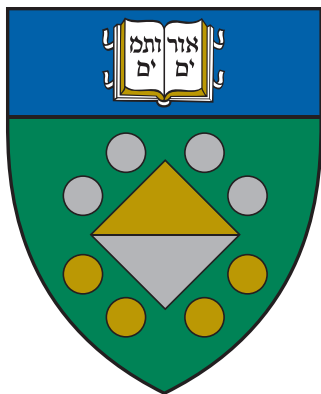


# School of Management

## 2021–2022



BULLETIN OF YALE UNIVERSITY

*Series 117 Number 6 July 20, 2021*

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# Calendars

The following dates are subject to change as the University makes decisions regarding the 2021–2022 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 2021*

Aug. 10–12	T–TH	Class of 2023 Math Camp (by invitation only)
Aug. 16–20	M–F	Incoming M.B.A. Orientation Incoming M.M.S. in Asset Management Boot Camp (required)
Aug. 23–27	M–F	Incoming M.A.M. and M.M.S. Orientation MGT 401, Managing Groups and Teams, meets (required core course, M.B.A. first years)
Aug. 30	M	Session-1 core courses begin (M.B.A. first years)
Sept. 1	W	SOM classes begin Yale College and Graduate School classes begin
Sept. 3	F	Make-up day: Monday classes meet (core, SOM electives, and non-SOM electives) Stata Training sessions (core requirement, M.B.A. first years)
Sept. 6	M	Labor Day; classes do not meet; administrative offices closed
Sept. 10	F	Drop period ends (session-1 and full-term electives), 5 p.m.
Sept. 23	TH	Core exam (MGT 403, Probability Modeling and Statistics), 6:30–9 p.m.
Oct. 1	F	MGT 403, Probability Modeling and Statistics, meets (required core course, M.B.A. first years)
Oct. 14	TH	Classes end
Oct. 15	F	Elective final exam period
Oct. 18–21	M–TH	Core final exam period or Managing Groups and Teams (M.B.A. first years)
Oct. 18–22	M–F	Global Network Week for M.B.A. and M.A.M.; classes do not meet
Oct. 25	M	Classes resume; session-2 classes begin (core and elective)
Nov. 1	M	Drop period ends (session-2 electives), 5 p.m.
Nov. 5	F	Session-1 grades due, 5 p.m. (with some exceptions)
Nov. 22–26	M–F	November recess
Nov. 29	M	Classes resume
Dec. 14	T	Classes end
Dec. 15	W	Session-2 classes that meet on Wednesdays only end
Dec. 15–21	W–T	Core and elective final exam period
Dec. 16	TH	Session-2 classes that meet on Thursdays only end
Dec. 22	W	Winter recess begins

*Spring 2022*

Jan. 3	M	Fall-term grades due, 5 p.m. (with some exceptions)
Jan. 17	M	Martin Luther King, Jr. Day; administrative offices closed
Jan. 18	T	Yale College and Graduate School classes begin
Jan. 18–21	T–F	MGT 418, Global Virtual Teams, and MGT 408, Introduction to Negotiation, meet (required core courses, M.B.A. first years)
Jan. 21	F	Yale College and Graduate School make-up day (Monday classes meet; Friday classes do not meet)
Jan. 24	M	Spring-term elective classes begin; session-1 core classes begin
Jan. 31	M	Drop period ends (session-1 and full-term SOM and non-SOM electives), 5 p.m.
Mar. 8	T	Session-1 classes end (core and elective)
Mar. 9	W	Classes that meet on Wednesdays only end
Mar. 9–11	W–F	Session-1 final exam period (core and elective)
Mar. 10	TH	Classes that meet on Thursdays only end
Mar. 14–25	M–F	Global Studies requirement; Global Network Week; classes do not meet
Mar. 25	F	Session-1 grades due, 5 p.m. (with some exceptions)
Mar. 28	M	Classes resume; session-2 classes begin
Apr. 4	M	Drop period ends (session-2 electives), 5 p.m.
Apr. 15	F	Good Friday; administrative offices closed; University classes meet
May 10	T	Classes end (core and elective)
May 11	W	Session-2 classes that meet on Wednesdays only end
May 11–17	W–T	Final exam period (core and elective)
May 12	TH	Session-2 classes that meet on Thursdays only end
May 18	W	SOM graduating student spring-term grades due, 5 p.m.
May 23	M	University Commencement
June 1	W	SOM continuing student spring-term grades due, 5 p.m. (with some exceptions)



## M.B.A. FOR EXECUTIVES

### 2021–2022

June 11–13	F–SU	Class of 2023 Pre-Program Math Course (by invitation only)
July 9–11	F–SU	Class of 2023 Orientation
July 12–24	M–SA	Residence weeks (Class of 2023 only)
July 17–24	SA–SA	Residence week (Class of 2022)
Aug. 13–14	F–SA	Class weekend
Aug. 27–28	F–SA	Class weekend
Sept. 10–11	F–SA	Class weekend
Sept. 24–25	F–SA	Class weekend
Oct. 8–9	F–SA	Class weekend
Oct. 21–23	TH–SU	Class weekend: three days for Class of 2022 only; two days (F–SA) for Class of 2023
Nov. 5–6	F–SA	Class weekend
Nov. 19–20	F–SA	Class weekend
Dec. 3–4	F–SA	Class weekend
Dec. 17–18	F–SA	Class weekend
Jan. 14–15	F–SA	Class weekend
Jan. 28–29	F–SA	Class weekend
Feb. 11–12	F–SA	Class weekend
Feb. 25–26	F–SA	Class weekend
Mar. 11–12	F–SA	Class weekend
Mar. 24–26	TH–SA	Class weekend: three days for Class of 2022 only; two days (F–SA) for Class of 2023
Apr. 8–9	F–SA	Class weekend
Apr. 22–23	F–SA	Class weekend
May 6–7	F–SA	Class weekend
May 20–21	F–SA	Class weekend (Class of 2023 only)
May 23	M	University Commencement
June 13–17	M–F	EMBA Global Network Week (Class of 2023 only)

# The President and Fellows of Yale University

## President

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

## Fellows

His Excellency the Governor of Connecticut, *ex officio*

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

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

Michael James Cavanagh, B.A., J.D., Philadelphia, Pennsylvania

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

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

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

Reiko Ann Miura-Ko, B.S., Ph.D., Menlo Park, California (*June 2025*)

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

Emmett John Rice, Jr., B.A., M.B.A., Bethesda, Maryland

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

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

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

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

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

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

# The Officers of Yale University

**President**

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

**Provost**

Scott Allan Strobel, B.A., Ph.D.

**Secretary and Vice President for University Life**

Kimberly Midori Goff-Crews, B.A., J.D.

**Senior Vice President for Operations**

Jack Francis Callahan, Jr., B.A., M.B.A.

**Senior Vice President for Institutional Affairs and General Counsel**

Alexander Edward Dreier, A.B., M.A., J.D.

**Vice President for Finance and Chief Financial Officer**

Stephen Charles Murphy, B.A.

**Vice President for Alumni Affairs and Development**

Joan Elizabeth O'Neill, B.A.

**Vice President for Global Strategy**

Pericles Lewis, B.A., A.M., Ph.D.

**Vice President for Facilities and Campus Development**

John Harold Bollier, B.S., M.B.A.

**Vice President for Communications**

Nathaniel Westgate Nickerson, B.A.

**Vice President for Human Resources**

John Whelan, B.A., J.D.

*Effective August 1, 2021*

# Yale SOM Administration and Faculty

## **Officers of Administration**

Peter Salovey, Ph.D., President of the University

Scott A. Strobel, Ph.D., Provost of the University

Kerwin K. Charles, Ph.D., Indra K. Nooyi Dean

Edieal J. Pinker, Ph.D., Chief Academic Officer and Deputy Dean

Joel A. Getz, A.B., Deputy Dean, Alumni, Development, and Special Initiatives

Anjani Jain, Ph.D., Deputy Dean, Academic Programs

Jeffrey Sonnenfeld, D.B.A., Senior Associate Dean for Leadership Studies

Kyle Jensen, Ph.D., Associate Dean; Shanna and Eric Bass '05 Director of  
Entrepreneurship

Kavitha Bindra, M.B.A., Assistant Dean and Executive Director for Executive  
Education

Cathleen Coyle, B.A., Assistant Dean, Development

Camino de Paz, M.B.A., Assistant Dean, Global Network Programs

Bruce DelMonico, J.D., Assistant Dean, Admissions

Hanseul Kang, J.D., Assistant Dean; and Anita and Joshua Bekenstein '80 B.A.  
Executive Director of The Broad Center at Yale SOM

Abigail Kies, M.B.A., Assistant Dean, Career Development

Gabriel Rossi, B.A., Assistant Dean, Faculty and Curriculum

Sherilyn Scully, J.D., Assistant Dean, Academic Affairs and Student Life

Wendy Tsung, Ed.D., Assistant Dean, Executive M.B.A.

Bridget Gillich, M.B.A., Chief Administrative Officer

Jason Kroon, B.A., Chief Financial Officer

## **Faculty Emeriti**

Paul Bracken, Ph.D., Professor Emeritus of Management

Garry Brewer, Ph.D., Professor Emeritus

Robert Fetter, D.B.A., Harold H. Hines, Jr. Professor Emeritus of Health Care  
Management

Stanley J. Garstka, Ph.D., Professor in the Practice Emeritus of Management

Jeffrey E. Garten, Ph.D., Dean Emeritus; Juan Trippe Professor in the Practice  
Emeritus of International Trade, Finance, and Business

Roger G. Ibbotson, Ph.D., Professor in the Practice Emeritus of Finance

Jonathan E. Ingersoll, Jr., Ph.D., Adrian C. Israel Professor Emeritus of International  
Trade and Finance

Lode Li, Ph.D., Professor Emeritus

Theodore R. Marmor, Ph.D., Professor Emeritus of Public Policy and Management;  
Professor Emeritus of Political Science

Sharon M. Oster, Ph.D., Frederic D. Wolfe Professor Emerita of Management and  
Entrepreneurship

Douglas W. Rae, Ph.D., Richard S. Ely Professor Emeritus of Management; Professor  
Emeritus of Political Science

Subrata K. Sen, Ph.D., Joseph F. Cullman 3rd Professor Emeritus of Organization,  
Management, and Marketing

Shyam Sunder, Ph.D., James L. Frank Professor Emeritus of Accounting, Economics, and Finance

Arthur J. Swersey, D.Eng.Sci., Professor Emeritus of Operations Research

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

**Professors and Professors in the Practice**

Jason Abaluck, Ph.D., Professor of Economics

Rick Antle, Ph.D., William S. Beinecke Professor of Accounting

Nicholas C. Barberis, Ph.D., Stephen and Camille Schramm Professor of Finance

James N. Baron, Ph.D., William S. Beinecke Professor of Management

Lorenzo Caliendo, Ph.D., Professor of Economics

Kerwin K. Charles, Ph.D., Professor of Economics, Policy, and Management; Indra K. Nooyi Dean

Judith A. Chevalier, Ph.D., William S. Beinecke Professor of Finance and Economics

James Choi, Ph.D., Professor of Finance

Joyce Deb, Ph.D., Professor of Economics

Ravi Dhar, Ph.D., George Rogers Clark Professor of Management and Marketing; Director of the Yale Center for Customer Insights

William B. English, Ph.D., Professor in the Practice of Finance

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Howard P. Forman, M.B.A., M.D., Professor in the Practice of Management; Professor of Radiology and Biomedical Imaging, Economics, and Public Health; Director of the M.D./M.B.A. Program; Director of Healthcare Curriculum, M.B.A. for Executives Program

Shane Frederick, Ph.D., Professor of Marketing

Stefano Giglio, Ph.D., Professor of Finance

William N. Goetzmann, Ph.D., Edwin J. Beinecke Professor of Finance and Management Studies; Director of the International Center for Finance; Faculty Director of Asset Management Curriculum, M.B.A. for Executives Program

Gary B. Gorton, Ph.D., Frederick Frank Class of 1954 Professor of Management and Finance

Anjani Jain, Ph.D., Professor in the Practice of Management; Deputy Dean, Academic Programs

Robert T. Jensen, Ph.D., Professor of Economics; Director of the Program on Social Enterprise

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Bryan Kelly, Ph.D., Professor of Finance; Associate Director of the International Center for Finance

Sang-Hyun Kim, Ph.D., Professor of Operations Management

Marissa D. King, Ph.D., Professor of Organizational Behavior

James Levinsohn, Ph.D., Director of the Jackson Institute for Global Affairs; Charles W. Goodyear Professor in Global Affairs; Professor of Economics

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A. Mushfiq Mobarak, Ph.D., Professor of Economics

Tobias J. Moskowitz, Ph.D., Dean Takahashi '80 B.A., '83 M.P.P.M. Professor of Finance

Barry Nalebuff, Ph.D., Milton Steinbach Professor of Management; Professor of Economics

Nathan Novemsky, Ph.D., Professor of Marketing

Edieal J. Pinker, Ph.D., BearingPoint Professor of Operations Research; Chief Academic Officer; Deputy Dean

Benjamin Polak, Ph.D., William C. Brainard Professor of Economics; Professor of Management

K. Geert Rouwenhorst, Ph.D., Robert B. and Candice J. Haas Professor of Corporate Finance; Deputy Director of the International Center for Finance

Nils Rudi, Ph.D., Professor of Operations Management

Peter K. Schott, Ph.D., Juan Trippe Professor of International Economics

Fiona M. Scott Morton, Ph.D., Theodore Nierenberg Professor of Economics

Katja Seim, Ph.D., Professor of Economics

Robert Shiller, Ph.D., Sterling Professor of Economics

Jiwoong Shin, Ph.D., Professor of Marketing

Kelly Shue, Ph.D., Professor of Finance

Edward A. Snyder, Ph.D., William S. Beinecke Professor of Economics and Management

Jeffrey Sonnenfeld, D.B.A., Lester Crown Professor in the Practice of Management; Senior Associate Dean for Leadership Studies

Matthew Spiegel, Ph.D., Professor of Finance; Director of Graduate Studies

K. Sudhir, Ph.D., James L. Frank '32 Professor of Private Enterprise and Management; Director of the China India Consumer Insights Program

Jacob K. Thomas, Ph.D., Williams Brothers Professor of Accounting and Finance

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Amy Wrzesniewski, Ph.D., Michael H. Jordan Professor of Management

Gal Zauberman, Ph.D., Joseph F. Cullman 3rd Professor of Marketing

X. Frank Zhang, Ph.D., Professor of Accounting

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Christopher Clayton, Ph.D., Assistant Professor of Finance

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Oriane A.M. Georgeac, Ph.D., Assistant Professor of Organizational Behavior

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 Vineet Kumar, Ph.D., Associate Professor of Marketing  
 Cameron S. LaPoint, Ph.D., Assistant Professor of Finance  
 Song Ma, Ph.D., Assistant Professor of Finance  
 Vahideh Manshadi, Ph.D., Associate Professor of Operations  
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 Anya Nakhmurina, Ph.D., Assistant Professor of Accounting  
 Amandine Ody-Brasier, Ph.D., Associate Professor of Organizational Behavior  
 Aniko Öry, Ph.D., Associate Professor of Marketing  
 Taly Reich, Ph.D., Associate Professor of Marketing  
 Michael Sinkinson, Ph.D., Assistant Professor of Economics  
 Thomas Steffen, Ph.D., Assistant Professor of Accounting  
 Kosuke Uetake, Ph.D., Associate Professor of Marketing  
 Diana Van Patten, Ph.D., Assistant Professor of Economics  
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 Kai Hao Yang, Ph.D., Assistant Professor of Economics  
 Tauhid Zaman, Ph.D., Associate Professor of Operations Management  
 Alexander K. Zentefis, Ph.D., Assistant Professor of Finance  
 Jidong Zhou, Ph.D., Associate Professor of Economics  
 Seth D. Zimmerman, Ph.D., Associate Professor of Economics

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

Sarah Biggerstaff, M.A., Lecturer in the Practice of Management  
 Heidi Brooks, Ph.D., Senior Lecturer in Organizational Behavior  
 Daylian Cain, Ph.D., Senior Lecturer in Negotiations, Leadership, and Ethics  
 Rodrigo Canales, Ph.D., Lecturer in Organizational Behavior  
 Teresa Chahine, Sc.D., Sheila and Ron '92 Marcelo Senior Lecturer in Social  
 Entrepreneurship  
 Zoë Chance, Ph.D., Senior Lecturer in Management  
 Kate M. Cooney, Ph.D., Senior Lecturer in Social Enterprise and Management  
 Todd Cort, Ph.D., Lecturer in Sustainability; Director of Sustainability Program,  
 M.B.A. for Executives Program  
 Kyle Jensen, Ph.D., Senior Lecturer in Entrepreneurship and Computer Science;  
 Associate Dean; Shanna and Eric Bass '05 Director of Entrepreneurship  
 George E. Newman, Ph.D., Lecturer in Marketing  
 Tony Sheldon, M.P.P.M., Lecturer in the Practice of Management; Executive Director  
 of the Program for Social Enterprise  
 Jihae Shin, Ph.D., Lecturer in 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—including the climate crisis, the global pandemic response, and the imperative to root out injustice and racism in all our institutions—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; this diversity of experience translates into a wide-ranging discourse and nuanced and incisive learning experiences. 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  
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, open to those who have earned or are earning an M.B.A. or equivalent degree from member schools in the Global Network for Advanced Management.

