.B.A. program and students in the M.A.M. program, January 30, 2026 for students in the M.M.S. program, February 21, 2026 for first-year students in the M.B.A. for Executives program, and February 22, 2026 for second-year students in the M.B.A. for Executives program in the spring term).
 - b. A rebate of one-half (50 percent) of tuition will be granted for withdrawals which occur after the first 10 percent but on or before the last day of the first quarter of the term (September 15, 2025 for first-year students in the full-time M.B.A. program, September 20, 2025 for second-year students in the full-time M.B.A. program and students in the M.A.M. program, September 22, 2025 for students in the M.M.S. program, August 31, 2025 for first-year students in the M.B.A. for Executives program, and September 6, 2025 for second-year students in the M.B.A. for Executives program in the fall term and February 13, 2026 for first-year students in the full-time M.B.A. program, February 13, 2026 for second-year students in the full-time M.B.A. program and students in the M.A.M. program, February 13, 2026 for students in the M.M.S. program, March 12, 2026 for first-year students in the M.B.A. for Executives program, and March 7, 2026 for second-year students in the M.B.A. for Executives program in the spring term).
 - c. A rebate of one-quarter (25 percent) of tuition will be granted for withdrawals which occur after the first quarter of a term but on or before the day of Midterm (October 13, 2025 for first-year students in the full-time M.B.A. program, second-year students in the full-time M.B.A. program and students in the M.A.M. program, October 18, 2025 for students in the M.M.S. program,

October 19, 2025 for first-year students in the M.B.A. for Executives program, and October 25, 2025 for second-year students in the M.B.A. for Executives program in the fall term and March 9, 2026 for first-year students in the full-time M.B.A. program, March 9, 2026 for second-year students in the full-time M.B.A. program, students in the M.A.M. program, March 9, 2026 for students in the M.M.S. programs, April 14, 2026 for first-year students in the M.B.A. for Executives program, and March 28, 2026 for second-year students in the M.B.A. for Executives program in the spring term).

- d. Students who withdraw for any reason after Midterm will not receive a rebate of any portion of tuition.
3. The death of a student shall cancel charges for tuition as of the date of death and the Bursar will adjust the tuition on a pro rata basis.
4. If the student has received student loans or other forms of financial aid, funds will be returned in the order prescribed by Federal regulations; namely, first to Federal Direct Unsubsidized Loans, if any; then to 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.

YALE UNIVERSITY RESOURCES AND SERVICES

- A Global University
- Graduate Housing
- Health Services
- Identification Cards
- Office of International Students and Scholars
- Resources to Address Discrimination and Harassment Concerns, Including Sexual Misconduct
- Student Accessibility Services
- University Resources
- Yale University Library

A Global University

Global engagement is core to Yale's mission as one of the world's great universities. Yale aspires to:

- Be the university that best prepares students for global citizenship and leadership
- Be a worldwide research leader on matters of global import
- Be the university with the most effective global networks

Yale's engagement beyond the United States dates from its earliest years. The university remains 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.

Yale's globalization is guided by the vice provost for global strategy, 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 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.

Teaching and research at Yale benefit from the many collaborations underway with the university's international partners and the global networks forged by Yale across the globe. International activities across all Yale schools include curricular initiatives that enrich classroom experiences from in-depth study of a particular country to broader comparative studies; faculty research and practice on matters of international importance; the development of online courses and expansion of distance learning; and the many fellowships, internships, and opportunities for international collaborative research projects on campus and abroad. Together these efforts serve to enhance Yale's global educational impact and are encompassed in the university's global strategy.

The Office of International Affairs (<https://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. OIA also coordinates Yale's program for hosting scholars at risk.

The Office of International Students and Scholars (<https://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 Alumni Association (<https://alumni.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 (<https://world.yale.edu>), including resources for those conducting international activities abroad and links to international initiatives across the university.

Graduate Housing

<https://housing.yale.edu>
housing@yale.edu
 203.432.2167

The Yale Graduate 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 254 and 276 Prospect Street and 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 graduate housing website 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 2 and can be submitted directly from the website with a Yale NetID. Room selection for paired roommates begins April 22. Room selection for all others begins April 23.

The Yale Graduate Housing Office also manages the Off Campus Living listing service (<http://offcampusliving.yale.edu>; 203.436.9756), which is the exclusive Yale service for providing off-campus rental and sales listings from New Haven landlords. 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. Another resource is Elm Campus Partners, who manages Yale-owned apartments (<http://www.elmcampus.com>). 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.

