

# TABLE OF CONTENTS

<b>I. INTRODUCTION.....</b>	<b>1</b>
THE PROFESSIONAL MBA DECISION .....	1
MBA RESPONSIBILITIES .....	2
FREEMAN SCHOOL MISSION STATEMENT .....	3
MBA PROGRAM MISSION STATEMENT.....	3
OFFICE OF GRADUATE PROGRAMS.....	4
DIRECTOR OF PROFESSIONAL EDUCATION .....	4
<b>II. THE PROFESSIONAL MBA PROGRAM.....</b>	<b>5</b>
PROFESSIONAL MBA CURRICULUM .....	7
DEGREE REQUIREMENTS .....	8
REQUIRED CORE COURSES .....	8
AREAS OF CONCENTRATION .....	9
CURRICULAR ENHANCEMENTS .....	11
COURSES IN OTHER DIVISIONS OF TULANE.....	14
APPLICATION FOR DEGREE .....	15
POLICY ON PARTICIPATION IN COMMENCEMENT.....	15
<b>III. COURSE DESCRIPTIONS.....</b>	<b>17</b>
CORE COURSES .....	17
PRACTICE MODULE COURSES.....	19
ELECTIVE COURSES .....	21
<b>IV. ACADEMIC POLICIES AND PROCEDURES.....</b>	<b>31</b>
MBA ADMISSION REQUIREMENTS.....	31
TRANSFER OF CREDIT.....	32
COURSE PREREQUISITES .....	33
APPROVED COURSE LOADS .....	33
GRADING SYSTEM .....	34
CONTINUATION REQUIREMENTS .....	35
LEAVE OF ABSENCE.....	36
CLASS ATTENDANCE/MEDICAL EXCUSES .....	36
COURSE WITHDRAWALS AND ADDITIONS.....	36
<b>V. FINANCIAL ASSISTANCE.....</b>	<b>37</b>
<b>VI. STUDENT ORGANIZATIONS .....</b>	<b>39</b>
STUDENT TRAVEL REIMBURSEMENT POLICY .....	42
GBC TRAVEL REQUEST APPLICATION .....	45
GAPSA RESERVE FUND REQUEST APPLICATION.....	46
<b>VII. HONORS AND AWARDS .....</b>	<b>47</b>
DEAN’S LIST.....	47
STUDENT AWARDS .....	47
FACULTY AWARDS .....	48
ALUMNI AWARD.....	48

<b>VIII. APPENDICES .....</b>	<b>49</b>
NORMS AND EXPECTATIONS FOR STUDENTS IN FREEMAN CLASSES.....	49
AACSB STANDARDS FOR INDIVIDUAL FACULTY AND STUDENT EDUCATIONAL RESPONSIBILITY.....	50
MBA PROGRAM VALUES AND PROFESSIONAL STANDARDS .....	51
UNIVERSITY CODE OF GRADUATE STUDENT ACADEMIC CONDUCT .....	53
TULANE UNIVERSITY CODE OF STUDENT CONDUCT.....	65
PROCEDURES ON GRADE AND OTHER ACADEMIC COMPLAINTS.....	80
HARASSMENT POLICY .....	81
STUDENT GUIDE T O COMPUTING SERVICES .....	82
INFORMATION TECHNOLOGY ACCEPTABLE US E POLICY.....	87
MEDIA SERVICES STUDENT POLICIES.....	90
CAREER MANAGEMENT CENTER (CMC) STUDENT CODE OF ETHICS .....	93
CAREER MANAGEMENT CENTER NO SHOW POLICY .....	94
SERVICES FOR STUDENTS WITH DISABILITIES.....	96
CONFIDENTIALITY/PRIVACY FOR STUDENTS .....	97
PLACES AND THINGS TO KNOW .....	98

# I. INTRODUCTION

Welcome to the Freeman School of Business and the Professional Master of Business Administration (PMBA) program. This handbook is designed to acquaint you with the structure of the PMBA program as well as the curriculum, rules and regulations of study for the MBA at the Freeman School. It is a guide to course choices and to other situations that may arise during the program. As such, please take time to read it carefully.

Ultimately, you are responsible for understanding and successfully meeting the requirements for the MBA degree. We are here to support you in your efforts to reach that goal. In particular, you should meet and become acquainted with your academic advisor, Stephen Estrada. Since not all situations can be covered in this handbook, you should consult with him and others in the office of Graduate Programs for guidance during your program or interpretations of special situations.