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

In 2017 the School created the one-year master of management studies (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, tuition-free 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. The M.M.S. in Public Education Management will welcome its first cohort of students in 2022.

## DEANS OF THE YALE SCHOOL OF MANAGEMENT

1975–1980	William H. Donaldson
1980–1981	Geoffrey Hazard, Jr., Acting Dean
1981–1987	Burton G. Malkiel
1987–1988	Merton J. Peck, Acting Dean
1988–1992	Michael E. Levine
1992–1994	Paul MacAvoy
1994–1995	Stanley J. Garstka, Jr., Acting Dean
1995–2005	Jeffrey E. Garten
2005–2008	Joel M. Podolny
2008–2011	Sharon M. Oster
2011–2019	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](http://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 Yale SOM's mission is to develop research, teaching, and policy initiatives devoted to improving the effectiveness of top leaders in America's public school systems who will advance excellence and equity for all students. The center oversees a tuition-free master's degree program for emerging education leaders, advanced leadership training for top school system executives, and an extensive research endeavor aimed at assembling the premier collection of data on public education leadership.

### *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*

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

### *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

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, Global Virtual Teams, Introduction to Negotiation, and Power and Politics. 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 (*Managing Groups and Teams*, *Power and Politics*, *Global Virtual Teams*) 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 the dean of students 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 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 not-for-credit weeklong courses at schools around the world—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 Fall<sub>2</sub>–Spring<sub>1</sub> and is comprised mainly of second-year students; Spring GSE (alternating between Kenya, Brazil, and Indonesia) runs Spring<sub>1</sub>–Spring<sub>2</sub> and is comprised 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.

### *Elective Courses*

Elective courses, chosen from the offerings listed in the chapter Courses for 2021–2022, or from the approved offerings in other Yale schools and departments, complete the course requirement for the M.B.A. degree.

## **M.B.A. DEGREE REQUIREMENTS**

Degree requirements are designed and administered to ensure the integrity of the M.B.A. degree program. Any exception to the requirements must be approved by the faculty. The requirements fall into the following areas: Enrollment Requirement, Number of Course Units, Timing Requirement, Distribution of Courses, and the Quality Standard. See Academic Policies 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.

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 34.5 are normally earned in first-year core courses.
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 the dean of students 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)
  - Global Virtual Teams (2 units)
  - Introduction to Negotiation (1 unit)
  - The Workforce (2 units)

- Operations Engine (2 units)
  - Sourcing and Managing Funds (2 units)
  - Power and Politics (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 37.5 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.

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

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 Core Courses*

A student who fails a core course must remediate the failing grade either by retaking the course or through alternate activity as specified by the instructor and the dean of students. 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 CONCENTRATION**

The Management Science concentration 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.B.A., M.A.M., and M.M.S. in Global Business and Society students at the Yale School of Management may pursue an optional concentration 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 concentration by completing a minimum of 16 units of eligible courses. For M.B.A. students, 6 units of the requirement will come from the M.B.A. core. An M.B.A. student exempting out of one or more

core courses must make up the exempted credits from electives courses. Students may apply one non-SOM course (4 units) toward the Management Science concentration from the list of eligible courses.

International students who pursue the Management Science concentration 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 concentration 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>).

## 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 the three-year joint-degree program with Yale Law School will complete two years at the Law School and one year at SOM. Candidates for joint degrees in Medicine normally spend three years exclusively in the School of Medicine, one year almost exclusively in SOM, and one year in combined study.

Students in joint-degree programs are not permitted to enroll in SOM core courses before matriculating at SOM. They must maintain full-time enrollment in both schools at all times. They must satisfy degree requirements in both schools and must receive both degrees simultaneously. In all joint-degree programs, students must enroll in at least two terms of course work at Yale after completing the M.B.A. core. In all joint-degree programs other than the three-year J.D./M.B.A. degree program, joint-degree students are required to spend three terms of residency at SOM and pay three terms of tuition to SOM.

Students in all joint-degree programs except the three-year J.D./M.B.A. degree are required to complete 52 units at SOM to satisfy the M.B.A. degree requirements. At least 35.5 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). Students in the three-year J.D./M.B.A. degree should contact the SOM registrar for specific degree requirements.

The School of Management and the 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**

The Silver Scholars Program admits select college seniors to a three-year M.B.A. program at Yale SOM. These students participate in a one- or two-year full-time internship after completing the first year of the core M.B.A. program. Silver Scholars are expected to focus full attention on their employment responsibilities during the internship, though they retain their access to all SOM resources during that year. They then return to campus to complete their M.B.A. course work. On rare occasions, the dean of students may grant special permission for a student to extend the internship by one additional year. Students wishing to extend the internship must petition for a leave of absence (see Leaves of Absence in the chapter General Information). The request must be submitted no later than the first day of classes in the term they are scheduled to return. Students

who fail to register for the term following the end of the one-year internship and who do not have permission to take a leave of absence will be considered to have withdrawn from the M.B.A. program.

## ADMISSIONS

### *Application Requirements*

To apply to the Yale School of Management, applicants must have a four-year bachelor's degree from an accredited U.S. institution or the international equivalent and must have taken either the GMAT or the GRE. Applicants must also complete the online application form (including essay) and video questions, provide transcripts from every college or university attended, submit two recommendations, complete the behavioral assessment, and pay a tiered application fee that ranges from \$125 to \$250 [U.S.].

### *Application Deadlines*

Round 1: September 14, 2021

Round 2: January 6, 2022

Round 3: April 12, 2022

### *Application Review*

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

During the admissions process, Yale SOM takes a holistic approach in reviewing applications; no one aspect of an application alone is determinative. The School is committed to assembling a student body that is diverse along many dimensions and demonstrates a commitment to the School's mission to educate leaders for business and society. In addition, the Admissions Committee is looking for applicants with a strong academic background, leadership potential, and professional experience who will add to the Yale SOM community, as well as the greater Yale University community.

### *Admissions Interviews*

An interview is required to be admitted to the Yale School of Management. Interviews are by invitation of the Admissions Committee. If an interview is offered, the candidate will be notified by email. Applicants may be invited at any point in an application round.

### *Admissions Decisions*

Admissions decisions are released by the following dates:

Round 1: December 3, 2021

Round 2: March 25, 2022

Round 3: May 18, 2022

### *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. The COVID-19 pandemic may affect Yale SOM's campus visit program during the 2021–2022 academic year. Check <https://som.yale.edu/programs/mba/admissions/campus-visits> before planning your visit.

### *Learn More*

To learn more about the Yale School of Management, please visit <https://som.yale.edu>. Prospective students may also contact the Admissions Office, [mba.admissions@yale.edu](mailto:mba.admissions@yale.edu) or 203.432.5635.

# M.B.A. for Executives Program

The Yale School of Management offers an M.B.A. for Executives (EMBA) program leading to the degree of Master of Business Administration. The EMBA program is designed for working professionals and combines the rigor of the Yale SOM integrated core curriculum and leadership development program with advanced study in a chosen area of focus: asset management, healthcare, or sustainability. Students spend three weeks in residence (two weeks in year one and one week in year two) and every other Friday and Saturday on the Yale SOM campus over the course of the twenty-two-month program.

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

## 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 devote the majority of their time to the core courses. In the second year, in addition to advanced management courses, students take courses in their respective focus areas—asset management, healthcare, or sustainability—and wrap up their core classes.

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 self-directed projects outside of the EMBA curriculum.

### *The Colloquium*

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

### *EMBA Global Network Week*

All EMBA students are required to participate in the EMBA Global Network Week at the end of their first year. Each June, students attend a week of programming at another Global Network for Advanced Management school that is participating in 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.

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

### *Optional Electives*

Students may also enroll in Yale SOM and Yale University electives and in SNOCs offered through the Global Network for Advanced Management, and in self-directed projects.

Credit will not be given by Yale SOM for any course taken outside Yale University during the period of the student's enrollment in the program.

**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.

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, but it is up to the student to ensure that there is no conflict. It is the students' responsibility to ensure that they do not sign up for electives that conflict with each other. Students wishing to enroll in a course in 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.

**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.

Students may drop an elective or SNOC by completing a Late Add/Drop Form. Dropping a course after the drop deadline also requires permission of the instructor. In addition, a late fee of \$25 per transaction will be charged to the student. No course may be dropped after half the class sessions for a course have been held.

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 Course Work), a grade of Fail will be recorded. No student may receive credit for a course that the student has previously audited.

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



Students have the opportunity to collaborate with Yale SOM faculty on a research paper or project related to their area of focus to build on their knowledge and skills, or with a member of the Yale faculty outside of their area of focus on a research paper or project that touches on any academic discipline that will contribute to the students' intellectual or professional growth during the second year of the program. Students must submit a Petition for Self-directed Study that includes the project proposal, the name of the proposed faculty adviser/supervisor, and the signature of the respective focus area faculty director. The proposal must indicate the means by which the student's performance is to be evaluated (e.g., final paper, etc.) as well as the scope of the project and a timeline. Projects can carry either 2 or 4 units of credit, commensurate with the breadth and depth of the research undertaken.

## EMBA PROGRAM DEGREE REQUIREMENTS

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

### *Enrollment Requirement*

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

### *Distribution of Courses*

To graduate, a student must:

1. Achieve credit in each of the following year-one courses:
  - Managing Groups and Teams (2 units)
  - Teams 2: Global Virtual Teams (2 units)
  - Basics of Accounting (2 units)
  - Basics of Economics and Game Theory (3 units)
  - Probability Modeling and Statistics (3 units)
  - Modeling Managerial Decisions (2 units)
  - Power and Politics (2 units)
  - Competitor (2 units)
  - Customer (2 units)
  - Investor (2 units)
  - Sourcing and Managing Funds (2 units)
  - Introduction to Negotiation (1 unit)
  - The Global Macroeconomy (2 units)
  - The Workforce (2 units)
  - Operations Engine (2 units)
  - State and Society (2 units)
  - Innovator (2 units)
  - Area of Focus Colloquium (2 units)

2. Complete the EMBA Global Network Week requirement (2 units).
3. Achieve credit in each of the following year-two courses:
  - The Executive (2 units)
  - Designing and Leading Organizations (2 units)
  - Leadership Development Practicum (2 units)
  - Corporate Finance (2 units)
  - Legal Context of Management *or* Managerial Controls (2 units)
  - Strategic Communications *or* Consumer Behavior (2 units)
  - Entrepreneurship and New Ventures *or* Informed Business Decisions (2 units)
  - Competitive Strategy (2 units)
  - Business Ethics (2 units)
  - Advanced Negotiations (1 unit)
  - Area of Focus Colloquium (2 units)
  - Asset Management Track courses:
    - Investment Management (2 units)
    - The Future of Global Finance (2 units)
    - Financial Market Regulation (2 units)
    - Behavioral Finance (2 units)
    - Alternative Asset Classes (2 units)
    - Entrepreneurial Finance (2 units)
  - Healthcare Track courses:
    - Healthcare Policy, Finance, and Economics (2 units)
    - Healthcare Economics (2 units)
    - Global Health (2 units)
    - Population Health and Health Equity (2 units)
    - Healthcare Operations (2 units)
    - Investing in Healthcare: Capstone (2 units)
  - Sustainability Track courses:
    - Sustainable Systems (2 units)
    - The Theory and Practice of Sustainable Investing (2 units)
    - Managing Sustainable Operations (2 units)
    - Social Entrepreneurship (2 units)
    - Climate Change: Law, Policy, and Opportunity (2 units)
    - Tools in Sustainable Finance (2 units)

### *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

### *Request for Change of Focus Area*

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

All students who submit a request must have a track record of relevant work experience in the area of focus sector that they are requesting to switch into, must have demonstrated potential for leadership in that sector, and must be employed in that sector.

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

The official request should include an updated résumé along with an essay of not more than 500 words outlining the reasons for the request and how the proposed area of focus aligns with the student's background and future career plans. This request should be submitted via email to [emba@yale.edu](mailto:emba@yale.edu) by Friday, March 18, 2022. The program office, in consultation with the faculty director and assistant dean, will review requests and will provide a written response via email by Monday, April 11, 2022.

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

### *Attendance*

EMBA students are expected to attend all classes and colloquium sessions, be on time, and be prepared to contribute. Students who receive one or more unexcused absences may, at the discretion of the faculty, receive a final course grade of Pass or Fail. We recognize that there are times when circumstances may cause a student to miss class or a colloquium. For example, absences due to religious observance, unplanned hospitalization, or an illness that directly affects the student or an immediate family member would be

considered excused. In the case of an extended medical absence due to illness, the student must provide a program director with written confirmation of the disabling condition from a healthcare professional providing treatment. Whenever students are unable to attend class or a colloquium, they are required to notify a program administrator and 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 even 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 Course Work*

Students are expected to complete all assignments by the deadlines established by the instructor. Marks of Incomplete are rarely approved, and only in cases where incapacitating illness or serious family emergency prevents the student from completing class work on time. A student who anticipates a problem should contact the instructor and a program director before the last day of class. If the Incomplete is approved, the mark must be converted to a grade no later than sixty days after the date on which grades for the class are due. If no grade has been received by that date, a grade of Fail will be recorded automatically. Grades of Incomplete in the second year of the program may delay the awarding of a student's degree.

## 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.\*

Once grades are officially recorded, they may not be changed except in cases in which a mathematical error has been made in computing the grade or a clerical error has been made in recording it. Students seeking correction to a grading error must contact the instructor within two weeks (ten working days) from the receipt of the grade.

If a student takes a course in another school at Yale, the SOM registrar will ask the instructor to submit the grade according to the SOM grade scale.

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

## *Academic Policies During Virtual Learning*

The Yale School of Management is committed to providing quality education even during situations where virtual learning is necessary. When virtual learning is required, changes to the academic policies stated here are likely and will be communicated to students at such time as they are deemed necessary. During virtual learning, students should:

- Log in early to test their connection, which must be stable; logging in late distracts other students;
- Participate from a quiet location such as a home or office, not while on transit or in public;
- Leave their cameras on at all times; should connection issues make this difficult, please inform the session coordinator.

## *Academic Grounds for Dismissal*

Failure to meet the Quality Standard for each degree program results in dismissal from the respective program. The Quality of Standard for each program is described in the chapter for the specific program. 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.

### *Auditing*

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; instructors may set additional conditions. Audited classes will appear on the transcript only if the instructor certifies that the conditions for auditing have been met. Auditing of SOM core courses is not permitted. No student may take for credit a course that the student has previously audited.

Any person who is not a degree candidate at Yale University and who wishes to audit an EMBA course must obtain written permission from the SOM faculty member teaching the course and the assistant dean. SOM does not issue transcripts for courses audited under this arrangement. The charge for non-Yale students to audit a course is one-ninth of the SOM tuition for the year.

### *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, assistant dean for academic affairs and student life, 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. At the request of faculty, some class weekends are not available for extended classroom. These dates will be shared as soon as they are identified.

Students should familiarize themselves with extended classroom guidelines and requirements (including supported operating systems, browsers, and bandwidth) before signing up for the extended classroom. Detailed information is available on Campus Groups. Questions may also be directed to the EMBA program office, [emba@yale.edu](mailto:emba@yale.edu).

#### REGISTRATION AND DEADLINES

- The Extended Classroom will not be available during residence weeks.
- Classes cannot be accessed remotely over two consecutive weekends regardless of whether a student has participated for only a portion or all of the weekend. Exceptions will only be made in the event of an emergency (i.e., circumstances that are unforeseen, unexpected, and beyond the student's control, such as sudden illness, a major accident, extreme weather, or family bereavement).
- Eight spaces per class will be available on a first-come, first-served basis and can be reserved once the dates are posted to Campus Groups. A waitlist will be used once capacity for any given weekend is reached.
- Students must register on Campus Groups by 11:59 p.m. on the Monday before a class weekend. On Tuesday, the program office will begin making arrangements to deliver the Extended Classroom.

