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I. INTRODUCTION

Welcome to the Freeman School and to the Master of Business Administration (MBA) program. This handbook summarizes the curriculum, rules, and regulations of the MBA program. It is a guide to course choices and to interpretation of situations that may arise within the program. Please read all sections of this handbook carefully. You are ultimately responsible for understanding and successfully completing the requirements for your degree.

The MBA Decision

Congratulations on choosing the Freeman School for your MBA degree. One of the most far-reaching decisions and investments that you can make in your lifetime is to pursue the MBA, and you made the right choice. The Freeman School offers you an exciting, challenging, state-of-the-art education, teaching you the skills needed to compete successfully in your chosen profession. This educational experience is provided in a supportive environment where emphasis is placed on your individual development and the development of your ability to work in a team.

Clearly, you have not made the decision to pursue your MBA lightly. You have made the commitment to work hard and take advantage of all the Freeman School has to offer. Your peers and faculty will expect you to meet high professional standards of ethics and intellectual pursuit. You will find your efforts to obtain your MBA to be rewarding and something that you will look upon as one of your greatest life achievements.

MBA Responsibilities

You are responsible for course selection and for meeting the requirements for graduation. Your faculty and staff are here to assist you in program planning and course selection, but cannot assume your responsibilities as a candidate for the Freeman MBA degree. You are responsible for following the rules and regulations of the university and the Freeman School as published in this handbook and in other university publications, or as announced on the Freeman School web site at <http://www.freeman.tulane.edu>. You are also responsible for knowing the contents of this handbook and the curricular requirements for graduation.

This handbook is updated and published annually by the Office of Graduate Programs of the Freeman School of Business at Tulane University. The information in this handbook applies to students who first enroll in the Freeman School during the academic year 2010-2011. The Freeman School reserves the right to modify any of its policies, procedures, or rules during the academic year. Notices of changes will be sent by electronic mail and kept on file in the Office of Graduate Programs, Suite 4113 Goldring/Woldenberg Hall II (G/W II). In the event of a conflict between the policies, procedures, and rules stated in this handbook and other publications of the Freeman School, this document, as revised and on file in the Office of Graduate Programs, takes precedence. The university reserves the right to deny admission to any applicant and the right to deny any student's continued enrollment without assignment of reason. The university also reserves the right to amend or change any of its established regulations, courses, or charges at any time, and to make such changes applicable to current students and to new students.

Freeman School Mission Statement

The mission of the Freeman School is to be a leading business school dedicated to preparing current and future business leaders to compete in global business and to advancing the practice of management through excellence in teaching, research, and service.

The school's success is measured by the student demand for its academic programs; the placement and career achievements of its graduates; the scholarship and research publications of its faculty; the response to its outreach and service programs; the strength of its financial position; and the local, regional, national, and international recognition that it receives.

The mission is accomplished through sustaining a creative and intellectually stimulating environment conducive to the professional and personal development and growth of the school's students, faculty, and staff, and through a commitment to excellence and continuous improvement in all of its endeavors.

MBA Program Mission Statement

The mission of the Freeman School MBA program is to provide the leading-edge knowledge, skills, and leadership ability necessary for the progression of its graduates toward general management responsibilities. The linchpin of this educational experience is the well-honed ability of an individual to work across and to lead diverse organizational functions. The program will prepare future managers to be at ease in managing and leading in a world of growing technological, political, and economic interdependence among nations.

Each graduate must be competent to make and confident of making significant contributions immediately upon job placement. The curriculum therefore provides opportunities for functional area specialization, while emphasizing and requiring the breadth necessary to ensure success in managing across functions.

General management responsibilities require an intellectual foundation that stands the test of time for creative management and innovative leadership in complex, ambiguous, changing, and diverse organizational environments. This foundation is provided at the Freeman School through an interdisciplinary effort that parallels the requirements of managing across business functions.

Beyond preparation for success in general management, the program creates and maintains a challenging learning environment where teachers and students interactively seek enhancement in business productivity, personal growth, and awareness of ethical, social, and cultural issues in managerial contexts.

The Freeman School MBA program is designed to attain the above educational objectives for a predominantly full-time student population, with increasing emphasis on significant work experience before enrollment. The program also provides the local and regional business communities with the opportunity for an efficient combination of work and study toward an MBA degree.

Office of Graduate Programs

The Office of Graduate Programs provides student support services related to the Freeman School's Master of Accounting (MACCT), Master of Business Administration (MBA), Master of Finance (MFIN), Master of Risk Management (MRISK), and Professional Master of Business Administration (PMBA). Additionally, the office provides academic services for the MBA and MACCT joint-degree programs. The office manages graduate registration, student counseling and advising, graduate student records, monitoring of academic performance, student organization advising, and certification for graduation. Located in Suite 4113, G/W II, the office is open from 8:30 a.m. to 5 p.m. Monday through Friday. The main telephone number is (504) 247-1290. Students are encouraged to get to know the staff and to become well-acquainted with the services provided by this office.

Associate Dean for Graduate Programs:

John C. Howard, Associate Dean for Graduate Programs, monitors the quality of the Freeman School's graduate programs, ensuring their continuous improvement, and facilitating the coordination of the faculty who teach in the various graduate programs and the staff who support the programs. His office is located in Room 4114, G/W II. He can be reached at (504) 865-5343 or jhoward4@tulane.edu.

Director of Graduate Education:

John Silbernagel, Director of Graduate Education, serves as academic advisor to the graduate students in the full-time MBA and MACCT programs. He also coordinates the activities of graduate Freeman School student organizations. He works with the faculty and deans to address student concerns and needs, and directs grievances and special requests to appropriate individuals and committees. He is usually the first point of contact for full-time MBA and MACCT questions and resolutions. His office is located in Room 4115, G/W II. He can be reached at (504) 865-5480 or jsilber@tulane.edu.

Director of Professional Education and Global Business Curriculum:

Stephen Estrada, Director of Professional Education and Global Business Curriculum, works closely with all MFIN, MRISK, and PMBA students to help them fulfill the requirements of their respective degrees. He coordinates orientation activities, provides academic advising and program delivery, and acts as liaison between students, faculty, and committee members to address special situations and student concerns. In addition, he directs periodic curriculum reviews and facilitates instructional development for the courses associated with the global leadership module. His office is located in Room 4116, G/W II. He can be reached at (504) 865-5402 or sestrada@tulane.edu.

Graduate Programs Manager:

Laney Armstrong, Graduate Programs Manager, oversees the daily operations of graduate programs including the planning and implementation of all logistics for the global leadership module's international trips. She works closely with students, faculty, and staff to provide academic support and coordinates orientation activities. In addition, she manages course scheduling and commencement activities, and serves on several school committees to ensure consistent delivery of excellence for all graduate programs. Her office is located in Room 4120, G/W II. She can be reached at (504) 314-2454 or larmstro@tulane.edu.

Executive Secretary:

Tonya Durden, Executive Secretary for the Office of Graduate Programs, coordinates reception area activities and supports the associate dean, directors, and manager. She can be reached at (504) 865-5463 or tdurden@tulane.edu.

II. THE MBA PROGRAM

Typically completed over four semesters, the full-time MBA program requires 61 credit hours. The curriculum encompasses knowledge core courses, practice modules, and elective courses.

The knowledge core courses (22 credit hours); taken throughout all four semesters, provide a foundation in all functional disciplines of business. The program provides an opportunity to understand the interrelationships among these disciplines and how they are integrated in the management of successful organizations.

Students also complete a series of practice modules (18 credit hours), spread out over all four semesters. The global leadership module (9 credit hours) develops students' practical understanding of business in an interconnected world. Each of the four courses in the module highlights one aspect of international business. The last three include a practical focus on a particular region of the world (European Union, Latin America, Asia) and involve a trip to that region. Through the practice of management module (9 credit hours), students will explore strategic management, gain experience through actual projects, and develop the practical fundamentals of business development and planning. While each of the four courses in the module will focus on a particular discipline, they will share several common themes: applications orientation, use of live problems and primary data, focus on local and regional businesses, and emphasis on teamwork.

Finally, students complete elective courses (21 credit hours) through which they may earn concentrations in consumer behavior, finance, and/or strategic management and leadership. A supporting concentration in international business and an energy specialization are also available. The elective set includes approximately 60 course options from the following fields of study:

- Accounting and Taxation (ACCN, TAXN)
- Business and Law (LGST, MCOM, PERS)
- Consumer Behavior (MKTG)
- Energy (ENRG)
- Finance and Economics (ECAN, FINE)
- Information Systems and Statistics (INFO, STAT)
- Management (MGMT)

Students in the MBA program are required to demonstrate proficiency in business writing by completing a writing assessment. The first opportunity to pass the assessment occurs prior to the start of the program. A grade of pass on the assessment is required prior to graduation from the Freeman School.

Also, a required non-credit career development course during the first semester helps students identify appropriate career goals, conduct an effective job search, and enhance their careers after graduation. The explicit consideration of career issues in the first semester of the program will be helpful in the selection of elective courses. A grade of pass in the career development course is also a requirement for graduation.

Full-Time MBA Curriculum

Year One

Semester One

PERS 6030 Writing Skills Assessment (0)

Session One

ACCN 6010 External Reporting & Financial Analysis (2)
 FINE 6110 Managerial Economics (2)
 STAT 6010 Business Statistics (2)
 MGMT 6210 Strategic Management-Practice of Management I (2)
 PERS 6010 Career Development (0)

Session Two

FINE 6010 Financial Management (2)
 MKTG 6010 Marketing Management (2)
 INFO 6020 Quantitative Modeling and Analysis (2)
 MGMT 6510 Economic Environment of Global Business-Global Leadership I (2)

Semester Two

Electives (6-9)

MGMT 6220 Marketing Planning and Implementation-Practice of Management II (2) *and/or*
 MGMT 6230 Strategic Consulting *or* Equity Analysis/Burkenroad Reports-Practice of Management III (2)

Session One

MGMT 6520 European Union-Global Leadership II (2)
 MCOM 6010 Management Communications (2)

Session Two

MGMT 6010 Process Modeling & Technology Integration (2)
 ACCN 6020 Internal Reporting & Financial Analysis (2)

Summer

Optional internships and summer abroad programs

Year Two

Semester Three

Electives (3-6)

MGMT 6230 Strategic Consulting *or* Equity Analysis/Burkenroad Reports-Practice of Management III (2)

Session One

MGMT 6110 Managing People (2)

Session Two

MGMT 6530 Latin America-Global Leadership III (2)

Semester Four

Electives (6-9)

MGMT 6240 New Venture Planning-Practice of Management IV (3)

Session One

MGMT 6540 Asia-Global Leadership IV (3)

Session Two

MGMT 6140 Leadership & Ethics (2)

Curriculum Summary:

Knowledge Core Courses	22 credit hours
Practice Modules	18 credit hours
Elective Courses	21 credit hours
Total	61 credit hours

Areas of Concentration

The Freeman School offers several concentrations for full-time MBA students. While no concentration is required to earn the MBA degree, this option provides students the opportunity to create a program of study that meets more specific academic and career goals. Each student is limited to no more than two concentrations during the program of study. Each successfully completed concentration will be designated on the student's official Tulane University transcript.

Once a concentration(s) has been selected, the student must sign a declaration of concentration form in the Graduate Programs Office. This declaration ensures that the designation will be added to the official transcript. All declarations must be completed at least one month prior to graduation. No changes can be permitted after this date.

Consumer Behavior Concentration:

Students may earn a concentration in consumer behavior by completing 12 credit hours from the following courses:

- MGMT 7110 Negotiations (3 credit hours)
- MKTG 7100 Consumer Behavior (3 credit hours)
- MKTG 7110 Marketing Research (3 credit hours)
- MKTG 7120 Sales Management (3 credit hours)
- MKTG 7130 International Marketing (3 credit hours)
- MKTG 7150 Brand Promotion Strategies (3 credit hours)

Students pursuing the consumer behavior concentration are encouraged to take Marketing Planning and Implementation for Practice of Management II (MGMT 6220) and Strategic Consulting for Practice of Management III (MGMT 6230). For students interested in pursuing a double concentration in consumer behavior and strategic management and leadership, Negotiations (MGMT 7110) can count toward both concentrations.

Finance Concentration:

Students may earn a concentration in finance by completing the following 12 credit hours:

First year, spring semester

Session 1:

- FINE 7010 Options (1.5 credit hours)
- FINE 7030 Fixed Income Analytics (1.5 credit hours)

Session 2:

- FINE 7020 Corporate Financial Policy (1.5 credit hours)
- FINE 7040 Financial Modeling (1.5 credit hours)

Second year, fall semester

- FINE 7110 Investments (3 credit hours)
- FINE 7600 Valuation and Financing Enterprises (3 credit hours)

Courses taken in the first year are technical courses designed to expand students' analytical skills. Second-year courses are designed to deepen students' understanding of key subjects in finance and to develop their skills in judgment.

Students pursuing the finance concentration are encouraged to take Equity Analysis/Burkenroad Reports for Practice of Management III (MGMT 6230).

Strategic Management and Leadership Concentration:

Students may earn a concentration in strategic management and leadership by completing 12 credit hours from the following courses:

- MGMT 7100 Corporate and Cooperative Strategy (3 credit hours)
- MGMT 7110 Negotiations (3 credit hours)
- MGMT 7120 Competition and Strategy (3 credit hours)
- MGMT 7150 Environment, Society, and Capitalism (3 credit hours)
- MGMT 7210 Management of Technology and Innovation (3 credit hours)
- MGMT 7250 Strategic Human Resource Management (3 credit hours)
- MGMT 7320 Executive Leadership (3 credit hours)

Students pursuing the strategic management and leadership concentration are encouraged to take Marketing Planning and Implementation for Practice of Management II (MGMT 6220) and Strategic Consulting for Practice of Management III (MGMT 6230). For students interested in pursuing a double concentration in strategic management and leadership and consumer behavior, Negotiations (MGMT 7110) can count toward both concentrations.

International Business Concentration:

Freeman MBA students may elect to take six courses (18 credit hours) from the Master of Global Management (MGM) program to earn a concentration in international business. These courses are equivalent to MBA requirements and electives, and may substitute for degree credit. For more specific details, contact John Silbernagel.

International Business Supporting Concentration:

Students may earn a supporting concentration in international business by completing the four courses (9 credit hours) in the global leadership module:

- MGMT 6510 Economic Environment of Global Business–Global Leadership I (2 credit hours)
- MGMT 6520 European Union–Global Leadership II (2 credit hours)
- MGMT 6530 Latin America–Global Leadership III (2 credit hours)
- MGMT 6540 Asia–Global Leadership IV (3 credit hours)

Energy Specialization:

With the approval of the Tulane Energy Institute faculty, MBA students may receive an energy specialization by completing at least nine credit hours of energy-related coursework. The following course is required:

ENRG 7100 Energy Markets, Institutions, and Policy (3 credit hours)

Elective courses may include:

ENRG 7200 Energy Fundamentals and Trading (3 credit hours)

ENRG 7300 Advanced Energy Trading and Finance (3 credit hours)

ENRG 7600 Electricity Markets and Trading (3 credit hours)

FINE 7430 Equity Analysis/Burkenroad Reports (2 credit hours) ¹

FINE 7610 Darwin Fenner Student-Managed Fund (3 credit hours) ²

¹ Must be assigned an energy company. If this course is chosen, students may receive the energy specialization by completing eight credit hours, including ENRG 7100.

² By invitation only. Must be assigned to the energy sector.

MBA Program Team Concept

In an effort to prepare its graduates for today's changing corporate environment, the Freeman School has implemented a team approach for most first-year knowledge core and practice module courses. All first-year MBAs will be assigned to teams during orientation and will take all first-year knowledge core and practice module courses in their assigned teams except Practice of Management II. The objective to having fixed student teams is to provide team members the opportunity to experience team roles and to learn to work effectively as a team. This experience is important because so many corporate environments now include employees working together in teams and, therefore, the team experience will more closely simulate the corporate environment.

Team Formation:

Teams will consist of diverse individuals based upon the following criteria:

- GMAT score
- Gender
- Geographic origin
- Ethnic origin
- Age
- Work experience
- Undergraduate major
- Intended concentration

The goals of diverse teams are to expose each individual to as many unique challenges and learning opportunities as possible. Any non-first-year MBA student who enrolls in a team-oriented course will work with the faculty to attain team involvement.

Team Leadership:

Team leadership is an important part of participating in a team-based environment. The goal is for several students to have the opportunity to serve as a team leader. Each team will appoint a leader at the beginning of the first seven-week session, and those leaders should serve for one seven-week session. Teams are not required to change leaders at the end of the session, but they must have a unanimous vote for not changing leadership. Please notify John Silbernagel if your team changes its appointed leader. Team leaders will meet as necessary with the administration to discuss academic issues, group functioning, and other concerns.

Team Organization:

During the first week of classes, each team will meet and negotiate a team contract regarding its operations, ethics, and resolution of problems. A sample outline for a contract follows. The team leader will provide each team member and John Silbernagel a copy of the completed contract.

Conflict Arbitration:

Team members should first attempt to resolve any conflicts themselves without any outside assistance. In the event that a team cannot successfully resolve its conflicts internally, the team must document all procedures employed to try to resolve the issues on its own and describe any contract violations. If the conflict pertains to a specific course, team members should meet with and discuss the conflict with their course instructor. If the conflict persists after that, team members should meet with John Silbernagel to discuss and resolve the conflict.

Grading:

It will be up to the discretion of the individual instructors to determine the course grade requirements and outcomes. A suggested guideline is that the course grade reflects an individual's work with the team.

Sample Contract:

The team contract should be considered a working document that can be revised with the agreement of the team.

Team Leader: _____

Team Member Names: _____

- **Team Vision:** Think about what reputation you want your team to have at the end of the first year. What do you want people to see, feel, and think about your team? Be as descriptive as possible regarding your desired outcome.

- **Team Goals:** Establish three specific goals the team will focus on over the course of the first year. The purpose of these goals is to ensure the team achieves its vision. Revise the goals for each session, if necessary. Sample goals might be to get along, involve each member, perform to the team’s potential, learn, encourage each other, and/or accomplish all projects on time. It is essential for each team to complete the goal section.

- **Team Members’ Responsibilities:** This section spells out the responsibilities required of team members that are necessary to achieve the team goals. Responsibilities may refer to ethical requirements and/or any behavioral responsibilities such as listening, having patience, contributing, communicating, pulling your own weight, sharing, challenging each other, being prepared to learn, and/or having fun.

- **Meeting Requirements:** This section discusses the anticipated amount of time the team needs to meet to achieve its goals. You may want to specify the following:
 - Minimum number of times for the team to meet per week
 - Days, times, or meeting place
 - Minimum time per meeting
 - Maximum time per meeting
 - Meeting ground rules

- **Team Member Evaluation:** Discuss what skills the team, as a whole, needs to improve. Determine how best to acquire these skills. Discuss each team member’s best skill and worst skill and plan how each team member can assist the other team members.

- **Methods and Amount of Communication:** Team members should agree upon good communication practices. The team should discuss whether communication should be face-to-face, electronic, etc. Also, the team should decide how conversations and other contacts among some team members should be communicated to all team members.

- **Method of Conflict Resolution:** Determine the alternatives the team has for managing conflict. Some alternatives for final decision making include consensus (i.e., agree to disagree internally, but upon making a decision, each member can live with and support that decision externally) or voting (i.e., majority rule, highest total, ranking).

MBA Notebook Computer Requirement

All incoming, full-time MBA students are required to have a notebook computer. A notebook computer is a tool that helps tackle the demands of the Freeman MBA program and will afford the student access to resources that the Freeman School and Tulane provide. Students have unlimited access to computing resources through network connections and a wireless Ethernet network within the buildings. All network connections provide convenient access to the Freeman School's internal network, Tulane's shared systems, and the Internet.

Students may purchase a new computer from their preferred vendor or any of the vendors with which the Freeman School has an alliance, or use a computer that the student already owns. The computer must meet the minimum requirements of the Freeman School. Complete information about the MBA Notebook Computer Requirement is available on the Freeman School's web site at <http://www.freeman.tulane.edu/lib-tech/computing/specs.php>.

Curricular Enhancements

Independent Studies:

MBA students may choose an independent study course instead of selecting one of the regular elective course offerings. An independent study is designed to be an investigation of an area or set of topics of mutual interest to the student and the faculty member directing the course. The student explores new areas not covered elsewhere in the curriculum or pursues applications and extensions in greater depth.

In all cases, the independent study must be an academically acceptable substitute for the work ordinarily accomplished in a regular course offered by the faculty of the Freeman School. Academically acceptable studies are those that have a basis in the academic literature of a particular area. An internship, by itself, is not an acceptable project. Ordinarily, the study should lead to an in-depth paper covering the academic literature and, if relevant, its application to a project.

A student is typically limited to three credit hours of independent study work. Careful thought and planning must be done by the student and the sponsoring faculty member before the independent study can be submitted to the director of graduate education for approval by the associate dean for graduate programs. Proposal forms are available in the Office of Graduate Programs. All independent studies must be approved prior to the last day to add a course for the semester in which the student plans to complete the independent study course. Ordinarily, independent studies take place in the last semester of the program, to allow for developmental linkages based on third-semester elective work. If approved, the independent study will count as a 7000-level elective and will be assigned to one of the seven fields of study.

NOTE: The independent study program offers the student an opportunity to propose projects to tenured and tenure-track faculty members; however, faculty members are not obliged to accept project proposals. Independent studies are successful only when there is a strong academic interest shared by the faculty member and the student.

Internship:

International students who have completed the first year of the program may complete an internship that will appear as a one-credit, 6000-level course on the transcript. The purpose of the internship must be the application of the intellectual capital obtained from the courses of the first year of the MBA program in an ongoing business organization.

Prior to registering for this course (MGMT 6270), the student must present a proposal describing how the planned internship will meet the stated objectives for the internship and how the student will demonstrate that the objectives have been met. This proposal must be approved by the instructor of choice prior to course registration. The faculty assigns a grade of Pass or Fail to assess student performance in the internship. The one hour of credit does not count toward the 61 hours required for the MBA degree. It is the responsibility of the student to locate the firm and arrange for an internship position. This course is typically offered only during the summer and fulfills the curricular practical training (CPT) option for students with F-1 visa status. A student must have completed nine months of U.S. academic study prior to registering for this internship option. Domestic students are strongly encouraged to complete an internship, also. However, no course registration is required, unless the business organization requires the student to earn academic credit.

Summer Abroad Program:

The Freeman School Summer Abroad Program enables students to live and to study in another culture. Students are expected to complete all course prerequisites and be in good academic standing to be eligible to participate. During the four-week intensive summer program, students earn six credits toward their degree while learning how business is conducted in another culture. The courses develop international management skills by focusing on cultural understanding and global strategies that create competitive advantages in international business.

All courses are taught in English by international faculty. The program occurs at two sites, most recently Madrid and Paris. A finance course and a management course, both of which are considered Freeman School electives and count toward the MBA degree, are offered.

Semester Abroad Program:

The Freeman School offers students the opportunity to complete a semester abroad while enrolled in the business school. Presently, there are sites in Asia, Australia, Europe, and Latin America. The International Programs Office maintains an updated list of approved programs.

Students usually go abroad during the first semester of their second year. Business courses and language courses are offered, and students must submit their academic plan to their advisor for approval the semester before departure. This ensures that the student will be making satisfactory progress toward the MBA while benefiting from an international educational experience. Enrolled students pay Tulane University tuition and grades for the course work count toward the Freeman GPA.

Careful planning must be done so that the international experience will be a positive and beneficial one for the students. The International and Graduate Programs Offices work jointly so that this objective can be accomplished.

Burkenroad Reports:

Burkenroad Reports is a nationally-recognized program in which a select group of students interview top management, visit company sites, develop financial models, and write and publish investment research reports on small cap companies operating in Louisiana, Mississippi, Texas, Georgia, Alabama, and Florida.

On December 31, 2001, the Burkenroad Reports Mutual Fund was launched. This publicly-traded fund utilizes student-produced research and trades under the ticker symbol "HYBUX." Each semester, a full-day analyst workshop is presented on a Saturday that is taught mainly by Freeman alums in the investment field. One of the highlights of the program is the Burkenroad Investment Conference, which is held each spring.

Burkenroad Reports has been featured in numerous financial media including *The Wall Street Journal*, *The Washington Post*, *The New York Times*, Wall Street Week, The Nightly Business Report, CNN, and CNBC. The program was started by Peter Ricchiuti in 1993 and is now being used as a model for teaching security analysis in Latin America. The reports go out to more than 20,000 individual and institutional investors, and are also available on-line at www.burkenroad.org. For details, contact Peter Ricchiuti at (504) 862-8489 or Marie Daigle at (504) 862-8496.

Levy-Rosenblum Institute:

The Levy-Rosenblum Institute for Entrepreneurship (LRI) trains and inspires entrepreneurs through coursework, community service projects, and internships. Freeman students work with experienced faculty members, network with a regional board of entrepreneurs, and participate in entrepreneurial associations that provide training grounds for business development. In order to fulfill its mission, the LRI is organized into four divisions: Entrepreneurial Studies, Tulane Family Business Center, Social Entrepreneurship Programs, and Economic Development. Courses offered under Entrepreneurial Studies include Real Estate Planning, Finance, and Development and New Venture Planning-Practice of Management IV. The Tulane Family Business Center offers five yearly programs, including a wealth management seminar and an annual awards dinner gala, to family businesses and Freeman students interested in family business issues. Freeman students receive complimentary membership (valued at over \$7,000) and can attend the presentations led by internationally-recognized speakers. Social entrepreneurship programs at LRI include the TABA Community Service Program, which coordinates students to work on consulting projects for small businesses and non-profit organizations; the Volunteer Income Tax Assistance program, whose volunteers are taught by IRS trainers; and paid social entrepreneurship internships. In addition, limited paid fellowships are available for graduate students who qualify to pursue social entrepreneurship activities.