Health Services

Yale Health operates a multispecialty group practice on campus through its state-of-the-art medical center, Yale Health Center, located at 55 Lock Street. Yale Health Center offers a wide variety of on-site health care services including primary care, specialty care, acute care, mental health and counseling, radiology, blood draw, pharmacy, eye care, infusion and medication administration center, and a seventeen-bed inpatient care unit. Nearly all care is provided by Yale Health staff; when a student's condition requires more specialized care or a hospitalization, there is an extensive network of specialists drawn largely from Yale School of Medicine or other in-network contracted providers. Yale Health's network hospital is Yale-New Haven Hospital. With Yale Health Hospitalization & Specialty Care Coverage, emergency care is covered anywhere in the world. Yale Health's services are detailed in A Student's Guide to Yale Health, available through the Yale Health Member Services Department, 203.432.0246, or online at <https://yalehealth.yale.edu/resource/student-guide-yale-health>.

ELIGIBILITY FOR SERVICES

The university provides eligible degree-candidate student enrolled half-time or more with primary care services at the Yale Health Center through Yale Health Basic Student Health Services. These services are free and automatically provided; no enrollment or forms are required. For new students and newly eligible students, basic services are available on the date the student is required to be on campus for orientation and continue through July 31, providing they remain eligible. Basic Student Health Services includes preventive health, blood draw, and medical services in student health, gynecology, mental health and counseling, nutrition, acute care, and inpatient care. For returning students, access to Basic Student Health Services begins August 1 and ends July 31, providing they remain eligible. Please note that this is not an insurance plan. For full details, see Yale Health Basic Student Health Services at <https://yalehealth.yale.edu/topic/health-care-overview-students-yale-health>.

Students on leave of absence, on extended study and paying less than half tuition, or enrolled per course credit are not eligible for Yale Health Basic Student Health Services 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 Student Health Services 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 Student Health Services 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.

Most students meet the university requirement for hospitalization and insurance coverage by subscribing to Yale Health Hospitalization & Specialty Care Coverage, which provides coverage for all approved hospitalizations, specialty care services, and prescription medications. If you are an eligible degree-candidate student enrolled half-time or more, you are automatically enrolled in and billed for this coverage. Full-year

coverage dates are identical to those for Yale Health Basic Student Health Services. However, Yale Health Hospitalization & Specialty Care Coverage may also be purchased for either the fall term only or spring term only. All students who remained enrolled in and do not waive Yale Health Hospitalization & Specialty Care Coverage (<https://yalehealth.yale.edu/student-coverage>) can use specialty and ancillary services at Yale Health Center. Upon referral, Yale Health will cover the cost, minus any applicable copayments, of specialty and ancillary services for these students. Students with an alternate insurance plan should seek specialty services from a non-Yale Health provider who accepts their alternate insurance.

EMBA and Broad Center M.M.S. candidates Students enrolled in the EMBA and the Broad Center M.M.S. programs are not eligible for Yale Health Basic Student Health Services but may enroll in Yale Health Student Affiliate Coverage. This plan includes services described in both Yale Health Basic Student Health Services and Yale Health Hospitalization & Specialty Care Coverage. Coverage is not automatic; enrollment applications are available directly from the EMBA program or the Broad Center M.M.S. 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

A student's status as an eligible Yale University undergraduate, graduate, or professional student automatically makes them eligible for Yale Health Basic Student Health Services. If they are eligible for Yale Health Basic Student Health Services, the university requires them to obtain adequate insurance coverage for hospitalization and specialty care. A student may purchase their hospitalization, specialty, and prescription coverage through Yale Health or through another insurer. Students may remain enrolled in Yale Health Hospitalization & Specialty Care Coverage or waive the plan if they have other hospitalization coverage, such as through a spouse or parent. The waiver must be renewed annually, and the student must confirm receipt of the waiver by the university's deadlines noted below.

Yale Health Hospitalization & Specialty Care Coverage

For a detailed explanation of this plan, which includes coverage for prescriptions, see *A Student's Guide to Yale Health*, available at <https://yalehealth.yale.edu/resource/student-guide-yale-health>.