- Students who wish to cancel their reservation must do so as soon as possible but no later than the 11:59 p.m. Monday deadline to allow other classmates on the waitlist an opportunity to participate via the Extended Classroom. A canceled Extended Classroom reservation after the deadline will count toward an Extended Classroom weekend, and students will not be allowed to participate in the Extended Classroom the following class weekend.
- The program office will cancel all Omni accommodations for Extended Classroom users who stay at the Omni as part of the EMBA block by noon on Tuesday. The program office cannot guarantee a new hotel reservation after the reservation has been canceled; those students who wish to reinstate their reservation should contact the Omni Yale reservation specialist. Students who participate in the Extended Classroom are not reimbursed for hotel nights. There is no option to transfer the reservation.
- If there are no requests to use the Extended Classroom by the registration deadline, the Extended Classroom will not be set up during the coming weekend.
- Once registered for the Extended Classroom, students will receive an email confirming their reservation. Two days prior to the class weekend, students will receive an additional email reminding them of their upcoming reservation.
- Students who have not registered may be disconnected from the session.
- Students who have an emergency (i.e., circumstances that are unforeseen, unexpected, and beyond their control, such as sudden illness, a major accident, extreme weather, or family bereavement) and need to register for the Extended Classroom after the deadline and/or once capacity has been reached should contact the program office immediately. The program office cannot guarantee access to the Extended Classroom.
- The EMBA program office reserves the right to deny a student's participation based on academic performance.
- Students participating in the optional March or October Global Network Week will not be able to connect if the courses conflict with GNW academic and social obligations. Priority is given to participation in the GNW. Students will receive an unexcused absence for their missed EMBA class(es). Students may, however, participate in the Extended Classroom after their GNW obligations are fulfilled.

#### **EXTENDED CLASSROOM PROTOCOL**

- Students are responsible for notifying their learning team that they will be participating remotely and for arranging to connect with their learning team remotely for in-class group work.
- Students must connect twenty minutes prior to each session in order to test their connection with the SOM Media Control Center. If the student does not participate in the test and experiences issues with sound or video, the Media Control Center may not be able to offer assistance until the break.
- Camera feed goes live fifteen minutes prior to the start of class. Students should stay connected for the full half hour before the start of class.
- It is imperative that the Internet connection is stable and the remote location is quiet, ideally a home or office. Students may not connect in transit or while in public areas, such as airports or restaurants.

- The camera must be on at all times. A student whose camera is turned off will be disconnected from the session.
- Students should unmute their microphone while speaking and mute once they have posed their question.
- For questions or issues with the technology, students should use Slack to alert the SOM Media Control Center.

#### EXTENDED CLASSROOM ETIQUETTE

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

#### USE OF CAREER DEVELOPMENT OFFICE (CDO) RESOURCES

The Career Development Office (CDO) at Yale SOM provides career management assistance and coaching to EMBA students, once they have created a Career Management System (CMS) profile. The CDO has a number of resources available to EMBA students in their career management, including coaching, workshops, and an online recruitment system. The Career Development Office can be reached at 203.432.5900 or [som.cdo@yale.edu](mailto:som.cdo@yale.edu).

#### HOUSING REQUIREMENTS

Yale EMBA tuition covers housing during orientation, residence weeks, and Friday evenings of class weekends at the Omni New Haven Hotel. During residence weeks (two weeks in year one; one week in year two) and through December of year one, all students are required to stay at the Omni New Haven Hotel. For subsequent terms, students who do not wish to stay at the Omni are eligible to opt out of the housing requirement and have their room fee adjusted. This adjustment will appear on their student account. This change must be requested by the stated deadline. Students who have opted out of housing and who then change their mind must contact the Omni directly to arrange for their accommodation and will be billed directly by the Omni.

Students may choose to include a Thursday evening (Wednesday evening on three-day weekends) accommodation at the Omni on all class weekends at the Yale Omni rate. This additional cost will appear on their student account. This change must be requested by the stated deadline.



All reservations booked through the EMBA/Omni New Haven contract are charged to student accounts and are nonrefundable.

Per the housing agreement with the Omni New Haven, 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 if they have guests joining them for the class weekend, per fire code.

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

## RIGHTS AND RESPONSIBILITIES OF EMBA STUDENTS

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

### *Required Leave of Absence*

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

**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. In such instances, the program office will notify students of this request.

Course videos are Yale University property and cannot be downloaded from Canvas or WarpWire. 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. To that end, students must utilize TA review sessions, TA office hours, and faculty office hours prior to 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.

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

### *Honor Code Committee*

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

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

The Yale School of Management offers a one-year program leading to the degree of Master of Advanced Management (M.A.M.). Satisfactory completion of an M.B.A. or equivalent degree program is requisite for admission to the M.A.M. program. A student may also be admitted if the student has completed the required core curriculum of an M.B.A. or equivalent degree program—provided the M.B.A. or equivalent degree-granting school will count credit earned during the M.A.M. at Yale toward the M.B.A. or equivalent degree, thus enabling the student to earn the M.B.A. or equivalent degree prior to earning the M.A.M. The M.A.M. degree will be conferred 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.

The program, established in 2012, is only open to individuals who have received an M.B.A. or equivalent degree, or are in the process of doing so as described above, from a school that is a member of the Global Network for Advanced Management (<https://globalnetwork.io>). The program requires a year of full-time study in residence, during which the student completes 40 units of course work (the equivalent of ten term-long classes).

Of the 40 units of course work, 36 units are chosen from the elective offerings listed in School of Management Courses for 2021–2022 or from approved offerings in other Yale schools and departments. An additional 4 units of course work comprise the required M.A.M. curriculum.

To learn more about the Master of Advanced Management program, visit <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 course work. Successful completion of more than 40 units does not offset deficiency in any other degree requirement; and

2. Enroll in and receive a grade in a minimum of 20 units of course work in each term; and
3. Participate 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 course work by the end of the normal period of residency; or
2. Accumulates a grade of Fail in more than 4 units of course work; or
3. Accumulates Pass or Fail grades in more than 10 units of course work.

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.

## MANAGEMENT SCIENCE CONCENTRATION

The Management Science concentration 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.B.A., M.A.M., and M.M.S. in Global Business and Society students at the Yale School of Management may pursue an optional concentration 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 concentration by completing a minimum of 16 units of eligible courses. For M.B.A. students, 6 units of the requirement will come from the M.B.A. core. An M.B.A. student exempting out of one or more core courses must make up the exempted credits from electives courses. Students may apply one non-SOM course (4 units) toward the Management Science concentration from the list of eligible courses.

International students who pursue the Management Science concentration 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 concentration 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 three one-year programs leading to the degree of Master of Management Studies (M.M.S.): the M.M.S. in Systemic Risk, the M.M.S. in Global Business and Society, and the M.M.S. in Asset Management. In 2022 the Broad Center at the Yale School of Management will begin offering a fourteen-month M.M.S. in Public Education Management.

## 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, 6 units are chosen from the elective offerings listed in School of Management Courses for 2021–2022 or from approved offerings in other Yale schools and departments. These elective units must consist of at least 6 units in statistics, economics, or finance (additional beyond required course). An additional 30 units of course work comprise the required M.M.S. curriculum. To learn more about the Master of Management Studies in Systemic Risk program, visit <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 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 course work. Successful completion of more than 36 units does not offset deficiency in any other degree requirement; and

2. Enroll in and receive a grade in a minimum of 18 units of course work in each term; and
3. Participate in the M.M.S. in Systemic Risk required curriculum, which is the equivalent of 14 units in the fall term and 16 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; or
2. Accumulates a grade of Fail in more than 4 units of course work; or
3. Accumulates Pass or Fail grades in more than 10 units of course work, or more than 8 units of course work in a single term.

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.

### *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, in consultation with the deputy dean for academic programs, may approve a dual-degree course of study that will allow a student to earn the M.B.A. and the M.M.S. in Systemic Risk in two years of full-time, in-residence academic study. Students must first be admitted to and enroll in the 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 GLOBAL BUSINESS AND SOCIETY**

The M.M.S. in Global Business and Society (GBS) is a one-year program leading to the degree of Master of Management Studies (M.M.S.). Satisfactory completion of a Master in Management (M.I.M.) or equivalent degree program from a school that is a member of the Global Network for Advanced Management (<https://globalnetwork.io>) 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.

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 2021–2022, 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 course work. Successful completion of more than 36 units does not offset deficiency in any other degree requirement; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term; and
3. Participate in the GBS 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; or
2. Accumulates a grade of Fail in more than 4 units of course work; or
3. Accumulates Pass or Fail grades in more than 10 units of course work, or more than 8 units in a single term.

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.

### *Management Science Concentration*

The Management Science concentration 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.B.A., M.A.M., and M.M.S. in Global Business and Society students at the Yale School of Management may pursue an optional concentration 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 concentration by completing a minimum of 16 units of eligible courses. For M.B.A. students, 6 units of the requirement will come from the M.B.A. core. An M.B.A. student exempting out of one or more core courses must make up the exempted credits from electives courses. Students may apply one non-SOM course (4 units) toward the Management Science concentration from the list of eligible courses.

International students who pursue the Management Science concentration 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 concentration 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 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 its first cohort of students in fall 2021, requires a year of full-time study in residence, during which the student completes 36 units of course work (the equivalent of 9 term-long classes). Of the 36 units of course work, 14 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 22 units of course work, including the yearlong 4-unit Asset Management Colloquium and the Practical Experience Requirement, comprise the required M.M.S. 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 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.

### *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 must be completed after the student has successfully completed one full term of course work and prior to graduation from the program.

### *Number of Course Units*

A student must:

1. Achieve credit, i.e., a grade of Pass or better, in 36 units of course work. Successful completion of more than 36 units does not offset deficiency in any other degree requirement; and
2. Enroll in and receive a grade in a minimum of 18 units of course work in each term; and
3. Participate 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 course work by the end of the normal period of residency; or

2. Accumulates a grade of Fail in more than 4 units of course work; or
3. Accumulates Pass or Fail grades in more than 10 units of course work, or more than 8 units in a single term.

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.

### *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*

On a case-by-case basis, the director of the M.M.S. in Asset Management, in consultation with the deputy dean for academic programs, may approve a dual-degree course of study that will allow a student 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 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 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 PUBLIC EDUCATION MANAGEMENT**

The M.M.S. in Public Education Management (PEM) is a fourteen-month, tuition-free program delivered through the Broad Center at the Yale School of Management and leading to the degree of Master of Management Studies. The program 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 three modules accessible to working professionals, the Broad Center’s master’s program allows students to earn an M.M.S. while working 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, to sustain meaningful initiatives and have ongoing impact in their systems.

The tuition-free program will launch in the summer of 2022 with an inaugural cohort of thirty students.

# 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 500 and 501, General Economic Theory: Microeconomics; MGT 611, Policy Modeling; MGMT 700, Seminar in Accounting Research I; MGMT 701, Seminar in Accounting Research II; MGMT 702, Seminar in Accounting Research III; MGMT 703, Experimental Economics; MGMT 704, Seminar in Accounting Research IV; MGMT 720, Models of Operations Research and Management; MGMT 721, Modeling Operational Processes; MGMT 731, Organizations and the Environment; MGMT 733, Theory Construction; MGMT 737, Applied Empirical Methods; MGMT 740, Financial Economics I; MGMT 741, Financial Economics II; MGMT 742, Theoretical Corporate Finance; MGMT 745, Behavioral Finance; MGMT 746, Financial Crises; MGMT 747, Empirical Asset Pricing; MGMT 748, Empirical Corporate Finance; MGMT 750, Seminar in Marketing I; MGMT 751, Seminar in Marketing II; MGMT 753, Behavioral Decision-Making I: Choice; MGMT 754, Behavioral Decision-Making II: Judgment; MGMT 755, Analytical Methods in Marketing; MGMT 756, Empirical Methods in Marketing; MGMT 758, Foundations of Behavioral Economics.

Students are encouraged to work closely with faculty members to develop, conduct, and report significant research. Students design their program of studies in consultation with faculty members. However, each student's program has at its core a small number

of important common courses. For example, a marketing student's program of study usually includes all doctoral seminars taught by the marketing faculty, some doctoral seminars taught by other Yale School of Management faculty, and a considerable number of graduate-level courses in related departments outside the School of Management. Courses taken outside the School of Management are usually taken in the departments of Economics, Psychology, and Statistics 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 course work is important, but just as important are the informal seminars, colloquia, research projects, opportunities to assist in teaching, and various other activities that can help one understand and deal competently with management and organizational phenomena.

## **INTERDISCIPLINARY STUDY**

Students are encouraged to develop programs that draw on courses and learning experiences from a variety of academic disciplines. The School maintains working relationships with various departments and other professional schools at Yale University.

## **REQUIREMENTS FOR ADMISSION**

The program admits promising students whose academic backgrounds are in the behavioral sciences, business, economics, statistics, mathematics, engineering, or the liberal arts.

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

# Rights and Responsibilities of Students

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

## ACADEMIC FREEDOM

The Yale School of Management is committed to the protection of free inquiry and expression in the classroom and throughout the school community. In this, the School reflects the University's commitment to freedom of expression as eloquently stated in the Woodward Report (Report of the Committee on Freedom of Expression at Yale, 1975), which states, in part:

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

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

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

are nevertheless important, and every member of the university community should consider them in exercising the fundamental right to free expression.

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

## THE YALE SOM HONOR CODE

### *Guiding Principles*

Honesty is fundamental to the profession and practice of management. It is therefore the bedrock premise of management education at Yale. To the community of students, faculty, and staff of the Yale School of Management, honesty and integrity build the trust essential to a free and lively exchange of ideas.

The Yale SOM Honor Code is intended to foster the School’s exceptional learning environment and to support conduct that will distinguish the faculty, staff, and students in their lives as managers, at school, at school-related functions, and in the larger management community. The Honor Code will be referred to as the “Code” hereafter.

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

### *Academic Integrity*

The Yale SOM community, including faculty, staff, and students, supports the highest standards of academic integrity. All academic work affords an unparalleled opportunity to put forward new and innovative ideas; at SOM, we aspire to always acknowledge the ideas upon which new solutions are based.

When working on any assignment with a team, students must clarify the expectations for each member of the team. Faculty will provide clear guidelines for students on the parameters of any group work. A student will contact the professor for clarification if there is a question about the way in which the group work is to be completed.

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

### *Community Standards*

Every member of the Yale 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 Yale SOM’s progress in this regard and seek to strengthen our entire community.

A hallmark of the SOM community is its inclusivity, which 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.

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*

#### COMPOSITION AND CHARGE

The Honor Committee considers instances of academic infractions and other serious violations by Yale SOM students against the SOM and University communities and their guests. The committee is responsible for collecting facts pertaining to such infractions and violations, making judgments about them, and determining punishment where appropriate. In addition, the committee reviews and proposes revisions in SOM discipline policy and procedures where needed and communicates its policies and actions to the community at large.

Suspected cases of cheating or other violations of honor code standards should be reported to the chair of the SOM Honor Committee or the administrative director of the relevant degree program, i.e., for cases involving students in the M.B.A., M.A.M., and M.M.S. programs, the dean of students; or for cases involving students in the M.B.A. for Executives program, the assistant dean for the M.B.A. for Executives program. A list of the members of the Honor Committee is available on the SOM internal website.

The committee is appointed by the deputy dean. It consists of four faculty members (one of whom shall be designated chair), six SOM students (three from each class in residence, unless modified as under the Process section below), and the dean of students (who shall act as secretary to the committee and shall be nonvoting). The student members will typically serve for two academic years.

#### PROCESS

The committee will collect the facts relevant to each complaint under consideration and make judgments on whether an infraction or violation has been committed and on its seriousness to the community. Based on these judgments, the committee will choose a punishment that it deems appropriate to the offense. It shall also inform the community of its actions via the School's electronic newsletter or other channels it deems appropriate in such a manner as to protect the identity of individuals who are the recipient of punishments.