The Institute supports two student-run clubs: the Freeman Consulting Group (FCG) and the Tulane Entrepreneurs Association (TEA). TEA runs the annual Tulane Business Plan Competition, which is open to college students throughout the U.S. and abroad and awards \$70,000 in cash prizes. Students will not want to miss the annual Tulane Council of Entrepreneurs Gala, which is hosted by the LRI and its supporters to honor the Tulane Distinguished Entrepreneur of the Year, the Social Entrepreneur of the Year, and the winners of the Tulane Business Plan Competition and TABA Community Service Program Best Projects. Finally, the LRI partners with local entrepreneurial organizations, including The Idea Village, to provide paid internships for students helping businesses to recover and thrive in the post-Katrina economy.

Trading and Financial Center:

Located in Room 1112 in G/W II, this showcase facility, as featured on CNBC, is used to teach portfolio management and trading regarding energy, equities, fixed income, and foreign exchange. Finance classes include but are not limited to fundamental and technical trading, energy trading, and financial modeling. State-of-the-art technology and software, including Reuters 3000 and Trading Technologies X_Trader software, allow for new instructional and experiential learning methodologies, broadening students' skills to include not only academic but also practical applications.

Student Leadership:

The MBA program is also enhanced by speakers from the business community addressing topics such as legal, ethical, environmental, and global issues. Student organizations give students additional knowledge and allow them to apply lessons learned in the classroom. Each student is encouraged to participate actively in one or more student organizations to enhance networking opportunities and to provide hands-on experience in leadership. Please see section V for a full list of Freeman student organizations.

Courses in Other Divisions of Tulane

A student may petition the Graduate Curriculum Committee (GCC) for permission to take up to six credit hours of graduate course work in other divisions of Tulane University. The petition must be approved prior to registration if the course is to be included as a part of the degree requirements for the MBA.

The petition should be submitted to the GCC through the director of graduate education. The petition should include a statement describing the course's contribution to the student's professional career goals. If there are special circumstances relating to the request, they should be summarized in the petition. Appended to the petition should be a course description and a current course syllabus, if available. If the syllabus is not available, a syllabus from the most recent offering should be included.

Such courses must be at the graduate level and carry the equivalent of a 7000-level designation. The GCC cannot accept an undergraduate course or a course that includes substantial undergraduate enrollment. School of Continuing Studies courses are not accepted.

Approved courses taken in other divisions will be assigned to an appropriate field of study by the GCC. The hours earned for these courses will be counted toward the hours required for the MBA degree. Grades earned in these courses will not be included in the grade point average, since they were assigned using a policy different from that of the Freeman School, nor will they be used for determining graduation, continuation, awards, honors, and fellowships. Minimum passing grades are determined by the school offering the course. Students must receive a passing grade in the course to have it count for degree purposes. Since these grades will not be counted in grade point averages, students must meet all grade point average requirements for their degrees using only Freeman School courses.

Joint-Degree Programs

The Freeman School offers a variety of joint-degree programs for MBA students:

1. **MBA/MHA** in Health Systems Management (HSM) with Tulane's School of Public Health and Tropical Medicine
2. **MBA/JD** with Tulane's Law School
3. **MBA/MA** in Latin American Studies with Tulane's Stone Center for Latin American Studies
4. **MBA/MD** with Tulane's School of Medicine
5. **MBA/MGM** within the Freeman School
6. **MBA Early Admit Program** with Tulane's School of Science and Engineering and Newcomb-Tulane College, and with Xavier University
7. **MBA/MACCT** within the Freeman School

Since each program contains different requirements for the combinations of courses that will be accepted, the specific requirements of the program of interest should be ascertained as early as possible. Joint students should check with the director of graduate education on all questions concerning the degree requirements of the joint programs. Information concerning application procedures is available through the Office of Graduate Admissions.

Application for Degree

The student must submit an "Application for Degree" form no later than the beginning of the semester in which he or she intends to graduate. This form is available on Gibson (<https://gibson.tulane.edu>) or in the Office of Graduate Programs (Suite 4113, G/W II).

Financial and Other Requirements:

To be eligible to receive an MBA diploma, the student must meet all financial and other non-academic requirements set by Tulane University and by the Freeman School.

Policy on Participation in Commencement

To promote goodwill and Freeman School spirit among our graduates and to realize certain economies for our students, their families, and the school, a decision was made in April 1994 to allow students who will complete degree requirements by the end of summer session to participate in commencement exercises in May. This policy applies to all degree programs.

To be included in all May commencement activities, a student must 1) be in good standing and scheduled to complete all degree requirements by the close of summer session of the year in which the student will participate in commencement*, 2) meet all financial obligations to the Freeman School and Tulane University in order to receive his or her diploma following completion of degree requirements, and 3) submit a letter acknowledging that participation in the ceremony in no way obligates the Freeman School or Tulane University in the event the student does not successfully complete degree requirements and satisfy financial obligations. The Office of Graduate Programs will provide the letter for signature by the student.

* In the event that a student in good standing fails a course in the final spring semester, but said student is maintaining an acceptable GPA and can successfully complete degree requirements by close of summer session, that student may be allowed to participate in May commencement by permission of the dean.

III. ACADEMIC POLICIES AND PROCEDURES

MBA Admission Requirements

A complete application for admission consists of the following:

- Official transcripts from all universities attended for undergraduate and graduate course work. Official transcript must reflect conferral of undergraduate degree.
- Official GMAT score. Applicants with prior authorization may request substitution of other graduate-level examination scores.
- Official score report from an English language examination (i.e., TOEFL, IELTS, etc.) required of applicants for whom the language of instruction is not English.
- Letters of recommendation (2)
- Current resume
- Response(s) to the essay(s)
- Completed application form
- Personal interview (as required by the admissions committee)

Self-reported, faxed, or unofficial scores may be used in the admissions process; however, official scores are required prior to registration. Applications are accepted through an on-line application system. While applicants are asked to complete the information on-line, decisions are based on receipt of official scores, transcripts, and other materials.

Admission to the graduate program includes analysis of the applicant's academic, professional, and personal suitability for graduate study at the Freeman School. Admissions decisions are non-binding. An applicant receives an offer of admission that is completed with registration in the graduate program. Applicants may, by forfeiting the non-refundable confirmation deposit, elect to not attend the program. Conversely, the Freeman School reserves the right to withdraw the offer of admission at any time prior to registration. Falsification of materials or misrepresentation will result in withdrawal of any offer of admission.

Information and application forms may be obtained from the Office of Graduate Admissions at the Freeman School, (504) 865-5410, or on the website at <http://www.freeman.tulane.edu/programs/mba/admissions.php>.

Special Students:

Students who are not seeking the MBA degree but who wish to enhance their professional background may apply for special student status. Such special students may take a maximum of nine credit hours in the Freeman School. Should such a special student later apply and be accepted into a graduate program at the Freeman School, credit will not be granted for courses taken while a special student, although those courses may be waived and replaced with electives.

Graduates of the Freeman MBA program are exempt from the nine credit hour limit. Admission is on a space-available basis. Contact the Office of Graduate Admissions for details.

Credit received in courses taken before formal admission to the program cannot be counted toward degree requirements. Exceptions to this rule can be granted only by petition to the Graduate Curriculum Committee and will not be granted unless such business courses were taken at the Freeman School as a part of a formal program in another division of Tulane University (for example, the Health Systems Management program). Even in cases where such petitions are granted, only 6000-level waiver credit will be allowed. Thus, 61 credit hours of course work must still be taken after admission. Courses taken toward another degree cannot be counted toward MBA degree requirements.

Students from Other Divisions:

Graduate students from other divisions of Tulane may take up to nine credit hours of business courses as cross-registrants. MHA (Master of Health Administration) degree candidates, however, may take up to 12 credit hours of business courses as cross-registrants. Course registration is limited to those students having specific course prerequisites and to those courses not filled by MBA students. Undergraduate students not formally admitted to a graduate business program may not register for graduate courses in the Freeman School.

Waiver Policy

Waiver of knowledge core courses or practice module courses is not permitted in the full-time MBA program.

Transfer of Credit

The policy of the Freeman School is to accept transfer credit toward the Freeman MBA only from affiliated international universities through the advanced placement program. Admission directly into the second year of Freeman's full-time MBA program is limited to students who have completed comparable requirements for the first year of the MBA at an affiliated international university. A minimum of 30.5 hours must be completed at Tulane in all advanced placement programs. The advanced placement program was designed to enrich the diversity of the Freeman program.

In special cases, other students may petition the Graduate Curriculum Committee for permission to take the last six hours of the program at another university. In most cases, favorable action on such petitions is limited to students who have been transferred by their employer from the New Orleans area after completing most of their degree requirements. The committee's decision will depend on the student's prior performance in the program, the university in which the courses are offered, and the course content. The committee can grant a petition only if the following four conditions are met:

- a. The university must have an MBA program that is accredited by AACSB International;
- b. The course must be comparable to the Freeman School offering and must be without undergraduate enrollment;
- c. The course must be significantly different from courses the student took at the Freeman School; and
- d. The course must be graded rather than pass/fail.

If a student receives permission to take the last six hours at another university, the hours earned will be assigned a field of study and counted toward the hours required for the MBA degree. Grades earned in these courses will not be included in grade point averages since they were assigned using a grading policy different from that of the Freeman School. Students must earn a passing grade (as defined by the other university) in each course to have it count for degree purposes. Since this grade will not

be counted in the grade point average, students wishing to take courses outside the Freeman School must meet all grade point averages required for their degree prior to requesting approval of outside course work.

Course Prerequisites

Knowledge Core and Practice Module Courses:

The knowledge core and practice module courses offered in the first session of the MBA program require no specific prerequisites prior to admission to the program. Prerequisites for the knowledge core and practice module courses offered in the remainder of the program are outlined in the course descriptions and the schedule of graduate classes.

Elective Courses:

The full-time MBA curriculum is designed to follow a designated sequence of courses. Failure to complete the knowledge core and practice module courses in the suggested sequence may result in delayed graduation. In addition, core classes in certain fields must be completed prior to registration in 7000-level courses within the same field. For example, MKTG 6010 (Marketing Management) must be completed before taking any 7000-level consumer behavior elective.

On occasion, it is not possible to register for a full course load because needed 6000-level courses are not offered or are offered in conflict. In this event, students may complete their schedule by registering for a 7000-level course for which they qualify in consultation with their academic advisor.

Some 7000-level courses also have other elective courses as prerequisites or co-requisites. Such requirements are indicated in the course descriptions and the schedule of graduate classes.

Approved Course Loads

A student taking 12 or more credit hours during a semester is defined as a full-time student. Students taking fewer credit hours are classified as part-time students. Withdrawal from courses during a semester can change a student's classification from full-time to part-time. Students receiving financial aid should check with the Office of Financial Aid to determine the effect of a change in status on their financial aid.

For full-time students with minimal job commitments, the standard course load is 15 credit hours. Students with substantial part-time work commitments should consider reducing their course loads. The first semester of 16 credit hours in the MBA program is considered lock-step. Therefore, drops will be permitted only when the student provides proof of unusual circumstances beyond the student's control.

Freeman School students may register for up to 18 credit hours without special permission. Those with a cumulative grade point average of at least 3.5 may take an overload with the approval of their advisor.

In all other cases, petitions for course overloads are submitted to the director of graduate education for consideration by the Graduate Curriculum Committee. Such petitions will not be approved for students in their first semester.

Grading System

Grade Symbols:

Effective summer 2009, the graduate programs in the Freeman School use a letter grade system with the following quality point equivalents:

A	=	4.000
A-	=	3.667
B+	=	3.333
B	=	3.000
B-	=	2.667
C+	=	2.333
C	=	2.000
C-	=	1.667
D+	=	1.333
D	=	1.000
D-	=	0.667
F	=	0.000

The quality point total for each course is computed by multiplying the numerical value of the grade received by the course credit hours.

Graduate credit is awarded for grades of D- or better; however, lower grades must be offset with higher grades to meet continuation and graduation requirements. The grades of W (withdrawal), WF (withdrawal failing), and UW (unofficial withdrawal) are assigned by the instructor when the student withdraws from a course before its completion. A grade of W does not affect the grade point average. Grades of WF or UW are computed in the grade point average as an F. A grade of P (pass) is not counted in the grade point average but is counted in earned hours. A grade of F (fail) is not counted in earned hours but is counted in the grade point average.

Grading Guidelines:

The Freeman School faculty approved the following recommended grading policy for the class GPA for each section of MBA courses:

Core MBA courses are expected to have a mean class GPA in the range of 3.000 to 3.333.

Elective MBA courses are expected to have a mean class GPA in the range of 3.333 to 3.667.

Faculty members teaching more than one section of the same MBA course may pool the students in the different sections and compute one class GPA.

Incomplete Grades:

If, for reasons acceptable to the instructor, a student fails to complete the required work within a course, he or she may receive the grade of I (incomplete). The student then has one semester (excluding the summer session) to complete the requirements for course credit. Should the incomplete not be resolved within one semester, the I automatically becomes an F. Once a grade of I is assigned, it remains on the official transcript beside the final grade received.

Repeating Courses:

Graduate credit is earned on all Freeman courses in which a grade of D- or higher is earned. However, a student may repeat a course for which credit is earned. When a course is repeated, only the higher grade contributes to the grade point average. Elective courses do not need to be repeated, but the credit hour and grade point average requirement for graduation must be met. A student must repeat any required course in which he or she earns a failing grade. If a student receives a grade of WF due to a determined infringement of the unified code of graduate student academic conduct, the failing grade will remain in the GPA calculation, even if the course is repeated for credit.

Auditing Courses:

The Freeman School discourages auditing courses. In exceptional circumstances, however, a student may be allowed to audit a course with the permission of the instructor. Once a course is audited, it may only be taken for credit at a later date with the approval of the instructor and the director of graduate education.

Class Attendance/Medical Excuses

Students are expected to attend all classes unless they are ill or prevented from attending by exceptional circumstances. Instructors should establish policies for attendance in their classes that are announced at the beginning of the semester. Students who find it necessary to miss class are responsible for obtaining notes on material covered in lectures or other class sessions. It is up to the instructor to determine whether or not to allow the student to make up missed quizzes, examinations, or other exercises. Students are responsible for notifying professors about absences that result from serious illnesses, injuries, or critical personal problems. Check with the Student Health Center on the current policies for medical excuses.

Course Withdrawals or Additions

MBA students can drop and add courses according to the dates set each semester by the Office of Graduate Programs. These dates are available at <http://www.freeman.tulane.edu/students/mba/default.php> and in the Office of Graduate Programs. It is important that you be informed of these dates in order to avoid unnecessary financial obligations. Drop/add forms are available in the Office of Graduate Programs. They must be completed and signed by the student and then signed and processed by the director of graduate education. You should discuss implications of course withdrawals or additions with the director of graduate education if you have questions.

Continuation Requirements

To qualify for continuation in the program, a student who has completed 16 or fewer credit hours must attain a cumulative GPA of at least 2.50. Students who have completed 17 or more credit hours must maintain a cumulative GPA of at least 2.67. These

standards are applied on all work attempted and completed in the MBA program at the Freeman School, including earned grades of F, WF, and UW. If a course is repeated, only the higher grade contributes to the grade point average.

Probation:

A student who fails to meet continuation requirements is placed on academic probation. The terms of such probation will vary depending on the particular circumstances. These terms ordinarily will include a requirement that the student raise his or her GPA to the level required within 9-15 credit hours, and may include a requirement to take specific courses and achieve specified levels of performance in those courses. Probation conditions may include restrictions on non-academic activities and on maximum or minimum course loads. Students may not receive the grade of I (incomplete) while on probation.

Dismissal:

Students who fail to meet the terms of probation will be dismissed from the program. Also, students who remain on probation for two consecutive semesters or whose cumulative GPA is below 2.00 will be dismissed from the program.

Right of Appeal:

A student who receives a letter of dismissal from the MBA program has the right to appeal to the Graduate Curriculum Committee (GCC). An appeal petition stating the reasons for the appeal should be submitted in writing to the director of graduate education, who will forward it to the GCC. The student may request, or be requested, to appear in person before the committee if further information is needed. Favorable action on the appeal will depend on the student's ability to convince the committee that his or her academic performance to date is not representative of future performance. The GCC will attempt to determine if the student in future semesters can achieve the required performance and rectify any deficiencies. The burden of argument in the appeal process rests with the student. A student who is reinstated following a successful appeal of dismissal is placed on probation.

Graduation Requirement:

An overall GPA of 3.00 on all course work attempted in the MBA program is required for graduation. If a course is repeated, only the higher grade contributes to the grade point average.

Leave of Absence

A student in good academic standing may choose not to register for coursework in a given semester and still remain in the MBA program. The student must notify the director of graduate education of his or her intention and proposed return date. Should a student not take courses for three consecutive semesters (including the summer), he or she must apply for reactivation in the program. Letters requesting reactivation should be submitted to the director of graduate education. Any student who breaks the continuity of his or her program for more than six consecutive semesters (including summer semesters) must reapply for admission to the MBA program through the Office of Graduate Admissions. Readmitted or reactivated students must meet the degree requirements and abide by the academic policies in place at the time of his or her return to the program. The GCC will review the student's record and indicate which courses taken in the past will meet the new degree requirements and which will not. No course more than seven years old may be used to meet the degree requirements without the written approval of the GCC.

IV. FINANCIAL ASSISTANCE

Graduate business students may discuss their financial situation or fellowships, and research available sources for funding with the business school's financial aid coordinator, Suzanne Lossi. Her office is located in the Office of Graduate Admissions (Suite 410, G/W I). She can be reached at (504) 865-5410 or lossimm@tulane.edu.

MBA Fellowships:

The Freeman School, alumni, and corporate sponsors provide a considerable amount of funding to graduate students in the form of fellowships. As policies and availability of funding change each year, please contact the Office of Graduate Admissions for more information on current guidelines. In general, the following information answers many of the common questions from business students:

- Renewal of first-year awards requires no additional application but is subject to:
 - Completing a minimum of 12 credit hours each semester and completing a minimum of 30 hours in the first year.
 - Earning a 3.3 cumulative GPA at the end of the first year.
- Specific terms stated in the letter of admission supersede any general policy.
- Full-time MBA students are eligible for no more than four semesters of funding.
- Joint-degree students are generally eligible for aid from the Freeman School for no more than three semesters.
- Fellowships are posted to students' accounts after confirmation of courses. This may result in fellowships not appearing on the first billing cycle.

Questions about fellowships or policies should be directed to Bill Sandefer, Director of Graduate Admissions and Financial Aid, at bsandef@tulane.edu or (504) 865-5410.

Need-Based Financial Aid:

Most graduate business students utilize a combination of loan funds and personal savings to fund their studies.

To apply for aid under the Federal Family Education Loan Program, such as Stafford Loans, applicants must be United States citizens or permanent residents and enrolled at least half time (six or more credit hours). Applicants must complete the Free Application for Federal Student Aid (FAFSA) at <http://www.fafsa.ed.gov>.

Private alternative or Grad Plus loans generally complete the gap between need and funds provided by the federal programs. While students should apply directly to lenders, the loans will be administered through Tulane's Office of Financial Aid.

Federal aid and loan programs are processed through the university's central financial aid office, located on the second floor of the Science and Engineering Complex. MBA students may contact their Tulane University financial aid counselor at (504) 865-5723, (800) 335-3210 or finaid@tulane.edu. Additional information may be found at <http://finaid.tulane.edu>.

Part-Time Employment:

Teaching, research, and administrative assistantships give students valuable opportunities to work closely with Freeman faculty/staff and to supplement their income while in school. Last year, approximately 50% of all full-time MBAs held such positions. Assistants usually work 10-20 hours per week and earn \$7.25 per hour. Students arrange positions with faculty/staff at the beginning of each semester. Students may pursue assistantships regardless of whether or not they are approved for Federal Work-Study.

Freeman assistantships are listed on the TargetVision monitors throughout the Goldring/Woldenberg Complex. Off-campus positions are posted through the Career Management Center. Other on-campus positions are listed in the student employment office next to the Reily Student Recreation Center in the Collins Diboll Complex at the corner of McAlister Place Extension and Ben Weiner Drive.

V. STUDENT ORGANIZATIONS

The Freeman School encourages active involvement in organizations to enhance students' personal and professional development. Organizations complement the educational mission of the school and provide for experiential learning outside the classroom. Student participation in meaningful activities, within the school, the university, and the New Orleans community, generates growth opportunities for those involved and positive recognition for the school.

American Marketing Association (AMA):

Open to all students, Tulane's collegiate chapter of the AMA presents members with the opportunity to learn from real-world marketing professionals. Members attend monthly meetings featuring exciting guest speakers, participate in fun hands-on marketing activities, and learn how to network with top-level marketing executives. The AMA offers a great supplement to Tulane's classroom experience and provides its members with the competitive advantage necessary to succeed in today's marketing field.

Beta Alpha Psi:

This honorary national accounting fraternity seeks to promote continuous self-improvement, to foster high moral and ethical standards, to encourage and recognize scholastic and professional excellence, to cultivate a sense of responsibility and service, to promote the collegiate study of accounting, and to provide an opportunity for association between members and practicing accountants. Membership is based on scholarship and professional attributes.

Black MBA Association (BMBAA):

Affiliated with the National Black MBA Association, BMBAA's purpose is to facilitate awareness and learning of issues affecting minorities in business and academia. This group sponsors lectures and community service programs and offers opportunities in career development.

Freeman Consulting Group (FCG):

Through the support of the Tulane Association of Business Alumni (TABA) and the Levy-Rosenblum Institute for Entrepreneurship, FCG provides business consulting to local organizations on a non-fee basis. Clients are presented with workable solutions and FCG members gain valuable consulting experience.

Graduate Business Council (GBC):

GBC, of which all graduate business students are members, serves the academic, professional, and personal interests of its membership. The group facilitates interaction and communication among the student body, the administration, the faculty, and the Tulane community. GBC accomplishes its mission by marketing its students, developing a productive learning environment, and providing mentoring and relationship-building opportunities. GBC also serves as the "umbrella" organization to other graduate business organizations.

Graduate Finance Club (GFC):

GFC caters to students interested in finance and finance-related careers by providing supplemental learning experiences, interaction with finance professionals, and opportunities to explore finance careers. In conjunction with the Freeman School, GFC also hosts the annual Rolanette and Berdon Lawrence Finance Case Competition each spring.

National Association of Women MBAs (NAWMBA):

The purpose of Tulane's chapter of NAWMBA is to enhance the experience of women in the MBA program, to increase the number of women in the Freeman School, to promote women in business through community, educational, and service projects, to develop women as leaders, to build a strong network of MBAs, to participate in the national conference, and to support the goals of NAWMBA.

Retail & Luxury Goods Association (RLGA):

The purpose of the RLGA is to educate and to inspire students interested in pursuing a career in any aspect of the retail and luxury goods industry. The RLGA exposes students to opportunities in the industry through networking functions, attending national retail conferences, and hosting a speaker series.

Toastmasters International:

Toastmasters is a national organization devoted to developing the speaking skills of its members. Students who participate in Toastmasters gain confidence and learn techniques that prove invaluable in classroom presentations as well as in future business situations.

Tulane Association of Business Alumni (TABA):

TABA, the formal organization of the Freeman School alumni, sponsors programs and projects throughout the year. Graduates usually join TABA after commencement to continue their support of, and association with, the Freeman School. TABA supports programs such as TABA Community Service Program, networking receptions including Freeman Days in New York, Houston, Washington D.C., and New Orleans, and receptions welcoming the newest alumni. The annual Tulane Business Forum is the largest half-day business conference in the Greater New Orleans area, featuring nationally and internationally renowned business leaders.

Tulane Energy Club (TEC):

The purpose of TEC is to educate and to inspire students interested in pursuing a career in the energy industry. In pursuit of this goal, TEC coordinates a variety of activities for its members, including a distinguished speaker series, field trips, networking socials, and an energy trading competition. By enhancing students' knowledge of the energy industry and helping them develop the relationships that are vital to success, TEC also advances the post-graduate opportunities of its members.

Tulane Entrepreneurs Association (TEA):

TEA's mission is to assist members in expanding their entrepreneurial skill base. TEA sponsors lectures, workshops, and social networking events, and provides student entrepreneurs with assistance in organizing their own ventures. TEA coordinates student teams that create business plans for entry into business plan competitions, and sponsors the Tulane Business Plan Competition each spring.

Tulane International Business Society (TIBS):

TIBS brings together students and faculty interested in the international business arena. The organization hosts speakers from around the world to present current international business topics. TIBS organizes business debates to increase members' participation and to explore diverse points of view. TIBS also sponsors the annual International Dinner to which all members of the Freeman community are invited.

Tulane Sports Business Association (TSBA):

The purpose of the TSBA is to provide students interested in pursuing a career in sports management a forum to connect with industry professionals. This is accomplished through speaker series, networking events, and collaborative projects with sports teams and organizations in the New Orleans area. The TSBA educates students about careers in the sports industry, including marketing, finance and accounting, operations, communications, and community relations. TSBA membership is open to all Tulane students.

Student Travel Reimbursement Policy**Introduction:**

The GBC, in its efforts to assist students acting as representatives for the Freeman School and Tulane University, has budgeted funding to reimburse students for approved travel expenses. The following policy is meant to encourage students to represent Tulane as well as to clarify reimbursable expense limits. The travel policy will also outline the application procedure for funds and the steps that are necessary for reimbursement.

Overview:

All decisions for university reimbursement will be made on the basis of proof for reasonable actual expenses incurred while traveling as a representative of Tulane University and the Freeman School. Original receipts are required for all reimbursable expenses (i.e., lodging, airfare, taxis, and registration) that are claimed.