Students are automatically enrolled and charged a fee each term on their Student Financial Services bill for Yale Health Hospitalization & Specialty Care 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 Care Coverage begins on the day the dormitories officially open or when orientation requires students to be on campus. 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 Care Coverage Students can waive Yale Health Hospitalization & Specialty Care Coverage by completing an online

waiver form that demonstrates proof of alternate coverage. Students are responsible for reporting any changes in alternate insurance coverage to the Member Services Department within thirty days. 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 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 Care 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 Student Health Services and Yale Health Hospitalization & Specialty Care 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/forms-and-guidelines>) 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, on extended study, or enrolled per course per credit; students paying less than half tuition; students enrolled in the EMBA program; students enrolled in the Broad Center M.M.S. program; students enrolled in the PA Online program; students enrolled in the M.S.N. Nursing Online program; and students enrolled in the EMPH program may enroll in Yale Health Student Affiliate Coverage, which includes services described in both Yale Health Basic Student Health Services and Yale Health Hospitalization & Specialty Care Coverage. Graduate and professional school students should use the Student Enrollment Change Application available from the Member Services Department or at <https://yalehealth.yale.edu/student-coverage>. It 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 and Broad Center M.M.S. candidates, applications are available directly from the EMBA program or Broad Center M.M.S. 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 Withdrawing from the university directly impacts a student's Yale Health Hospitalization & Specialty Care Coverage. The timing of the student's withdrawal can impact whether they can get a refund for their health coverage or be billed for health services they used. Note: Tuition and Yale Health coverage fees are billed separately and

considered separately in the withdrawal policies. Students should contact Yale Health Member Services (203.432.0246; member.services@yale.edu) or the student health care navigator (yhstudentnavigator@yale.edu) for guidance or questions about their specific situation.

For students who withdraw on or before the fifteenth day of classes:

- They will receive a full refund for the Yale Health Hospitalization & Specialty Care Coverage fee if they did not waive coverage; if they waived coverage, they would not get a refund since they were not billed for coverage.
- Their Yale Health membership will end retroactively to the start of the insurance term (fall or spring) in which they have withdrawn, as if they were never covered by Yale Health Hospitalization & Specialty Care Coverage or Basic Health Services.
- They will not be eligible for any Yale Health coverage and unable to access services moving forward.
- If they have already used health services, those services will be billed directly to the student by Yale Health.
- They cannot enroll in Student Affiliate Coverage to extend their insurance.

For students who withdraw more than fifteen days after the first day of classes:

- They will still have access to Yale Health services for thirty days after their withdrawal date.
- During those thirty days, the student will have access to the same services they had before withdrawing.
- If they waived coverage, then they will still have access to Yale Health Basic Health Services for thirty days.
- If they did not waive coverage, they will remain insured by Yale Health with Hospitalization & Specialty Care with prescription benefits.
- However, fees for Yale Health Hospitalization & Specialty Care Coverage won't be refunded nor prorated. Students are responsible for the semester charge on their student account, even if their tuition has been refunded.
- They cannot enroll in Student Affiliate Coverage to extend their insurance.

If a student is unsure about their options or how these policies apply to their situation, contact Yale Health Member Services (member.services@yale.edu) or the student health care navigator (yhstudentnavigator@yale.edu).

Leaves of Absence Taking a leave of absence (LOA) from the university directly impacts a student's Yale Health Hospitalization & Specialty Care Coverage. The timing of a student's LOA can impact whether they can get a refund for their health coverage received or be billed for health services they used. Students granted a leave of absence (non-medical or medical) can purchase Student Affiliate Coverage. Note: Tuition and Yale Health coverage fees are billed separately and considered separately in the LOA policies. Students should contact Yale Health Member Services (203.432.0246; member.services@yale.edu) or Student Health Care Navigator (yhstudentnavigator@yale.edu) for guidance or questions about your specific situation.

If the registrar is notified of a student's LOA on or before the first day of classes:

- The student's Yale Health Hospitalization & Specialty Care Coverage will end retroactively to the start of the insurance term (fall or spring) in which they have taken a LOA, as if they were never covered by Yale Health Hospitalization & Specialty Care Coverage or Basic Student Health Services.
- The student will get a full refund for the Yale Health Hospitalization & Specialty Care Coverage fee if they did not waive coverage; if they waived coverage, they would not get a refund.
- The student may be eligible for Student Affiliate Coverage and have thirty days to enroll.
- If the student waived coverage and does not enroll in Student Affiliate Coverage, they will not be eligible for any Yale Health services and coverage moving forward, and if they have already used health services, those services will be billed directly to them by Yale Health.

If the registrar is notified of a student's LOA after the first day of classes:

- The student's Yale Health Hospitalization & Specialty Care Coverage ends on the day the registrar is notified of their LOA.
- If the student waived coverage, then their access to Yale Health Basic Health Services ends on this date, and if they have already used health services, those services will not be billed directly to them by Yale Health.
- If the student did not waive coverage, then their insurance, Yale Health Hospitalization & Specialty Care with prescription coverage, ends on this date. If they have already used health services, those services will not be billed directly to them by Yale Health. However, any fees for Yale Health Hospitalization & Specialty Care Coverage will not be refunded nor prorated.
- The student may be eligible for Student Affiliate Coverage and have thirty days to enroll.