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

1. The work of the committee normally begins when a member of the University community (faculty, student, or staff) brings a probable violation or infraction to the attention of the committee chair. The chair or the chair's designee then requests a written statement and copies of any other relevant materials pertinent to the complaint.
2. Based on these materials, the chair will decide whether the offense, if the charge is true, would be of sufficient seriousness to warrant the attention of the committee. If the complaint is deemed sufficiently serious, the chair or the chair's designee shall inform the student who is the subject of the complaint. At the same time, the student will be directed to review the Committee Policies and Procedures to apprise the student of the rights: (a) to appear before the committee, (b) to be accompanied by any member of the University community to act as the student's adviser,\* (c) to examine any and all written materials being provided to the committee as soon as possible, and ordinarily at least forty-eight hours in advance of the meeting, so that the student may have ample opportunity to question or refute them. At the beginning of a meeting with a student who is the subject of a complaint, the chair will review the Procedures of the Committee and the process to be followed in meetings with the committee.

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

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

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

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

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

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

- a. Exoneration
- b. Warning (verbal or written)
- c. Probation



- d. Mandatory F in course (for academic infractions)
- e. Suspension of one or more terms + mandatory F in course
- f. Expulsion, a permanent separation from Yale SOM

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

\*Role of the adviser: In the SOM disciplinary process, the student's adviser is not an advocate, but rather a source of support to the student. The adviser may help the student in preparing for the meeting with the Honor Committee and may accompany the student to the meeting. During the meeting, the adviser may quietly suggest questions or issues for the student to raise with the committee; the adviser does not participate directly in the meeting.

- 3. The committee will endeavor to conduct its business in such a way as to protect the privacy of all individuals who are involved with the case. In addition, it will seek to make its judgments as promptly as is consistent with the need to establish the facts of the case and to come to judgments based on these facts.
- 4. The subcommittee and the full committee will seek to make decisions by consensus. When consensus is impossible, a majority vote will be taken. No decision shall be made without a quorum of committee members (defined as at least two faculty members and three students for the full committee and all members of the subcommittee).
- 5. A penalty of expulsion will appear on a student's transcript. Correspondence related to any disciplinary penalty will remain in a student's internal Yale SOM file and in the files of the Honor Committee. A penalty of a full- or partial-term suspension will be reported to an outside agency or individual when a student makes a written request for release of file information to that agency or individual. A penalty of probation will be reported under the same circumstances for a period of time the student is enrolled and will not be released after the student has graduated. Information about warnings will not be released. To provide for some consistency in reactions to offenses year by year, the committee chair shall study the files and inform the committee (ordinarily before the first case of the year is heard) of punishments meted out in certain classes of cases in prior years. Penalties should be set based upon the severity of the infraction, rather than the impact of such penalty on the student's personal situation.
- 6. The committee chair will inform those against whom complaints have been made of the decisions within twenty-four hours of the committee's decision.

## REVIEW

- 1. At the beginning of the investigation, the chair will inform the subcommittee or full committee members of the individual(s) involved in a case. Committee members will be invited to excuse themselves from the case if there is a conflict of interest. If a committee member is excused and a quorum cannot be met, the chair will recommend to the deputy dean a successor for temporary appointment to the committee for participation in the matter. At the beginning of the investigation, the chair will inform the student whose conduct is in question of the procedures that will be followed and will notify the student of the membership of the committee. Within one day after receiving that notification, the student may object that a member is prejudiced by stating in writing the basis for this objection. On receipt of this objection, the chair will rule on whether the member should be recused from taking part in the

proceedings and, if this is done and a quorum cannot be met, will recommend to the deputy dean a successor for temporary appointment to the committee for participation in the matter. A decision of the chair not to recuse the challenged member will be communicated to the student, who may within one day after receiving the notice appeal the decision to the cognizant academic dean of the relevant academic program. The cognizant academic dean's decision to deny or grant the appeal of a conflict of interest will be final.

2. At the time the committee informs the student of its decision, it shall also inform the cognizant academic dean.
3. The cognizant academic dean will offer any student against whom an infraction or violation is found the opportunity to meet with the cognizant academic dean, as promptly as the dean's schedule may permit, to raise any objections to the proceedings on the grounds of procedural irregularity or prejudice. If objection is raised, the cognizant academic 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 cognizant academic dean that the proceedings were not irregular or that there is insufficient evidence of prejudice will be final.
4. The accused student can appeal the severity of the penalty, but not the findings, from the full committee to the Faculty Review Board, which consists of the cognizant academic dean of the relevant academic program and two faculty members who were not part of the full committee. The student must make the appeal in writing to the cognizant academic dean within five working days of the full committee's decision.

General dissatisfaction with the committee's decision does not constitute a basis of appeal. The committee chair may submit a written or oral explanation of the committee's decision to the Faculty Review Board. The student's written request and supporting materials will be made available to the Review Board, but the student will not be permitted to attend the Review Board meeting. The Review Board's role in the appeal will be to judge the appropriateness of the punishment assessed by the committee, assuming the correctness of the committee's finding of a violation. The appeal of the full committee decision to the Faculty Review Board can result in a sanction more severe than the one originally imposed. The decision of the Faculty Review Board is final and not subject to further appeal within the University.

5. The *ex officio* member of the committee (the dean of students) helps steer the case through the process and attends all meetings of the subcommittees and the full committee and the Faculty Review Board.

#### RECORDS AND FILES

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

For each term, the secretary to the committee shall prepare a document entitled “Actions of the Honor Committee Academic Year: 20\_\_ to 20\_\_,” summarizing each case in which the committee saw fit to assess any form of punishment. Each summary shall include a description of the offense and the punishment assessed. These summaries shall not identify the students involved and so far as possible avoid contextual information that would reveal or encourage speculation about the identity of individual students. Honor Committee reports will be posted at the end of the academic year and at the beginning of the fall and spring terms.

## ACADEMIC GROUNDS FOR DISMISSAL

Failure to meet the Quality Standard for each degree program results in dismissal from the respective program. The Quality of Standard for each program is described in the chapter for the specific program. The decision of 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 assistant dean for admissions 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 two weeks (ten working days) from the date of the letter notifying the student of the dismissal. The cognizant academic dean will refer the appeal to the Faculty Review Board. The Faculty Review Board, chaired by the cognizant academic

dean, consists of the cognizant academic dean and two senior faculty members. The assistant dean of the program serves as a member *ex officio* of the Review Board.

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

The Review Board will reach a final decision as soon as practically possible. A student who has been dismissed and has exhausted the appeal process cannot be readmitted except through the normal admission process.

## 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.

### *Academic Tutoring and Support*

The School provides a variety of resources to help students who are experiencing academic difficulty achieve the highest possible standard of academic excellence. To that end, tutoring is available by instructor referral for quantitative courses in the M.B.A. 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. To that end, students must utilize TA review sessions, TA office hours, and faculty office hours prior to 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 Academic Affairs and Student Life office for assignment of a tutor. Such referrals must be made prior to the fourth week of the term.

Students requesting tutoring assistance who fail to contact an assigned tutor within one week, do not inform Academic Affairs and Student Life that they no longer need a tutor, or cancel two consecutive appointments with the tutor, will forfeit the right to participate in the tutoring program for the remainder of the academic year.

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

## *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 Course Work*

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

Once grades are officially recorded, they may not be changed except in cases in which a mathematical error has been made in computing the grade or a clerical error has been made in recording it. Students seeking correction to a grading error must contact the instructor within two weeks (ten working days) from the receipt of the grade.

If a student takes a course in another school at Yale, the SOM registrar will ask the instructor to submit the grade according to the SOM grade scale.

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

## *Academic Policies During Virtual Learning*

The Yale School of Management is committed to providing quality education even during situations where virtual learning is necessary. When virtual learning is required, changes to the academic policies stated here are likely and will be communicated to students at such time as they are deemed necessary. During virtual learning, students should:

- Log in early to test their connection, which must be stable; logging in late distracts other students;
- Participate from a quiet location such as a home or office, not while on transit or in public;

- Leave their cameras on at all times; should connection issues make this difficult, please inform the session coordinator.

### *Student Records*

A permanent file is created for each student upon admission to Yale SOM. This file contains the student's application materials, acceptance letter, and registration forms, as well as copies of any additional correspondence with the student. Access to this file is governed by the Family Educational Rights and Privacy Act of 1974 (FERPA). When a student graduates, the student's file is transferred to the Yale University Archives for permanent storage. A \$15 fee will be charged if an alumnus/a requests student record retrieval from permanent storage.

#### ACCESS TO RECORDS

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

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

#### TRANSCRIPTS

Student transcripts are maintained permanently in the Registrar's Office. From time to time, students may need to supply the official transcript to a potential employer or another third party. An official copy of a Yale SOM transcript will be released only on written request (with a signature) from the student or alumnus/a. To have a transcript issued, a student must complete a Transcript Request form, available from Academic Affairs and Student Life or on the Yale SOM website. Enrolled students may obtain transcripts free of charge. The fee for an alumnus/a is \$7 for the initial transcript and \$3 for each additional transcript requested at the same time.

As a matter of policy, only the grades of High Honors and Honors appear on a student's official transcript.

## 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.

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.

## COMMUNITY POLICIES

### *Policies Related to Sexual Misconduct*

Yale University is committed to maintaining and strengthening an educational, employment, and living environment founded on civility and mutual respect. Sexual misconduct is antithetical to the standards and ideals of our community, and it is a violation of Yale policy and the disciplinary regulations of Yale College and the graduate and professional schools. See the section Resources on Sexual Misconduct in the chapter Yale University Resources and Services for additional information.

## *Grievance Procedures*

In any community of diverse individuals, unanticipated conflicts or problems may arise. Students who are experiencing or who encounter problems of a personal nature, or who wish to discuss an issue affecting the entire community, should consult the dean of students. Cases involving possible cheating or plagiarism by students may be brought before the standing student-faculty Honor Committee. These matters should be brought to the attention of the dean of students, who is an *ex officio* member of the Honor Committee.

Yale is committed to providing an atmosphere that is free of discrimination and sexual harassment. Complaints of discrimination brought by a student against a member of the faculty or staff on such bases as race, sex, religion, national or ethnic origin, sexual orientation, or handicap are addressed through the Yale School of Management Dean's Procedure for Student Complaints. This procedure also may be used for informal complaints of sexual harassment brought by students against a member of the faculty or administration. Formal complaints of sexual misconduct, including sexual assault and sexual harassment, must be brought to the University-Wide Committee on Sexual Harassment; see Resources on Sexual Misconduct in the chapter Yale University Resources and Services. SOM's Title IX coordinator, the managing director of academic affairs and student life, also serves as a resource for informal student complaints or concerns.

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

## *Student Workers*

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

Student workers are permitted to work up to twenty hours per week during an academic term in which they are registered in only four courses. Student workers registered for more than four courses in a term are permitted to work no more than ten hours per week. These weekly maximums apply to total hours worked in any combination of student worker roles and positions at Yale and are suspended during academic recess periods. First-year students are discouraged from working while completing the core curriculum. First-year students in academic difficulty who have been seen by the Academic Standards Committee are not eligible to be employed by SOM during the first year of study.

## *Course Recording*

If the observance of a major religious holiday will prevent a student from attending class, the student should inform the instructor and Academic Affairs and Student Life in advance. In the case of an 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. Please contact the dean of students with any questions about this policy.

### *Alcohol Policy*

Yale SOM is a community of adults, and the responsible consumption of alcohol has a place within School- and student-organized events. The following guidelines apply whenever alcohol is purchased with School funds or for official school events, and regardless of the location of the event, on or off campus.

Alcohol, whether purchased with School funds or purchased with private funds, may not be served or consumed on School property except in the context of School-sponsored or officially sanctioned club events. School funds may not be used to support private parties. For the duration of all SOM events, bar service is not to exceed a two-hour period, regardless of whether bar service is an open bar or cash format. Duration of bar service is not limited to individual events, but applies across consecutive events. Two events happening back-to-back in one time period cannot exceed two hours of bar service across the two events.

In accordance with Connecticut state law, alcoholic beverages may be dispensed only to individuals who are twenty-one or more years old and may not be dispensed to any intoxicated person.

Alcohol that is purchased with School funds and/or served on the SOM campus must be served by a bartender who (1) is certified by TIPS or a similar organization, (2) is not an SOM student, and (3) remains on duty for the entire time that alcohol is served. “School funds” are any monies in or disbursed from Yale University accounts. All alcohol must be removed at the conclusion of the event.

Beer and wine are the only alcoholic beverages that may be served. Whenever alcohol is served, appropriate quantities of nonalcoholic beverages and food must be available at the same location. To ensure compliance with this rule, the total cost of food must be greater than or equal to the cost of alcohol and bartending service.

Any exceptions to this policy must be approved in writing by the dean of students.

Violations of any of the School of Management alcohol policies and procedures may be referred to the Honor Committee for disciplinary action.

### *Student Club Purchasing Policy*

Student clubs must submit a purchasing request using the Yale SOM Jira Ticketing System to make a purchase, pay an invoice, have a contract signed, or create a purchase order. The request must include the club budget officer’s approval to be an approved purchase; without that approval, the request will be denied. The request must be submitted at least five (5) business days before the event or before the date by which the item is needed. It is best practice to submit the request as soon as you receive budget officer approval; some purchasing requests can take up to one month to process.

### *Student Club and Enterprise Learning Credit Reimbursement Policy*

Students must submit a reimbursement or ELC request using the proper form on the Yale SOM Jira Ticketing System in order to be reimbursed. The request must be submitted within ten (10) days of the date the expense was incurred. It is the student’s responsibility to make sure all required tax documentation and proof of payment receipt – showing the last 4 digits of credit card number or a bank statement – are attached. If this is a club reimbursement, you must include budget officer approval.

### *Fundraising Guidelines*

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

### *Policies on the Use of Information Technology Facilities*

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

## UNIVERSITY POLICIES

Information technology at Yale University is governed by a set of policies, procedures, and guidelines (<https://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://confluence.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](mailto: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](mailto:som.extra@yale.edu).

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

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

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

### *CDO Resources*

#### **CDO COACHING APPOINTMENTS**

Coaching appointments are made via the 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 Database. 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, 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.

#### INTERVIEWING

Students are expected to act in good faith when applying to positions and interviewing. Upon verbal or written acceptance of an employment offer, a student must cease interviewing with other firms and cancel all scheduled interviews. Sending a note of explanation/apology for canceling upcoming interviews is an expected professional courtesy and an important part of long-term relationship management.

- Students 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 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. For internship offers, Yale SOM expects all offers to remain open until at least February 1, 2022, and recommends a decision period of at least three weeks. Full-time offers should be left open until November 30, 2021, or for three weeks after the offer date, whichever is later. After the on-campus period for internship and full-time opportunities begins to attenuate (January for full-time recruiting, March for internship recruiting), it may be reasonable to expect a shorter one- to two-week timeframe for a candidate decision.

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

After accepting an offer, students must complete the Employment Survey in CMS; instructions on how to access the survey will be provided.

### RENEGING ON AN EMPLOYMENT OFFER

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

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

#### **Yale SOM Policy on Reneges**

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

Reneging is considered an ethics violation. 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. Other potential consequences could include loss of access to CMS, revocation of school leadership positions, loss of study abroad privileges, and removal from the Yale SOM Résumé Database, among others. Consultation with the CDO early in the decision-making process will be viewed positively when considering your case and can mitigate potential ramifications of a decision to renege.

**Why Early Consultation Matters**

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

**PROFESSIONAL STANDARDS FOR EMPLOYERS**

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

*Student Privacy*

Yale SOM recruiting partner access to Yale SOM student profile data is limited to a student’s default résumé and preferences 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.

# Courses for 2021–2022

Course descriptions can be found on the student internal website.