Students are required to make every effort to use the lowest available airfare. The original plane ticket stub should be submitted along with the travel voucher. In instances where the traveler utilizes an airline that does not issue a passenger ticket, it is the responsibility of the traveler to obtain from the airline an original receipt or itinerary, which documents the dates of travel, destination(s), and fare(s).

Reimbursement is primarily intended for travel (airfare, fuel costs, etc.) and lodging. Travel costs are differentiated as air travel or as ground travel. Air travel reimbursement will be awarded by the amount shown on the original airline ticket receipt and must be accompanied by the boarding passes for the flight. Ground travel will be reimbursed for the actual costs of fuel, bus, train, or cab fare. All original receipts shall be submitted for reimbursement for each type of ground travel: personal car travel in the form of fuel receipts, travel by taxi in the form of receipts from driver, train travel in the form of original Amtrak receipts. Lodging costs include actual hotel or motel expenses and are reimbursed up to the actual costs that appear on the original receipt.

Some examples of expenses, which are NOT reimbursable, are:

- Laundry and valet service
- Personal entertainment
- Fees for travelers checks for domestic travel
- Flight insurance
- Credit card finance fees

Funds are generated for the annual GBC budget through the collection of student activity fees by Tulane University and are allocated back by a percentage based on the prior year's student population.

Case Competitions:

An integral part of the graduate experience at Tulane is representing the school at national and international case competitions by using skills acquired at the Freeman School. The GBC encourages all students to participate in case competitions. The GBC, in its efforts to promote case competitions, may provide each student participant with a maximum of \$300 for travel expenses, not to exceed actual costs of travel.

Conferences:

The Freeman School is represented by several clubs and organizations that are associated with national organizations. These organizations allow students to expand their network nationwide and to further develop their career skills. GBC encourages all clubs and organizations to participate actively with their national group and to attend national conferences. In its effort to allow as many students as possible to attend these conferences, the GBC has established the following policy with regard to national conferences:

- A group traveling with fewer than four (4) students may be reimbursed a maximum of \$300 per student not to exceed actual costs of travel.
- A group traveling with four (4) or more students may be reimbursed for 1/3 of the total costs or \$1,500 for the entire group traveling; neither of these instances is to exceed the actual costs of travel. A group receiving authorization for group amounts may distribute funds unevenly among travelers within reason; this will be used to accommodate one person paying for all hotel charges, etc.

Career Search Travel:

While student placement and career searches are important to all Freeman students, the GBC is unable to reimburse for travel to events in which the student is seeking full-time or internship positions. Examples of these trips are Freeman Days events and interviews.

Additional Funding:

The GBC recognizes that at many times it cannot provide funding that will cover the entire costs of travel. Students have the opportunity to acquire funds through several other options, the first of which is the Graduate and Professional Student Association (GAPSA). GAPSA provides the opportunity to apply for and receive matching funds for travel. Once a group has been approved for funding through GBC, GAPSA will accept proposals for matching funds. Groups are strongly encouraged to

raise funds independently through fund drives and membership fees and/or dues to supplement other funding. Occasionally, the dean of the Freeman School will work with students and student groups to assist in funding activities when all other opportunities have been exhausted. A formal request with proof of all other funding or attempts to receive funding must be submitted to the dean for approval.

Eligibility:

This travel policy is effective for all graduate-level students of the Freeman School who are covered by the GBC. These groups include students in the Master of Accounting (MACCT), the Master of Business Administration (MBA), the Master of Finance (MFIN), the Master of Risk Management (MRISK), and the Professional Master of Business Administration (PMBA) programs.

The following groups are eligible for the full amounts noted in this policy: MACCT, MBA, MFIN, and MRISK. PMBA students are eligible for 50% of the funding outlined in this policy. This differs due to the reduced amount of student activity fees paid by PMBA students.

Students and/or groups must submit requests as early as possible, preferably 30 days in advance of travel. Requests submitted after the event or after travel has been completed will be denied.

Procedures:

The following steps must be followed for the approval process:

1. Organize for event.
2. Seek outside funds.
3. Complete all required paperwork for proposal.
 - a. See *GBC Travel Request Application*.
4. Representative for group or individual presents to GBC at executive board's meeting. Requests will include all students who are to travel for event.
5. If GAPSA funds are needed:
 - a. See *GAPSA Reserve Fund Request Application* (<http://www.tulane.edu/~gapsa/conferencereserve.html>).
 - b. Submit request to GBC Vice President of Finance at least 96 hours (4 days) prior to GAPSA Finance Committee meeting. GBC Vice President of Finance will present request at committee meeting. GAPSA Finance Committee will make recommendation to GAPSA Senate, which will vote to approve or reject request.
6. KEEP ALL ORIGINAL RECEIPTS FOR FINAL PAPERWORK.
7. Once travel is completed:
 - a. Fill out request forms:
 - i. "Request for Travel Expense Reimbursement"
(<http://studentprograms.tulane.edu/pdfs/Travel.pdf>)
 - ii. "Travel Expense Itemization Sheet"
(<http://www.tulane.edu/~admin/tams/pdf/Travel%20Expense%20Itemization%20Sheet.pdf>)
 - b. Ensure original receipts, including boarding passes, are attached.

- c. Submit forms to GBC Vice President of Finance.
- d. When GBC and GAPSA funding is authorized, please submit both requests as one form noting that funding from both sources is authorized.

Timelines:

Proposal

Students should submit proposals as far in advance as possible, but no later than two weeks prior to the event.

Reimbursement Request (Expense Report)

Students should submit to the GBC Vice President of Finance their full request with original receipts attached no later than 30 days after returning from the event. The only exception to this rule is all trips to be reimbursed that occur with less than 30 days prior to the end of the school year must have requests submitted by the last day of the school year.

The GBC budget is closed at the end of each school year. Expenses incurred in previous school years cannot be expensed from the current year's budget. Students not submitting requests on time or by the end of the school year will forfeit the claim on the approved amount of reimbursable travel.

GBC Travel Request Application

The individual requester or group should provide the following information:

Name _____

Student ID number _____

E-mail address _____

Mailing address _____

Telephone number _____

Program _____

Expected date of graduation _____

Name of sponsoring organization _____

Date _____

Total planned expenses _____

Total monies secured from other sources to date (list sources and amounts) _____

Amount requested from GBC _____

In a short paragraph, please detail the purpose of your travel including:

- a. The meeting's FULL name, location, dates, information regarding all meetings at which you have given oral or poster presentations, and if presenting, attach a copy of your abstract.
- b. For what purpose will the monies be used? (Be as specific as possible: airfare, lodging etc.).
- c. How many individuals and who will directly benefit from the use of these monies?
- d. Who else has been solicited for funds? Provide contact information, the amounts solicited, and the amounts contributed.
- e. How will the use of GBC monies benefit the Tulane/Freeman community as a whole, directly and indirectly?
- f. (For groups) How many individuals are involved in this travel? List all pertinent information below for each individual using the travel funds requested.

VI. HONORS AND AWARDS

Beta Gamma Sigma

The purpose of this honorary business scholastic fraternity is to reward scholarship and accomplishment in all phases of business, to promote the advancement of education in the science of business, and to foster principles of honesty and integrity in business practices. Membership invitations are given to the top 20% of each graduating class.

Dean's List

The Dean's List represents full-time students whose grade point averages fall within the top 10% for the fall and spring semesters. MBA, MACCT, MRISK, and MFIN students are all considered separately. First-year and second-year MBA students are also considered separately. The list is then published in alphabetical order.

To be eligible for inclusion on the list, a full-time student must complete at least 12 credit hours of Freeman course work during the semester. Joint-degree students are eligible for inclusion on the Dean's List only during semesters in which at least 9 of the required 12 credit hours are taken at the graduate level in the Freeman School. For all students, only Freeman courses count in the calculation of grade point averages.

Student Awards

Marta and Peter Bordeaux Scholastic Achievement Award:

Established in 1987 by Marta and Peter Bordeaux to recognize excellence in academics, this award is presented to the graduate of the MBA program with the highest cumulative grade point average.

The Roger L. Cornelius Memorial Award:

Established in 1967 by the Tulane School of Business in honor of Roger L. Cornelius, a 1961 West Point graduate and a 1965 MBA who died shortly after graduation, this award commemorates Mr. Cornelius' dedication to the highest standards of business, scholarship, and leadership. The award is based on a vote by the MBA students and it is presented to the graduating student in the MBA program who best exemplifies these qualities.

Dean's Service Award:

Established in 1991, this award recognizes those graduating students who, in the opinion of the administrative staff and the dean, have added dimension to the school through outstanding contributions of time and effort.

Tulane Association of Business Alumni (TABA) Award:

Established to recognize an outstanding graduate of the MBA program, this award is presented to the student who ranks in the top 10 percent of the class and, in the opinion of the dean, the associate deans, department heads, and the officers of TABA, has displayed exceptional intellectual ability, leadership, self-motivation, and a sense of responsibility to peers, the school, and the community.

TABA Community Service Award:

Established in 1993 by the Levy-Rosenblum Institute for Entrepreneurship and conducted in partnership with TABA, this award recognizes those graduates who, under the auspices of the Institute and mentored by TABA members, have completed at least 25 hours of pro bono service with a disadvantaged business or not-for-profit organization in the New Orleans area.

Faculty Awards**The Teacher Honor Roll Award:**

This award was established to honor faculty members for excellent teaching performance. The Teacher Honor Roll is selected by student vote from course evaluations twice each academic year, once for the summer/fall semesters and once for the spring semester. Any person teaching a credit course in the Freeman School is eligible for the Teacher Honor Roll.

The Howard W. Wissner Award:

Presented each year to an outstanding faculty member to recognize excellence in teaching, this award was established in honor of Howard W. Wissner, an exceptional professor who won the admiration and respect of all those with whom he came in contact. Any professor selected for the Teacher Honor Roll during the previous four semesters is eligible for the Wissner Award.

Irving H. LaValle Research Award:

Established in 1996, this award recognizes professors for excellence and advancement of the highest standards in research and for contributions to the faculty members' academic fields of interest.

James T. Murphy Teaching Excellence Award:

Established in 1994, this award recognizes professors for excellence and advancement of the highest standards in teaching. Selection is based on student vote, course evaluations, and review by a committee of students and administrators.

Erich Sternberg Award:

Established in 1987 by the Erich Sternberg family, this award is given to a member of the Freeman School faculty in recognition of current contributions to that faculty member's academic field of interest.

Outstanding Young Researcher Award:

This award was established to recognize outstanding research by junior faculty members.

Alumni Award

Outstanding Alumnus Award:

The Outstanding Alumnus Award was established in 1952 by TABA to honor an alumnus or alumna with a record of outstanding accomplishment in the field of business. To qualify for the award, the individual must have demonstrated great ability in his or her field and qualities of leadership in a prominent position within an organization. In addition, consideration is given to a candidate's record of service to industry and the community and to his or her continuing interest in the problems of higher education. Through recognition of the achievements of alumni from year to year, it is hoped that both students and alumni will be stimulated to higher goals and accomplishments.

VII. COURSE DESCRIPTIONS

The courses listed below are normally offered during the academic year. The Freeman School reserves the right to add or cancel scheduled courses. Although all core courses are available routinely, some elective courses may not be offered every year.

Knowledge Core Courses

ACCN 6010 External Reporting and Financial Analysis (2) - This course introduces basic business financial statements from a user perspective. The concepts and relationships underlying the income statement, statement of cash flows, and balance sheet as instruments of communication are emphasized. Financial statement analysis is introduced.

ACCN 6020 Internal Reporting and Financial Analysis (2) - Prerequisite: ACCN 6010. This course introduces the basic concepts of internal reporting, including fixed vs. variable costs, differential analysis, capital budgeting, absorption vs. variable costing, financial budgeting, and performance evaluation. These concepts are then applied to the financial analysis operating leverage and the preparation of pro-forma financial statements.

FINE 6010 Financial Management (2) - Prerequisites: ACCN 6010 and STAT 6010. This course provides a rigorous introduction to the field of financial economics. The first section of the course develops an analytical understanding of stocks, bonds, and investment projects using present value concepts. The second section focuses on capital markets including the statistical concepts of covariance and diversification and the capital asset pricing model. In the third section, the dividend policy, the capital structure policy, pricing of call and put options, futures, and an introduction to international financial management will be discussed.

FINE 6110 Managerial Economics (2) - The purpose of this course is to apply the economic theory of the firm and consumer behavior to management decision making. This involves the development of a conceptual framework to analyze household and firm decisions related to product and factor markets and the application of that framework to managerial decisions. Applications focus on market demand analysis and marketing strategy, production and cost efficiency, pricing, product quality and other competitive strategies, optimization under regulatory constraint, optimal employment decisions, and incentive structures. The applications are developed with cases and problems.

INFO 6020 Quantitative Modeling and Analysis (2) - Prerequisite: STAT 6010. This course introduces students to the use of the computer, in particular Excel, as a business modeling tool. The overarching goal is to teach students to use computers to analyze models and data for integrated decision making across multiple domains including finance, marketing, accounting, strategy, operations, and energy economics. The course proceeds in four parts: 1) data modeling and acquisition – review data modeling in Excel, and teach how to pull data from the Internet and query Access databases; 2) spreadsheet automation – introduce VBA programming in Excel; 3) deterministic modeling – cover decision making under certainty using optimization models such as linear programming; and 4) probabilistic modeling – cover decision making in an environment of uncertainty using the principles of decision analysis and simulation.

MCOM 6010 Management Communication (2) - This course is a blend of principles and practice, subject and skill. Students apply communication theories to relevant business situations to develop specific behaviors and skills. The successful manager must analyze communication situations, develop communication strategies, and demonstrate appropriate behavior leading to intelligent, flexible decisions. Specifically, students evaluate communication issues in both internal and external environments, and communicate orally and in writing both as an individual employee and as a member of a work group. In addition, the course examines corporate communication issues such as communication management, image, identity, reputation, and media relations.

MGMT 6010 Process Modeling & Technology Integration (2) - Prerequisite: STAT 6010. The effective integration of technology, people, and systems within and across firms to deliver products and/or services presents one of the most critical challenges to business leaders. This course focuses on the skills and concepts needed to ensure the ongoing contribution of a firm's operations to its competitive position. Getting work done efficiently and effectively is largely a matter of technique. Consequently, time is devoted to mastering analytical methods. The deeper issues surrounding operations, such as integration of supplier firms, must be addressed through a broad and conceptual approach. Hence, this course will provide a mix of qualitative and quantitative treatments of the subject using lectures, case discussions, and in-class exercises.

MGMT 6110 Managing People (2) - The course introduces students to some of the policies, practices, and procedures used to promote individual and group contributions to organizational effectiveness. The rationales as well as the assets and liabilities of such strategies are addressed.

MGMT 6140 Leadership & Ethics (2) - This course concerns the ethical foundations of leadership in business and society. Students will gain an understanding of various academic perspectives on leadership, real-world examples of effective and ineffective leadership, and insights into their own leadership capabilities. The emphasis on ethics will include some moral philosophy, but will also involve the application of common sense morality to business leadership. This means that active student participation is essential in this course. The classroom experience will include much conversation, debate, disagreement, and dissent in response to provocative case studies, class exercises, and group projects. *Note: Students may not substitute ACCN 7100 or FINE 7300 for this requirement.*

MKTG 6010 Marketing Management (2) - Marketing management introduces students to the fundamental theoretical concepts and techniques of marketing. The course surveys the roles of advertising, distribution channels, pricing, and product policy as they affect marketing programs. Students will also gain valuable marketing management experience by applying their newly acquired skills to real-life marketing cases.

PERS 6010 Career Development (0) - This seminar is designed to provide students with the tools and information to identify appropriate career goals. Additionally, students will begin the development of their internship and job search strategies. Topics include: networking skills development, business etiquette/protocol, and interviewing skills.

PERS 6030 Writing Skills Assessment (0) - The MBA writing assessment is a case-based exercise that tests students' business-writing skills. The writing assessment provides MBA students with feedback on their business-writing skills at the beginning of the program. The assessment is pass/fail. Students who receive a low score will attend a series of meetings with

the instructor. A passing score on this assessment is required for graduation.

STAT 6010 Business Statistics (2) - Methods for summarizing, analyzing, and making inferences from statistical data germane to management are learned. Topics include descriptive statistics, probability concepts, discrete and continuous probability distributions, sampling distributions, confidence intervals, hypothesis testing, simple and multiple regressions, and chi-squared tests. The methods are applied to management problems drawn from finance, marketing, accounting, operations management, human resources management, economics, and strategic planning.

Practice Module Courses

Practice of Management Module:

MGMT 6210 Strategic Management-Practice of Management I (2) - This course is designed to present strategic management from the point of view of the practicing general manager. It focuses on specific knowledge and skills that are required to understand strategy and the process by which it is developed in business organizations. It also provides information on the situation and context in which strategy is formed and implemented.

MGMT 6220 Marketing Planning and Implementation-Practice of Management II (2) - Prerequisite: MKTG 6010. This course focuses on the development of a practical brand plan for an operating organization experiencing opportunities or difficulties in its market environment. The course begins with a theoretical review of marketing's brand-support choices. Then, student teams draw on this information, as well as knowledge acquired from earlier marketing courses, to characterize a real client's internal and external environments. Finally, based on the characterization, student teams develop a coherent brand plan and a set of tactical recommendations based on the proposed plan. The marketing level on which teams concentrate is based on the level of the manager's concern, so that some teams may investigate a global marketing program, while others may concentrate on more concrete areas such as sales management or promotion. *Cross-listed with MKTG 7420.*

MGMT 6230 Strategic Consulting-Practice of Management III (2) - Prerequisite: MGMT 6210. Strategic consulting aims to prepare students for internal and external management consulting positions. Topics include industry analysis, consulting skills development, consultant-client relationships, stages of consulting (contracting, data collection and diagnosis, feedback and the decision to act, developing client commitment, implementation, results, and accountability), ethics of consulting, differences between internal and external consulting, understanding resistance, managing meetings, project management, and management of consulting firms. *Note: Students must choose either Strategic Consulting or Equity Analysis to satisfy MGMT 6230. It is also possible to take both. Cross-listed with MGMT 7430.*

MGMT 6230 Equity Analysis-Practice of Management III (2) - Prerequisite: FINE 6010. In this course, students will review the fundamentals of equity valuation, including dividend discount and discounted cash flow models, ratio analysis of performance, and evaluating future growth prospects. The course provides students with a valuable opportunity to gain hands-on experience in equity analysis by participating in Burkenroad Reports. Student analysts work in small teams, meeting with top management, visiting company sites, conducting financial analysis, and preparing a 12- to 24-page investment research report on selected under-followed companies in the region. Students also participate in the Burkenroad Reports Investment

Conference held each spring. *Note: Students must choose either Equity Analysis or Strategic Consulting to satisfy MGMT 6230. It is also possible to take both. Cross-listed with FINE 7430.*

MGMT 6240 New Venture Planning-Practice of Management IV (3) - Prerequisite: MGMT 6210. The primary objective of this course is to teach students to apply the skills learned in their functional area courses toward the goal of becoming an entrepreneur. Working alone or in teams, students learn to plan, finance, launch, manage, and harvest a new venture. Students will present their completed plans to a panel of experienced entrepreneurs. Students also enter the Tulane Business Plan Competition.

Global Leadership Module:

MGMT 6510 Economic Environment of Global Business-Global Leadership I (2) - This course examines the U. S. and world economy in relation to national income, international trade, and patterns of international investment. The emphasis is on open economy macroeconomic issues for managerial decisions. Topics include the determination of interest rates, inflation, foreign investment, wage levels, real output growth, exchange rates, and international trade patterns in the world economy. Also included is a study of the global institutions of world commerce – the WTO and the Bretton Woods institutions of the World Bank and the International Monetary Fund – as well as a study of regional and bilateral trade agreements and of governmental controls of capacity and currency flow. This course is intended to give the student an overview of the world economy and is the introduction to the global leadership module.

MGMT 6520 European Union-Global Leadership II (2) - Competing internationally is a long established necessity for firms who decide to do business abroad. But today, even firms operating mainly in domestic markets realize that “globalization” is a source of additional competitive threats and also a source of new opportunities. The objective of this course is twofold: (1) Understanding the patterns of global competition, and (2) Examining the ways to design a strategy for competing efficiently in global markets. In a given industry, what are the forces pushing toward globalization? How do they affect the players and what are the factors underpinning the success of global competitors in the industry? How do you redesign the value chain of the firm across the globe? How do you successfully enter foreign markets? This course has a regional focus on the European Union and includes an international consulting project and a professional excursion to a major Western European city.

MGMT 6530 Latin America-Global Leadership III (2) - This course provides a basis for understanding the international business environment and the mode of entry to foreign markets. The course is organized around three major topics: (1) The differences in the business environment across nations from a social, cultural, and political perspective as well as the effect of business environment on managerial decisions, (2) The methodology to select foreign markets for a firm’s expansion, and (3) Foreign market entry strategies and management implications of operating overseas. Although the course is based on general theory of international business, cases and lectures emphasize the Latin American business environment and the opportunities for Latin American companies worldwide. Direct experience for students is provided through a trip to a major Latin American city. The trip includes company visits and lectures by business leaders from the region.

MGMT 6540 Asia-Global Leadership IV (3) - This course provides an overview and some in-depth study of management at the executive level (CEO or managing director) in Asia. With a conceptual base in current articles and brief lectures, it uses cases to present the most important issues and current situations for top-level management in China, India, Japan, Korea, and Southeast Asia. Direct experience for the student is provided through a trip to a major Asian city which includes interaction with MBA students from leading universities, site visits to companies, briefings from government officials, and discussions with executives of companies invested in Asia.

Elective Courses

Accounting and Taxation:

ACCN 7110 Auditing (3) - Current professional developments in auditing are examined with particular attention given to the auditor's decision-making process. Fundamental auditing concepts are studied to provide a framework for the development and application of practical audit procedures. *Note: A student who has already taken intermediate accounting as an undergraduate, has a CPA, or has the consent of the instructor, may take ACCN 7110.*

ACCN 7120 Advanced Financial Accounting (3) - Prerequisites: ACCN 6010 and ACCN 6020. Advanced and problem areas in financial accounting and reporting are examined. Topics include the equity method of reporting investments, accounting for mergers and acquisitions, consolidated financial statements, accounting for partnerships, foreign currency transactions, and accounting for governmental and other not-for-profit organizations.

ACCN 7130 Financial Statement Analysis (3) - Prerequisites: ACCN 6010 and ACCN 6020. This course provides an overview of the use of financial accounting information for evaluating past performance and predicting future performance of a company or division. Managerial incentives affecting various accounting and reporting policy choices are considered, as well as the related regulatory and ethical issues. While a significant part of the course centers on estimating the value of publicly-traded common stocks, the techniques covered in the course can be used in many other settings, such as credit analysis, management consulting, and auditing. *Note: Students may not receive credit for both ACCN 7130 and ACCN 7230.*

ACCN 7140 Advanced Managerial Accounting (3) - Prerequisites: ACCN 6010 and ACCN 6020. The first third of this course expands upon the material covered in ACCN 6020. The remainder of the course is devoted to the study of advanced managerial accounting concepts and their applications.

ACCN 7150 Accounting Information Systems (3) - Prerequisites: ACCN 6010 and ACCN 6020. Concepts of accounting and computer systems are integrated to develop an understanding of accounting information systems. Through extensive use of computer systems, this course emphasizes the development, use, and maintenance of such systems.

ACCN 7200 Accounting Research (3) - Prerequisites: ACCN 6010 and ACCN 6020. This course teaches academic research skills in the accounting area. It applies economics, finance theory, and quantitative methods to study the use of accounting information. Major topics include the evolution of accounting and finance, fundamental analysis, and practical applications of accounting analysis.

ACCN 7230 Financial Accounting Seminar (3) - Prerequisite: ACCN 6010. This course covers the role of accounting and the accounting profession in the larger context of capital markets and the value of the firm. Financial Accounting Standards Board (FASB) and the Securities and Exchange Commission (SEC) pronouncements are applied to analyze firms, and current issues in the accounting and financial analyst profession are evaluated. This is a practical, hands-on course for future accountants and financial analysts. *Note: Students may not receive credit for both ACCN 7230 and ACCN 7130.*

ACCN 7420 Government and Not-for-Profit Accounting (3) - Prerequisite: ACCN 6010. This course covers generally accepted accounting principles (GAAP) that govern the reporting of assets, liabilities, revenues, transfers, expenditures, gains, losses, and net assets of governmental and not-for-profit entities. Discussion of the theoretical underpinnings of GAAP, as well as the “disconnects” still present in governmental GAAP vs. “for profit” GAAP, will be included in this course.

ACCN 7900 (1-3) - Independent study: Accounting.

TAXN 7250 Tax Planning for Corporate Decisions (3) - The history of taxation in the United States is traced, including government and court interpretations. Tax treatment of transactions associated with the creation, operation, and liquidation of corporate and partnership entities is analyzed. Emphasis is placed on the motivation of these transactions from the legislative, financial, and managerial viewpoints.

TAXN 7260 Taxation of Individuals (3) - The federal system of taxation, as it relates to individuals, is examined. The course uses a problem approach, wherein students analyze the facts presented and synthesize rules and concepts in arriving at a solution to individual tax problems. The course is "Code" (Internal Revenue Code) oriented, emphasizing the primary authorities that govern tax matters.

TAXN 7280 Research in Taxation (3) - Specialized methods of tax research and the use of tax materials are covered in this case course. Specific sections of the Internal Revenue Code are examined, including income taxation of individuals, estates, corporations, and partnerships. *Note: Cross-listed with 4LAW 6710.*

TAXN 7290 Taxation of Partnerships and S-Corporations (3) - Partnership tax topics include asset contributions, liability assumption, distributions, operations, transfer of partners' interests, special allocations of tax attributes, partnership interests received for services, special basis adjustments, and analysis of the entity and aggregate approaches found in the law. Also included is a comprehensive study of the law of S-Corporations and how it compares to the law governing partnerships.