To enroll in Student Affiliate Coverage (enrollment isn't automatic), a student will need to complete and submit the enrollment/change form available from the Member Services Department or at <https://yalehealth.yale.edu/student-coverage>.

- Fees that have already been paid for Yale Hospitalization & Specialty Coverage will be applied to the cost of Student Affiliate Coverage; the full fee will still be charged to the student's account; however, they will only be charged the difference in the fee.
- Regardless of what point in the semester the student enrolls, fees will not be prorated or refunded.

For more information, contact Yale Health Member Services (member.services@yale.edu) or the student health care navigator (yhstudentnavigator@yale.edu).

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 Care 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 Student Health Services and Yale Health Hospitalization & Specialty Care 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/forms-and-guidelines>). 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.

Per Course Per Credit Students who are enrolled per course per credit are not eligible for Yale Health Hospitalization & Specialty Care Coverage. They may purchase Yale Health Student Affiliate Coverage during the term(s) of per course per credit enrollment. This plan includes services described in both Yale Health Basic Student Health Services and Yale Health Hospitalization & Specialty Care 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/forms-and-guidelines>). 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 online at <https://yalehealth.yale.edu/resource/student-handbook> and from the Member Services Department, 203.432.0246, 55 Lock Street, PO Box 208237, New Haven CT 06520-8237.

REQUIRED IMMUNIZATIONS

Requirements for All Students

Requirement	Description	Alternate
MMR: measles, mumps, and rubella	MMR vaccine for anyone born after 1/1/1957 without evidence of immunity. Two doses of MMR vaccine at least 28 days apart. Dose 1 on or after first birthday	Laboratory documentation of immunity to measles, mumps, and rubella
Varicella	Varicella vaccine: two doses (age 12–15 months and 4–6 years). Adolescent catch-up: 2 doses, 4–8 weeks apart	Laboratory evidence of immunity or health care provider documentation of disease
Meningitis quadrivalent ACWY*	Menveo, Menactra, MenQuadfi and Nimenrix, Penbraya (single dose at or after age 16). Vaccine must be given within 5 years of matriculation	ACWY polysaccharide vaccine is acceptable if conjugate vaccine unavailable
Tdap	Single booster dose within the past 10 years	

TB screening questionnaire†	Complete the questionnaire. If identified as high risk, TB screening test must be submitted. If result is positive, a chest X-ray and record of any treatment must be submitted
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* only for students residing in university housing

† only for non-health-care-profession students

Additional Requirements for Health-Care-Profession-Students

Requirement	Description	Alternate
Influenza	Single dose of seasonal flu vaccine annually between August 1 and December 1	
TB screening	Quantiferon or T-spot blood test within past 6 months. Positive test requires documentation of asymptomatic status and chest X-ray result	
Hepatitis B vaccine and titer	Heplisav-B (2 doses), Energix B, Recombivax HB (3 doses). Completion of series and quantitative titer demonstrating immunity following vaccination	Twinrix (Hep A and B) at appropriate intervals

Identification Cards

Yale University issues identification (ID) cards to faculty, staff, and students. ID cards support the community’s safety and security by allowing access to many parts of campus: dining halls and cafés, residential housing, libraries, athletic centers, workspaces, labs, and academic buildings. Cultivating an environment of public safety requires the entire community to work together to ensure appropriate use of our spaces, as well as to foster a sense of belonging for all members of our community.

University policies, regulations, and practice require all students, faculty, and staff to carry their Yale ID card on campus and to show it to university officials on request. Yale ID cards are not transferable. Community members are responsible for their own ID

card and should report lost or stolen cards immediately to the Yale ID Center (<https://idcenter.yale.edu>).

Members of the university community may be asked to show identification at various points during their time at Yale. This may include but not be limited to situations such as: where individuals are entering areas with access restrictions, for identification in emergency situations, to record attendance at a particular building or event, or for other academic or work-related reasons related to the safe and effective operation and functioning of Yale's on-campus spaces.

For some members of our community, based on the needs and culture of their program, department, and/or characteristics of their physical spaces, being asked to show an ID card is a regular, even daily, occurrence. However, for others it may be new or infrequent. For some, being asked to produce identification can be experienced negatively, as a contradiction to a sense of belonging or as an affront to dignity. Yale University is committed to enhancing diversity, supporting equity, and promoting an environment that is welcoming, inclusive, and respectful. University officials requesting that a community member show their ID card should remain mindful that the request may raise questions and should be prepared to articulate the reasons for any specific request during the encounter. In addition, individuals requesting identification should also be prepared to present their own identification, if requested.