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

**MGT 401a, Managing Groups and Teams** 1 unit. Cydney H. Dupree,  
Oriane A.M. Georgeac, Marissa D. King, Jihae Shin

**MGT 402a, Basics of Accounting** 2 units. Anya Nakhmurina

**MGT 403a, Probability Modeling and Statistics** 2 units. Tauhid Zaman,  
Jonathan S. Feinstein; Nils Rudi, Katja Seim

**MGT 404a, Basics of Economics** 2.5 units. Michael Sinkinson, Kai Hao Yang,  
Jidong Zhou

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

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

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

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

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

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

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

**MGT 417b, Power and Politics** 2 units. Michael Kraus, Jihae Shin

**MGT 418b, Global Virtual Teams** 2 units. Oriane A.M. Georgeac, Jihae Shin,  
Amy Wrzesniewski

**MGT 420b, The Workforce** 2 units. James N. Baron, Amy Wrzesniewski

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

**MGT 422b, Operations Engine** 2 units. Saed Alizamir; Lesley Meng

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

**MGT 425b, The Global Macroeconomy** 2 units. Peter K. Schott; Kevin Donovan

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

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

**MGT 633a, Global Leadership: Topics in Business and Society** 2 units.

Robert T. Jensen

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

David Tate

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

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

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

**MGT 944a, Macroprudential Policy I** 4 units. Sigridur Benediktsdottir,  
Greg Feldberg, Margaret McConnell,

**MGT 949a, Systemic Risk Colloquium** 2 units. Andrew Metrick, William B. English

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

**MGT 892b, Introduction to Financial Crisis Communications** 2 units.

Rosalind Wiggins

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

**MGT 945b, Macroprudential Policy II** 4 units. Sigridur Benediktsdottir,  
Greg Feldberg, Margaret McConnell,

**MGT 949b, Systemic Risk Colloquium** 2 units. Andrew Metrick, William B. English

## FALL-TERM M.M.S. IN GLOBAL BUSINESS AND SOCIETY REQUIRED COURSE

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

## FALL-TERM ELECTIVE COURSES

**MGT 505a, Introduction to Marketing** 4 units. Thomas Hafen

**MGT 525a, Competitive Strategy** 4 units. Sonia Marciano

**MGT 527a, Strategic Management of Nonprofit Organizations** 4 units.  
Judith A. Chevalier

**MGT 529a, Global Social Entrepreneurship: India** 2 units. Tony Sheldon

**MGT 532a, Business Ethics** 2 units. Jason Dana

**MGT 536a, Urban Poverty and Economic Development** 4 units. Kate M. Cooney

- MGT 538a, Mastering Influence and Persuasion** 2 units. Zoë Chance
- MGT 539a, Regulation in the Modern Economy: Theory and Practice** 4 units.  
Katja Seim
- MGT 541a, Corporate Finance** 4 units. Heather E. Tookes
- MGT 553a, Strategic Communication: Delivering Effective Presentations** 2 units.  
Taly Reich
- MGT 555a, Pricing Strategy** 4 units. Soheil Ghili
- MGT 558a, Consumer Behavior** 2 units. George E. Newman
- MGT 559a, Marketing Strategy** 2 units. Jiwoong Shin
- MGT 582a, The Future of Global Finance** 2 units. Jeffrey E. Garten
- MGT 595a, Quantitative Investing** 4 units. Tobias J. Moskowitz
- MGT 611a, Policy Modeling** 2 or 4 units. Edward H. Kaplan
- MGT 627a, Business and Government after Communism** 2 units. Ian Shapiro
- MGT 628a, Central Banking** 4 units. William B. English
- MGT 631a/HPM 631a, Public Health Entrepreneurship** 2 units. Teresa Chahine
- MGT 633a, Global Leadership: Topics in Business and Society** 2 units.  
Robert T. Jensen
- MGT 636a, Global Leadership: Personal and Interpersonal Effectiveness** 2 units.  
David Tate
- MGT 645a, Start-up Founder Studies** 4 units. Kyle Jensen; Jennifer McFadden
- MGT 649a, World Financial History** 2 units. William N. Goetzmann
- MGT 650a, Customer Insights and Applications** 6 units. Ravi Dhar,  
Nathan Novemsky, Treeny Ahmed
- MGT 656a, Management of Software Development** 4 units. Kyle Jensen
- MGT 660a, Advanced Management of Software Development** 4 units. Kyle Jensen
- MGT 663a, The Life Science Industry** 2 units. Stephen Knight
- MGT 665a, Principles of Entrepreneurship** 2 units. Balázs Kovács
- MGT 671a, Entrepreneurship through Acquisition** 2 units. A.J. Wasserstein
- MGT 699a, Colloquium in Healthcare Leadership** 1 unit. Howard P. Forman
- MGT 805a, Fixed Income Securities: Bonds, Swaps, and Derivatives** 4 units.  
Saman Majd
- MGT 809a, Advanced Business Analytics** 2 units. Lesley Meng

- MGT 815a, Managerial Controls** 2 units. Thomas Steffen
- MGT 817a, Sports Analytics** 4 units. Tobias J. Moskowitz, Nils Rudi, Edward H. Kaplan, Tauhid Zaman
- MGT 837a, Policy Design** 4 units. Jason Abaluck
- MGT 838a, Entrepreneurship in the Art Market** 2 units. Magnus Resch
- MGT 843a, The Digitalization of Money** 2 units. Gary B. Gorton
- MGT 847a, Private Equity: Leveraged Buyouts** 2 units. Joshua Cascade
- MGT 849a, The International Financial System** 2 units. Paul Schmelzing
- MGT 850a, The Science of Experiences and Well-Being** 2 units. Gal Zauberman
- MGT 851a, Strategic Market Measurement** 2 units. Aniko Öry
- MGT 852a, Listening to the Customer** 2 units. Aniko Öry
- MGT 857a, Digital Strategy** 2 units. Vineet Kumar
- MGT 873a, Supply Chain Management** 2 units. Sang-Hyun Kim
- MGT 874a, Patterns in Entrepreneurship** 2 units. A.J. Wasserstein
- MGT 887a, Negotiations** 2 units. Daylian Cain
- MGT 890a, Global Financial Crisis** 4 units. Andrew Metrick, Tim Geithner
- MGT 895a, International Real Estate** 2 units. Kevin Gray
- MGT 911a, The Next China** 4 units. Stephen Roach
- MGT 921a, Asset Management Colloquium** 2 units. Tobias J. Moskowitz, Arwin Zeissler
- MGT 922a, Investment Analysis and Private Equity** 4 units. Michael Schmertzler
- MGT 923a, Asset Pricing Theory** 2 units. Stefano Giglio
- MGT 932a, Financial Markets and Macroeconomic Policy** 2 units. Alp Simsek
- MGT 935a, Advanced Derivatives** 2 units. Stefano Giglio
- MGT 944a, Macroprudential Policy I** 4 units. Sigridur Benediksdottir, Greg Feldberg, Margaret McConnell
- MGT 948a, Security Analysis and Valuation** 4 units. Matthew Spiegel
- MGT 950a, GNAM: New Product Development** 2 units. Avraham Shtub
- MGT 951a, GNAM: Agile Leadership** 1 unit. Matthew Bothner
- MGT 955a, GNAM: Urban Resilience: Cities in a Post-COVID-19 World, from Crisis and Recovery to Reinvention and Resilience** 4 units. Murali Chandrashekar
- MGT 960a, Economic Analysis of High-Tech Industries** 4 units. Edward A. Snyder

**MGT 963a, GNAM: Responsible People Management** 2 units. Pearl Malhotra

**MGT 964a, GNAM: The Future of Food and Agribusiness** 2 units.  
Damien McLoughlin

**MGT 965a, GNAM: Business as a Source for Good: Sustainability and Sustainable Development in Africa** 2 units. Ijeoma Nwagwu, Chris Ogbechi

**MGT 970a, GNAM: The Changing Business Environment** 2 units. Jeremy Ghez

**MGT 972a, GNAM: Retail Marketing** 2 units. Rebecca Ricalde

**MGT 975a, GNAM: Green Economy Management** 2 units. Avraham Ahenkan

**MGT 977a, GNAM: Service Management into the Post-Digital, Post-COVID Future** 2 units. Yoshinori Fujikawa

**MGT 992a, Healthcare Strategy** 4 units. Jason Abaluck

### SPRING-TERM ELECTIVE COURSES

**MGT 502b, Foundations of Accounting and Valuation** 4 units. Zeqiong Huang

**MGT 510b, Data Analysis and Casual Inference** 4 units. Robert T. Jensen

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

**MGT 525b, Competitive Strategy** 4 units. Florian Ederer, Kevin Williams

**MGT 526b, Market Failures and Economic Policy in Developing Countries** 2 units.  
Kevin Donovan

**MGT 528b, The Firm in the Social World** 4 units. Seth D. Zimmerman

**MGT 529b, Global Social Entrepreneurship: India** 4 units. Tony Sheldon

**MGT 531b, Interpersonal Dynamics** 4 units. Heidi Brooks, David Tate

**MGT 532b, Business Ethics** 2 units. Jason Dana

**MGT 537b, Inequality and Social Mobility** 2 units. Seth D. Zimmerman

**MGT 541b, Corporate Finance** 2 or 4 units. Christopher Clayton, Kelly Shue

**MGT 544b, Investment Management** 4 units. Paul Goldsmith-Pinkham

**MGT 548b, Real Estate Finance** 4 units. Cameron S. LaPoint

**MGT 553b, Strategic Communication: Delivering Effective Presentations** 2 units.  
Taly Reich

**MGT 556b, Big Data and Customer Analytics** 2 units. Kosuke Uetake

**MGT 561b, Product Management** 4 units. Alexander Burnap

**MGT 566b, Metrics, Tools, and Indicators in Corporate Responsibility** 4 units.  
Todd Cort

- MGT 575b, Social Media Analytics** 4 units. Tauhid Zaman
- MGT 581b, Education Policy** 2 units. Seth D. Zimmerman
- MGT 589b, Competition Economics and Policy** 4 units. Fiona M. Scott Morton,  
Florian Ederer
- MGT 612b, Social Entrepreneurship Lab** 4 units. Teresa Chahine
- MGT 621b, Managing Social Enterprises** 2 units. Kate M. Cooney
- MGT 623b, Strategic Leadership across Sectors** 4 units. Jeffrey Sonnenfeld
- MGT 624b, Human Capital Strategy** 2 units. James N. Baron
- MGT 641b, Behavioral Finance** 2 units. Nicholas C. Barberis
- MGT 646b, Start-up Founder Practicum** 4 units. Jennifer McFadden
- MGT 650b, Customer Insights and Applications** 6 units. Ravi Dhar,  
Nathan Novemsky
- MGT 655b, Entrepreneurship and New Ventures** 2 units. Tristan L. Botelho
- MGT 657b, Creating Healthcare and Life Science Ventures** 2 units.  
Christopher Loose, Ayesha Khalid
- MGT 668b, Narratives in Health Media on the Social Internet** 2 units.  
James Hamblin
- MGT 674b, Leading Small and Medium Enterprises** 2 units. A.J. Wasserstein
- MGT 677b, Rollups, Consolidations, and Programmatic Acquisitions** 2 units.  
A.J. Wasserstein
- MGT 698b/HPM 698b, Healthcare Policy, Finance, and Economics** 4 units.  
Howard P. Forman
- MGT 699b/HPM 699b, Colloquium in Healthcare Leadership** 1 unit.  
Howard P. Forman
- MGT 801b, Impact Measurement and Financial Reporting in the Social Sector**  
2 units. Raphael Duguay
- MGT 803b, Decision-Making with Data** 2 units. Peter K. Schott
- MGT 806b, Private Equity: Value Creation** 2 units. Adam Blumenthal
- MGT 811b, Taxes, Business, and Strategy** 2 units. X. Frank Zhang
- MGT 812b, Financial Statement Analysis** 2 units. X. Frank Zhang
- MGT 819b, Big Data** 2 units. Vahideh Manshadi
- MGT 820b, Innovator** 2 units. Rodrigo Canales
- MGT 822b, Game Theory and Market Design** 2 units. Jidong Zhou



- MGT 823b, Insurance and Finance for the Poor** 2 units. Robert T. Jensen
- MGT 824b, Topics in Macroeconomics** 2 units. Peter K. Schott
- MGT 825b, International Macroeconomic Policy** 2 units. Lorenzo Caliendo
- MGT 826b, Inclusive Economic Development Lab: Special Topics** 4 units.  
Kate M. Cooney
- MGT 827b, Endowment Management** 2 units. Dean Takahashi
- MGT 828b, Creativity and Innovation** 2 units. Jonathan S. Feinstein
- MGT 829b, Macroeconomic Implications of Globalization** 2 units. Diana Van Patten
- MGT 832b, Leadership Lab** 2 units. Sarah Biggerstaff
- MGT 842b, Financing Green Technologies** 2 units. Richard Kauffman
- MGT 845b, Portfolio Management in Practice** 2 units. Osman Nalbantoglu
- MGT 848b, A History of Financial Market Fraud: A Forensic Approach** 2 units.  
James Chanos
- MGT 853b, AI Strategy and Marketing** 2 units. Vineet Kumar
- MGT 854b, Behavioral Economics: The Psychology and Behavior of Individuals, Organizations, and Markets** 2 units. Florian Ederer, Shane Frederick
- MGT 855b, How to Design and Run Business Experiments** 2 units. Shane Frederick
- MGT 856b, Managing Marketing Programs** 2 units. Jiwoong Shin
- MGT 862b, Game Theory Elective** 2 units. Joyce Deb, Benjamin Polak
- MGT 865b, Global Social Entrepreneurship** 4 units. Tony Sheldon
- MGT 871b, Financial Reporting** 2 units. Edward Watts
- MGT 872b, Managing Sustainable Operations** 2 units. Elif Kongar
- MGT 873b, Supply Chain Management** 2 units. Sang-Hyun Kim
- MGT 875b, Service Management** 2 units. Yoshinori Fujikawa
- MGT 879b, Healthcare Operations** 2 units. Edieal Pinker
- MGT 882b, Advanced Negotiations** 1 unit. Daylian Cain
- MGT 891b, Private Capital and Impact Investing** 2 units. Susan Carter
- MGT 892b, Introduction to Financial Crisis Communications** 2 units.  
Rosalind Wiggins
- MGT 893b, Nonmarket Strategy** 2 units. Ivana V. Katic
- MGT 894b, Connected Cities and Urban Ecosystems** 2 units. Sasson Darwish

**MGT 896b, America's Future Role in the Global Economy** 4 units. Jeffrey E. Garten,  
Robert Hormats

**MGT 898b, Financial Crises: Policy Response** 2 units. Andrew Metrick

**MGT 920b, GNAM: Natural Capital: Risks and Opportunities in Global Resource  
Systems** 4 units. Todd Cort

**MGT 921b, Asset Management Colloquium** 2 units. Tobias J. Moskowitz,  
Arwin Zeissler

**MGT 928b, Asset Management Practical Experience** 0 units. Arwin Zeissler

**MGT 929b, ESG Investing** 2 units. Marina Niessner, Lukasz Pomorski

**MGT 936b, Fixed Income Strategies** 2 units. Jordan Brooks

**MGT 937b, Hedge Fund Strategies** 2 units. Andrea Frazzini, Ronen Israel

**MGT 938b, Macroeconomic Strategies** 2 units. Jordan Brooks

**MGT 939b, Risky Credit** 2 units. John Rapaport

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

**MGT 945b, Macroprudential Policy II** 4 units. Sigridur Benediktsdottir,  
Greg Feldberg, Margaret McConnell

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

**MGT 995b, Sustainable Innovation in Healthcare** 2 units. Greg Licholai

## Ph.D. Courses for 2021–2022

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

# General Information

## 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 complete 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.

## 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.

### U.S. MILITARY LEAVE READMISSIONS POLICY

Students who wish or need to interrupt their studies to perform U.S. military service are subject to a separate U.S. military leave readmissions policy. In the event a student withdraws or takes a leave of absence from Yale School of Management to serve in the U.S. military, the student will be entitled to guaranteed readmission under the following conditions:

1. The student must have served in the U.S. Armed Forces for a period of more than thirty consecutive days;
2. The student must give advance written or oral notice of such service to the administrative director. In providing the advance notice the student does not need to indicate an intent to return. This advance notice need not come directly from the student, but rather, can be made by an appropriate officer of the U.S. Armed Forces or official of the U.S. Department of Defense. Notice is not required if precluded by military necessity. In all cases, this notice requirement can be fulfilled at the time the student seeks readmission, by submitting an attestation that the student performed the service.
3. The student must not be away from the School of Management to perform U.S. military service for a period exceeding five years (this includes all previous absences to perform U.S. military service but does not include any initial period of obligated service). If a student's time away from the School of Management to perform U.S. military service exceeds five years because the student is unable to obtain release orders through no fault of the student or the student was ordered to or retained on active duty, the student should contact the administrative director to determine if the student remains eligible for guaranteed readmission.
4. The student must notify the School of Management within three years of the end of the U.S. military service of the intention to return. However, a student who is hospitalized or recovering from an illness or injury incurred in or aggravated during the U.S. military service has up until two years after recovering from the illness or injury to notify the School of Management of the intent to return; and
5. The student cannot have received a dishonorable or bad conduct discharge or have been sentenced in a court-martial.

A student who meets all of these conditions will be readmitted for the next term, unless the student requests a later date of readmission. Any student who fails to meet one of these requirements may still be readmitted under the general readmission policy but is not guaranteed readmission.