TAXN 7920 (1-3) - Independent study: Taxation.

Business and Law:

LGST 7210 Business Law (3) - This course provides an overview of the laws that affect private business relationships, including contracts, torts, sales, negotiable instruments, secured transactions, principle-agency relationships, types of business organizations, antitrust, securities regulation, labor laws, administrative laws, and bankruptcy.

LGST 7920 (1-3) - Independent study: Business Law.

Consumer Behavior:

Note: MKTG 6010 is a prerequisite for all 7000-level MKTG electives.

MKTG 7100 Consumer Behavior (3) - This course examines how marketing influences the purchasing behavior of consumers. Topics include decision making, low- versus high-involvement learning, consumer perceptions of marketing stimuli, principles of attention and memory, consumer attitude theory, persuasion models, segmentation, positioning, and new product introduction decisions based on understanding the consumer.

MKTG 7110 Marketing Research (3) - Marketing research helps organizations understand their consumers and markets, and is an important input in the formulation and implementation of marketing strategy decisions (e.g., segmentation, targeting, positioning, and marketing mix design). An interaction of marketing management, behavioral sciences, and statistics, this project-based course deals with the collection, analysis, and interpretation of information. It familiarizes the student with important concepts in research, introduces the student to statistical analysis software (e.g., SPSS), and provides some experience with real-world research problems.

MKTG 7120 Sales Management (3) - Marketing is in its essence persuasion. A considerable proportion of this persuasion occurs through salespeople. What salespeople are better at persuasion and what motivates them to perform at peak levels? How do the tasks and supervisors they are assigned to affect salespeople's motivation and ability? Can unethical selling be considered effective? What are the important criteria of effectiveness: sales, profit, job satisfaction of salespeople, better customer relationships? These are some of the questions that will be asked in this class. Cases, lectures, and a simulation game will be the pedagogical tools used to arrive at answers.

MKTG 7130 International Marketing (3) - This course deals with the different stages and challenges of a firm's international expansion efforts. The course is organized around four topics: 1) international marketing in the early stages of a firm's expansion, including analysis and understanding of the business environmental factors (such as cultural, political, and legal issues) that affect marketing decisions; 2) the role of research for growth and for detecting opportunities across markets; 3) the dilemma of product/service adaptation vs. marketing program standardization for consumer/business markets across specific countries; and 4) how to plan, organize, and implement a global marketing program.

MKTG 7150 Brand Promotion Strategies (3) - Brand promotion coordinates advertising, public relations, personal selling, and sales promotion programs for both consumer and industrial goods and services. This course investigates the value and uses of traditional and innovative communication technologies to promotional problems and opportunities at the brand level. Projects include secondary research of the field of brand promotion, weekly reports on students' interpretation of the elements of that field, and the production of a real brand's promotional campaign.

MKTG 7420 Marketing Planning and Implementation (2) - This course focuses on the development of a practical brand plan for an operating organization experiencing opportunities or difficulties in its market environment. The course begins with a theoretical review of marketing's brand-support choices. Then, student teams draw on this information, as well as knowledge acquired from earlier marketing courses, to characterize a real client's internal and external environments. Finally, based on the

characterization, student teams develop a coherent brand plan and a set of tactical recommendations based on the proposed plan. The marketing level on which teams concentrate is based on the level of the manager's concern, so that some teams may investigate a global marketing program, while others may concentrate on more concrete areas such as sales management or promotion. *Note: Cross-listed with MGMT 6220.*

MKTG 7980 (1-3) - Independent study: Marketing.

Energy:

ENRG 7100 Energy Markets, Institutions, and Policy (3) - Prerequisite: FINE 6010. This course covers a range of energy-related topics including major challenges and policy issues facing the industry, history and structure of the industry, company profiles and strategies, energy economics, energy markets, energy regulation, energy technology, and sustainable development. Faculty associated with the Tulane Energy Institute will lecture on the history, structure, and economics of the energy sector and its importance in the growth of modern economies. The course also includes a series of presentations by industry participants including energy economists, sell-side analysts, industry regulators, upstream oil and gas operators, midstream and downstream participants, as well as representatives of the myriad companies that provide services to the direct participants. *Note: This course is required for the energy specialization.*

ENRG 7200 Energy Fundamentals and Trading (3) - Prerequisites or corequisites: FINE 6010 and FINE 7040. The course will cover the fundamentals of energy production, transportation, refining, and the related marketing and trading activities. Structure of physical and financial markets, risk management practices, and portfolio modeling will be covered. The course will include interactive trading in the Freeman School's state-of-the-art trading room, which will focus on the futures market of the New York Mercantile Exchange (NYMEX) to test student-developed trading strategies, mark-to-market models, options, and risk management tactics used in today's fast-paced energy trading environment.

ENRG 7300 Advanced Energy Trading and Finance - Prerequisite: ENRG 7200. The course will cover advanced energy trading techniques, including technical analysis, electronic trading algorithms, and the trading of energy derivatives. In addition, the course will cover the use of energy derivatives in the area of energy finance, valuations, planning, credit, and risk management and will include interactive trading in the school's state-of-the-art trading room.

ENRG 7600 Electricity Markets and Trading (3) - Prerequisite: FINE 6010. This course is an operations management and non-storable commodity trading simulation-based course. Set to the backdrop of deregulated energy markets, students will study market structures, failures, and strategies. The course offers students opportunities to obtain core experiences in negotiation (in real-time trading sessions), communication (in an executive-critiqued investment proposal), and planning/forecasting (in economic optimization exercises). Successful completion of the course provides students essential skill sets for any energy- or commodity-driven business application.

Finance and Economics:

ECAN 7940 (1-3) - Independent study: Economics.

Note: FINE 6010 is a prerequisite for all 7000-level FINE electives.

FINE 7010 Options (1.5) - This course explains what options are and how they are priced. The course begins by explaining the basics of options and arbitrage restrictions on their prices. Topics include pay-off diagrams, put-call parity, and simple trading strategies. Next, the idea of replicating portfolios is introduced and shown to be useful in pricing options. The binomial option-pricing model is developed. Subsequent topics include factors affecting the pricing of options, delta and gamma, risk-neutral pricing, and the Black-Scholes option pricing model for stocks that do and do not pay dividends. Corporate applications of option pricing are also discussed. *Note: This course is required for a finance concentration.*

FINE 7020 Corporate Financial Policy (1.5) - Corporate financial policy builds directly on the material covered in Financial Management (FINE 6010). The course focuses on the key policy decisions made in corporate finance. Topics include ways to finance a firm's investment, optimal capital structure, cost of capital, factors affecting financing costs, how much, if any, of the firm's earnings should be paid out to shareholders, stock dividends and splits, and the economics of raising external capital. *Note: This course is required for a finance concentration.*

FINE 7030 Fixed Income Analytics (1.5) - This course examines the pricing and yield determinants of various fixed income securities including Treasury bills, notes and bonds, strips, corporate bonds, munis, mortgages, and asset-backed securities. Topics include the term structure of interest rates, duration, convexity, immunization, and the various types of risk that can affect the pricing of fixed income securities. Arbitrage-free pricing methods are explained. The course is designed to give students the quantitative tools they need to evaluate streams of fixed-income cash flows. *Note: This course is required for a finance concentration.*

FINE 7040 Financial Modeling (1.5) - This course translates textbook finance into a practical set of tools for solving real-world business problems. The course provides a patterned map for solving common financial models with spreadsheets. Each model will be examined and the student will be guided step-by-step through the model, showing how it can be solved in Excel. Areas covered include corporate finance problems, standard portfolio problems, option pricing and applications, duration and immunization, and VaR. Students must have a good grasp of Excel before taking this class. *Note: This course is required for a finance concentration.*

FINE 7110 Investments (3) - This course focuses primarily on equity investments. It begins by examining the foundations of portfolio theory: risk and risk aversion, wealth allocation, and optimally risky portfolios. Various asset-pricing theories are discussed. The concept of market efficiency is introduced and empirical evidence for and against market efficiency is presented. The course continues with an examination of the theory and practice of portfolio management. Portfolio performance is discussed. *Note: This course is required for a finance concentration. It is also required for students who wish to be invited to participate in the Darwin Fenner Student Managed Fund (FINE 7610).*

FINE 7210 Real Estate Planning, Finance, and Development (3) - This course focuses on the real estate development process including: land acquisition, zoning, environmental impacts, valuation, financing alternatives, risk assessment, construction, management, leasing, and sale. Real estate decision making under changing economic conditions, environmental expectations, and tax legislation is also discussed.

FINE 7310 Cases in Real Estate (3) - Prerequisite: FINE 7210. This course explores the real estate development process in detail, from inception of an idea through construction completion and property management. Real-life case studies, group discussion, and lectures are the primary teaching methods. Student teams present development proposals at the conclusion of the course.

FINE 7430 Equity Analysis (2) - In this course, students will review the fundamentals of equity valuation, including dividend discount and discounted cash flow models, rational analysis of performance, and evaluating future growth prospects. The course provides students with a valuable opportunity to gain hands-on experience in equity analysis by participating in Burkenroad Reports. Student analysts work in small teams, meeting with top management, visiting company sites, conducting financial analysis, and preparing a 12- to 24-page investment research report on selected under-followed companies in the region. Students also participate in the Burkenroad Reports Investment Conference held each spring. *Note: Cross-listed with MGMT 6230.*

FINE 7600 Valuation and Financing Enterprises (3) - Prerequisites: FINE 7010, FINE 7020, and FINE 7040. This course studies advanced corporate valuation using discounted cash flow, comparables, and option techniques. Steady state valuation is followed by valuation when leverage is planned to rise then recede over time to a target level, as occurs in buyouts, takeovers, defensive repurchases, project finance, and other HLTs. Additional understanding of valuation in an international/cross-border setting is then pursued. Valuation in a project finance setting is also examined. Financing topics are interspersed, using equity, bank debt, complex debt, and hybrid securities. Lectures, mostly on valuation, and classes devoted to Harvard Business School cases focus on valuation of new investment, mergers, acquisitions, divestitures, LBOs/MBOs, IPOs, and projects with cross-border or emerging market elements. *Note: This course is required for a finance concentration.*

FINE 7610 Darwin Fenner Student Managed Fund (3) - Prerequisites: FINE 7010, FINE 7020, FINE 7040, and FINE 7110. This course combines academic study with actual investing. As part of the course, students manage a portfolio of stocks called the Darwin Fenner Student Managed Fund. State-of-the-art academic research papers and classic writings that have significantly influenced equity investing are studied. Through reading and discussing these papers, students develop a critical thinking process and proprietary investment models. Working in groups of three, students analyze all S&P 500 stocks in their assigned sector and give a “buy” or “do not buy” recommendation for each. Teams also evaluate the current portfolio holdings in their sector and make a “sell” or “hold” recommendation for each stock. The historic performance of the Darwin Fenner Student Managed Fund is also evaluated. *Note: Students must apply for enrollment in this course.*

FINE 7690 Topics in International Finance (3) - This course provides a good understanding of the basic principles of international finance. These principles are reinforced through an ongoing study of the international transition to a market economy. A framework will relate the concepts of international financial markets, international financial risk and its

management through various financial instruments, and international financing of corporations. *Note: This course is typically offered in conjunction with the Summer Abroad Program.*

FINE 7950 (1-3) - Independent Study: Finance.

Information Systems and Statistics:

INFO 7880 (1-3) - Independent study: Information Systems.

STAT 6110 Econometrics (3) - This course develops the necessary skills that allow the student to apply statistical methods to economics and finance. It covers all basic as well as some advanced concepts in econometrics. The material is concerned with developing techniques that can be used to estimate economic relationships, compare economic theories with facts, test hypotheses about economic behavior, and forecast economic variables. While the material is quantitative in nature, the course also emphasizes the practical application of economic methods. Throughout the course, students will learn to use statistical software packages, a must for the practicing econometrician. This knowledge will be applied in class examples and homework assignments related to the field of finance. Students will also work on a longer-term research project that is due at the end of the semester. The objective of the project is for students to apply the techniques of the course to an area of their interest.

STAT 7970 (1-3) - Independent study: Statistics.

Management:

MGMT 6270 Internship (1) - Prerequisite: Completion of first-year knowledge core courses or consent of the instructor. In this course, students will apply the intellectual capital obtained from core courses in a real business organization. The objectives of the course are to help the student integrate the concepts presented in separate functional area courses, to allow the student to experience how academic concepts are adapted to fit the realities of a particular business context, and to help the student understand how his or her academic training can help the organization. *Note: Internship credit does not count toward degree completion.*

MGMT 7100 Corporate and Cooperative Strategy (3) - Prerequisite: MGMT 6210. This case-based course prepares students to make sound corporate strategy decisions. Corporate strategy involves defining the firm's scope in terms of geography, markets, technology, and levels of integration. The desired changes in the scope can be achieved through several important tools of corporate strategy, including acquisitions, alliances, and internal development. The course takes an in-depth look at the strategic decisions that can maximize the value-creation potential of the M&A, alliances, and interorganizational networks. The course requirements include a term project that allows each student to focus on the aspects of corporate strategy that interest him or her most.

MGMT 7110 Negotiations (3) - Prerequisite: MGMT 6210. The behavioral processes and phenomena that are inherent in virtually all types of negotiations are explored. Emphasis is on systematic preparation of a negotiating strategy. In-class exercises, role plays, and simulations are used by students to test their strategies and tactics. *Note: This course may count toward concentrations in both consumer behavior and strategic management and leadership.*

MGMT 7120 Competition and Strategy (3) - Prerequisite: MGMT 6210. Analytical tools are presented for formulating competitive strategies. In-depth analysis of several industries and competitors is undertaken to help predict competitors' behavior and future industry evolution. Additional considerations include how government, technology, and other environmental factors affect competition. This course also provides analytical approaches to examine the corporate strategies of diversified firms. The principal focus will be on high technology industries and services.

MGMT 7150 Environment, Society, and Capitalism (3) - Prerequisite: MGMT 6210. This course takes a strategic planning perspective to investigate environmental management issues in the context of assessing and responding to competitive and social forces. This course examines a serious challenge to corporations competing in the global economy: how to maximize profitability and production in such a way that will allow the planet to support operations indefinitely. Emphasis will be on the company's ability to use both traditional management concepts and new sustainability practices to build and sustain a competitive advantage. Students will learn how an enterprise can meet sustainability goals while still fulfilling its financial and market objectives.

MGMT 7210 Management of Technology and Innovation (3) - Prerequisite: MGMT 6210. Maintaining or creating a competitive advantage requires innovation in process and product technologies. In many industries, top companies in one decade are struggling or absent in the next due to an inability to deal effectively with innovation development. In many cases, top companies fade from prominence due to an inability to anticipate or adjust to the introduction of disruptive technologies by other firms. In this course, frameworks and tools for managing technology advancement are introduced.

MGMT 7250 Strategic Human Resource Management (3) - Prerequisite or co-requisite: MGMT 6110. This course develops an understanding of how human resource management influences organizational success, how human resource strategy should align with the strategic goals of an organization, and the skills that general managers need in order to successfully manage human resources. This course will draw on economics, psychology, sociology, and legal issues to inform students about recruiting, selecting, training, placing, compensating, and managing employees in order to develop and maintain a highly committed and high performing workforce. Students will engage in a variety of exercises and projects which require the application of course material.

MGMT 7320 Executive Leadership (3) - Prerequisite: MGMT 6210. This course provides an opportunity to explore leadership from the point of view of a senior business executive. The starting point will be a set of leadership challenges that are currently faced by business executives. Examples include responding to a business crisis, leading an integration following a merger or acquisition, making a highly consequential strategic decision, implementing a workforce reduction, finding value from diversity and inclusiveness, creating a change in operating culture, accessing a new foreign market, and negotiating the sale of a company. Students will work in teams to develop a response to their assigned challenge. Students will present their response to the class and receive feedback from the professor, their peers, and executive leaders who have actually faced that specific situation. In addition, throughout the course, perspectives on leadership from research and academic frameworks are analyzed. This approach puts students "in the trenches" and develops a practical understanding of the functions of executive leaders.

MGMT 7430 Strategic Consulting (2) - Prerequisite: MGMT 6210. Strategic consulting aims to prepare students for internal and external management consulting positions. The topics include industry analysis, consulting skills development, consultant-client relationships, stages of consulting (contracting, data collection and diagnosis, feedback and the decision to act, developing client commitment, implementation, results, and accountability), ethics of consulting, differences between internal and external consulting, understanding resistance, managing meetings, project management, and management of consulting firms. *Note: Cross-listed with MGMT 6230.*

MGMT 7690 Topics in International Management (3) - This course studies international business by focusing on the recent changes that have occurred in the area and changes that are occurring now. The history, current political/economic events, and several industries of the region are studied from a global perspective. Students have the opportunity to meet and discuss current situations with top executives and government leaders. *Note: This course is typically offered in conjunction with the Summer Abroad Program.*

MGMT 7910 (1-3) - Independent study: General Management.

MGMT 7930 (1-3) - Independent study: Organizational Behavior.

Every effort has been made to include an accurate description of the offerings for the 2010-2011 academic year. The Freeman School's schedule is, however, subject to limited changes after this handbook goes to press.

VIII. APPENDICES

MBA Program Values and Professional Standards

Program Values:

Achieving a productive living and learning environment requires that all members of the business school community exercise due respect for the basic rights of one another. This statement reflects this important principle.

The Program Values Statement:

To foster an appropriate living and learning culture, students, faculty, and staff:

- Value differences and respect each other's abilities.
- Promote effective teamwork.
- Expect academic honesty.
- Support each other's successes.
- Help each other attain personal and professional objectives.
- Hold each other accountable for decisions made and actions taken.

Professional Standards:

Our professional standards provide a guideline for basic professional behavior by students, faculty, and staff inside and outside the classroom, and directly reflect the values above.

Fundamental to the principle of independent learning and professional growth is the requirement of honesty and integrity in the conduct of one's academic and non-academic life.

This community is committed to creating an environment in which every individual can work and study in a culture of mutual respect. When making individual decisions we must keep in mind the interest of the many other stakeholders. Consistent with the general goal of mutual respect, faculty, students, and staff are reminded to demonstrate:

- On-time arrival to classes and presentations, with uninterrupted attendance for the duration.
- On-time initiation and termination of classes and presentations.
- On-time submission of course work and exams.
- Maintenance of a professional atmosphere. This includes, but is not limited to:
 - Using respectful comments and humor;
 - Employing appropriate manners and decorum, especially when food and drinks are served;
 - Wearing attire that is appropriate for a professional educational environment;
 - Observing appropriate copyright laws;
 - Utilizing computers and technology suitably (e.g., silencing wireless devices, no web-browsing or e-mailing); and
 - Refraining from distracting or disrespectful activities (e.g., avoiding side conversations and games).
- Fulfillment of engagements with recruiters and speakers, or timely notification of cancellation.
- Courtesy towards all guests, hosts, and participants at any activity associated with the community.
- Observance of the most conservative standards when one is unsure about which norms apply.

These points offer specific illustrative examples to encourage broader reflection of each individual's impact on, and responsibility to, the community.

Upholding these expectations and the standards upon which they are based is a shared right and responsibility for all faculty, students, and staff at the Freeman School. As a learning and professional community, we seek and deserve no less. When an individual has failed to maintain these standards, the school, through the Office of the Dean, may take appropriate action to preserve the integrity of the business school community. These actions may include dismissal from the graduate program.

Norms and Expectations for Students in Freeman Classes

Name cards:

Students are required to display their name cards during class in all business school courses.

Computers in the classroom:

Computers are to be used for class-related purposes only; professors will specify when they can be used.

Cell phones:

Professors and students will turn off all cell phones, pagers, and beepers at the beginning of each class and keep them off for the duration of the class.

Copyright laws:

Students are expected to observe copyright laws, which include not reproducing copyrighted material such as case materials and book chapters.

E-mail:

Professors will use Tulane e-mail accounts to communicate with students. Students are responsible for checking this e-mail account daily when classes are in session.

Class attendance and punctuality:

Professors expect on-time arrival to classes and presentations, with uninterrupted attendance for the duration of the class.

Turning in work:

If work is turned in late, the professor has the discretion to not accept it or to assign a grade penalty.

Final exam attendance:

Non-emergency reasons for missing final exams must be approved by professors during the first week of classes.

Videotaping classes:

Videotaping a class requires approval in advance by the professor.

Attire:

Students are expected to dress in a manner that is consistent with a professional educational environment.

Food:

No food is allowed in the classroom during class time; any drinks brought in to class must be in a container with a lid.

Decorum for approaching faculty to discuss grades and other class-related issues:

Discuss grades and other class-related matters with professors either after class or during office hours. Please approach professors first with any issues and class-related questions *before* bringing the matter to the attention of others.

AACSB Standards for Individual Faculty and Student Educational Responsibility

Individual teaching faculty members:

- Operate with integrity in their dealings with students and colleagues,
- Keep their own knowledge current with the continuing development of their teaching disciplines,
- Actively involve students in the learning process,
- Encourage collaboration and cooperation among participants, and
- Ensure frequent, prompt feedback on student performance.

Individual students:

- Operate with integrity in their dealings with faculty and other students,
- Engage the learning materials with appropriate attention and dedication,
- Maintain their engagement when challenged by difficult learning activities,
- Contribute to the learning of others, and
- Perform to standards set by the faculty.

Unified Code of Graduate Student Academic Conduct

Introduction:

The integrity of Tulane University is based on the absolute honesty of the entire University community in all academic endeavors. As part of the Tulane University community, graduate students have certain responsibilities regarding work that form the basis for the evaluation of their academic achievement. Students are expected to be familiar with these responsibilities at all times. No member of the University community should tolerate any form of academic dishonesty because the scholarly community of the University depends on the willingness of both instructors and students to uphold this Unified Code of Graduate Student Academic Conduct. When a violation of the Code is observed, it is the duty of every member of the University's academic community who has evidence of the violation to take action. Students should take steps to uphold the Code by reporting any suspected offense to the instructor or the Dean of their School. Students should not, under any circumstances, tolerate any form of academic dishonesty.

In all work submitted for academic credit, graduate students are expected to represent themselves honestly. The presence of a student's name on any work submitted in completion of an academic assignment is considered to be an assurance that the work and ideas are the result of the student's own intellectual effort, stated in his or her own words, and produced independently, unless clear and explicit acknowledgment of the sources for the work and ideas is included (with the use of quotation marks when quoting someone else's words). This principle applies, but is not limited to, to papers, tests, homework assignments, artistic productions, laboratory reports, computer programs, and other academic assignments.

All new graduate students in the Schools shall have access to a copy of this Code before the start of their first semester. Lack of familiarity with the Code or with the precise application of its principles to any specific instance is not an excuse for noncompliance.

Article 1 – Definitions:

The terms below are used throughout this document and are defined as follows:

1. **“Accused Student”** means any graduate student accused of violating the Code.
2. **“Appellate Panel”** means any person or persons from the Honor Board authorized by the Dean's Designee to consider an appeal either of an Honor Board Hearing Panel's determination or of the sanctions imposed in a particular situation.
3. **“Chairperson”** means the Chair of an Honor Board Hearing Panel or Appellate Panel. The Chairperson must be a faculty officer of the Honor Board, and is appointed from all Honor Board officers by the Dean's Designee.
4. **“Code”** means this Unified Code of Graduate Student Academic Conduct.
5. **“Dean's Designee”** means a School Official authorized by the Dean to coordinate Honor Board proceedings and impose sanctions upon any student(s) found to have violated the Code. In most cases, the Designee will be an Associate Dean of the School.
6. **“School Official”** means any person employed by a School to perform administrative or professional responsibilities.
7. **“Complainant”** means any person who submits a charge alleging that a student violated the Code.

8. **“Dean”** means the Dean of the School in which the Accused Student is enrolled.
9. **“Faculty”** means those engaged in teaching and research appointed to appropriate faculty status by the Board of Administrators of the University in accordance with the existing constitutions of the various divisions of the University. For purposes of Honor Board continuity, “faculty” is limited here to regular appointments, either part- or full-time, either tenure- or non-tenure track, but does not include special appointments.
10. **“Graduate Student”** means all persons enrolled at Tulane University pursuing post-baccalaureate studies on either a “for credit” or on an “audit” basis, and on either a full-time or part-time basis, including Research Dissertation and Masters. This includes, but is not limited to, students pursuing the E.M.B.A., M.B.A., M.A., M.ARCHII, M.ACCT., M.F.A., M.FIN., M.L.A., M.P.S., M.RISK, M.S., M.S.W., and Ph.D. degrees. “Graduate Students” also includes persons who withdraw after allegedly violating the Code, who are not officially enrolled for a particular term but who have a continuing relationship with Tulane, or who have been notified of their acceptance for admission.
11. **“Honor Board”** means those persons who may from time to time be asked to serve on an Honor Board Panel. The Honor Board shall consist of approximately forty (40) graduate students and twenty-five (25) faculty members from the Schools. It shall be a goal to select representation proportional to enrollment from the Schools whenever possible. The Dean shall have the right to nominate, suspend, or remove any member of the Honor Board from his or her School.
12. **“Honor Board Officer”** means a faculty or graduate student member of the Honor Board elected by their corresponding Honor Board colleagues to provide training to new Honor Board members and, in the case of faculty honor board officers, serve as chairs for Honor Board panel hearings.
13. **“Honor Board Hearing Panel”** means any person or persons authorized by the Dean’s Designee to determine in a particular situation whether a student has violated the Code and to recommend sanctions that may be imposed when a Code violation has been committed.
14. **“Instructor”** means any person who conducts classroom or teaching activities for Tulane University.
15. **“Member of the University Community”** means any person who is a student, Faculty, School Official, or any other person employed by Tulane University. A person’s status shall be determined by the Dean’s Designee.
16. **“Schools”** means the Schools of Architecture, Business, Continuing Studies, Liberal Arts, Medicine, Science and Engineering, and Social Work.
17. **“Tulane University”** or **“University”** here means collectively the Schools of Architecture, Business, Continuing Studies, Liberal Arts, Medicine, Science and Engineering, and Social Work.