Office of International Students and Scholars

<http://oiss.yale.edu>
203.432.2305

The Office of International Students and Scholars (OISS) coordinates services and support for more than 8,000 international students, faculty, staff, and their dependents at Yale. OISS assists international students and scholars with issues related to employment, immigration, personal and cultural adjustment, and serves 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 and scholars obtain and maintain legal nonimmigrant status in the United States.

OISS programs, like daily English conversation groups, the Understanding America series, DEIB workshops, 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) community, which organizes a variety of programs and events.

The OISS website 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 Yale Connect, Facebook, and Instagram.

OISS is a welcoming venue for students and scholars who want to check their email, grab a cup of coffee, and meet up with a friend or colleague. The International Center is OISS's home on Yale campus and is located at 421 Temple Street. The International Center provides meeting space for student groups and a venue for events organized

by both student groups and university departments. For more information about our hours, directions, and how to reserve space at OISS, please visit <https://oiss.yale.edu/about/hours-directions-parking>.

Resources to Address Discrimination, Harrassment, and Sexual Misconduct

Yale is a community committed to fostering an environment of mutual respect and intellectual discovery in which all members of the community can thrive. Acts of discrimination, harassment, and sexual misconduct are contrary to the community standards and ideals of our university. Staff in the following offices work within the Yale community to promote an environment free from discrimination, harassment, and sexual misconduct and are available to talk through situations you have witnessed or experienced, as well as to provide guidance.

When you have concerns or questions related to discrimination, harassment, or sexual misconduct, you have a wide range of choices for support. You can reach out to a discrimination and harassment resource coordinator, deputy Title IX coordinator or others, such as a residential college dean, dean of student affairs, the Office of Institutional Equity and Accessibility, or the Title IX office.

DISCRIMINATION AND HARASSMENT RESOURCE COORDINATORS

Office hours: 9 a.m.–5 p.m., M–F
<https://oica.yale.edu/contact-us/dhrc>

Discrimination and harassment resource coordinators (DHRCs) have been identified by the deans of Yale College, the Graduate School of Arts and Sciences, and the professional schools as community members with the responsibility to receive concerns and offer advice and guidance related to diversity and inclusion, discrimination

and harassment, and equal opportunity. Discrimination and harassment resource coordinators may also help facilitate informal resolution. This may be an individual's best "first stop" in discussing a concern related to discrimination, harassment, or retaliation, particularly as discrimination and harassment resource coordinators will be knowledgeable about resources specific to their school or college.

OFFICE OF INSTITUTIONAL EQUITY AND ACCESSIBILITY

Office hours: 9 a.m.–5 p.m., M–F
203.432.0849
<https://oica.yale.edu>

Any individual who would like to report a concern of discrimination, harassment, and/or retaliation may contact the Office of Institutional Equity and Accessibility (OIEA). OIEA staff are available to discuss concerns, university resources, and options for resolution, including informal resolution. Where appropriate, OIEA staff are also available to conduct investigations into complaints of discrimination, harassment, and/or retaliation committed by faculty or staff members. Talking with someone at OIEA about a concern or making a complaint does not generally launch an investigation.

It can, however, be an important step to alerting the university about a concern and getting assistance to resolve it.

SHARE: INFORMATION, ADVOCACY, AND SUPPORT

55 Lock Street, Lower Level

Appointments: 9 a.m.–5 p.m., M–F

24/7 on-call service (for time-sensitive matters): 203.432.2000

<https://sharecenter.yale.edu>

SHARE, the Sexual Harassment and Assault Response and Education Center, has trained counselors available to members of the Yale community who wish to discuss any current or past 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 individuals to the hospital or the police), as well as ongoing counseling and support for students. SHARE works closely with the University-Wide Committee on Sexual Misconduct, the Title IX Office, the Yale Police Department, and other campus resources and can provide assistance with initiating a 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.

TITLE IX COORDINATORS

Office hours: 9 a.m.–5 p.m., M–F

203.432.6854

<https://titleix.yale.edu>

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 or gender.