Upon returning to the School of Management, the student will resume education without repeating completed course work for courses interrupted by U.S. military service. The student will have the same enrolled status last held and with the same academic standing. For the first academic year in which the student returns, the student will be charged the tuition and fees that would have been assessed for the academic year in which

the student left the institution. The School of Management may charge up to the amount of tuition and fees other students are assessed, however, if veteran's education benefits will cover the difference between the amounts currently charged other students and the amount charged for the academic year in which the student left.

In the case of a student who is not prepared to resume studies with the same academic status at the same point at which the student left or who will not be able to complete the program of study, the School of Management will undertake reasonable efforts to help the student become prepared. If after reasonable efforts, the School determines that the student remains unprepared or will be unable to complete the program or after the School determines that there are no reasonable efforts it can take, the School may deny the student readmission.

# Tuition and Fees

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

For 2021–2022 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 \$104,752. Of this, program tuition is \$74,500; in addition, students are charged a mandatory program fee of \$2,270.

The total program fee for the M.B.A. for Executives program in 2021–2022 is \$198,500 for first-year students and \$193,500 for second-year students. This fee includes tuition, a tablet, required textbooks,\* study materials, breakfast and lunch on all class days, and lodging during residencies and on Friday evenings of all weekend sessions. The cost of hotels and most meals for EMBA Global Network Week is also included in the total program fee.

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

## GLOBAL STUDIES FINANCIAL SUPPORT

The School provides a subvention for ten days of international travel to help 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.

## TUITION REBATE AND REFUND POLICY

On the basis of the federal regulations governing the return of federal student aid (Title IV) funds for withdrawn students, the following rules apply to the rebate and refund of tuition.

1. For purposes of determining the refund of 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 that will be used to determine the amount of Title IV funds a student has earned at the time of withdrawal. A student who withdraws after the 60 percent point has earned 100 percent of the Title IV funds. In 2021–2022, the last days for refunding Title IV funds will be, in the fall term: October 28, 2021, for first-year students in the full-time M.B.A. program; October 31, 2021, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; November 9, 2021, for first-year students in the M.B.A. for Executives program; and November 11, 2021, for second-year students in the M.B.A. for Executives program; and, in the spring term: April 5, 2022, for first-year students in the full-time M.B.A. program; April 7, 2022, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; April 27, 2022, for first-year students in the M.B.A. for Executives program; and April 2, 2022, for second-year students in the M.B.A. for Executives program.
2. For purposes of determining the refund of institutional aid funds and for students who have not received financial aid:
  - a. 100 percent of tuition will be rebated for withdrawals that occur on or before the end of the first 10 percent of the term (in the fall term: September 2, 2021, for first-year students in the full-time M.B.A. program; September 10, 2021, for second-year students in the full-time M.B.A. program and students in the M.A.M.

and M.M.S. programs; July 31, 2021, for first-year students in the M.B.A. for Executives program; and August 5, 2021, for second-year students in the M.B.A. for Executives program; and, in the spring term: January 27, 2022, for first-year students in the full-time M.B.A. program; February 2, 2022, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; February 23, 2022, for first-year students in the M.B.A. for Executives program; and February 19, 2022, for second-year students in the M.B.A. for Executives program).

- b. A rebate of one-half (50 percent) of tuition will be granted for withdrawals that occur after the first 10 percent but on or before the last day of the first quarter of the term (in the fall term: September 19, 2021, for first-year students in the full-time M.B.A. program; September 26, 2021, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; August 31, 2021, for first-year students in the M.B.A. for Executives program; and September 3, 2021, for second-year students in the M.B.A. for Executives program; and, in the spring term: February 12, 2022, for first-year students in the full-time M.B.A. program; February 17, 2022, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; March 14, 2022, for first-year students in the M.B.A. for Executives program; and March 4, 2022, for second-year students in the M.B.A. for Executives program).
  - c. A rebate of one-quarter (25 percent) of tuition will be granted for withdrawals that occur after the first quarter of a term but on or before the day of midterm (in the fall term: October 17, 2021, for first-year students in the full-time M.B.A. program; October 22, 2021, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; October 20, 2021, for first-year students in the M.B.A. for Executives program; and October 23, 2021, for second-year students in the M.B.A. for Executives program; and, in the spring term: March 10, 2022, for first-year students in the full-time M.B.A. program; March 29, 2022, for second-year students in the full-time M.B.A. program and students in the M.A.M. and M.M.S. programs; April 5, 2022, for first-year students in the M.B.A. for Executives program; and March 25, 2022, for second-year students in the M.B.A. for Executives program).
  - d. Students who withdraw for any reason after midterm will not receive a rebate of any portion of tuition.
3. The death of a student shall cancel charges for tuition as of the date of death, and the bursar will adjust the tuition on a pro rata basis.
  4. If the student has received student loans or other forms of financial aid, funds will be returned in the order prescribed by federal regulations; namely, first to Federal Direct Unsubsidized Loans, if any; then to Federal 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.

## DONOR-FUNDED AND NAMED SCHOLARSHIPS

### General Merit Scholarships

Joseph Wright Alsop (Ph.B. 1898) Memorial Scholarship  
 Rosalia Akuyo Anyawoe Alumni Fund Scholarship  
 Harry and Nisha Arora '04 MBA Scholarship  
 Shanna and Eric Bass '05 MBA Scholarship  
 Bell Family Alumni Fund Scholarship  
 Elie Benhamou Alumni Fund MBA Scholarship  
 Professor David Berg Leadership Scholarship  
 Aline and Santino Blumetti '99 MBA Alumni Fund Scholarship  
 Donald G. Borg (B.A. 1928) Fellowship  
 Steven N. Brody '66 B.A. Memorial Scholarship  
 George G. Brooks, Jr. (B.A. 1931) Fellowship  
 Camp Family Scholarship  
 Lise Pfeiffer Chapman '81 MBA Scholarship  
 C.E. Thomas Cleveland '68 B.S. and Barbara S. Cleveland Scholarship  
 John G. Conley '85 Scholarship  
 Dow Family Scholarship  
 Frederick Frank '54 B.A. Scholarship  
 Maurice R. Greenberg Scholarship  
 Peter H. Hambling '82 MPPM Scholarship  
 H. Stuart Harrison (B.A. 1932) Fellowship  
 Robert A. Lawrence '47 B.A. and Charles D. Ellis '59 B.A. Scholarship  
 Irene A. Loukides Scholarship  
 David I. Mazer Scholarship  
 H. Hugh McConnell Scholarship  
 Ruth R. McMullin '79 MPPM and Thomas R. McMullin Alumni Fund Scholarship  
 Jane Mendillo YC '80, '84 MBA and Ralph Earle '84 MBA Alumni Fund Scholarship  
 Renny Merritt '84 MPPM Memorial Alumni Fund Scholarship  
 Julien R. Mininberg '86 B.A., '90 MBA Scholarship  
 Christina Baird Minnis (B.A. 1987) Scholarship  
 Surendra P. Patel Scholarship  
 Avinash Prabhakar '04 MBA Scholarship  
 Donald Rappaport '47 and Susan Rappaport Scholarship  
 John F. Riddell (Ph.B. 1913) Memorial Fellowship  
 Richard A. Robertson III (Ph.B. 1921) Fellowship  
 Frederick and Florence Roe Scholarship  
 Rebecca Vitas Schamis '00 MBA and David I. Schamis '95 B.A. Scholarship  
 John R. Shrewsbury '92 MPPM Scholarship  
 Dean Edward A. Snyder Scholarship  
 Samuel B. Sutphin (Ph.B. 1899) Fellowship  
 Yale Global Executive Leadership Program Class of 2018 Scholarship  
 Yale SOM Class of 2018 MBA Scholarship  
 Zhang Family Scholarship

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

#### *Advertising/Marketing*

Jess Morrow Johns (B.A. 1947) Memorial Scholarship for Advertising and Marketing

#### *Entrepreneurship/Social Entrepreneurship*

Claire and Joe Greenberg Scholarship

Usha '90 MPPM and Diaz Nesamoney MBA Scholarship

Nancy Pfund '82 MPPM Scholarship

#### *Finance*

Joseph C. McNay (B.A. 1956) Fellowship in Finance

#### *Government and Economy*

Paolo Zannoni Scholarship

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

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

Janet "Ginger" Gelb (MPPM 1984) Scholarship

Hechinger Scholarship

Jane Mendillo YC '80, '84 MBA and Ralph Earle '84 MBA Scholarship

Sproul/Molloy Scholarship in Honor of Juliet C. Sproul

Edwin Thorne (Class of 1935) Scholarship

Yale-Reaching OUT LGBT MBA Fellowship

### **Joint-Degree Scholarships**

#### *Yale School of Management and Yale School of the Environment*

Frederick V. Ernst '60 Scholarship

Jacqueline C. and John P. Hullar Scholarship

Carl W. Knobloch, Jr. Fellowship

LeBlanc '98 Family Scholarship

David and Karen Sobotka Scholarship

Gillian and Stuart W. Staley '95 MPPM/MES Scholarship

#### *Yale School of Management and Yale Law School*

Yale Accelerated MBA/J.D. Program Scholarship

#### *Yale School of Management and Yale School of Medicine*

Rosalind Elsie Franklin MBA/M.D. Scholarship

#### *Yale School of Management and Yale School of Public Health*

Kevin Ye MBA Scholarship

#### *Various Joint-Degree Program Scholarships*

Sheldon L. Sussman Family Scholarship

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

Alec L. Ellison '84 B.A. Master of Advanced Management Scholarship

Usha '90 MPPM and Diaz Nesamoney Master of Advanced Management Scholarship

Jane Sun and John Wu Scholarship

**MBA for Executives (EMBA) Scholarships**

Pozen-Commonwealth Fund Fellowship in Health Equity Leadership at Yale University

**Ph.D. Scholarships**

Harry and Heesun You Fellowship

**Regional Scholarships: Americas***Brazil*

Heloisa and Arthur Mizne '95 MPPM Scholarship

*Mexico*

Martin Werner Fellowship

Yale SOM Scholarship for Students from Mexico

*United States*

Conley Brooks '44 B.A. Family Scholarship

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

G. Harold Welch Scholarship

*United States and International*

Sim Family Foundation Scholarship

**Regional Scholarships: International**

Chapman Scholarship

*Africa*

Raymond '96 MBA and Tiffany Chang Family Scholarship

Harambe Yale Scholar Program for African Entrepreneurs

Yale Africa Impact Fellowship

*Asia Pacific*

Laura Cha (Shi Mei Lun) Scholarship

Shirley Chen '95 MBA Scholarship

Jane Sun and John Wu Scholarship

YQ Scholarship

Kevin Y. Zhang Scholarship

*Europe*

Yale – Sponsors for Educational Opportunity (SEO) London Scholarship

*India*

Global Leaders from India MBA Scholarship

**Silver Scholars Program Scholarships**

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

Robert C. Busch (Class of 1954) Scholarship

Francis Li Family Scholarship

**U.S. Military Scholarships**

## Bank of America Scholarship

For a complete list of academic scholarships and additional funding, see <https://som.yale.edu/programs/mba/admissions/financing-your-mba/funding-resources>.

**STUDENT ACCOUNTS AND BILLING**

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

*Student Account*

The Student Account is a record of all the direct charges for a student's Yale education such as tuition, room, board, 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 first of the following 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 (<http://sfas.yale.edu/proxy-access-and-authorization>).

The Office of Student Financial Services will impose late fees of \$125 per month (up to a total of \$375 per term) if any part of the term bill, less Yale-administered loans and scholarships that have been applied for on a timely basis, is not paid when due. 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 fulfill requests for transcripts or 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:

- All bills must be paid in U.S. currency.
- Yale does *not* accept credit or debit cards for Student Account payments.

- Payments should not be made to a Student Account that are in excess of the balance due (net of pending financial aid credits). 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 365/24/7 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 Student Financial Services Cashier's Office, located at 246 Church Street. The Cashier's Office is 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/sites/default/files/files/Yale%20International%20Payments%20-%20YalePay.pdf>.

A processing charge of \$25 will be assessed for payments rejected for any reason by the bank on which they were drawn. In addition, the following penalties may apply if a payment is rejected:

1. If the payment was for a term bill, late fees of \$125 per month will be charged for the period the bill was unpaid, as noted above.
2. If the payment was for a term bill to permit registration, the student's registration may be revoked.
3. If the payment was given to settle an unpaid balance in order to receive a diploma, the University may refer the account to an attorney for collection.

#### *Yale Payment Plan*

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 5th 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/ypp>.

### *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.

## **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 strikes, work stoppages, or job actions. In the face of such events, the University may, at its sole discretion, provide substitute services and programs or appropriate refunds. The decision to suspend services and programs shall be made at the sole discretion of the University.



# Yale University Resources and Services

## 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 president 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 president 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.

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.

## HOUSING

The Yale Housing Office has dormitory and apartment units available for graduate and professional students. Dormitories are single-occupancy and two-bedroom units of varying sizes and prices. They are located across the campus, from Edward S. Harkness Memorial Hall, serving the medical campus, to Helen Hadley Hall and the newly built 272 Elm Street, serving the central/science campus. Unfurnished apartments consisting of efficiencies and one-, two-, and three-bedroom apartments for singles and families are also available. Family housing is available in Whitehall and Esplanade Apartments. The Housing website (<https://housing.yale.edu>) is the venue for graduate housing information and includes dates, procedures, facility descriptions, floor plans, and rates. Applications for the new academic year are available beginning April 20 and can be submitted directly from the website with a Yale NetID.

The Yale 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. On-campus housing is limited, and members of the community should consider off-campus options. Yale University discourages the use of Craigslist and other third-party nonsecure websites for off-campus housing searches.

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

## HEALTH SERVICES

The Yale Health Center is located on campus at 55 Lock Street. The center is home to Yale Health, a not-for-profit, physician-led health coverage option that offers a wide variety of health care services for students and other members of the Yale community. Services include student health, gynecology, mental health, pediatrics, pharmacy, blood draw, radiology, a seventeen-bed inpatient care unit, a round-the-clock acute care clinic, and specialty services such as allergy, dermatology, orthopedics, and a travel clinic. Yale Health coordinates and provides payment for the services provided at the Yale Health Center, as well as for emergency treatment, off-site specialty services, inpatient hospital care, and other ancillary services. Yale Health's services are detailed in the *Yale Health Student Handbook*, available through the Yale Health Member Services Department, 203.432.0246, or online at <https://yalehealth.yale.edu/coverage/student-coverage>.

### *Eligibility for Services*

All full-time Yale degree-candidate students who are paying at least half tuition are enrolled automatically for Yale Health Basic Coverage. Yale Health Basic Coverage is offered at no charge and includes preventive health and medical services in the departments of Student Health, Gynecology, Student Wellness, and Mental Health & Counseling. In addition, treatment for urgent medical problems can be obtained twenty-four hours a day through Acute Care.

Students on leave of absence or on extended study and paying less than half tuition, and students enrolled in the EMBA program (see below), are not eligible for Yale Health Basic Coverage but may enroll in Yale Health Student Affiliate Coverage. Students enrolled in the Division of Special Registration as nondegree special students or visiting scholars are not eligible for Yale Health Basic Coverage but may enroll in the Yale Health Billed Associates Plan and pay a monthly fee. Associates must register for a minimum of one term within the first thirty days of affiliation with the University.

Students not eligible for Yale Health Basic Coverage may also use the services on a fee-for-service basis. Students who wish to be seen fee-for-service must register with the Member Services Department. Enrollment applications for the Yale Health Student Affiliate Coverage, Billed Associates Plan, or Fee-for-Service Program are available from the Member Services Department.

All students who purchase Yale Health Hospitalization/Specialty Coverage (see below) are welcome to use specialty and ancillary services at Yale Health Center. Upon referral, Yale Health will cover the cost of specialty and ancillary services for these students. Students with an alternate insurance plan should seek specialty services from a provider who accepts their alternate insurance.

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

### *Health Coverage Enrollment*

The University also requires all students eligible for Yale Health Basic Coverage to have adequate hospital insurance coverage. Students may choose Yale Health Hospitalization/Specialty Coverage or elect to waive the plan if they have other hospitalization coverage, such as coverage through a spouse or parent. The waiver must be renewed annually, and it is the student's responsibility to confirm receipt of the waiver by the University's deadlines noted below.

#### **YALE HEALTH HOSPITALIZATION/SPECIALTY COVERAGE**

For a detailed explanation of this plan, which includes coverage for prescriptions, see the *Yale Health Student Handbook*, available online at <https://yalehealth.yale.edu/coverage/student-coverage>.