Article II – Code Authority:

1. The Dean’s Designee shall determine the composition of Honor Board Hearing Panels and Appellate Panels in a manner consistent with provisions of the Code, as well as which Honor Board Panel and Appellate Board Panel shall be authorized to hear each matter.
2. The Dean’s Designee shall develop procedures for the conduct of Honor Board Hearing Panels and Appellate Panel hearings that are not inconsistent with provisions of the Code.
3. Decisions made by an Honor Board Panel and/or Dean’s Designee shall be final, pending the normal appeal process as outlined in the Code.

4. Allegations of harassment shall be addressed under Tulane University's harassment policy (<http://tulane.edu/studentaffairs/studentguide.cfm>). Allegations of research fraud shall be addressed under Tulane University's fraud in research policy (<http://tulane.edu/studentaffairs/studentguide.cfm>). All other policies regarding student life (e.g., alcohol policy) are covered under the Code of Student Conduct (<http://tulane.edu/studentaffairs/studentguide.cfm>).
5. Members of the Honor Board shall elect one officer from each School on an annual basis, and shall work with the Schools to provide training on Honor Board membership requirements, rules, and regulations to Honor Board members.

Article III – Proscribed Academic Conduct:

1. Jurisdiction of the Unified Code of Graduate Student Academic Conduct

The Code shall apply to academic conduct of each student from the time of application for admission through the actual awarding of a degree, even though academic conduct may occur before classes begin or after classes end, as well as during the academic year and during periods between terms of actual enrollment, and even if the academic conduct is not discovered until after a degree is awarded. The Code shall also apply to a student's academic conduct even if the student withdraws from school while a disciplinary matter is pending.

2. Violations of the Unified Code of Graduate Student Academic Conduct

Any student behavior that has the effect of interfering with education, pursuit of knowledge, and/or a fair evaluation of a student's performance is considered a violation of the Code's proscribed academic conduct. Any student found to have committed or to have attempted to commit the following misconduct is subject to the disciplinary sanctions outlined in this Code. The following are defined as academic conduct violations under the code:

- a. **Cheating** -- Giving, receiving, or using, or attempting to give, receive, or use unauthorized assistance, information, or study aids in academic work, or preventing or attempting to prevent another from using authorized assistance, information, or study aids. Consulting with any persons other than the course professor and teaching assistants regarding a take-home examination between the time the exam is distributed and the time it is submitted by the student for grading. Students should assume the exam is closed book; they may not consult books, notes, or any other reference material unless explicitly permitted to do so by the instructor of the course.
- b. **Plagiarism** -- Unacknowledged or falsely acknowledged presentation of another person's ideas, expressions, or original research as one's own work. Such an act often gives the reader the impression that the student has written or thought something that he or she has in fact borrowed from another. Any paraphrasing or quotation must be appropriately acknowledged. Plagiarism also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. Please consult any of the available references on acknowledging sources in academic work for more information on documenting sources.
- c. **Fabrication** -- Submission of contrived or altered information in any academic exercise.
- d. **False Information** -- Furnishing false information to any University official, instructor, or University office relating to any academic assignment or academic issue.

- e. **Unauthorized collaboration** -- Collaboration not explicitly allowed by the instructor to obtain credit for examinations or course assignments.
- f. **Multiple submission** -- Presentation of a paper or other work for credit in two distinct courses without prior approval by both instructors.
- g. **Sabotage** -- Destroying or damaging another student's work, or otherwise preventing such work from receiving fair graded assessment.
- h. **Unfair advantage** -- Any behavior disallowed by an instructor that gives an advantage over other fellow students in an academic exercise.
- i. **Facilitation of academic dishonesty** -- Knowingly helping or attempting to help another student violate any provision of the Code.
- j. **Tampering with academic records** -- Misrepresenting, tampering with, or attempting to tamper with any portion of a student's academic record.
- k. **Improper disclosure** -- Failure of an Honor Board member, witness, or participant in an Honor Board hearing to maintain strict confidentiality concerning the identity of students accused of Honor Code violations.

Article IV – Responsibilities:

1. Instructors

All instructors shall foster an environment which encourages adherence to the principles of honesty and integrity. Each instructor shall give specific directions concerning the nature of examinations and assignments, stating, for example, when collaboration is permissible. Each instructor shall be familiar with the principles and procedures of the Code. He or she shall report all suspected violations so that, for example, repeat offenders can be detected. Each instructor shall also appear and testify when called upon to do so by the Honor Board. Failure to do so will be considered a violation of the Code, absent compelling reasons for failure to appear and testify when called upon by the Honor Board.

2. Students

As with similar Honor Codes at their former undergraduate institutions, all graduate students are expected to adhere to the principles of the Code. All academic work must be the result of the student's own efforts, except when collaboration has been explicitly allowed. If a student is unsure how a particular assignment is affected by the Code, it is his or her responsibility to consult the Instructor. This applies not only to the student's own behavior, but also to the behavior of others.

Article V – Reporting Violations and Preparing for a Hearing:

1. Reporting Suspected Violations

Any member of the University community may file charges against a student for violations of the Code. A charge shall be prepared in writing and directed to the Dean of the Accused Student's School. Any charge should be submitted as soon as possible after the Complainant becomes aware of the relevant events or challenged actions and/or complained of actions, preferably within five (5) working days of the alleged violation.

2. Copy of the Charges

If a violation of the Code is suspected, the Dean will appoint a designee (Dean's Designee) who will provide the

Accused Student with a copy of the formal charge in writing: the nature and occasion of the alleged violation, the name of the Complainant, copies of the documents pertinent to the allegation and a copy of the code within five (5) working days or as soon as is practical.

3. Dean's Designee's Initial Review

If alleged violation of the Code has been reported, the Dean's Designee shall review the charge to confirm that the charge being made falls within the scope of this Code and that all documents have been prepared according to its provisions. This review should generally take place within two (2) working days of the Dean's Designee's receipt of the charge when feasible.

If, in the considered opinion of the Dean's Designee, the charge is improper and should not be taken to a hearing, that decision should generally, when feasible, be communicated to the Accused Student and Complainant within five (5) working days, the latter of whom retains the right to have the Dean's Designee's decision reviewed by the Dean.

4. Accused Student's Review

If the charge is brought to a hearing, the Accused Student will be allowed five (5) working days to prepare his or her case; an extension to this period may be granted by the Dean's Designee, if deemed necessary.

5. Administrative Disposition

If the Accused Student (or Accused Students) in the case informs the Dean's Designee that he or she plans to plead guilty, the Accused Student may waive the hearing and the penalty for violating the Code will be a grade of WF on the relevant course and one semester of honor board probation, assigned by the Dean's Designee. The Accused Student must also sign a statement acknowledging the violation and the penalty, and in the case of a Code violation involving multiple students, the signed statement will become part of the record in the hearing for any of the other students that do not plead guilty. A student may elect this option only if he or she has no prior convictions and if the violation, in the opinion of the Dean's Designee, would not likely result in suspension from the University if the student were to appear before a Hearing Panel. Administrative disposition of the case will appear on the Accused Student's record as a violation of the Code.

6. Witnesses

The Honor Board Panel Chairperson shall consult with the Complainant and the Accused Student, if necessary, to ascertain what witnesses should be called in the Hearing, to make sure that all concerned understand the workings of the Code.

7. Right to an Advisor

The Accused Student has the right to be assisted by an advisor of his or her choice (to be selected from a list of faculty familiar with the workings of the Honor Code). The Dean's Designee can provide the Accused Student with a list of potential advisors. The Dean's Designee may not act as the Accused Student's advisor. The advisor may not have an attorney-client relationship with the person advised. The Accused Student is responsible for presenting his or her own information, and therefore, an advisor is not permitted to speak or to participate directly in any Honor Board hearing. A student who selects an advisor should insure that the advisor's schedule allows attendance at the scheduled date and time of the hearing because delays will not normally be allowed due to the scheduling conflicts of an advisor.

8. Students with Physical Impairments

An Accused Student with a physical impairment that may impact her or his ability to effectively participate in a

Hearing or Appellate Panel (e.g., hearing impairment) may request additional assistance through the Dean's Designee. The Dean's Designee, in consultation with the Manager of Disability Services at the Center for Educational Resources & Counseling (ERC), will determine the appropriate accommodations, if any.

Article VI – Composition and Jurisdiction of the Honor Board and Hearing Panels:

1. Composition of the Honor Board

The Honor Board is composed of persons selected by the procedure below who may from time to time be asked to serve on an Honor Board Panel. The Honor Board shall consist of approximately forty (40) graduate students and twenty-five (25) faculty from the Schools. It shall be a goal to select representation proportional to enrollment from the Schools (as defined below) whenever possible. The Dean shall have the right to nominate, suspend, or remove any member of the Honor Board from his or her School.

2. Selecting New Members and Officers of the Honor Board

a. Selection of Graduate Students

- i. New graduate student members of the Honor Board shall be appointed by the Dean in consultation with the relevant graduate student governing body in each School. The Sr. Vice President for Academic Affairs, or his or her designee, will determine the number of graduate student members needed from each School at the beginning of each fall term on a proportional enrollment basis of the participating schools for that academic year.
- ii. No student who has been convicted of a violation of the Code may serve on the Honor Board.

b. Selection of Student Officers

One graduate student member of the Honor Board from each participating School shall serve a one-year term as an officer of the Honor Board. Selection of the officers will be made each spring by vote of the continuing members of the Honor Board. The officers of the Honor Board may convene the Honor Board to review procedures, conduct training, and/or for other official business.

c. Selection of Faculty Members

Faculty members of the Honor Board shall be chosen by the Dean of their schools and will serve two-year terms. The Sr. Vice President for Academic Affairs, or his or her designee, will determine the number of faculty members needed from each School at the beginning of each fall term on a proportional enrollment basis of the participating schools for that academic year.

d. Selection of Faculty Member Officers

One faculty member of the Honor Board from each participating School shall serve a one-year term as an officer of the board. Faculty members of the Honor Board shall elect one officer from each School on an annual basis, and shall work with the Schools to provide training to Honor Board members. The officers of the Honor Board may convene the Honor Board to review procedures, conduct training, and/or for other official business.

3. Composition of Honor Board Hearing Panels

Panels shall be constituted from five (5) members of the Honor Board - three graduate students and two faculty. One of the three student representatives must be an officer of the Honor Board, and at least one must be from the Accused Student's school (the officer may be from the Accused Student's school). Similarly, at least one of the faculty members must be an officer of the Honor Board, and at least one must be from the Accused Student's

school. The faculty member who is an officer of the Honor Board shall serve as the Chairperson. The Honor Board Hearing Panel shall hear cases and determine the guilt or innocence of the Accused Student(s), and shall recommend appropriate penalties for implementation by the Dean's Designee.

4. Honor Board Hearing Panel Voting Rights

Students and faculty are voting members of the Honor Board Hearing Panel and have one (1) vote each.

Article VII – Honor Board Panel Hearings:

1. Purpose of Hearings

The purpose of the hearing is to provide the graduate student with an opportunity to be heard and to supply the Honor Board Hearing Panel with the relevant information necessary to reach a decision. It should be noted that a hearing is not a legal procedure and as such, formal rules of process, procedure, and/or technical rules of evidence, such as are applied in criminal or civil court, are not used in Code proceedings. Polygraph tests are not admissible as evidence.

2. Hearing Date

The Honor Board will make every effort to process cases in a timely manner. The Chairperson will convene an Honor Board Hearing Panel to review the charges brought against the student. Every effort will be made to convene that hearing within ten (10) working days after the Accused Student has been apprised of the charges in writing.

3. End of the Semester Offenses

If the offense is reported at the end of the semester and an officer and a sufficient number of board members with appropriate representation from the student's school are unavailable to hear a case, the Dean's Designee may form an ad hoc panel composed of three faculty members (one from the student's school) and two students. If the case must be heard by an ad hoc panel, it will be heard as soon as possible and generally not later than fourteen working days after the end of final exams when feasible, unless the accused student asks to have the matter deferred until the beginning of next semester. If more than one student is accused in the same case and at least one of the Accused Students desires to postpone the hearing, it shall be deferred until the beginning of the next semester, unless any of the Accused Students is expected to graduate before the hearing is to take place. In either event, the hearing will generally take place within the ten (10) day period stipulated, when feasible.

4. Failure to Appear

If an Accused Student, having been duly notified, does not appear before an Honor Board Hearing Panel, the information in support of the charges shall be presented and the hearing shall proceed.

5. Testimony

If a person is called before an Honor Board Hearing Panel, the person is obligated to be completely honest because the charges against the Accused Student can result in suspension or expulsion from the University. It is every member of the University community's duty to ensure that the principles of the Code are upheld and that the procedures are properly followed.

6. Procedures for Honor Board Hearing Panel

- a. Honor Board hearings shall be conducted in private.
- b. The Chairperson shall preside over each Honor Board Hearing Panel. He or she shall see that an audio recording is made of all testimony. The Chairperson shall notify all participants of the date and time of the

hearing within five working days after the Accused Student has been notified, when feasible. The Chairperson shall submit a written report of the hearing, accompanied by an audio recording of all testimony and a copy of all evidence presented, to the Dean generally within two working days after the hearing.

- c. There shall be a single record, such as an audio recording, of all Honor Board Hearings. Deliberations of an Honor Board Panel shall not be recorded. The record shall be the property of the School. The record shall be retained by the School only until all appeals have been exhausted or a determination has otherwise become final, or such longer period as may be required by law, rule, or regulation.
- d. The Accused Student has the right to be assisted by an advisor of his or her choice (to be selected from a list of faculty familiar with the workings of the Honor Code). The Dean's Designee can provide the Accused Student with a list of potential advisors. The advisor must be a member of the University community and may not have an attorney-client relationship with the person advised. The Dean's Designee may not act as the Accused Student's advisor. The Accused Student is responsible for presenting his or her own information, and therefore, advisors are not permitted to speak or to participate directly in any Honor Board Panel Hearing. A student who selects an advisor should insure that the advisor's schedule allows attendance at the scheduled date and time of the Honor Board Hearing Panel because delays will not normally be allowed due to the scheduling conflicts of an advisor.
- e. Pertinent records, documents, and written statements may be accepted as information for consideration by an Honor Board Hearing Panel at the discretion of the Chairperson.
- f. All procedural questions are subject to the final decision of the Chairperson of the Honor Board Hearing Panel. Formal rules of process, procedure, and/or technical rules of evidence, such as are applied in criminal or civil court, are not used in Code proceedings.
- g. At the beginning of the hearing, the Chairperson shall read the charges against the Accused Student. Normally the complainant will give testimony first, followed by supporting witnesses, followed by the Accused Student and supporting witnesses, and then by other witnesses, if any. Any of the proceedings may be recalled for further testimony if clarification is necessary. The Chairperson shall inform the Accused Student and any witnesses of the following before testimony begins:
 - i. False testimony given in a hearing is a violation of the Unified Code of Graduate Student Academic Conduct.
 - ii. All testimony given in an Honor Board Hearing is to be held in the strictest confidence.
 - iii. All witnesses must be called to give substantive testimony rather than character testimony.
- h. The Accused Student may make a statement before the Honor Board, examine or dispute any evidence, make no statement, or decline to respond to any questions.
- i. The Complainant, the Accused Student, and any witnesses will be brought before the Hearing Panel independently and separately of one another to give testimony. If the Complainant and/or Accused Student in the hearing cannot be present, written testimony will be accepted.
- j. After hearing all evidence and witnesses in the case, the Honor Board Hearing Panel will vote to determine the guilt or innocence of the student based on whether it is more likely than not that the Accused Student violated the Code; a (simple) majority is necessary for a finding of guilty. All members of the Honor Board Panel vote and abstentions will be counted as votes of not guilty. No member of the Honor Board Hearing Panel will be allowed to vote unless he or she has been present to hear all the evidence in the case.

- k. If the Accused Student is judged not guilty, there will be no report of the case on his or her college record.
- l. If the Accused Student is found guilty of violating the Code, the Honor Board Hearing Panel will recommend sanctions.

7. Sanctions

Sanctions for violations of the Code are imposed on the basis of the infraction and any history of repeated violations by the student. In all cases of findings of guilt, the offense is noted permanently in the academic record of the student. The appropriate sanctions to be recommended by the Honor Board Hearing Panel to the Dean's Designee for a guilty verdict may include:

- a. Probation, signifying that a student is not in good standing for a specified length of time and a student cannot graduate while on probation.
- b. Lowering of a grade to zero, for an assignment or test; the Honor Board may stipulate that if a student chooses to withdraw from a course after receiving a grade sanction for an Honor Code violation, the student's record will reflect a grade of "WF" for the course in which the sanction was assessed.
- c. A grade of "WF" in a course.
- d. Suspension from the University for a period of time.
- e. Expulsion from the University.
- f. Admission to or a degree awarded by any School within Tulane University may be revoked for violation of the Code.
- g. More than one of the sanctions listed above may be imposed for any single violation.

Students should be aware that infractions of the Unified Code of Graduate Student Academic Conduct usually warrant a grade of "WF" for the course and Honor Board probation of two semesters for a first offense. Students should also be aware that they may not be allowed to continue in the graduate program after receiving the "WF," since Quality of Work Requirements for graduate students stipulate that one B- grade is cause for probation, and one grade below that is cause for dismissal. A conviction for a second offense warrants, and typically results in, expulsion from the University. In addition, the University reserves the right to withhold institutional support from a student's application for study at another institution if violations of the Code are noted in the student's academic record.

- 8. The Dean's Designee shall review all pertinent materials. If the Dean's Designee disagrees with the recommended sanction, he or she must provide the Hearing Panel with the reasons for disagreement. The Dean's Designee, having reviewed all pertinent information, shall notify in writing the student, the faculty, and the Chair of the Hearing Panel of his or her decision within three working days after receipt of the hearing panel's report.

Article VIII – Duties of the School:

1. Records

- a. The School shall maintain and retain a permanent record of all honor board convictions involving its students for as long as may be required by law, rule, or regulations. The record shall include a copy of all evidence submitted to the hearing panel, the report of the Chairperson to the Dean's Designee, and the Dean's Designee's final action. Copies of the latter two documents shall be maintained in separate, permanent records of the Honor Board. The recording of the hearing should be preserved only until all appeals have been exhausted or such longer period as may be required by law, rule, or regulation.

- b. From the permanent record, the Dean's Designee shall note in the school records any conviction and the sanction imposed. This information shall be available only to that student unless the student waives his or her right of exclusive access under the provisions of the Family Educational Rights and Privacy Act.
- c. Access to the audio recording and other information concerning a case during the process of adjudication shall be reserved for members of the Honor Board Panel or, if necessary, the Appeal Panel. The right to borrow these materials or copies of them from the school's records shall be restricted to the Honor Board Panel Chairperson, the Dean and Dean's Designee, and the Honor Board officer chairing the Appeal Panel. The original or one copy of all documents shall remain in the school's records at all times.

Article IX – Appeals

1. Appeal Process

- a. A student may appeal a decision of the Honor Board Hearing Panel or the Dean's Designee on one or more of the following grounds: procedural error, new evidence, and/or inappropriateness of sanction.
 - i. **Procedural error** is defined as any violation of the procedures stated in this Code.
 - ii. **New evidence** is defined as testimony or documentation not previously introduced that is directly relevant to the charges heard during the hearing and which merits consideration in light of its potential effect upon the outcome.
 - iii. **Inappropriateness of sanction** means the sanction is excessive for the violation of the Code.
- b. An accused student who wishes to request an appeal of a decision of the Honor Board Hearing Panel may do so by notifying in writing the Dean's Designee within seven (7) working days after being notified of the Dean's Designee's decision, except when the appeal is on the basis of new evidence, in which case more time may be granted by the Dean's Designee. Students requesting an appeal on the basis of new evidence may, with the permission of the Dean's Designee, listen to a copy of the audio recording of the original hearing in the presence of an officer of the Honor Board. Access to the recording will not be provided to any other individual.
- c. The appeal document must be in writing and must provide evidence of procedural error, excessive sanction, and/or new evidence.

2. Appellate Panel

- a. The Dean's Designee shall convene a panel of three members of the Honor Board to form an Appellate Panel to review the student's request for appeal, including an officer of the board, who will serve as the Appellate Panel Chairperson, and one other student and one faculty of the board where the student and faculty can be from any School.
- b. No member who heard the original case may serve on the Appellate Panel. If this Panel of three decides that an appeal should be granted, this panel will conduct the appeal hearing as soon as possible.
- c. The review panel may uphold the original decision, alter the sanction, or set the decision aside and refer the case back to the Honor Board for a new hearing.

3. Appellate Board Hearing Procedures

- a. An appellate hearing is not a retrial, but rather a careful examination of points raised in a letter of appeal and is conducted in private.
- b. Persons other than the three-member Appellate Panel who may be present during an appellate hearing include:
 - i. the Accused Student, who may state his or her reasons for appeal;
 - ii. material witnesses, who may appear if the accused is presenting new evidence;
 - iii. the Chairperson of the hearing panel that originally heard the case who shall summarize the case as heard by the panel and address the grounds for the appeal, and;
 - iv. additional appointees consistent with Article V, Section 8.
- c. The Complainant in the original case should generally not be present, unless the accused presents new evidence, either through witness testimony and/or documentation.
- d. All information presented or discussed at an Appellate Panel hearing shall be confidential.
- e. All members of the Appellate Panel present for the appellate hearing shall receive a copy of all pertinent information and a copy of the student's document of appeal.
- f. The Appellate Panel Chairperson shall ensure that an audio recording is made of all testimony and placed in the school's files. The record shall be the property of the School. The record shall be retained by the School only until either all appeals have been exhausted, or a determination has otherwise become final, or such longer period as may be required by law, rule, or regulation.
- g. An Accused Student shall present his or her document of appeal and may call material witnesses if new evidence is submitted.
- h. The Appellate Panel Chairperson shall inform the accused student and any witnesses before testimony begins of the following:
 - i. False testimony given in a hearing is a violation of the Code.
 - ii. All testimony given in a hearing is to be held in the strictest confidence.
 - iii. All witnesses must be called to give substantive testimony rather than character testimony.
- i. Pertinent records, documents, and written statements may be accepted as information for consideration by an Appellate Panel at the discretion of the Chairperson.
- j. All procedural questions are subject to the final decision of the Chairperson of the Appellate Panel. Formal rules of process, procedure, and/or technical rules of evidence, such as are applied in criminal or civil court, are not used in Code proceedings.
- k. The Appellate Panel shall deliberate in private and decisions of the Appellate Panel shall be by majority vote.

4. Appellate Decision

The Appellate Panel may uphold the hearing panel's decision, alter the sanction, or set the decision aside and return the case to the Honor Board for a new hearing. This decision shall be communicated in writing to the Dean's Designee and the presiding officer of the Honor Board Hearing Panel that originally heard the case within one (1) working day. The Dean's Designee shall inform the student of the decision within (3) working days of receipt of notification by the Chair. If the decision is made to uphold the original decision and sanction, the matter shall be considered final and binding upon all involved.

5. Records

All printed material distributed during the appellate hearing shall be collected by the Appellate Panel Chairperson who shall deposit one copy of the printed materials and audio recording in the school's files. A copy of the report of the Appellate Panel and the action of the Dean's Designee shall be included in the records of the Honor Board.

6. Attending Classes During the Appellate Process

Students may continue to attend classes during the appeal process. In the most serious cases, involving expulsion from the University, if the original verdict is upheld under appeal, then no academic credit can be earned for the semester in which the student was notified by the Dean's Designee of the expulsion, nor for any further semester into which the appeal process might continue. If the decision to expel the student is upheld, he or she will be eligible for a tuition refund only for the semester(s) during which the appeal was ongoing.

7. Students Exonerated

Students exonerated as the result of the appeal process will have the original honor code verdict removed from his or her college record and any institutional financial aid that had been withdrawn as a result of the conviction will be retroactively reinstated.

Amendments and Revisions:

These regulations may be amended or revised with the written approval of the Graduate Studies Student Association and the graduate faculties of the Schools.

Tulane University Code of Student Conduct

Preamble:

Tulane University, as a community dedicated to learning and the advancement of knowledge, expects and requires the behavior of all of its students to be compatible with its high standards of scholarship and conduct. Acceptance of admission to the University carries with it an obligation for the welfare of the community. Freedom to learn can be preserved only through respect for the rights of others, for the free expression of ideas, and for the law.

All individuals and/or groups of the Tulane University community are expected to speak and act with scrupulous respect for the human dignity of others, both within the classroom and outside it, in social and recreational as well as academic activities.

Tulane University will not tolerate any form of harassment or intimidation on the basis of gender, race, color, religion, age, national origin, ethnicity, disability, veteran's status, sexual orientation, marital status, gender identification or any other basis prohibited by law. Nor will it tolerate acts of hazing against individuals or groups or discrimination against any member of the Tulane community solely because they express different points of view. The University encourages the free exchange of ideas and opinions, but insists that the free expression of views must be made with respect for the human dignity and freedom of others.

By accepting admission to Tulane University, a student accepts its regulations, including the Code of Student Conduct, and acknowledges the right of the University to take conduct action, including suspension or expulsion, for conduct judged unsatisfactory or disruptive.