Yale College, the Graduate School of Arts and Sciences, and the professional schools have each designated one or more deputy Title IX coordinators who work closely with the University Title IX Office and University Title IX Coordinator Elizabeth Conklin. Coordinators respond to and address concerns, provide information on available resources and options, track and monitor incidents to identify patterns or systemic issues, deliver prevention and educational programming, and address issues relating to sex-based discrimination and sexual misconduct within their respective schools. Coordinators also work with pregnant and parenting students to coordinate needed accommodations and to respond to instances of discrimination. Discussions with a deputy Title IX coordinator are private and information is only shared with other university officials on a need-to-know basis. 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

Office hours: 9 a.m.–5 p.m., M–F

203.432.4449

<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 sexual misconduct policy. The UWC is composed of faculty, senior administrators, and graduate and professional students drawn from throughout the university. UWC members are trained to observe strict confidentiality with respect to all information they receive about a case.

YALE POLICE DEPARTMENT

101 Ashmun Street

24/7 hotline: 203.432.4400

<https://your.yale.edu/community/public-safety/yale-police-department>

The Yale Police Department (YPD) operates 24/7 and is composed 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 the sensitive crimes and support coordinator, they can be reached at 203.432.9547. Informational sessions are available with the sensitive crimes and support coordinator to discuss safety planning, available options, etc. The YPD works closely with the New Haven State's Attorney, the SHARE Center, the Title IX Office, 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.

Student Accessibility Services

<https://sas.yale.edu>

sas@yale.edu

203.432.2324

To ensure that all students have an equal opportunity to make the most of their Yale education, the Student Accessibility Services office (SAS) facilitates individual accommodations for students with disabilities. SAS promotes equitable access to education and student life for students with disabilities and fosters a campus environment of belonging, inclusion, and respect. Students requesting accommodations should complete an accommodation request form (https://yale-accommodate.symplcity.com/public_accommodation) to initiate the interactive process. Students may upload supporting documentation regarding their condition and request for accommodations with their accommodation request form. Documentation

guidelines are available on the SAS website at <https://sas.yale.edu/students/documentation-guidelines>.

Engagement with SAS is confidential. Faculty and staff are notified of approved accommodations on a need-to-know basis only, except when required by law for health and safety reasons. Generally, a student requiring reasonable accommodations needs to renew accommodations with SAS at the start of each term and should complete this step as soon as their schedule is finalized. At any time during a term, students with a newly diagnosed disability or recently sustained injury requiring accommodations should contact SAS to discuss accommodation options.

University Resources

Keep up to date about university news and events by subscribing to the Yale Today e-newsletter (<https://news.yale.edu/subscribe-e-newsletter>), YaleNews (<http://news.yale.edu>), the Yale Calendar of Events (<http://calendar.yale.edu>), and the university's Facebook, Twitter, Instagram, LinkedIn, and YouTube channels.

The Yale Peabody Museum (<https://peabody.yale.edu>), founded in 1866, houses more than fourteen million specimens and objects in ten curatorial divisions. The Museum's galleries, newly renovated in 2024, display thousands of objects, including the first Brontosaurus, Stegosaurus, and Triceratops specimens ever discovered.

The Yale University Art Gallery (<https://artgallery.yale.edu>) is one of the largest museums in the country, holding nearly 300,000 objects and welcoming visitors from around the world. Galleries showcase artworks from ancient times to the present, including vessels from Tang-dynasty China, early Italian paintings, textiles from Borneo, treasures of American art, masks from Western Africa, modern and contemporary art, ancient sculptures, masterworks by Degas, van Gogh, and Picasso, and more.

The Yale Center for British Art (<https://britishart.yale.edu>) is a museum that houses the largest collection of British art outside the United Kingdom, encompassing works in a range of media from the fifteenth century to the present.

More than five hundred musical events take place at the university during the academic year, presented by the School of Music (<https://music.yale.edu/concerts>), the Morris Steinert Collection of Musical Instruments (<https://music.yale.edu/concerts-events-collection>), and the Institute of Sacred Music (<https://ism.yale.edu/events/upcoming-events>), among others.

For theatergoers, Yale offers a wide range of dramatic productions at such venues as the Yale Repertory Theatre (<https://yalerep.org>); the University Theater and Iseman Theater (<https://drama.yale.edu/productions>); and Yale Cabaret (<https://www.yalecabaret.org>).

The religious and spiritual resources of the university serve all students, faculty, and staff of all faiths. Additional information is available at <http://chaplain.yale.edu>.

The Payne Whitney Gymnasium, one of the most elaborate and extensive indoor athletic facilities in the world, is open to Yale undergraduates and graduate and professional school students at no charge throughout the year. Memberships at

reasonable fees are available for faculty, employees, postdocs, visiting associates, alumni, and members of the New Haven community. During the year, various recreational opportunities are available at the David S. Ingalls Rink, the McNay Family Sailing Center in Branford, the Yale Tennis Complex, the Yale Outdoor Education Center (OEC), and the Yale Golf Course. All members of the Yale community and their guests may participate at each of these venues for a modest fee. Information is available at <https://myrec.yale.edu>.