Students are automatically enrolled and charged a fee each term on their Student Financial Services bill for Yale Health Hospitalization/Specialty Coverage. Students with no break in coverage who are enrolled during both the fall and spring terms are billed each term and are covered from August 1 through July 31. For students entering Yale for the first time, readmitted students, and students returning from a leave of absence who have not been covered during their leave, Yale Health Hospitalization/Specialty Coverage begins on the day the dormitories officially open. A student who is enrolled for the fall term only is covered for services through January 31; a student enrolled for the spring term only is covered for services through July 31.

**Waiving Yale Health Hospitalization/Specialty Coverage** Students are permitted to waive Yale Health Hospitalization/Specialty Coverage by completing an online waiver form at <https://yhpstudentwaiver.yale.edu> that demonstrates proof of alternate coverage. It is the student's responsibility to report any changes in alternate insurance coverage to the Member Services Department 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 must be received by September 15 for the full year or fall term or by January 31 for the spring term only.

**Revoking the waiver** Students who waive Yale Health Hospitalization/Specialty Coverage but later wish to be covered must complete and send a form voiding their waiver to the Member Services Department by September 15 for the full year or fall term, or by January 31 for the spring term only. Students who wish to revoke their waiver during the term may do so, provided they show proof of loss of the alternate insurance plan and enroll within thirty days of the loss of this coverage. Yale Health fees will not be prorated.

#### YALE HEALTH STUDENT DEPENDENT PLANS

A student may enroll the student's lawfully married spouse or civil union partner and/or legally dependent child(ren) under the age of twenty-six in one of three student dependent plans: Student + Spouse, Student + Child/Children, or Student Family Plan. These plans include services described in both Yale Health Basic Coverage and Yale Health Hospitalization/Specialty Coverage. Coverage is not automatic, and enrollment is by application. Applications are available from the Member Services Department or can be downloaded from the website (<https://yalehealth.yale.edu/resources/forms>) and must be renewed annually. Applications must be received by September 15 for full-year or fall-term coverage, or by January 31 for spring-term coverage only.

#### YALE HEALTH STUDENT AFFILIATE COVERAGE

Students on leave of absence or extended study, students paying less than half tuition, students enrolled in the EMBA program, students enrolled in the PA 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 and Yale Health Hospitalization/Specialty Coverage. Applications are available from the Member Services Department or can be downloaded from the website (<https://yalehealth.yale.edu/resources/forms>) and must be received by September 15 for full-year or fall-term coverage, or by January 31 for spring-term coverage only. For EMBA candidates, applications are available directly from the EMBA program, and special enrollment deadlines apply (July 15 for full-year or fall-term coverage; January 15 for spring-term coverage only).

### *Eligibility Changes*

**Withdrawal** A student who withdraws from the University during the first fifteen days of the term will be refunded the fee paid for Yale Health Hospitalization/Specialty Coverage. The student will not be eligible for any Yale Health benefits, and the student's Yale Health membership will be terminated retroactive to the beginning of the term. The medical record will be reviewed, and any services rendered and/or claims paid will be

billed to the student on a fee-for-service basis. Assistance with identifying and locating alternative sources of medical care may be available from the Care Management Department at Yale Health. At all other times, a student who withdraws from the University will be covered by Yale Health for thirty days following the date of withdrawal. Fees will not be prorated or refunded. Students who withdraw are not eligible to enroll in Yale Health Student Affiliate Coverage. Regardless of enrollment in Yale Health Hospitalization/Specialty Coverage, students who withdraw will have access to services available under Yale Health Basic Coverage (including Student Health, Athletic Medicine, Mental Health & Counseling, and Care Management) during these thirty days to the extent necessary for a coordinated transition of care.

**Leaves of absence** Students who are granted a leave of absence are eligible to purchase Yale Health Student Affiliate Coverage for the term(s) of the leave. If the leave occurs on or *before* the first day of classes, Yale Health Hospitalization/Specialty Coverage will end retroactive to the start of the coverage period for the term. If the leave occurs anytime after the first day of classes, Yale Health Hospitalization/Specialty Coverage will end on the day the registrar is notified of the leave. In either case, students may enroll in Yale Health Student Affiliate Coverage. Students must enroll in Affiliate Coverage prior to the beginning of the term unless the registrar is notified after the first day of classes, in which case, the coverage must be purchased within thirty days of the date the registrar was notified. Fees paid for Yale Health Hospitalization/Specialty Coverage will be applied toward the cost of Affiliate Coverage. Coverage is not automatic, and enrollment forms are available at the Member Services Department or can be downloaded from the website (<https://yalehealth.yale.edu/resources/forms>). Fees will not be prorated or refunded.

**Extended study or reduced tuition** Students who are granted extended study status or pay less than half tuition are not eligible for Yale Health Hospitalization/Specialty Coverage. They may purchase Yale Health Student Affiliate Coverage during the term(s) of extended study. This plan includes services described in both Yale Health Basic and Yale Health Hospitalization/Specialty Coverage. Coverage is not automatic, and enrollment forms are available at the Member Services Department or can be downloaded from the website (<https://yalehealth.yale.edu/resources/forms>). Students must complete an enrollment application for the plan prior to September 15 for the full year or fall term, or by January 31 for the spring term only.

For a full description of the services and benefits provided by Yale Health, please refer to the *Yale Health Student Handbook*, available from the Member Services Department, 203.432.0246, 55 Lock Street, PO Box 208237, New Haven CT 06520-8237.

### *Required Immunizations*

Proof of vaccination is a pre-entrance requirement determined by the Connecticut State Department of Public Health. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2021. Please access the Incoming Student Vaccination Record form for graduate and professional students at <https://yalehealth.yale.edu/new-graduate-and-professional-student-forms>. Connecticut state regulation requires that this form be completed and

signed, for each student, by a physician, nurse practitioner, or physician's assistant. The form must be completed, independent of any and all health insurance elections or coverage chosen. Once the form has been completed, the information must be entered into the Yale Vaccine Portal (available after June 20), and all supporting documents must be uploaded to <http://yale.medicatconnect.com>. The final deadline is August 1.

**COVID-19** Effective April 2021, all students are required to provide proof of completed immunization against COVID-19. Antibody titers or evidence of previous infection are *not* accepted as proof of immunity. Currently approved vaccines include Pfizer-BioNTech (two doses), Moderna (two doses), and Janssen/Johnson & Johnson (one dose). International vaccines that are authorized for emergency use by the World Health Organization will also be accepted by Yale as meeting the COVID-19 vaccination requirement. Yale Health's website will be updated as new vaccines are reviewed (<https://yalehealth.yale.edu/covid-19-vaccination-faq-international-students-and-scholars>). Students who encounter insurmountable difficulties in being vaccinated at home, or live internationally and do not have access to an accepted vaccine, will be provided with free vaccine on campus by special arrangement. Students who are not compliant with this vaccine requirement will not be permitted to register for classes or move into the dormitories for the fall term, 2021.

**Influenza** All students are required to have flu vaccination in the fall when it is made available to them by Yale Health.

**Measles, mumps, rubella, and varicella** All students are required to provide proof of immunization against measles (rubeola), mumps, German measles (rubella), and varicella. Connecticut state regulation requires two doses of measles vaccine, two doses of mumps vaccine, two doses of rubella vaccine, and two doses of varicella vaccine. The first dose must have been given after the student's first birthday; the second dose must have been given at least twenty-eight (28) days after the first dose. If dates of vaccination are not available, titer results (blood test) demonstrating immunity may be substituted for proof of vaccination. The cost for all vaccinations and/or titers rests with the student, as these vaccinations are considered to be a pre-entrance requirement by the Connecticut State Department of Public Health. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2021.

**Quadrivalent meningitis** All students living in on-campus dormitory facilities must be vaccinated against meningitis. The only vaccines that will be accepted in satisfaction of the meningitis vaccination requirement are ACWY Vax, Menveo, Nimenrix, Menactra, Mencevax, and Menomune. The vaccine must have been given within five years of the first day of classes at Yale. Students who are not compliant with this state regulation will not be permitted to register for classes or move into the dormitories for the fall term, 2021. The cost for all vaccinations and/or titers rests with the student, as these vaccinations are considered to be a pre-entrance requirement by the Connecticut State Department of Public Health. Please note that the State of Connecticut does not require this vaccine for students who intend to reside on campus and are over the age of twenty-nine.

**TB screening** The University requires tuberculosis screening for all incoming students who have lived or traveled outside of the United States within the past year.

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

## STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) facilitates reasonable accommodations for all Yale students with disabilities who choose to register with the office. Registration with SAS is kept private. SAS helps arrange academic, transportation, dietary, and housing accommodations across campus. To qualify as a student with a disability, supporting documentation must be provided. The required first step for a student with a disability is completion of the registration form, which will initiate the process of obtaining disability-related accommodations; see [https://yale-accommodate.symplicity.com/public\\_accommodation](https://yale-accommodate.symplicity.com/public_accommodation).

SAS works with students with sporadic and temporary disabilities as well. At any time during a term, students with a newly diagnosed disability requiring accommodations should register following the above instructions. More information can be found at <https://sas.yale.edu>, including instructions for requesting or renewing accommodations and the guidelines for supporting documentation. You can also reach us at [sas@yale.edu](mailto:sas@yale.edu) or by phone at 203.432.2324.

## RESOURCES ON SEXUAL MISCONDUCT

Yale University is committed to maintaining and strengthening an educational, working, and living environment founded on mutual respect. Sexual misconduct is antithetical to the standards and ideals of our community, and it is a violation of Yale policy and the disciplinary regulations of Yale College and the graduate and professional schools.

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

Yale aims to eradicate sexual misconduct through education, training, clear policies, and serious consequences for violations of these policies. In addition to being subject to University disciplinary action, many forms of sexual misconduct are prohibited by Connecticut and federal law and may lead to civil liability or criminal prosecution. Yale provides a range of services and resources for victims of sexual misconduct. Information on options for reporting an incident, accommodations and other supportive measures, and policies and definitions may be found at <https://smr.yale.edu>.



*SHARE: Information, Advocacy, and Support*

55 Lock Street, Lower Level

Appointments and drop-in hours: 9 a.m.–5 p.m., M–F

24/7 hotline: 203.432.2000

<https://sharecenter.yale.edu>

SHARE, the Sexual Harassment and Assault Response and Education Center, has trained counselors available 24/7 via direct hotline, as well as for drop-in hours during regular business hours. SHARE is 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. SHARE works closely with the University-Wide Committee on Sexual Misconduct, the Title IX coordinators, the Yale Police Department, and other campus resources and can provide assistance with initiating a formal or informal complaint.

If you wish to make use of SHARE's services, you can call the SHARE number (203.432.2000) at any time for a phone consultation or to set up an in-person appointment. You may also drop in on weekdays during regular business hours. Some legal and medical options are time-sensitive, so if you have experienced an assault, we encourage you to call SHARE and/or the Yale Police as soon as possible. Counselors can talk with you over the telephone or meet you in person at Acute Care in the Yale Health Center or at the Yale New Haven Emergency Room. If it is not an acute situation and you would like to contact the SHARE staff during regular business hours, you can contact Jennifer Czincz, the director of SHARE (203.432.0310, [jennifer.czincz@yale.edu](mailto:jennifer.czincz@yale.edu)), Anna Seidner (203.436.8217, [anna.seidner@yale.edu](mailto:anna.seidner@yale.edu)), Cristy Cantu (203.432.2610, [cristina.cantu@yale.edu](mailto:cristina.cantu@yale.edu)), or Freda Grant ([freda.grant@yale.edu](mailto:freda.grant@yale.edu)).

*Title IX Coordinators*

203.432.6854

Office hours: 9 a.m.–5 p.m., M–F

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

Title IX of the Education Amendments of 1972 protects people from sex discrimination in educational programs and activities at institutions that receive federal financial assistance. Sex discrimination includes sexual harassment, sexual assault, and other forms of sexual misconduct. The University is committed to providing an environment free from discrimination on the basis of sex or gender.

Yale College, the Graduate School of Arts and Sciences, and the professional schools have each designated a deputy Title IX coordinator, reporting to Stephanie Spangler, Vice Provost for Health Affairs and Academic Integrity and the University Title IX Coordinator. Coordinators respond to and address specific complaints, provide information on and coordinate with the available resources, track and monitor incidents to identify patterns or systemic issues, deliver prevention and educational programming, and address issues relating to gender-based discrimination and sexual misconduct within their respective schools. Coordinators are knowledgeable about, and will provide



information on, all options for complaint resolution, and can initiate institutional action when necessary. Discussions with a Title IX coordinator are confidential. In the case of imminent threat to an individual or the community, the coordinator may need to consult with other administrators or take action in the interest of safety. The coordinators also work closely with the SHARE Center, the University-Wide Committee on Sexual Misconduct, and the Yale Police Department.

### *University-Wide Committee on Sexual Misconduct*

203.432.4449

Office hours: 9 a.m.–5 p.m., M–F

<https://uwc.yale.edu>

The University-Wide Committee on Sexual Misconduct (UWC) is an internal disciplinary board for complaints of sexual misconduct available to students, faculty, and staff across the University, as described in the committee's procedures. The UWC provides an accessible, representative, and trained body to fairly and expeditiously address formal complaints of sexual misconduct. UWC members can answer inquiries about procedures and the University sexual misconduct policy. The UWC is comprised of faculty, senior administrators, and graduate and professional students drawn from throughout the University. UWC members are trained in the protocols for maintaining confidentiality and 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 comprised of highly trained, professional officers. The YPD can provide information on available victims' assistance services and also has the capacity to perform full criminal investigations. If you wish to speak with Sergeant Kristina Reech, the Sensitive Crimes & Support coordinator, she can be reached at 203.432.9547 during business hours or via email at [kristina.reech@yale.edu](mailto:kristina.reech@yale.edu). Informational sessions are available with the Sensitive Crimes & Support coordinator to discuss safety planning, available options, etc. The YPD works closely with the New Haven State's Attorney, the SHARE Center, the University's Title IX coordinators, and various other departments within the University. Talking to the YPD does not commit you to submitting evidence or pressing charges; with few exceptions, all decisions about how to proceed are up to you.

## OFFICE OF INTERNATIONAL STUDENTS AND SCHOLARS

The Office of International Students and Scholars (OISS) coordinates services and support for Yale's nearly 6,000 international students, faculty, staff, and their dependents. OISS staff assist with issues related to employment, immigration, and personal and cultural adjustment, as well as serve as a source of general information about living at

Yale and in New Haven. As Yale University’s representative for immigration concerns, OISS helps students, faculty, and staff obtain and maintain legal nonimmigrant status in the United States. All international students and scholars must register with OISS as soon as they arrive at Yale.

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

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

OISS is housed in the International Center for Yale Students and Scholars, which serves as a welcoming venue for students and scholars who want to peruse resource materials, check their email, grab a cup of coffee, and meet up with a friend or colleague. Open until 9 p.m. on weekdays during the academic year, the center—located at 421 Temple Street, across the street from Helen Hadley Hall—also provides meeting space for student groups and a venue for events organized by both student groups and University departments. For more information about reserving space at the center, go to <http://oiss.yale.edu/about/the-international-center/international-center-room-reservations>. For information about the center, visit <http://oiss.yale.edu/about/international-center>.

## CULTURAL, RELIGIOUS, AND ATHLETIC RESOURCES

Keep up to date about campus news and events by subscribing to the Yale Today and/or Yale Best of the Week e-newsletters (<https://news.yale.edu/subscribe-ewsletter>), which feature stories, videos, and photos from YaleNews (<http://news.yale.edu>) and other campus websites. Also visit the Yale Calendar of Events (<http://calendar.yale.edu>) and the University’s Facebook, Twitter, Instagram, LinkedIn, and YouTube channels.

The Yale Peabody Museum of Natural History, founded in 1866, houses more than fourteen million specimens and objects in ten curatorial divisions: Anthropology, Botany, Entomology, History of Science and Technology, Invertebrate Paleontology, Invertebrate Zoology, Mineralogy and Meteoritics, Paleobotany, Vertebrate Paleontology, and Vertebrate Zoology. The renowned collections continue to enrich teaching and learning, and inform groundbreaking new research. The Museum’s galleries are currently under renovation and will reopen in 2024 to display thousands of objects, including the first *Brontosaurus*, *Stegosaurus*, and *Triceratops* specimens ever discovered.

The Yale University Art Gallery was founded in 1832 as an art museum for Yale and the community. Today it is one of the largest museums in the country, holding nearly 300,000 objects and welcoming visitors from around the world. The museum’s encyclopedic collection can engage every interest. 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. Spanning one and a half city blocks, the museum features more than 4,000 works on display, multiple classrooms, a rooftop terrace, a sculpture garden, and dramatic views of New Haven and the Yale campus. The gallery's mission is to encourage an understanding of art and its role in society through direct engagement with original works of art. Programs include exhibition tours, lectures, and performances, all free and open to the public. For more information, please visit <https://artgallery.yale.edu>.