I. Sources and Lines of Authority

The authority over student behavior, academic and non-academic, whether involving individuals or groups, rests with the Board of Administrators of the Tulane Educational Fund and is delegated by them to the President of the University. The President delegates authority as follows:

- A. For all academic activities, the authority rests with the Dean of faculty of the college or school. Classroom examinations, tests, and written assignments are conducted under a college or school honor code.
- B. In all other areas, whether on or off campus, the President of the University delegates authority in matters of conduct to the Senior Vice President for Academic Affairs and Provost. The Senior Vice President for Academic Affairs and Provost in turn delegates authority to the Vice President for Student Affairs. The Vice President for Student Affairs is responsible for formulating appropriate procedures and, as set forth in the Code of Student Conduct, regulations concerning student behavior and for the resolution of conduct cases. The Vice President for Student Affairs shall appoint a Student Conduct Administrator to coordinate the University's student conduct system.

II. Delegation of Specific Authority

- A. Cases of serious misbehavior that relate both to health and to conduct, which usually require a decision in respect to whether a student should remain in the University, may be referred to the appropriate Student Health Center. An

administrative referral is not a substitute for conduct action. For additional details, consult the University's Medical and Psychiatric Referrals Procedure.

- B. Pending the resolution of a conduct proceeding, the Vice President for Student Affairs or designated representative has sole discretion and final authority to take interim action, without prior notice, for reasons relating to the safety or welfare of students, faculty or staff; the protection of University property; the maintenance of public order; the preservation of the University's reputation; and the effective continuation of University operations and the educational process. Interim action may include, but is not limited to, suspension; restrictions on University privileges, access and activities; removal from or relocation within courses; or removal from or relocation within University housing. The Vice President for Student Affairs or designated representative also may make an administrative referral to the Student Health Center. A student suspended on an interim basis will be scheduled by the Student Conduct Administrator or designated representative for a hearing at the earliest possible time. Interim actions are not a finding that the charged student or group violated the Code.
- C. Graduate and professional students are held accountable for their behavior as outlined in the Code of Student Conduct. For certain complaints, graduate and professional students also may be held accountable for their behavior through professional standards, codes of ethics, or honor codes. This does not preclude the University from taking action in accordance with the Code of Student Conduct. No graduate or undergraduate student can have multiple hearings for the same offense.
- D. Violations of traffic regulations on campus are handled by the Department of Public Safety and are generally not considered to be conduct matters. If a student fails to cooperate with this office, he/she may be referred to the Vice President for Student Affairs or designated representative for conduct action.

III. Standards of Conduct Violations

- A. The University has jurisdiction over violations of the Code of Student Conduct on University premises, at University sponsored events, or elsewhere when the University has an identifiable interest. The Student Conduct Administrator or designated representative has discretion, subject to discretionary review by the Vice President for Student Affairs, to determine the jurisdiction and parameters of the Code of Student Conduct. The Student Conduct Administrator or designee may consider the following factors, among others: the seriousness of the alleged misconduct, including whether the allegations involve violence, threats of violence, drugs or alcohol; whether the alleged victims or witnesses are members of the campus community; whether the off-campus conduct occurred at, or in connection with activities of, a student organization or group; the ability of the University to gather information, including the testimony of witnesses; whether the off-campus conduct is part of a series of actions that occurred both on and off campus or otherwise concerns an identifiable interest of the University; and whether the misconduct had a significant negative impact on the University community, University property or the University's reputation.
- B. The following are examples of misconduct; they are not intended to define misconduct in exhaustive or exclusive terms and should be construed broadly according to the fair import of their terms. The following actions or any actions that violate the principles of the preamble to this document violate University standards of conduct and will result in conduct action and, in appropriate cases, referral to University or other law enforcement personnel, and/or other University officials, for investigation. Although violation of any of the standards may, depending on the facts of the case, result in sanctions including suspension or expulsion, violation of certain standards is likely to do so.

1. Causing untoward physical harm or reasonable apprehension of physical harm. A student found to have violated this standard could be suspended or expelled for the first offense.
2. Interference with the educational process or other University sponsored activities.
3. Use, possession or storage of any weapon, and/or use of an item in a manner that poses a potential hazard to the safety or health of others. A student found to have violated this standard likely will be suspended or expelled for the first offense. For additional information, consult the University's Weapons Policy. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
4. Unauthorized use and/or possession of any controlled substance or illegal drug. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
5. Distribution or possession for the purpose of distribution of any controlled substance or illegal drug. A student found to have violated this standard shall be suspended or expelled for the first offense. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
6. Use, possession or distribution of alcoholic beverages in violation of the Tulane Alcohol Beverage Policy. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
7. Disorderly or disruptive conduct while under the influence of alcohol. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
8. Hazing. Hazing includes, but is not limited to, acts of servitude and/or behavior that humiliates, degrades, embarrasses, harasses or ridicules an individual or otherwise is harmful or potentially harmful to an individual's physical, emotional or psychological well-being, as an actual or apparent condition for initial or continued affiliation with any group. A student violates this standard regardless of either the lack of intent to cause harm or the individual's own willingness to participate. Unless affirmative steps were taken by the charged student to prevent the hazing behavior, conduct charges may be brought against the group, officers of the group, and members of the group who are deemed to have encouraged the behavior, in addition to any conduct action against persons who engaged in the hazing behavior. A student or group found to have violated this hazing standard may be expelled and if not expelled shall be suspended for not less than one full semester and subject to two years conduct probation after reentry to the University. Parents or guardians of students found to have violated this standard may be notified. For additional information, consult the University's Parental Notification Policy.
9. Sexual Misconduct. Sexual misconduct includes, but is not limited to, nonconsensual sexual behavior. Lack of consent may result from, among other things, use of force, threats, or intimidation or from use of the victim's mental or physical helplessness of which the accused was or should have been aware. A student found to have committed sexual misconduct likely will be suspended or expelled, or have his/her admission or degree revoked, for the first offense.
10. Initiating or causing to be initiated any false report or warning of fire, explosion or other emergency. A student found to have violated this standard shall be suspended for not less than one semester for the first offense.

11. Improper use of safety, emergency or firefighting equipment. A student found to have violated this standard shall be suspended for not less than one semester for the first offense.
 12. Furnishing false information to the University.
 13. Acts of fraud or attempted fraud committed by forgery; by alteration or use of University documents, records, or identification; or by other means.
 14. Unauthorized access or use of computer equipment, networks, software or data, including violation of the Tulane Computer Services policies.
 15. Interference with the freedom of expression of others.
 16. Theft of property or services or knowing possession of stolen property.
 17. Damage to the property of others, including vandalism.
 18. Failure to comply with the directions of University officials, including campus police officers, acting in the performance of their duties.
 19. Harassment or intimidation.
 20. Lewd or obscene conduct.
 21. Stalking. Stalking includes behaviors or activities occurring on more than one occasion that collectively would reasonably instill fear in the victim and/or threaten his/her safety, mental health or physical health.
 22. Abusive or disorderly conduct.
 23. Violation of other University principles, policies, or rules, including residence hall rules, and rules concerning entry and use of University facilities, sale or consumption of alcoholic beverages, use of vehicles or misuse of identification cards.
 24. Conviction of violation of federal, state or local laws, when the University has an identifiable interest.
- C. The following illustrative considerations may pertain to the charging process.
1. Attempts to commit acts prohibited by the Code may be punished to the same extent as actual violations. Accomplices in acts prohibited by the Code may be punished as violators.
 2. Registered and unregistered student groups or organizations may be charged with violations of the Code. Officers, or other leaders or spokespersons, are responsible for the conduct of their members at events recognized and sponsored by the group or organization if and only if the leader or spokesperson has implicitly or explicitly endorsed any violation of the Code. A student group or organization and its officers may be held collectively or individually responsible for violations of the Code by those associated with the group or organization. Charges against a student group for violation of the Code are subject to the same procedure as charges against a student. Further, the officers, leaders or spokespersons for a student group or organization may be directed by the Vice President for Student Affairs or designated representative to take reasonable actions to end violations of the Code.
 3. Student hosts are responsible for the conduct of their guests if and only if the host has implicitly or explicitly endorsed the conduct violation of their guest. This responsibility includes ensuring that guests comply with the Code. A student host may be held responsible for violations of the Code by guests.
 4. Several students charged with the same misconduct occurring at the same time and place may be charged and their cases heard together. Each student in such a hearing shall be afforded all of the rights provided for in Section VIII, Paragraph 2, including, but not limited to, the right to call witnesses and/or present evidence which supports the student's claim that he or she did not violate the Code. A request to have a separate hearing may be granted to any one or all the students charged, at the discretion of the Student Conduct Administrator or designated

representative. In the event the Student Conduct Administrator or designated representative denies the request for a separate hearing, the affected student(s) may appeal the decision to the Provost within three days of receiving the Student Conduct Administrator or designated representative's decision. Late appeals will not be considered. In assessing the appeal, the only issue the Provost will assess is whether or not the student lodging the appeal will be unfairly prejudiced by not having his or her case heard individually.

5. Students may be accountable to local, state or federal authorities and to the University or others for acts that constitute violations of the law and of the Code. Conduct action at the University may proceed during pending criminal investigations or criminal or civil proceedings involving the same incident charged as a violation of the Code, and conduct action will not be subject to change based on the outcome of external investigations or proceedings. A charged student may request that the University hold any conduct action until a pending criminal investigation or proceeding is resolved. The Vice President for Student Affairs or designated representative has sole discretion and final authority to grant or deny the request. If the request is granted, appropriate interim action shall be imposed on the charged student as a condition of granting the request in the sole discretion of the Vice President for Student Affairs or designated representative. If the request is granted, no Tulane transcript will be released or degree awarded until the conduct charges are resolved. The University normally will resume the conduct process after a resolution in the trial court, but reserves the right to resume the conduct process at any time. All students accused of criminal conduct are advised to seek legal counsel.

IV. Sanctions

The following sanctions may be imposed, singly or in combination, for Code violations of standards of conduct. The listed sanctions are not exhaustive, and other sanctions may be imposed as appropriate, in the judgment of the responsible University official identified in this Code, to the circumstances of a given case.

Circumstances that bear on the severity of the sanction may include the present demeanor and conduct record of the offender, the nature of the offense, and the extent of harm resulting from it. Sanctions may be increased if the charged student or group intentionally commits the violation because of the actual or perceived gender, race, color, religion, age, national origin, ethnicity, disability, veteran's status, sexual orientation, marital status, gender identification, or other legally proscribed characteristic of any person.

- A. **Expulsion of Student.** The student is permanently separated from the University. Notification of the date of expulsion will appear on the student's transcript. The student will be barred from University activities, services, facilities, and grounds.

The Senior Vice President for Academic Affairs and Provost or designated representative reviews all recommendations of expulsion. Expulsion may be approved, altered, deferred or withheld at the discretion of the Senior Vice President for Academic Affairs and Provost or designated representative.

- B. **Revocation of admission and/or degree.** Admission to or a degree awarded from the University may be revoked for fraud, misrepresentation or other violation of University standards in obtaining the admission or degree or for other serious violations committed by a student prior to graduation. Notification of the date of revocation will appear on the student's transcript.

The Senior Vice President for Academic Affairs and Provost or designated representative reviews all recommendations of revocation of admission and/or degree. Revocation may be approved, altered, deferred or withheld at the discretion of the Senior Vice President for Academic Affairs and Provost or designated representative.

C. **Suspension of Student.** Suspension is defined as a complete separation from University activities, services, facilities, and grounds. A suspended student may not obtain academic credit at Tulane or elsewhere toward completion of a Tulane University degree. Notification of the dates of suspension will appear on the student's transcript.

Suspension may be of two types:

1. Term suspension shall be for a specified time, after which the suspended student may return to the University.
2. Conditional suspension shall be for a specified time, after which reentry to the community will be granted on the fulfillment of certain conditions by the student. Failing to fulfill the stipulated conditions within the designated time frame may result in permanent dismissal from the University. Reentry to the community shall be subject to confirmation by the Vice President for Student Affairs that the student has fulfilled the conditions.

D. **Dissolution of Student Group.** The student group is dissolved permanently, loses all University recognition and privileges, and is barred from University activities, services, facilities, and grounds.

E. **Suspension of Student Group.** The student group loses all University recognition and privileges and is barred from University activities, services, facilities, and grounds for a specified period of time or until it fulfills certain conditions. The Vice President for Student Affairs will be notified that the conditions have been fulfilled.

F. **Loss of privileges.** The student or group is denied specified privileges, which may include, but are not limited to, participation in intercollegiate/intramural athletics, student organizations, student government, dining services or current classes and/or a no-contact order prohibiting direct or indirect contact with one or more specified person.

G. **Facility expulsion.** The student has lost the privilege of entering and/or residing in one or more particular facilities or buildings at any time.

H. **Facility suspension.** The student no longer has the privilege of entering and/or residing in one or more particular facilities or buildings for a specified period of time or until a specified condition is met.

I. **Residential relocation.** The student no longer has the privilege of residing in current housing assignment. The student is reassigned to a room on another floor or building. New assignments will be made by the Director of Housing and Residence Life or designated representative.

J. **Conduct probation.** The student or group is not in good standing and is sent a letter of warning that further acts of misconduct will be subject to further conduct action and may result in suspension or expulsion from the University. Among other things, a student not in good standing cannot hold office in a student organization, join a fraternity or sorority, become a resident advisor, or study abroad. The Student Conduct Administrator will send a copy of the notice to the student's academic dean. If the student is an undergraduate, the Student Conduct Administrator will also send an additional copy to the Dean of Newcomb-Tulane College.

K. **Residential probation.** The student is issued a written notice that further violations would constitute grounds for loss of the privilege of residing in any University housing. Appropriate Residence Life officials will be notified.

L. **Written reprimand.**

M. **Uncompensated University service.**

N. **Restitution.** The student or group is required to pay a specified monetary reimbursement for damage to University property, misappropriation of University property or services, or minor damage to the property of individuals or groups within the University community.

O. **Fines.**

V. Overview of the Student Conduct System

- A. The Code of Student Conduct applies to all students enrolled at Tulane University. For conduct purposes, a student is enrolled when he/she accepts admission to the University and is deemed enrolled during summer sessions, study abroad programs, academic and conduct suspensions, and other absences where there is an expectation of continuing progress toward a Tulane University degree. If a student has graduated, withdraws, drops out or is granted withdrawal from the University, including a retroactive one, he/she may still be required to resolve charge(s) arising from an alleged violation of the Code while he/she was enrolled.
- B. **Personnel:** Personnel with responsibility to enforce the Code include the following officials and groups:
1. **Student Conduct Administrator:** The Student Conduct Administrator is appointed by the Vice President for Student Affairs. The Student Conduct Administrator or designated representative is responsible for meeting with members of the University community who have filed or wish to file a complaint of an alleged violation of the Code. The Student Conduct Administrator or designated representative advises students who wish to file a complaint and those who are charged with violating standards of the Code of their rights and responsibilities. The Student Conduct Administrator or designated representative serves as the non-voting chair of Hearing Boards and coordinates mediation efforts.
 2. **Student Conduct Officers:** Student Conduct Officers are appointed by the Vice President for Student Affairs. Student Conduct Officers conduct administrative hearings on cases accepted by the Student Conduct Administrator, present cases before the Hearing Board, and chair Hearing Boards when directed by the Student Conduct Administrator.
 3. **The Hearing Board Pools:**
 - a. The faculty pool shall consist of 18 faculty members: five from the School of Liberal Arts; four from the School of Science and Engineering; two each from the A. B. Freeman School of Business and the School of Continuing Studies; and one each from the School of Architecture, the Law School, the School of Social Work, the School of Medicine, and the School of Public Health and Tropical Medicine. Members will be appointed by the Senior Vice President for Academic Affairs and Provost and will serve three-year terms, staggered. All members of the faculty pool shall attend training on the standards of conduct, sanctions, and the student conduct system.
 - b. The student pool shall be constituted in parallel numbers to the composition of the faculty pool. Members will be appointed by Vice President for Student Affairs for two-year terms, staggered. If the pool lacks eight members who live in the residence halls, additional members will be appointed by the Vice President for Student Affairs. All members of the student pool shall attend training on the standards of conduct, sanctions, and the student conduct system.
 - c. The staff pool shall consist of nine staff members. Members will be appointed by the Vice President for Student Affairs for three-year terms, staggered. All members of the staff pool shall attend training on the standards of conduct, sanctions, and the student conduct system.
- C. **Confidentiality:** All participants in the process, including the charged student, the complainant, witnesses, hearing board members, and staff members are expected to keep confidential all proceedings and all documents under this Code. Any breach of confidentiality, unless required by law, may subject the responsible party to charges under this Code. However, the University cannot guarantee complete confidentiality to a complainant, notably where confidentiality would conflict with the University's obligation to investigate. Individuals who desire a more

confidential setting to clarify whether to proceed with a complaint may want to consult with a counselor, therapist or member of the clergy, who is permitted by law to assure greater confidentiality. The University maintains conduct files as education records of both the complainant and the charged student, in accordance with the federal Family Educational Rights and Privacy Act.

- D. **Transcripts:** Pending the resolution of a conduct proceeding, the Student Conduct Administrator or designated representative has sole discretion and final authority to determine whether the nature and severity of the charged conduct may result in a sanction requiring permanent notification on the charged student's transcript. If the Student Conduct Administrator or designee determines that the charged conduct may result in a sanction requiring permanent notification on the charged student's transcript, then the University shall withhold the student's transcript and award of a degree until the charge is resolved; the Student Conduct Administrator or designee may authorize release of the transcript with a temporary notification of the pending conduct proceeding. Even if the charged conduct would not result in permanent notification on the student's transcript, the Student Conduct Administrator or designated representative may require a charged student who is no longer enrolled at the University to resolve the charge and satisfy any sanction(s) before receiving a transcript or degree.
- E. **Mediation:** Mediation is a collaborative and confidential process where students who have a conflict with one another identify issues, develop options, consider alternatives, and develop a consensual agreement facilitated by a neutral third party. Mediation can take place in lieu of an administrative hearing when all parties involved have agreed to mediation, pending the approval of the Student Conduct Administrator or designated representative. Mediation must be offered by the Student Conduct Administrator as an alternative to a conduct hearing for all alleged offenses which do not involve drugs, repeat alcohol violations, violence, a threat of violence, or any matter which, in the sole discretion of the University, gives rise to a safety concern. It is an alternative to filing formal charges and does not result in a conduct file.
1. The Conduct Mediation Team under the Office of Student Conduct shall be comprised of faculty, staff, and student members of Tulane University appointed by the Student Conduct Administrator.
 2. The Student Conduct Administrator or designated representative will gather information about the conflict.
 3. The Student Conduct Administrator or designated representative will contact students and invite their participation in mediation.
 4. Mediators will be assigned and a mediation session will be scheduled by the Office of Student Conduct.
 5. At the session, the students will discuss the conflict, identify the issues, and together will strive to reach their own agreement.
 6. The specifics of the agreement must be written and signed by all students involved. The students are responsible for upholding the agreement.
 7. If the students fail to uphold the agreement or if the mediation fails, the original complaint or issue may be addressed by filing charges under the Code, as outlined above. Discussions during and outcomes of the mediation session are not admissible in a University hearing.

VI. The Hearing Process

- A. The jurisdiction, composition, and authority of those persons who are responsible for hearing cases, shall be as follows:
1. **Administrative Hearings**

Jurisdiction

Violations when the Student Conduct Administrator or designated representative determines that no individual sanction for the charged violation will lead to suspension, expulsion or revocation of admission and/or degree.

Heard By

Student Conduct Officer.

Sanctions

The Student Conduct Officer may recommend any sanction consistent with the Code, except suspension, expulsion or revocation of admission and/or degree.

2. Hearing Boards

Jurisdiction

All cases not heard by an administrative hearing.

Heard By

One student member, one faculty member and one staff member selected from the pools for Hearing Boards by the Vice President for Student Affairs, with the Student Conduct Administrator or designated representative serving as non-voting chair.

Sanctions

The Hearing Board may recommend any sanction consistent with the Code.

B. Hearing Procedures: Unless otherwise specified, the following procedures are to be used in all hearings including administrative hearings.

- 1. Filing a Complaint.** Any person or group of persons who are members of the University community may file a complaint with the Student Conduct Administrator or designated representative. The Complainant must be either the person whose rights have allegedly been violated or an appropriate University official. The complainant must submit a written report with the name of the student alleged to be responsible and a specific description of the misconduct.

The Student Conduct Administrator, or designated representative, may refuse the complaint if there appears to be insufficient evidence to support it, or if the substance of the complaint falls outside the jurisdiction or parameters of the Code of Student Conduct. In the event that the decision is made to refuse the complaint, the individual or group bringing the complaint may request a discretionary review by the Vice President for Student Affairs or designated representative. If the Vice President for Student Affairs or designee does not accept the complaint within five working days of the request, the Student Conduct Administrator or designee's decision to refuse the complaint shall be final.

Complaints that are accepted are presented at the hearing by the complainant. In cases where the University is the complainant, a Student Conduct Officer or other University official will present the case at the hearing.

- 2. Notice of the Complaint and Hearing.** When a complaint is accepted, the Student Conduct Administrator or designated representative will notify the charged student in writing of the charges and will inform the student of his/her rights. Unless agreed to by the charged student and the complainant, a hearing may be scheduled no less than five working days after the charged student is sent written notice of the charges and his/her rights. Nothing in this Code guarantees a hearing within a specific timeframe.

3. **Procedural Review.** A student charged with a violation of the Code of Student Conduct is advised, but not required, to attend a procedural review with the Student Conduct Administrator or designated representative. In a procedural review, the Student Conduct Administrator or designated representative reviews the case and determines whether it should be heard by a Hearing Board. If the Student Conduct Administrator or designated representative determines that no individual sanction for the charged violation will lead to expulsion or revocation of admission and/or degree, the case shall be heard by an administrative hearing. If, during the administrative hearing, the Student Conduct Officer receives information not known to the Student Conduct Administrator that warrants expulsion or revocation of admission and/or degree, the Student Conduct Officer will refer the case back to the Student Conduct Administrator.
4. **Impartial Board.** In Board hearings, the complainant and charged student may challenge Board members on the ground of personal bias, such as Board members who are relatives of the complainant or charged student. Board members should also disqualify themselves on these grounds. The Student Conduct Administrator or designated representative has final authority to resolve any questions of personal bias.
5. **Order of Hearing.** The chair shall exercise control over the hearing to avoid needless consumption of time and/or to prevent the harassment or intimidation of witnesses.
 - Any person who disrupts a hearing may be excluded from the proceedings.
 - All hearings of a Hearing Board will be tape recorded by, and only by, the chair.
 - All parties and witnesses shall be excluded from the hearing during Board deliberations. Board deliberations will not be tape recorded.
6. **Failure to Appear for Hearing.** A student who fails to appear after proper written notice will be deemed to have waived his/her right to present a defense to the charges. Hearings will proceed in absentia.
7. **Student Advisor.** A student's advisor may not participate in the proceedings except to advise the complainant or charged student.
8. **Witnesses and Testimony.** The charged student and the complainant shall be offered the opportunity to present their own witnesses and to question one another's witnesses.
 - All members of the University community with knowledge of facts pertinent to the case are expected to cooperate fully in student conduct proceedings. Subject to the chair's control over the Hearing, the University will request the attendance of members of the University community at a Hearing, if feasible, when the complainant or charged student identifies individual(s) in writing to the chair at least two working days before the Hearing. A witness's unreasonable failure to cooperate in student conduct proceedings may result in conduct action.
 - All persons who provide testimony shall be asked to affirm that their testimony is truthful. Furnishing false information to the University may result in the filing of charges.
 - In limited circumstances justified by the nature of the alleged conduct and only after the approval of the Student Conduct Administrator, a complainant or victim may give testimony in a campus hearing by means other than being in the same room with the charged student(s).
 - Prospective witnesses shall be excluded from the hearing during the testimony of other witnesses.

9. **Burden of Proof.** The burden of proof shall be on the complainant, who must establish that the violation was committed by the charged student by a preponderance of the evidence (not beyond a reasonable doubt). In other words, the complainant must prove that it was more likely than not that the student committed the alleged violation. Formal rules of evidence shall not be applicable. All evidence reasonable people would accept in making decisions about their own affairs is admissible. Irrelevant or immaterial evidence will be excluded.
10. **Decision of Board.** Final decision of the Board shall be by the majority vote of all members present and voting. The final decision may be accompanied by a brief written statement.
11. **Sanction Proceeding.** In a Board hearing, a determination that the violation was committed by the charged student shall be followed by a proceeding in which the complainant, the charged student, and appropriate University official may submit information or make statements concerning the appropriate sanction to be imposed. The Hearing Board will consider the conduct history of the charged student in the sanction proceeding; the charged student's conduct history shall not become part of the conduct file and shall not be shared with a student complainant.
12. **Administrative Referrals.** In appropriate circumstances, the Board shall consider as part of the supplementary proceeding whether to make an administrative referral under the University's Medical and Psychiatric Referrals Procedure. An administrative referral is not a sanction.
13. **Review of Sanctions.** Unless the Code of Student Conduct provides otherwise, decisions concerning sanctions are recommendations to the Vice President for Student Affairs or designated representative. Recommended sanctions may be approved, altered, deferred or withheld at the discretion of the responsible University official. If no action is taken on the recommendation within three working days or such longer period as the responsible official designates in writing to the affected parties, the recommended sanction shall be final.
14. **Compliance with Sanctions.** In the event that the Student Conduct Administrator or designated representative finds in his or her discretion and without a hearing that a student has failed timely to comply with a sanction imposed or an administrative referral made in the conduct process, the Student Conduct Administrator or designee may without further process impose sanctions, up to and including suspension, revocation of admission and/or degree, or expulsion. The Student Conduct Administrator or designee also shall consider whether to make an administrative referral under the University's Medical and Psychiatric Referrals Procedure. An administrative referral is not a sanction.