Approximately fifty club sports are offered at Yale, organized by the Office of Club Sports and Outdoor Education (<https://recreation.yale.edu/club-sports>). Most of the teams are for undergraduates, but a few are available to graduate and professional school students. Yale graduate and professional school students have the opportunity to participate in numerous intramural sports activities, including 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 at <https://myrec.yale.edu>.

Yale University Library

Yale University Library comprises collections, spaces, technology, and people. The collections contain fifteen million print and electronic volumes in more than a dozen libraries and locations, including Sterling Memorial Library, Beinecke Rare Book and Manuscript Library, Marx Science and Social Science Library, and the Anne T. and Robert M. Bass Library. Yale Library's resources also include extensive licensed e-resources and extraordinary special collections that represent the diversity of the human experience in forms ranging from ancient papyri to early printed books, rare film and music recordings, and a growing body of born-digital materials. More than five hundred staff members facilitate teaching, research, and practice with deep subject-area knowledge as well as expertise in digital humanities, geographic information systems, the use and management of research data, and emerging uses of artificial intelligence in research. Yale Library's preservation and conservation specialists develop and apply leading-edge technology to maintain collections, providing critical support for increased access to collections, an expanding exhibition program, and Yale's emphasis on teaching with primary sources. For more information, visit <https://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 <https://admissions.yale.edu>, email 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 Arts (M.A.), Master of Science (M.S.), Master of Philosophy (M.Phil.), Doctor of Philosophy (Ph.D.).

For additional information, please visit <https://gsas.yale.edu>, email 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.). Postgraduate 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 <https://medicine.yale.edu/edu>, email 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 <https://divinity.yale.edu>, email 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 <https://law.yale.edu>, email 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 <https://law.yale.edu>, email 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 <https://seas.yale.edu>, email 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 208292, New Haven CT 06520-8292.

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>, email 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 and composition. Certificate in Performance (CERT), 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 <https://music.yale.edu>, email 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 the Environment 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 <https://environment.yale.edu>, email admissions.yse@yale.edu, or call the Office of Admissions at 800.825.0330. Postal correspondence should be directed to Office of Admissions, Yale School of the Environment, 300 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 <https://publichealth.yale.edu>, email ysph.admissions@yale.edu, or call the Admissions Office at 203.785.2844.

School of Architecture Est. 1916. Courses for college graduates. Professional and post-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 <https://www.architecture.yale.edu>, email 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 (P.M.C.), 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 <https://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 06516-0972.

David Geffen 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 <https://drama.yale.edu>, email dgsd.admissions@yale.edu, or call the Registrar/Admissions Office at 203.432.1507. Postal correspondence should be directed to David Geffen School of Drama at Yale University, 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 <https://som.yale.edu>. Postal correspondence should be directed to Yale School of Management, PO Box 208200, New Haven CT 06520-8200.

Jackson School of Global Affairs Est. 2022. Courses for college graduates. Master in Public Policy (M.P.P.) and Master of Advanced Study (M.A.S.).

For additional information, please visit <https://jackson.yale.edu>, email jackson.admissions@yale.edu, or call 203.432.6253.

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.