The Yale Center for British Art 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. Opened to the public in 1977, the center's core collection and landmark building—designed by architect Louis I. Kahn—were a gift to Yale University from the collector and philanthropist Paul Mellon. The museum offers a vibrant program of exhibitions and events both in person and online. For more information, please visit <https://britishart.yale.edu>.

There are more than eighty endowed lecture series held at Yale each year on subjects ranging from anatomy to theology, and including virtually all disciplines.

More than five hundred musical events take place at the University during the academic year. In addition to degree recitals by graduate students, the School of Music presents the Ellington Jazz Series, Faculty Artist Series, Horowitz Piano Series, New Music New Haven, Onepo Chamber Music Series, and Yale in New York, as well as performances by the Yale Opera, Yale Philharmonia, Yale Choral Artists, and various YSM ensembles, along with concerts at the Morris Steinert Collection of Musical Instruments. The Institute of Sacred Music presents Great Organ Music at Yale, the Yale Camerata, the Yale Schola Cantorum, and many other special events. The Norfolk Chamber Music Festival/Yale Summer School of Music presents a six-week Chamber Music Session, along with the New Music Workshop and the Chamber Choir and Choral Conducting Workshop. Many of these concerts stream live on the School's website (<https://music.yale.edu>). Additionally, the School presents the Iseman Broadcasts of the Metropolitan Opera Live in HD free to members of the Yale community. Undergraduate organizations include the Yale Bands, Yale Glee Club, Yale Symphony Orchestra, and numerous other singing and instrumental groups. The Department of Music sponsors the Yale Collegium, Yale Baroque Opera Project, productions of new music and opera, and undergraduate recitals.

For theatergoers, Yale and New Haven offer a wide range of dramatic productions at such venues as the University Theatre, Yale Repertory Theatre, Yale Cabaret, Yale Residential College Theaters, Off Broadway Theater, Iseman Theater, Whitney Humanities Center, Collective Consciousness Theatre, A Broken Umbrella Theatre, Elm Shakespeare Company, International Festival of Arts and Ideas, Long Wharf Theatre, and Shubert Performing Arts Center.

The religious and spiritual resources of the University serve all students, faculty, and staff of all faiths. These resources are coordinated and/or supported through the Chaplaincy (located on the lower level of Bingham Hall on Old Campus); the University Church in Yale in Battell Chapel, an open and affirming ecumenical Christian congregation; and Yale Religious Ministries, the on-campus association of professionals representing numerous faith traditions. This association includes the Saint Thomas More Catholic Chapel and Center at Yale and the Joseph Slifka Center for Jewish Life at

Yale, and it supports Buddhist, Hindu, and Muslim life professionals; several Protestant denominational and nondenominational ministries; and student religious groups such as the Baha'i Association, the Yale Hindu Student Council, the Muslim Student Association, the Sikh Student Association, and many others. Hours for the Chaplain's Office during the academic term are Monday through Thursday from 8:30 a.m. to 11 p.m., Friday from 8:30 a.m. to 5 p.m., and Sunday evenings from 5 to 11. Additional information is available at <http://chaplain.yale.edu>.

The Payne Whitney Gymnasium is one of the most elaborate and extensive indoor athletic facilities in the world. This complex includes the 3,100-seat John J. Lee Amphitheater, the site for varsity basketball, volleyball, and gymnastics competitions; the Robert J.H. Kiphuth Exhibition Pool; the Brady Squash Center, a world-class facility with fifteen international-style courts; the Adrian C. Israel Fitness Center, a state-of-the-art exercise and weight-training complex; the Brooks-Dwyer Varsity Strength and Conditioning Center; the Colonel William K. Lanman, Jr. Center, a 30,000-square-foot space for recreational/intramural play and varsity team practice; the Greenberg Brothers Track, an eighth-mile indoor jogging track; the David Paterson Golf Technology Center; and other rooms devoted to fencing, gymnastics, rowing, wrestling, martial arts, general exercise, and dance. Numerous group exercise classes in dance, martial arts, zumba, yoga, pilates, spinning, HIIT and cardio, and sport skills are offered throughout the year. Yale undergraduates and graduate and professional school students may use the gym at no charge throughout the year. Memberships at reasonable fees are available for faculty, employees, postdocs, visiting associates, alumni, and members of the New Haven community. Memberships are also available for spouses and children of all members. Additional information is available at <https://sportsandrecreation.yale.edu>.

During the year, various recreational opportunities are available at the David S. Ingalls Rink, the McNay Family Sailing Center in Branford, the Yale Outdoor Education Center in East Lyme, the Yale Tennis Complex, and the Yale Golf Course. All members of the Yale community and their guests may participate at each of these venues for a modest fee. Up-to-date information on programs, hours, and specific costs is available at <https://sportsandrecreation.yale.edu>.

Approximately fifty club sports are offered at Yale, organized by the Office of Club Sports and Outdoor Education. Most of the teams are for undergraduates, but a few are available to graduate and professional school students. Yale students, faculty, staff, and alumni may use the Yale Outdoor Education Center (OEC), which consists of 1,500 acres surrounding a mile-long lake in East Lyme, Connecticut. The facility includes overnight cabins and campsites, a pavilion and dining hall available for group rental, and a waterfront area with supervised swimming, rowboats, canoes, stand-up paddleboards, and kayaks. Adjacent to the lake, a shaded picnic grove and gazebo are available to visitors. In a more remote area of the facility, hiking trails loop the north end of the property; trail maps and directions are available on-site at the field office. The OEC runs seven days a week from the third week of June through Labor Day. For more information, including mid-September weekend availability, call 203.432.2492 or visit <https://sportsandrecreation.yale.edu>.

Throughout the year, 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 from the Intramurals Office in Payne Whitney Gymnasium, 203.432.2487, or online at <https://sportsandrecreation.yale.edu>.

## YALE UNIVERSITY LIBRARY

Yale University Library is comprised of 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 more than a billion licensed e-resources and 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, offering deep subject-area knowledge as well as expertise in digital humanities, geographic information systems, and the use and management of research data. 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](mailto:student.questions@yale.edu), or call 203.432.9300. Postal correspondence should be directed to Office of Undergraduate Admissions, Yale University, PO Box 208234, New Haven CT 06520-8234.

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

For additional information, please visit <https://gsas.yale.edu>, email [graduate.admissions@yale.edu](mailto:graduate.admissions@yale.edu), or call the Office of Graduate Admissions at 203.432.2771. Postal correspondence should be directed to Office of Graduate Admissions, Yale Graduate School of Arts and Sciences, PO Box 208236, New Haven CT 06520-8236.

**School of Medicine** Est. 1810. Courses for college graduates and students who have completed requisite training in approved institutions. Doctor of Medicine (M.D.). Post-graduate study in the basic sciences and clinical subjects. Five-year combined program leading to Doctor of Medicine and Master of Health Science (M.D./M.H.S.). Combined program with the Graduate School of Arts and Sciences leading to Doctor of Medicine and Doctor of Philosophy (M.D./Ph.D.). Master of Medical Science (M.M.Sc.) from the Physician Associate Program and the Physician Assistant Online Program.

For additional information, please visit <https://medicine.yale.edu/education/admissions>, email [medical.admissions@yale.edu](mailto:medical.admissions@yale.edu), or call the Office of Admissions at 203.785.2643. Postal correspondence should be directed to Office of Admissions, Yale School of Medicine, 367 Cedar Street, New Haven CT 06510.

**Divinity School** Est. 1822. Courses for college graduates. Master of Divinity (M.Div.), Master of Arts in Religion (M.A.R.). Individuals with an M.Div. degree may apply for the program leading to the degree of Master of Sacred Theology (S.T.M.).

For additional information, please visit <https://divinity.yale.edu>, email [div.admissions@yale.edu](mailto:div.admissions@yale.edu), or call the Admissions Office at 203.432.5360. Postal correspondence should be directed to Admissions Office, Yale Divinity School, 409 Prospect Street, New Haven CT 06511.

**Law School** Est. 1824. Courses for college graduates. Juris Doctor (J.D.). For additional information, please visit <https://law.yale.edu>, email [admissions.law@yale.edu](mailto:admissions.law@yale.edu), or call the Admissions Office at 203.432.4995. Postal correspondence should be directed to Admissions Office, Yale Law School, PO Box 208215, New Haven CT 06520-8215.

Graduate Programs: Master of Laws (LL.M.), Doctor of the Science of Law (J.S.D.), Master of Studies in Law (M.S.L.). Doctor of Philosophy (Ph.D.) awarded by the Graduate School of Arts and Sciences. For additional information, please visit <https://law.yale.edu>, email [gradpro.law@yale.edu](mailto:gradpro.law@yale.edu), or call the Graduate Programs Office at

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

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

For additional information, please visit <https://seas.yale.edu>, email [grad.engineering@yale.edu](mailto:grad.engineering@yale.edu), or call 203.432.4252. Postal correspondence should be directed to Office of Graduate Studies, Yale School of Engineering & Applied Science, PO Box 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](mailto:artschool.info@yale.edu), or call the Office of Academic Administration at 203.432.2600. Postal correspondence should be directed to Office of Academic Administration, Yale School of Art, PO Box 208339, New Haven CT 06520-8339.

**School of Music** Est. 1894. Graduate professional studies in performance 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](mailto:gradmusic.admissions@yale.edu), or call the Office of Admissions at 203.432.4155. Postal correspondence should be directed to Yale School of Music, PO Box 208246, New Haven CT 06520-8246.

**School of 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](mailto: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](mailto: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](mailto:gradarch.admissions@yale.edu), or call 203.432.2296. Postal correspondence should be directed to the Yale School of Architecture, PO Box 208242, New Haven CT 06520-8242.

**School of Nursing** Est. 1923. Courses for college graduates. Master of Science in Nursing (M.S.N.), Post Master's Certificate (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 06516-0974.

**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 [ysd.admissions@yale.edu](mailto:ysd.admissions@yale.edu), or call the Registrar/Admissions Office at 203.432.1507. Postal correspondence should be directed to 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.



# 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 Schem Street. The entrance into the parking garage is at the south (near) end of the building.

Metered parking is available on Prospect, Schem, and Bradley streets and Hillhouse Avenue in the vicinity of the School. Temporary parking passes for Yale parking lots may be obtained from Yale Parking Services, 221 Whitney Avenue, first floor, between 8 a.m. and 2:30 p.m. on weekdays (203.432.9790).

**From New York and points south on I-95** Upon reaching New Haven, bear left onto I-91; continue north on I-91 a short distance to Exit 3.

**From New York via the Merritt Parkway** Cross over to I-95 at Milford (Exit 54); at New Haven, bear left onto I-91 and continue to Exit 3.

**From Tweed-New Haven Airport and points east** Take I-95 South. Upon reaching New Haven, turn right onto I-91; go north a short distance to Exit 3.

**From Hartford and points north** Drive south on I-91 to Exit 3.

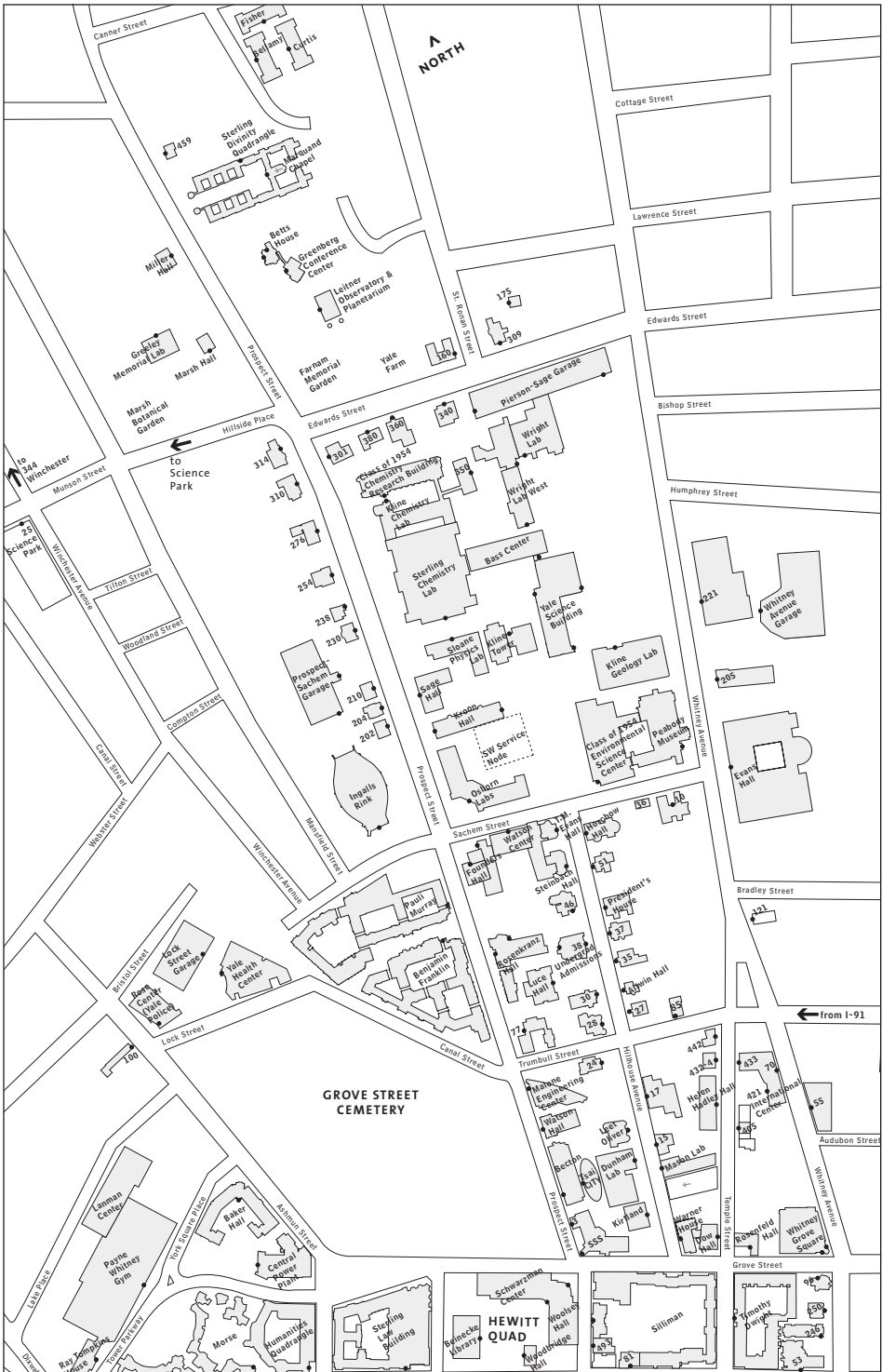
## BY AIR

Tweed–New Haven Airport is served by American Airlines. Local taxi service, 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](http://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



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The University is committed to basing judgments concerning the admission, education, and employment of individuals upon their qualifications and abilities and affirmatively seeks to attract to its faculty, staff, and student body qualified persons of diverse backgrounds. In accordance with this policy and as delineated by federal and Connecticut law, Yale does not discriminate in admissions, educational programs, or employment against any individual on account of that individual's sex, race, color, religion, age, disability, status as a protected veteran, or national or ethnic origin; nor does Yale discriminate on the basis of sexual orientation or gender identity or expression.

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

Inquiries concerning these policies may be referred to Valarie Stanley, Senior Director of the Office of Institutional Equity and Access, 203.432.0849. For additional information, see <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, Stephanie Spangler, at 203.432.4446 or at [titleix@yale.edu](mailto:titleix@yale.edu), or to the U.S. Department of Education, Office for Civil Rights, 8th Floor, 5 Post Office Square, Boston MA 02109-3921; tel. 617.289.0111, fax 617.289.0150, TDD 800.877.8339, or [ocr.boston@ed.gov](mailto:ocr.boston@ed.gov).

In accordance with federal and state law, the University maintains information on security policies and procedures and prepares an annual campus security and fire safety report containing three years' worth of campus crime statistics and security policy statements, fire safety information, and a description of where students, faculty, and staff should go to report crimes. The fire safety section of the annual report contains information on current fire safety practices and any fires that occurred within on-campus student housing facilities. Upon request to the 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://publicsafety.yale.edu>.

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

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

BULLETIN OF YALE UNIVERSITY  
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