A student sanctioned under this section may within two days thereafter request a review, which may be conducted in the discretion of the Vice President for Student Affairs or designated representative. If the Vice President for Student Affairs or designee conducts a review, he or she shall have final authority for the University with respect to disposition of the matter. Although subject to the possible exercise of that authority, sanctions under this section shall be effective on the date specified in the written notice to the student.

VII. The Appeal Process

- A. The composition and authority of those persons who are responsible for appeals shall be as follows:
 1. **Composition:** Three members of the pools for Hearing Boards (minimum of one student and one faculty member; the third member may be a student, faculty or staff member) chosen by the Senior Vice President for Academic

Affairs and Provost. Appellate panel members may not review a case for which they were on the original Board. A faculty or staff member shall be designated as presiding over the three-person panel.

2. Authorized Dispositions of Appeals:

- a. If the appeal is found to have merit, the case will be referred back to the Student Conduct Administrator, or designated representative, to begin new proceedings.
- b. If the appeal is found not to have merit, the original findings will be affirmed.

B. Appellate Procedures

1. Every student has the right to an appeal. The appeals board will only have access to the record of the original proceedings, written statements submitted by the parties, and any new evidence that the accused could not have reasonably acquired by the hearing date. Hearings shall not be conducted by the appellate body.
The appeal will be to both substance and process. If there was a procedural error which reasonably could have impacted the decision during the hearing, a new hearing will be required. If the appeals board finds that a violation is not supported by a preponderance of the evidence while reading all evidence in the best light of the nonmoving party, the appeals board can order a rehearing. If the appeals board determines that the sanctions ordered were disproportionate to the findings, a rehearing is not required and the appeals board can simply modify the sanctions. In deciding appeals, the appeals board is allowed to make all logical inferences and must make any inferences in benefit of the nonmoving party.
2. A request for appeal and a written statement in support of the appeal must be submitted in writing to the Student Conduct Administrator, or designated representative, within the later of five working days after the original decision or the date sanctions become final. In exceptional cases, a student may request an extension by writing to the Student Conduct Administrator with a showing of good cause no later than two working days before the deadline; if a request is not granted by the next working day, the original deadline applies. The written statement in support of the appeal must be detailed and include a statement as to the grounds on which the appeal is being made, *e.g.*, the sanction is grossly disproportionate to the offense, the student was denied a fair hearing, new and significant evidence appeared which could not have been discovered by a properly diligent charged student or complainant before or during the original hearing and that could have changed the outcome of the hearing, that the finding of a violation was arbitrary and capricious, etc.

Failure to request an appeal in writing or to provide a written statement in support of the appeal will render the original decision final.

The Student Conduct Administrator, or designated representative, will notify the other party of the request for an appeal. Within five working days of receipt of the notice, the other party may submit a written statement to be included in the case file. The appeal may proceed without the other party's written statement if it is not submitted within the designated time limit.

3. The enforcement of sanctions may be deferred during appellate proceedings, at the discretion of the Vice President for Student Affairs or designated representative.

VIII. Summary of Procedural Rights

- A. **Rights of the Victim.** Any member of the University community who alleges that a student violated his/her rights is entitled to procedural protections under the Code, including the right:
1. To consult with the Student Conduct Administrator or designated representative in confidence; however, the University cannot guarantee complete confidentiality, notably where confidentiality would conflict with the University's obligation to investigate.
 2. To file or decline to file a complaint with the Student Conduct Administrator.
 3. To receive notice that complaints to federal, state or local law enforcement may be appropriate under the circumstances.
 4. In a sexual misconduct case, to request assistance from University personnel in submitting complaints to appropriate law enforcement authorities.
 5. To request assistance in locating medical, counseling, mental health or other student services.
 6. To request accommodations, such as a different housing assignment or class schedule, as a result of the charged student's conduct. The Vice President for Student Affairs or designated representative will determine whether requested accommodations are reasonably available.
 7. To have a University complaint reviewed according to the Hearing Procedures above if the Student Conduct Administrator refuses to accept the complaint.
 8. As a complainant, to access the conduct file, including all statements submitted in the conduct proceeding.
 9. To appear and be heard at the charged student's Hearing.
 10. To request special accommodations for the Hearing, such as questioning directed through the Hearing Board, testimony by telephone or special seating arrangements at the Hearing. The Student Conduct Administrator or designated representative has sole discretion and final authority to determine whether accommodations are justified by the nature of the alleged conduct.
 11. To challenge Hearing Board members on the ground of personal bias and have such questions resolved by the Student Conduct Administrator or designated representative.
 12. To have a complaint resolved without discrimination on account of his/her actual or perceived gender, race, color, religion, age, national origin, ethnicity, disability, veteran's status, sexual orientation, marital status, gender identification or any other basis prohibited by law.
 13. To have a willing advisor of his/her choice throughout the investigation and resolution of a complaint, selected from faculty, staff or students of the University; a victim shall not select a witness in the matter, a practicing attorney or a campus police officer as an advisor.
 14. As a complainant, to bring witnesses to the Hearing, subject to the chair's control over the order of the Hearing.
 15. As a complainant, to question witnesses presented by the charged student.
 16. To submit a written or oral statement concerning the charged conduct prior to a decision on violation.
 17. As a complainant, to submit a statement, in the event of a finding of violation, concerning an appropriate sanction.
 18. As a complainant, to submit a statement to the Appellate Panel concerning any request for appeal by the charged student.
 19. To receive reasonable protection from retaliation, intimidation or harassment in response to a complaint.
 20. As a complainant or in a sexual misconduct case, to be informed of the final determination and sanction.
 21. As a complainant, to appeal a finding that the charged student did not violate the Code.

22. To notice and an opportunity to be heard when a charged student requests that the University void conduct records involving the victim.
23. To be informed, in writing, of the foregoing rights under the Code.

B. **Rights of the Charged Student.** A student charged with a violation of the Code of Student Conduct is entitled to procedural protections under the Code, including the right:

1. To receive written notice of charges accepted by the Student Conduct Administrator.
2. To access the conduct file, including all statements submitted in the conduct proceeding.
3. To be considered not to have violated the Code until found in violation of the Code after an opportunity to be heard.
4. To request that the University hold a conduct action pending resolution of a criminal investigation or proceeding.
5. To appear and be heard at a Hearing.
6. To remain silent. Silence will not be interpreted as an admission of responsibility.
7. To have a willing advisor of his/her choice throughout the investigation and resolution of a complaint, selected from faculty, staff or students of the University; a charged student shall not select a witness in the matter, a practicing attorney or a campus police officer as an advisor.
8. To challenge Hearing Board members on the ground of personal bias and have such questions resolved by the Student Conduct Administrator or designated representative.
9. To have a complaint resolved without discrimination on account of his/her actual or perceived gender, race, color, religion, age, national origin, ethnicity, disability, veteran's status, sexual orientation, marital status, gender identification or any other basis prohibited by law.
10. To bring witnesses to the Hearing, subject to the chair's control over the order of the Hearing.
11. To question witnesses presented by the complainant.
12. To submit a written or oral statement concerning the charged conduct prior to a decision on violation.
13. To submit a statement, in the event of a finding of violation, concerning an appropriate sanction.
14. To receive a copy of any statement by the Hearing Board accompanying its determination.
15. To submit a statement to the Appellate Panel concerning any request for appeal by the complainant.
16. To appeal a finding of violation of the Code.
17. To request, upon a showing of good cause and notice to the complainant and victim, that the University void a conduct record.
18. To receive reasonable protection from retaliation, intimidation, harassment or malicious prosecution.
19. To be informed, in writing, of the foregoing rights under the Code.

IX. Records of Conduct Proceedings

Cases accepted by the Student Conduct Administrator or designated representative will result in the development of a conduct file in the name of the charged student. If the student is found not to be in violation of the Code, the file will be voided and maintained only as an administrative record. If the student is found to be in violation of the Code, the file will be retained as a conduct record. Conduct records resulting in suspension, revocation of admission and/or degree or expulsion will be retained indefinitely. Administrative records and all other conduct records will be retained for a period of ten years from the date of the final conduct decision.

Request to Void Conduct Records. Conduct records may be voided by a majority of those present and voting at an executive session of the Senate Committee on Student Affairs for good cause upon written petition, with notice to the complainant and victim. Factors to consider may include: (a) the present demeanor of the student; (b) the conduct of the student after the violation; and (c) the nature of the violation and the severity of harm resulting from it. Conduct actions if voided will not be noted on transcripts. A voided conduct file will be maintained as an administrative record.

X. Interpretation of the Code of Student Conduct

Unless the Code of Student Conduct provides otherwise, the Vice President for Student Affairs or designated representative has sole discretion and final authority to resolve all questions of interpretation or application of the Code.

XI. Revision of the Code of Student Conduct

The Code of Student Conduct should be reviewed by the Vice President of Student Affairs on an annual basis. All proposed revisions must first go before the Committee on the Code of Student Conduct, which shall determine whether the proposed revisions are minor or substantive. This Committee will fall under the purview of the Vice President for Student Affairs, or his or her designated representative and shall be comprised of one faculty member, one staff member and three student members, as appointed by the Vice President for Student Affairs for one year terms. The Student Conduct Administrator shall serve as the non-voting chair. This committee shall convene whenever there is a proposed revision to the Code of Student Conduct and its sole role will be to determine whether the proposed revision is minor or substantive. A minor change is defined as anything that does not affect the intent, workings or procedures of the conduct process. Such minor changes, as determined by the Committee on the Code of Student Conduct, can be made by the Student Conduct Administrator and the Vice President for Student Affairs, based on agreement by both with final review and approval by the Provost. A substantive change, as determined by the Committee on the Code of Student Conduct, is defined as a change that affects the conduct process or student's rights. The revision process for substantive changes is as follows:

- A. The proposed changes are vetted among staff, students, and faculty internal to the conduct process, General Counsel, Provost staff, Student Affairs senior leadership and the Student Affairs Committee of the Senate (SACS).
- B. SACS reviews and approves the recommended changes.
- C. The Vice President for Student Affairs forwards the changes along with the endorsement from SACS to the Provost for review.
- D. Final approval of the revised Code is granted by the President's cabinet.

The Code of Student Conduct applies to the 2010-2011 academic year and is accurate and current, to the extent possible, as of July 2010. The University reserves the right to change the information herein without prior notice, in accordance with established procedures.

Refer to <http://tulane.edu/studentaffairs>, under Policies and Procedures, for more information.

Procedures on Grade and Other Academic Complaints

These procedures do not apply to cases under the Unified Code of Graduate Student Academic Conduct or the Code of Student Conduct.

1. Within one month of receiving the grade or other cause of complaint, the student should make an informal attempt to resolve the grievance by approaching the teacher or other academic supervisor. If the teacher or supervisor cannot be reached, due to summer vacation or other circumstances, contact should be made as soon as possible or within two weeks of the beginning of the following semester.
2. If student and teacher cannot arrive at a mutually satisfactory solution within seven days, the grievance should immediately be referred by the student to the department chair (responsible for the course) for resolution, or to the Dean, if a division has no departments. Here and throughout, days refer to working days.
3. If the complaint cannot be resolved by informal mediation within seven days of its referral to the department chair, the chair should invite both the student and the teacher to submit written statements of their opinions concerning the grievance to an academic grievance committee. The committee should render a decision in the matter within ten days of receiving the written statements. The committee records should contain not only the decision but an explanation of the grounds upon which the decision was reached.
4. One copy of the committee report should be sent to the dean of the school (of the student involved). If either the student or the teacher involved is dissatisfied with the committee's decision, he or she may appeal to the dean within five days of receiving the decision. The dean may uphold, reverse, or return for further consideration, the committee's finding. The dean's decision should be made within ten days and communicated in writing to all principals in the case. In the event that the dean returns the case to the department for reconsideration, all procedures and appellate avenues described in sections 3 and 4 of this document are again operative. The dean ultimately must uphold or reverse a departmental decision based on reconsideration of its earlier finding.
5. If the student is dissatisfied with the dean's ruling, the student may file a written appeal with the Senate Committee on Academic Freedom and Responsibility of Students within five days of receiving the dean's decision. Based on the petition and the reports from the departmental grievance committee and the dean, the Senate committee will decide whether or not to hear the appeal. If the committee decides that there are not sufficient grounds for a review of the grievance committee's and dean's decisions, the chair of the committee will notify the student by letter, with copies to the principals involved in the case and to the Provost. If the committee decides that there are sufficient grounds for a review of the grievance committee's and dean's decisions, it will interview both the student and the teacher. A quorum of three committee members, at least one of whom must be a representative of the administration, one of whom must be a faculty member, and one of whom must be a student, is necessary for all committee hearings.
6. If the committee interviews both the student and the teacher (or other principals involved) at a hearing, then the chairman will send the results of the committee's findings in the form of a letter of recommendation to the president of the university, with copies to the student and other principals involved and to the provost.

7. If, in accordance with faculty rights as specified in the Faculty Handbook and in the Constitution and Bylaws of the University Senate and the various divisions, the teacher believes that his or her academic freedom or academic responsibilities have been affected by the dean's ruling, the teacher may appeal to the appropriate committee of peers at the divisional level (ordinarily the faculty grievance committee of the college or division). The teacher's appeal must be made within ten days of the action provoking the appeal. If the teacher is dissatisfied with the committee of peers' decision regarding his or her academic freedom or responsibilities, the teacher may appeal to the Senate Committee on Faculty Tenure, Freedom, and Responsibility. That appeal also must be made within ten days of the action provoking it. No grade may be changed until the teacher's appeal process has been completed.
8. If the student is dissatisfied with any decision made in the appellate process described in item 7, the student may appeal to the Senate Committee on Academic Freedom and Responsibility of Students. All procedures described in items 5 and 6 apply to the student's appeal in this instance.
9. In cases of conflict regarding the decisions of the divisional peer committee and the Senate Committee on Academic Freedom and Responsibility of Students, the matter shall be referred to the Senate Committee on Faculty Tenure, Freedom, and Responsibility. In cases of conflict regarding the decisions of the Senate Committee on Faculty Tenure, Freedom, and Responsibility and either of the other committees stemming from the deliberations described in item 7 or this item, the committees at odds shall meet jointly to discuss the issue. The ultimate findings of the two committees shall be forwarded to the President of the University within ten days.

The Procedures on Grade and Other Academic Complaints apply to the 2010-2011 academic year and are accurate and current, to the extent possible, as of July 2010. The University reserves the right to change the information herein without prior notice, in accordance with established procedures.

Equity and Harassment Policies and Procedures

Refer to <http://tulane.edu/studentaffairs> for the following information:

1. Grievance procedures for alleged violations of the Americans with Disabilities Act of 1990 and Section 504 of the Rehabilitation Act of 1973.
2. Consensual relationships policy.
3. Grievance procedures in cases of alleged discrimination.
4. Harassment policy.

Student Guide to Computing Services

This document describes the computing facilities that are available to the students of the Freeman School. Computing labs, access, software, and printing are discussed, as well as electronic mail use and general policies.

Information Systems Support:

Wayne Dolese
G/W I 201D
wdolese@tulane.edu

Jason McFarland
G/W I 201D
jmcfar1@tulane.edu

LAN Administrator:

Michael Harrison
G/W I 361
mharris3@tulane.edu

Director of Information Technology:

Tom Gerace
G/W I 351
tom@tulane.edu

Kevin Ammentorp
G/W II 1114
kammen@tulane.edu

Jean Mouton
G/W I 360
jmouton1@tulane.edu

Web Administrator:

Alicia Gillentine
G/W I 358
alicia@tulane.edu

Web Communications Assistant:

Amanda LaBella
G/W I 359
alabella@tulane.edu

Management Technology Center:

The Management Technology Center (MTC), located in Rooms 201B and 120 in G/W I, provides computer equipment and software for use by Freeman School students. The MTC in Room 201 is equipped with 50 Pentium-class multimedia workstations. Room 120 has 18 Pentium-class multimedia workstations. All of the computers are networked, providing access to the Freeman School's internal Windows network, Tulane's RS/6000 systems, and the Internet. High-speed Hewlett-Packard Laserjet printers provide high-quality output for all lab machines.

Hours of Operation:

Sunday through Thursday – 8 a.m. to midnight

Friday – 8 a.m. to 10 p.m.

Saturday – 8 a.m. to 10 p.m.

Holiday and special hours are posted in the labs and on the Freeman website.

Access:

Access to the MTC is restricted to currently-enrolled Freeman students. The magnetic card reader is programmed to admit students holding ID cards from the lab's opening time until 15 minutes before the posted closing time. Keep your card with you, and do not give your card to roommates, significant others, etc. The MTC is a limited resource; if you make it available to everyone you know, it may not be available for you when you need it.

Access to the computers in labs is limited to currently-enrolled students in the Freeman School by use of network login names and passwords. You are responsible for your network account. Please do not give your login name and password to anyone.

Printing is accounted for by login name. You are responsible for all pages printed using your network account. Remember to logout of the system when you leave the computer. If the computer is unattended while you are logged in, anyone can use your account to print.

Use of the MTC is restricted to posted hours. Hours may vary during university holidays, between semesters, and summer. Please leave promptly at closing time; no one is permitted to remain after closing time. Since the computer labs have alarm systems, campus security will be summoned if anyone is in the labs during closed times.

You are responsible for your personal items. Items left in the MTC will be placed on the student consultant's desk and then brought to lost-and-found in Room 411, G/W I, the next business day. Please be sure you leave with everything that you arrived with.

Please restrict your use of cell phones to outside the lab. Talking on cell phones is disruptive to students at workstations around you.

Software:

The MTC has all software that is required to complete class assignments. Special data files may be available on the network; your instructor will tell you where the files reside.

You are expected to provide your own disks, other removable media, or headphones. Information systems staff does not have these items to sell or loan. All are available for purchase in the bookstore at the Lavin-Bernick Center.

Please note that in an effort to keep the lab computers operating smoothly we cannot allow personal software to be installed on the machines. Also, to reduce wear and tear on the computers we cannot allow equipment to be connected to the machines in the labs. If you require special software or hardware in order to complete your class assignments, please contact the director of information technology or the LAN Administrator well in advance of the time that you will need such software or equipment.

Please note that it is a violation of U. S. federal copyright laws to copy licensed software. Shareware or public domain software will be labeled as such; only these software are allowed to be copied. Please do not copy software or ask for assistance in doing so.

Staffing:

Students from the Freeman School and elsewhere within the university staff the MTC. Student consultants provide basic assistance with the operation of the equipment and supported software packages; they are not present to help with course assignments. Some courses provide teaching assistants to help with course assignments and specialized software packages; please ask your instructor. Due to the large number of software packages used in the labs, technical support may be basic on some of the less popular or specialized packages.

Additional assistance is available from the Tulane Infrastructure Services Help Desk, Monday – Friday, 8:30 a.m. to 5 p.m. The Help Desk telephone number is 504-862-8888.

Computer Usage and Network Storage:

The computers in the MTC are available for use on a first-come, first-served basis. There are no exceptions to this policy. The machines are not to be used for game playing, as this restricts use by others who may have school work to do. Students found to be playing games will be asked to leave so that others may use the computers to complete academic assignments.

Each student is given 250 MB of disk storage (home directory) on the network. Please note that the storage of excessive amounts of music, movie, and graphics files is prohibited, as these files consume a large amount of disk space because of their size. File storage is reviewed daily, and these types of files will be removed. You should use high capacity removable storage such as Zip disks for your graphics, music, and movie collections.

Although user data files on the network are backed up, you should copy important documents to a flash drive as a personal backup.

Shared Directory:

The S: drive, a shared directory, is available for short-term storage of files for group work. All files on the shared directory are removed on the first day of each semester and on June 1 after the spring semester. Space usage is reviewed daily; large files, especially image, music, or movie files, will be removed without warning.

Laser Printing:

Complying with campus-wide laser printing policies, there is a per-page charge for laser printed output. This charge is imposed to discourage waste and save resources. Complete information about laser printing charges can be found in the Computing section of the Freeman website at <http://freeman.tulane.edu>.

Please discourage wasteful printing by checking your documents carefully, printing only one copy, and printing only when necessary.

Electronic Mail:

The Freeman School uses Tulane's University-wide mail system for both internal and Internet electronic mail. E-mail access is available on all computers in the MTC and electronic classroom. Configuration information is posted in the announcements section of the Freeman Information Technology home page, located on the Freeman School's official website at <http://freeman.tulane.edu>.

You are issued a mail system user account and password upon confirmation of your offer of admission, separate from your Freeman School network account and password. Your Internet address is yourlogin@tulane.edu. Mail accounts are provided by Tulane Infrastructure Services; assistance is available from the Tulane Infrastructure Services Help Desk, Monday - Friday, 8:30 a.m. to 5 p.m. The Help Desk telephone number is 504-862-8888.

Save Your Work:

Save your work frequently! Save often when you are working on a document, spreadsheet, or any other important work for extended periods of time. Interruptions, mistakes, and power outages can cause your hard work to be lost in a second.

You should always make backup copies of your work.

Plan ahead! The MTC gets very busy at mid-term and before final exams. Complete your assignments as soon as possible. Check your account balance for printing before weekends. If you use all of your laser account pages during a weekend, you will have to wait until Monday to purchase additional pages.

Computer Purchase Advice:

The information systems support staff are ready to help you with your pre-purchase computer questions. Advice on buying new systems or upgrading older ones is available at any time.

Purchasing Software:

Students can take advantage of educational discounts on popular software packages through the university. See the “Software” page on the university’s web site at <http://tulane.edu/tsweb>.

Virus Protection:

All MTC computers are equipped with virus-protection software. This software scans the hard disk and diskettes. If an infected disk is found, you will be informed and given the option to disinfect the disk. It is a good idea to scan your disks regularly whether or not you suspect a virus. If you have any questions about computer viruses you can consult one of the many online information services such as the Virus Information Library at <http://www.mcafee.com>, or ask a member of the Information Systems support staff.

Tulane has a site license agreement for the McAfee virus protection software, making the product available to students, faculty, and staff. Details are on the Freeman Information Technology home page. The product is available from <http://tulane.edu/tsweb>.

Account Duration:

Your Freeman network account will remain active and available for your use as long as you are a registered student in the Freeman School. Accounts are removed from the system and are no longer available for use:

- After you graduate and are not registered in any further classes, or
- Upon your leaving the school before graduating.

Each summer, after spring commencement, accounts of graduated students are suspended on June 1. Accounts are removed from the system on July 1 (including all associated files in network storage).

Each spring, after fall commencement, accounts of graduated students are suspended on January 2. Accounts are removed from the system on February 15 (including all associated files in network storage).

The current policy for Tulane mail accounts is to remove accounts of graduated students one year after graduation. Check with Tulane Infrastructure Services for changes to this policy.

Alumni E-mail for Life:

Tulane's alumni affairs department offers an "e-mail for life" service that provides you with a memorable address that you can use after leaving the university. Different from an e-mail service, the address will forward all incoming mail to your preferred e-mail account. Visit the alumni affairs website at <http://tulane.edu/alumni/emailforlife.cfm> for more information.

Information Technology Acceptable Use Policy

The Freeman School provides computing, networking, and information resources for its students, faculty, and staff in support of teaching, learning, and research. Access to the computing systems and networks operated by the Freeman School imposes certain responsibilities upon users, in accordance with university policy and local, state, and federal law. Users accept the responsibility for utilizing services in ways that are ethical and that demonstrate academic integrity and respect for others who share these resources.

This policy is established in an effort to help users understand what is expected of them. It sets guidelines regarding the issues of privacy and respect for property, ownership of data, system security, and misuse of the system. This policy exists in conjunction with, and does not replace, the University's Code of Student Conduct and the University's Policy on Use of Computers and Networks.

The Network as a Shared Resource:

Freeman School computer and network resources are available to all business students, faculty, and staff. Because many individuals utilize these shared resources, respect for the rights and needs of others is central to this policy. To ensure access and service for all, users must refrain from any action that interferes with the system or places an undue burden on network services, such as:

- Sending excessive electronic mail, such as chain letters, advertisements, or solicitations
- Using excessive amounts of disk space for non-academic files
- Using excessive amounts of network bandwidth (for example, by running programs such as the Napster or Scour file transfer programs)
- Knowingly installing or running a program that will damage or place a burden on the computer system or network
- Knowingly acting in a manner that will disrupt normal operations of computers or the network
- Using computer or network services for commercial purposes

Academic Use of Electronic Mail:

All users should recognize that university computing resources are made available for academic pursuits, and the use of university electronic mail systems and workstations should be limited to such pursuits. Freeman School students use the Tulane University electronic mail system and in some cases corporate e-mail systems. Users of the Tulane e-mail system are bound by its policies which are documented in Tulane's Policy on Use of Computers and Networks. Users of corporate e-mail systems should also be aware of their respective policies.