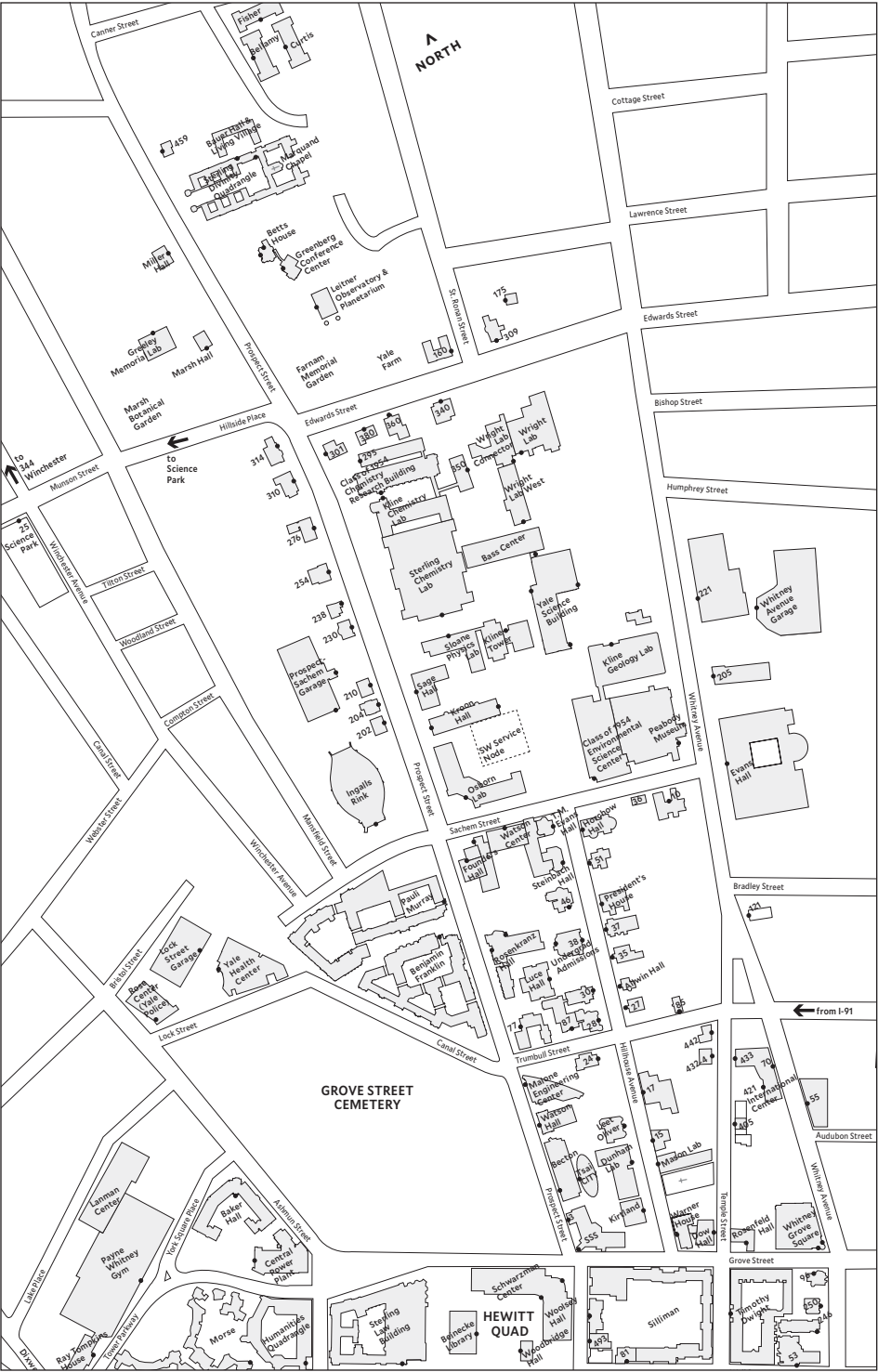
BY AIR

Tweed–New Haven Airport is served by Avelo Airlines. Local taxi service, M7 taxi (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) service to New Haven is available from Bradley, Kennedy, LaGuardia, Newark, and White Plains airports.

BY TRAIN

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

YALE UNIVERSITY CAMPUS NORTH



Continued on next page

YALE UNIVERSITY CAMPUS SOUTH & YALE MEDICAL CENTER



The university is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and seeks to attract to its faculty, staff, and student body qualified persons from a broad range of backgrounds and perspectives. Additionally, in accordance with Yale's Policy Against Discrimination and Harassment (<https://your.yale.edu/policies-procedures/policies/9000-yale-university-policy-against-discrimination-and-harassment>), Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, sexual orientation, gender identity or expression, race, color, national or ethnic origin, religion, age, disability, status as a special disabled veteran, protected veteran status, or other protected classes as set forth in Connecticut and federal law.

Inquiries concerning this policy may be referred to the Office of Institutional Equity and Accessibility, 203.432.0849; equity@yale.edu. For additional information, please visit <https://oiea.yale.edu>.

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, Elizabeth Conklin, at 203.432.6854 or at 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, TDD 800.877.8339, or ocr.boston@ed.gov. For additional information, including information on Yale's sexual misconduct policies and a list of resources available to Yale community members with concerns about sexual misconduct, please visit <https://titleix.yale.edu>.

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 Yale Police Department at 203.432.4400, the university will provide this information to any applicant for admission, or to prospective students and employees. The report is also posted on Yale's Public Safety website; please visit <http://your.yale.edu/community/public-safety>.

In accordance with federal law, the university prepares an annual report on participation rates, financial support, and other information regarding men's and women's intercollegiate athletic programs. Upon request to the Director of Athletics, PO Box 208216, New Haven CT 06520-8216, 203.432.1414, the university will provide its annual report to any student or prospective student. The Equity in Athletics Disclosure Act (EADA) report is also available online at <http://ope.ed.gov/athletics>.

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

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