Users do not wish to receive mass e-mails that contain inappropriate, frivolous, or inflammatory information. You should respect the desire of others to be protected from such undesirable e-mail just as you wish to be protected from it. In addition to adhering to the published university policies, Freeman School students should follow these guidelines to ensure that university e-mail resources are used in the most efficient manner for academic pursuits:

- Find a forum for your views and medium of communication that does not involve burdening the university mail system
- Post community information on the appropriate Freeman intranet electronic bulletin boards and student organization intranet sites
- Refrain from sending messages of a non-academic nature to Freeman Address Book e-mail groups
- Reduce the size of mail by turning off the mail client program feature that automatically attaches a previous message to a new message when you select the "Reply" command (found under Options in Outlook)
- When replying to mail, take care to reply to specific individuals; use the "Reply to All" command judiciously
- Refrain from sending electronic chain mail
- Refrain from e-mail "spoofing" (e.g., altering e-mail headers to hide the identity of the sender or attributing e-mail to someone other than the sender)

Respectful Exchange of Ideas and Information:

Computer systems and networks allow for the free exchange of ideas and information. This exchange serves to enhance learning, teaching, critical thinking, and research. While the constitutional right of free speech applies to communication in all forms, civil and respectful discourse is encouraged. University policy and local, state, and federal law do prohibit some forms of communications, and users should refrain from sending communications which include, but are not limited to, the following:

- Obscenity
- Defamation
- Advocacy directed to incite or produce lawless action
- Threats of violence
- Disruption of the academic environment
- Harassment based on sex, race, disability, or other protected status
- Anonymous or repeated messages designed to annoy, abuse, or torment

Privacy

Electronic Mail:

The Freeman School is not a publisher of material which becomes the subject of electronic mail messages. The Freeman School cannot guarantee the privacy or confidentiality of any electronic mail message or document sent through its computing network and electronic mail system. While system administrators do not monitor the content of electronic mail messages as a routine procedure, the Freeman School does reserve the right to inspect, copy, store, disclose, and delete the contents of electronic mail messages at any time. However, it will do so only when it believes such action is appropriate to prevent or correct improper use, satisfy a legal obligation, or insure proper operation of the network or electronic mail facilities.

Network:

As with electronic mail, system administrators do not monitor the content of users' files stored on the network. It may be

necessary, however, for system administrators to access users' files if needed for the maintenance of computers and networks. To that end, the Freeman School does reserve the right to inspect, copy, store, disclose, and delete the contents of files residing on the network and individual computers at any time. However, it will do so only when it believes such action is appropriate to prevent or correct improper use, satisfy a legal obligation, or insure proper operation of the network or computing facilities.

Network Security and Virus Protection

All computers connected to the Freeman network must be running virus protection software with the latest updated virus definitions. The operating system of any connected computer must be updated with the manufacturer's latest set of patches and updates. Computers with operating systems that are not patched, not updated, or that are not running virus protection software or do not have the latest updated virus definitions may not be allowed to communicate on the Freeman network.

Any computer on the Freeman network that is flooding the network or otherwise showing signs of virus infection or erratic behavior will be blocked from participating in further network communications. Network communications will be reestablished after the user resolves the problem and demonstrates that the required updates or patches have been applied and the problematic behavior has ceased.

Accountability

The Freeman School will hold responsible any user of the system for actions relating to security violations or irresponsible use. The school also reserves the right to withhold computing privileges from those who do not abide by the intent of this policy. Violations of this policy shall be treated as violations of the Code of Student Conduct and will be referred to the appropriate officials and/or groups as outlined therein.

Media Services Student Policies

Room 261, G/W I

8 a.m. - 10 p.m., Monday - Friday

(The office door locks at 5 p.m. daily. Workers will be in the building during office hours, but may not be in the office.)

8 a.m. - 6 p.m. Saturday - Sunday

Phone number: 504-865-5670

Staff:

William Hydrick, Director

Mike Ougel, Assistant Director

Sarah Hava'Valley, Producer

Purpose of Media Services:

Media services provides audio/visual (A/V) support to the students, faculty, and staff of the Freeman School.

Equipment Policy:

Media services operates on a first-come, first-served basis; there are no exceptions to this policy.

Media services maintains a variety of A/V equipment for use by students in the completion of class assignments. Equipment is available to Freeman students who comply with these guidelines.

Media services functions through the scheduling of student A/V technicians and therefore relies on advanced planning for the scheduling of services. To facilitate this scheduling, always try to reserve equipment at least seven days in advance. Weekend reservations must be made no later than Monday afternoon. Reservations submitted less than 24 hours in advance will not be honored. In order to reserve equipment, you must personally come to the Media Services Office and complete a Media Services Request Form. All requests are processed in the order in which they are received. In most cases, your reservation can be confirmed at the same time you submit it; but, at busy times, it may be necessary for you to check back later.

All A/V equipment is property of media services and may not be taken away from the Goldring/Woldenberg Complex without specific permission of the director.

Remember, lack of planning on your part does not constitute an emergency on the part of media services.

Multimedia Classrooms:

All nine classrooms in Goldring/Woldenberg Hall I are equipped with a ceiling-mounted projector and an Intel Pentium computer with a DVD-ROM. All systems have the most recent version of Microsoft Office installed. Classrooms in Goldring/Woldenberg Hall II have similar but more advanced equipment. All computers have access to the building network and the Internet. If you need access to software not available on the network, please consult with Wayne Dolese in the Management Technology Center to ensure that software you may require for your presentation is on the computer. Each room is

also equipped with a combination Stereo DVD/VHS videocassette and a Remote Point Navigator (for use with PowerPoint).

In addition, the following equipment can be interfaced with the video projector and room sound system. This equipment requires additional setup time.

- A DVCAM videocassette recorder with stereo capability.
- An audio cassette player.
- A wireless lavalier microphone.
- A slide projector capable of projecting 35mm slides through overhead video projection.
- A Wolfvision Document Camera capable of projecting printed material through overhead video projection.
- Your laptop computer via VGA cables. Note that Macintosh computers require a special adapter to connect to the VGA input. This adapter is your responsibility and not available through media services.

An overhead transparency projector is also available in every classroom.

IMPORTANT NOTE: *Use of equipment in classrooms requires a prior room reservation. To reserve equipment you must have either a valid class number or a reservation reference number. Classroom requests without this information will **not** be processed.*

Mobile Equipment:

Additional A/V needs will be met with mobile equipment. Mobile equipment available through media services includes:

- A VHS videocassette player with a 25" color monitor is available for most classrooms.
- A PD-150 DVCAM video camera is available for check-out in the completion of class assignments. Students wishing to check-out this camera must complete a brief instruction class before using this device.
- A 35mm slide projector is available. Included with the projector are a remote control unit and carousel. Keep in mind you may need to view and/or organize your slides before your presentation. Make these arrangements at the time of your request.
- A conference speaker phone is available for use in conference rooms and some breakout rooms (G/W II only).

Classroom Video Recording Services

Cameras are available to videotape professor and student classroom presentations. If the lecturer is a guest, please obtain a release form from media services and have it signed by the speaker. The purpose of classroom taping is to provide an historical record of a speaker or presentation. It is not an excuse to miss class. **All requests for classroom taping must be submitted by the instructor and approved by the director.** All classroom video is shot in DVCAM professional videotape format and then converted to DVD. Only media services technicians are allowed to operate the equipment.

Studio Video Recording Services:

Many professors require a recorded presentation as part of your final grade. A two camera color television studio is available for this purpose. Coordinate with your professor and media services to schedule a shoot time. Only those people directly involved in the presentation will be allowed in the studio; however, the viewing room may be used to observe ongoing productions. Studio presentations may be recorded on DVCAM and then converted to VHS tape or DVD. Since these

presentations are graded and hold a direct bearing on your final course performance, scheduling the shoot at least seven days in advance is advised.

Videotape Viewing:

VHS videotape viewing is available in the Turchin Library during regular library hours. Most classroom presentation tapes required for viewing are placed on reserve within 24 hours of their recording.

Tape Editing:

Limited digital non-linear editing is offered through media services. Students wishing to use this service must schedule an appointment with Mike Ougel to discuss the project and time commitments required for completion. All edited projects must be shot on DV or DVCAM tape. A small DVCAM camera is available for student check-out with your ID. Students planning on using the camera must schedule an appointment for training on the equipment PRIOR to its use. The costs of tape used will be the responsibility of the student.

TargetVision System

Media services operates a number of video bulletin boards throughout the Freeman School. Faculty, staff, and students may use these monitors, known as Burkenroad TargetVision, to post messages for the school's benefit, provided they meet the following criteria:

- Only noncommercial announcements will be accepted. This does not preclude programs or events at which an admission fee will be charged (e.g., a TUCP movie with an admission fee is acceptable but an announcement about a car for sale is not.).
- All requests MUST have a kill date. Requests without a kill date will run for no more than seven days.
- Announcements can be scheduled in advance but should run for no more than 30 days (e.g., a program that will run in January could be submitted in August but should only run the 30 days prior to the event.). Use the start date and kill date boxes to determine the run dates.
- The system is capable of displaying a variety of graphic formats. Graphics should be submitted on a PC readable disk. Once the graphic is submitted, it will remain available for future use on the system.
- The message content may be edited by the media services staff in order to meet formatting requirements. This editing will be done at the discretion of media services and without notice to the person submitting the request.

To post a message, a Message Request Form must be completed. Media services reserves the right to make changes to any message in order to meet formatting requirements.

Emergency messages can be put on the TargetVision system. The nature of an emergency message shall be made at the sole discretion of the director of media services.

Career Management Center (CMC) Student Code of Ethics

The CMC Student Code of Ethics is intended to provide a framework for establishing the professional relationships between students, the CMC, and prospective employers involved in the career planning and recruiting process. Students are expected to treat all employers and members of CMC staff in a professional and courteous manner.

All students are responsible for adhering to the code of ethics and conducting their job search in an ethical fashion at all times. Students understand that failure to do so may result in loss of CMC privileges. When registering for CMC services, students acknowledge and accept the CMC Student Code of Ethics. When in doubt, students should seek the assistance of the CMC to ensure that their choices are consistent with these standards before a decision is made.

Ethical and Behavioral Expectations Regarding:

Submission of Information

- Students grant the CMC permission to release their information to prospective employers in printed format, electronic format, or via the Internet as indicated on the release statement in the registration information.
- Students certify that the information furnished to the CMC on their resume and in their registration information is correct and that it is their responsibility to keep that information updated with the CMC.
- Students understand that furnishing false information is a violation of the Code of Student Conduct and they can be blocked from CMC services until the information is corrected. They also understand they may be subject to disciplinary action, including expulsion or being prohibited from using CMC services.

Events

- Students are expected to attend events for which they have signed up. Student confirmations of attendance help employers plan their visits. Student no-shows for events can result in companies canceling campus interviews. Students should arrive on time and be dressed appropriately.

Interviewing

- Out of respect for their classmates, students are expected to conduct themselves with professionalism, honesty, and decorum throughout the interviewing process.
- Scheduling an interview is a formal commitment between you and the employer. You will be considered a no-show if you do not appear for your interview and do not call to cancel at least 48 hours prior to your interview.
- Students should promptly acknowledge invitations for office visits – scheduled visits to a company’s place of business – to indicate whether they accept or reject these invitations.
- Do not treat recruiters as “practice interviewers.” It is unfair to students who want the position and to the company that is expending considerable resources to recruit qualified, interested candidates. The CMC staff can do mock interviews for your practice.
- Recruiters expect candidates to make an earnest effort to learn about the company prior to their interview. Failure to do so demonstrates the candidate’s lack of interest and reflects poorly on all students.

Accepting Internship/Job Offers

- It is crucial that students respond to every offer in writing, whether they accept or reject it.
- Students may **not** back out on an accepted offer. They must honor the acceptance of an offer as a binding agreement with the employer. It is unacceptable to continue interviewing and making office visits after accepting an offer.
- If there are any questions about the timing of your response or concerns about an employment decision, students should seek the assistance of a CMC staff member to help think through the issues.
- A student must report their internship or job acceptance through the CMC. Accurate and timely reporting of offers helps the Freeman School in the ranking surveys which ultimately affects all students.

CMC No-Show Policy

Few actions are as damaging to the relationship between universities and recruiting companies than a student no-show for a scheduled event or interview. Any no-show from you may result in suspension from CMC services or further interviewing. Depending on the reason, this suspension may be either temporary or permanent.

No-Show Notification:

The no-show policy will be enforced if you confirm, but do not attend, one of the following activities:

- practice interview or other scheduled training session
- company presentation, pre-night presentation, speaker program, or information session
- company site visit arranged by the CMC, *e.g.* Freeman Days events
- scheduled appointment with CMC staff
- scheduled interview with a recruiter

A cancellation from you less than 48 hours before an event will still result in a no-show.

You will receive an e-mail notifying you of the missed interview on the date of the interview or event. The e-mail will contain instructions on resolving the no-show issue. Follow these instructions. You must respond within three business days of receiving the e-mail or your interviewing privileges will be suspended immediately until further notice. Contact the CMC to clarify any issues.

Required Student Response:

Respond to the e-mail you receive with an explanation to the CMC as to why you missed the interview. Using MS Word, attach an apology and explanation to the recruiter. Both of these documents must be professionally written with good grammar and no typographical errors. If you need to support your explanation, bring any required documentation, *i.e.* health services proof, receipt for mechanical work, funeral notice, etc. to the CMC within three business days after the no-show occurrence.

Review of the No-Show Response:

Within three business days of receiving your response to the no-show e-mail, the CMC will send you an e-mail with your no-show status. If your submitted materials are in review, your privileges are still in force. If your submitted materials are unacceptable, you will have one business day to correct the problem. If no materials are submitted, there will be an immediate suspension of all your privileges in using CMC services. The final resolution of the no-show will be within five days of the review of materials.

Resolution will result in one of the following:

- No-show will be excused and your record noted
- No-show will be noted with privileges restricted
- No-show will be unexcused, noted, and use of CMC privileges will be suspended for a given period of time
- No-show will be unexcused, noted, and use of CMC privileges will be suspended permanently

You will have three business days to appeal the resolution decision to the associate dean of the Freeman School.

Permanent Suspension of Privileges:

The following actions may result in permanent loss of interviewing privileges with the CMC:

- blatant disregard for policies and practices
- rude and unprofessional interview behavior
- failure to respond to no-show notification
- failure to complete no-show policy requirements
- missing a scheduled interview a second time (receiving a second no-show notification)

Implications of No-Show:

Any failure to show up for a scheduled interview in the CMC reflects poorly on the reputation of Tulane University, the Freeman School, the CMC, faculty, and students. It is not uncommon for employers to talk among themselves and share information. Your failure to show up demonstrates your inattention to detail and is detrimental to your job skills. A no-show with one company could decrease your chances of being hired by another company or cause the company to question whether they want to recruit Tulane University students. If you do not show up for an interview, you have eliminated another student colleague from a possible interview slot.

Emergency Situations:

Be honest. Make sure it is a true emergency and not just an inconvenience for you. If it is truly an emergency, call the CMC (504-865-5417) at once to notify staff of your situation. Follow up by e-mailing careers@tulane.edu so there is a record of your notice. Check your e-mail for the no-show notification e-mail and complete the process to ensure your CMC privileges are maintained.

Services for Students with Disabilities

Tulane recognizes that a growing number of people with disabilities have joined the university community in recent years as students, faculty, and staff. The university welcomes these individuals, and seeks to support their particular needs and rights and to ensure that they have an equal opportunity to participate in the university community.

Tulane's diverse student population includes otherwise-qualified students with documented disabilities who may require learning, sight, hearing, manual, speech, or mobility accommodations to ensure fair access to educational and residential resources. These students are intelligent and capable and have met the same rigorous standards for admission as their non-disabled peers. To provide students with disabilities with every opportunity to explore educational opportunities and demonstrate their talents and intellectual abilities, the university makes available reasonable accommodations in accordance with Section 504 of the federal Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990.

The Goldman Office of Disability Services (ODS) serves as the central campus resource for Tulane students with documented disabilities or with disability concerns. ODS is a part of the Center for Educational Resources and Counseling (ERC) and is located on the first floor of the Science and Engineering Lab Complex. ODS can be contacted by telephone at (504) 862-8433 or in person, between 8:30 a.m. and 5 p.m. Monday through Friday. Additionally, information may be accessed via the internet at <http://tulane.edu/studentaffairs/erc/>. ODS works in partnership with students, faculty, and staff to develop successful strategies for maximizing students' academic achievement and participation in extracurricular activities and programs. For those students requiring testing accommodations, ODS offers the Special Exam Testing Center, which operates Monday through Thursday from 8 a.m. to 8 p.m. and Friday from 8 a.m. to 5 p.m.

Students with disabilities who believe that they require reasonable accommodations must register with ODS as soon as possible and follow all ODS procedures for requesting accommodations. Because current clinical documentation is required before ODS can consider any requests for reasonable accommodations, newly admitted students with disability-related needs should contact ODS and submit all necessary forms and documentation prior to arriving on campus if possible.

Students should be aware that they are responsible for making requests for reasonable accommodations and for submitting all necessary documentation in support of those requests. ODS can help students articulate their needs, engage with students in an interactive discussion about possible accommodations, and assist students in communicating any approved accommodations to instructors or staff. Students remain ultimately responsible for complying with ODS and university procedures and for ensuring that the university is aware of the need for accommodations in the first place.

Any student with specific questions about procedures and policies should contact the manager of disability services at (504) 862-8433 for additional information. In addition, students with questions about the Freeman School's role in facilitating accommodations, if any, should contact the associate dean of the Freeman School.

Confidentiality/Privacy for Students

The Office of Graduate Programs subscribes to the highest level of professional ethics and standards. All individual advising sessions are private and confidential. All records are maintained under the stringent provisions of the Family Educational Rights and Privacy Act. No information about students is released unless it is specifically authorized by the student in writing. Students have the right to see their records by appointment and to appeal the inclusion of any information in them.

Information is issued to the courts only after subpoena(s) have been reviewed by the university counsel. Such releases are made through the university's attorneys.

Privacy of students' records and affairs is protected under the federal Family Educational Rights and Privacy Act of 1974 as amended (P.L. 93-380) and policies issued by the Board of Administrators of the Tulane Educational Fund. Each year, under the federal act, a comprehensive statement is published by the Office of Student Affairs describing institutional obligations and practices and students' rights. Individuals who have particular questions are urged to contact the Offices of the University Registrar or the Dean.

Louisiana Certified Public Accountant (CPA) Examination Requirements

The State Board of CPAs of Louisiana details the requirements to sit for the Uniform CPA examination in the state of Louisiana.

Louisiana CPA candidates must have:

- A baccalaureate degree,
- Completed 150 semester hours of college credit,
- Completed 24 undergraduate semester hours or 21 graduate semester hours of specific accounting courses, and
- Completed 24 undergraduate semester hours or 24 graduate semester hours of business courses (including an acceptable business law course). The last two requirements are detailed below.

	Semester Hours Required	
	<u>Undergraduate</u>	<u>Graduate</u>
Accounting required courses:		
Intermediate financial accounting	6	3
Cost	3	3
Income tax	3	3
Auditing	3	3
Sub-total above	<u>15</u>	<u>12</u>
Accounting elective courses:		
Advanced financial accounting or not-for-profit (or government) accounting/auditing theory	3	3
6 semester hours in accounting above the basic and beyond the elementary/principles level	<u>6</u>	<u>6</u>
Total accounting semester hours for CPA exam	<u><u>24</u></u>	<u><u>21</u></u>
Business courses (other than accounting):		
24 semester hours, including at least 3 semester hours in commercial law as it affects accountancy	24	24

For additional information on CPA requirements in Louisiana contact:

State Board of Certified Public Accountants of Louisiana
601 Poydras Street, Suite 1770
New Orleans, LA 70130
(504) 566-1244

Or visit the Louisiana State Board's website at <http://www.cpa-board.state.la.us> and click on "CPA Exam."

For more information about CPA exam requirements in states other than Louisiana, contact the state board located in the state in which you intend to practice. A directory of state boards is available at <http://www.aicpa.org/advocacy/state/statecontactinfo>. Click on the state in which you intend to practice for a directory of pertinent organizations.

Please consult with the MACCT faculty advisors to ensure that your curriculum will satisfy the educational qualifications to sit for the CPA exam in the state or states in which you plan to practice—such qualification is a requirement for the MBA/MACCT program.

For additional information on the CPA exam, visit <http://www.cpa-exam.org/>.

Places and Things to Know

Access Cards: Your Tulane Splash Card is magnetically encoded to allow you access to the breakout rooms in G/W II and to the Turchin Library and Management Technology Center in G/W I when the use of these spaces is restricted (evenings and weekends). The card will also allow you access to the exterior doors when the buildings are secure (evenings and holidays). If you misplace your card, you should report it to Card Services. For all other problems, contact Media Services. Proof of enrollment in a Freeman School class may be required before access is granted.

Advising: For advising, counseling, and information about degree requirements, contact John Silbernagel, Director of Graduate Education, in the Office of Graduate Programs, Suite 4113, G/W II. He may be reached at (504) 865-5480 or jsilber@tulane.edu.

Announcements: For general information about the academic calendar, course scheduling, and university deadlines, consult the Freeman School's website at <http://www.freeman.tulane.edu/students/mba/default.php>, the Freeman School e-mail system, the student mailboxes, and the bulletin boards and video monitors in the Goldring/Woldenberg Complex. Please read your Tulane e-mail daily.

Breakout Rooms: Small study rooms, exclusively for graduate student use, are located on the second floor of G/W II. Please refer to the Breakout Room Reservation Guidelines online at <http://www.freeman.tulane.edu/students/roomreserve.php> for rules governing reservation and use of business school breakout rooms.

Career Management Center (CMC): A professional staff and a multitude of resources are available to assist and guide students through all aspects of the career planning process. The CMC provides support for your career search through a career "prep" course, career consultations, self assessment, mock interviews, outreach to employers, campus interviews, job fairs/consortia, job postings, resume books, the CMC website, and other information and resources. While all students must take personal responsibility for their career development, the CMC is committed to assisting students by helping them use available resources including the online recruiting database. The CMC is located on the 3rd floor in G/W I. Office hours are 8:30 a.m. - 5 p.m., Monday through Friday. For more detailed information about the office and services, please visit their website at <http://www.freeman.tulane.edu/cmc/> or call (504) 865-5417.

Classrooms: All classrooms with three-digit room numbers are located in G/W I. Classrooms in G/W I are on the first floor on both sides of the elevators. All classrooms with four-digit room numbers are in G/W II. Classrooms in G/W II are on the first, second, and third floors.

Counseling: The Center for Educational Resources and Counseling (ERC) is in the Science and Engineering Lab Complex. The center offers a variety of services to Tulane students including personal, educational, and career counseling, and is staffed with professionals available to provide assistance. The ERC also evaluates students who have symptoms of possible ADHD (Attention Deficit-Hyperactivity Disorder). Call (504) 865-5113 for more information.

Dean: The dean's office is located in the Cyril Giffin Dean's Suite (440) on the fourth floor of G/W I.

Disability Services: Located on the first floor of the Science and Engineering Lab Complex, the Goldman Office of Disability Services (ODS) evaluates student requests to receive accommodations for disabilities. Students must register with ODS to receive accommodations. Call (504) 862-8433 for more information.

Faculty: Faculty offices are located on the fifth and sixth floors of G/W I and the mezzanine level of G/W II. Directories for locating individual faculty members are on all floors.

Financial Aid: The Office of Financial Aid is located in Room 205 of the Science and Engineering Lab Complex. MBA students may contact their financial aid counselor at (504) 865-5723, (800) 335-3210, or finaid@tulane.edu. Additional information may be found at <http://finaid.tulane.edu>.

Graduate Programs, Office of: The Office of Graduate Programs, located in Suite 4113, G/W II, houses the staff responsible for program delivery of the MACCT, MBA, MFIN, MRISK and PMBA programs. Advisors are available to assist with course scheduling, registration, the drop/add process, and graduation planning, and to assist with understanding academic policies and procedures. The staff maintains student records and provides class schedules, templates, and other important academic information. Support is also provided to faculty to enhance course delivery. The main telephone number is (504) 247-1290.

Library: The Lillian A. and Robert L. Turchin Library, located on the third floor of G/W I, provides print and electronic resources to Freeman School students and faculty as well as to the Tulane community. Many of these resources are remotely accessible via the library's website at <http://www.freeman.tulane.edu/lib-tech/turchin/default.php>.

Lost and Found: The Lost and Found for the Freeman School is located in Room 411, G/W I. Please turn in found items to Room 411, or call Zina Eugene at (504) 865-5406 to inquire about lost items.

Mail: Electronic mail is the preferred medium for Freeman mass communication. E-mail addresses are created for each Tulane student by Technology Services. Check your e-mail daily. Additionally, each student will be given a mailbox. General information bulletin boards and mailboxes for each graduate student are located in G/W II in the locker room on the first floor. Vending machines and lockers are located in the same area.

Management Communication Center (MCC): The MCC, located in Room 220-A, G/W I, helps Freeman students prepare written and oral communications. The center is staffed by writing coaches who have graduate degrees in English, business, or related fields. With a scheduled appointment, a student may meet with a coach for a 30-minute free tutorial session. During these sessions, the coaches focus on structure, clarity, logic, and format of the document or presentation and identify repeated grammatical errors. With help from a writing coach, a student can craft a professional response to any writing assignment or oral presentation assignment for any course taken in the Freeman School. Call (504) 862-8037 for help or information, or visit the website at <http://www.freeman.tulane.edu/students/mcc/default.php>.

Management Technology Center (MTC): The MTC computer labs, located in Rooms 120 and 201 of G/W I, house computers for student use. Pentium-class multimedia workstations are available that have school-required software, access to the Freeman network, Internet access, and access to the university's shared systems. Use of the MTC is limited to Freeman School students, and Tulane Splash Cards are required to gain entry.

Media Services: Located in Room 261 of G/W I, Media Services provides a wide range of A/V equipment and support for class presentations. All classrooms are equipped with ceiling mounted projectors, Intel Pentium computers, stereo DVD videocassette players and a variety of the latest presentation technology. Video recording services for both taping class presentations and simulated job interviews are provided in a two-camera color television studio. Digital editing for class projects is also available. Use of media equipment is subject to the Media Services Student Policies statement. Call (504) 865-5670 for additional information.

Transcripts: Visit http://registrar.tulane.edu/transcript_requests for details on requesting a transcript. The Registrar's Office is located in Room 110, Gibson Hall. Call (504) 865-5231 for additional information.

Vending Machines: Vending machines are located on the second floor of G/W I and on the first floor of G/W II in the student lounge areas. For refunds, contact Card Services in 102 Bruff Commons at (504) 865-5629. Call (504) 865-5712 to report any problems.

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