The Business School campus consists of two buildings: Goldring/Woldenberg Hall I (G/W I) and Goldring/Woldenberg Hall II (G/W II). Occasionally, students may take classes in both buildings. Three-digit room numbers are located in G/W I. Four-digit numbers are located in G/W II. Administration, counseling and career services are located in G/W I. Detailed explanations and locations of Freeman School facilities are in the section "Places to Know".

## **The Professional MBA Decision**

Congratulations on choosing the Freeman School of Business at Tulane University for your Master of Business Administration 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 we emphasize 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. We are confident that 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. Welcome to the Freeman School.

## **MBA Responsibilities**

You are responsible for course selection and for meeting graduation requirements. Faculty and staff are here to assist you in program planning and course selection, but in no case can we assume your responsibilities as a candidate for the Freeman MBA degree. You are responsible for following the policies, rules, and regulations of Tulane University and the Freeman School as published in this handbook and other printed and electronic university publications or announced on the Freeman School bulletin boards throughout G/W I and II. You are also responsible for knowing the contents of this handbook and the curriculum requirements for graduation.

The information in this handbook applies to students who first enroll in the Freeman School during the academic year 2008-2009. The Freeman School reserves the right to modify any of its policies, procedures, or rules during the academic year. Notices of changes will be posted on the Academic Programs bulletin boards, sent by electronic mail, posted in the student mailbox area, and kept on file in the Office of Graduate Programs, Suite 4113 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.

## **Privacy of Records**

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 university registrar or the office of student affairs.

*This handbook is updated and published annually by the Office of Graduate Programs of the Freeman Business School.*

## **Freeman School Mission Statement**

The mission of the Freeman School of Business is to be a leading business school dedicated to preparing current and future business leaders to compete in global business and to the advancement of 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 of Business 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 creation of 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 limited 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 in which teachers and students interactively seek enhancement in business productivity, personal growth, and awareness of ethical, social, and cultural issues in managerial contexts.

## **Office of Graduate Programs**

The Office of Graduate Programs provides student support services related to the Freeman School's Master of Business Administration (MBA), Professional Master of Business Administration (PMBA), Master of Accounting (MACCT), and Master of Finance (MFIN) programs. 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 of Graduate Programs**

John C. Howard, Associate Dean of 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](mailto:jhoward4@tulane.edu).

### **Director of Professional Education**

Stephen Estrada, Director of Professional Education, manages all aspects of the Professional MBA program, including marketing, admissions, curriculum development, scheduling, academic advising, and some alumni relations. He advises Professional MBA students concerning academic matters and facilitates the interaction between students and the administrative aspects of the program. Marketing efforts for the Professional MBA program are also part of his duties. He will discuss curriculum details and will assist you in planning and charting your progress in the program. He serves as your first point of contact for questions and problem resolutions.

### **Executive Secretary**

Laney Armstrong coordinates reception area activities and supports the associate dean and directors. Her office telephone number is (504)247-1290, or direct at (504)314-2454, and her e-mail address is [larmstro@tulane.edu](mailto:larmstro@tulane.edu).

## II. THE PROFESSIONAL MBA PROGRAM

The Freeman School of Business embodies Tulane University's commitment to outstanding teaching and research by delivering a Professional MBA (PMBA) program as challenging as today's dynamic business world. Offering an interdisciplinary approach to the education of future managers, the PMBA program reflects the school's philosophy of a comprehensive, yet flexible, general management curriculum. Delivering the high quality Freeman MBA in an evening format allows students to complete an MBA from one of the country's finest business schools without interrupting their careers. Typically, the program spans three years, or nine consecutive trimesters and requires 55 credit hours of graduate coursework. The curriculum encompasses knowledge core courses, skills assessments, practice modules, and elective courses.

The knowledge core courses (22 credit hours) provide a foundation in all functional disciplines of business. The program provides an opportunity to understand the interrelationship among these disciplines and how they are integrated in the management of successful organizations. This sequence of required core courses assumes no prior academic background in business; however, all entering students are expected to have the quantitative, verbal, communication, and computer skills necessary for the rigorous PMBA curriculum.

Students in the PMBA program are required to prove proficiency in business writing by completing a writing assessment test. The first opportunity to pass the test occurs during the first weekend after orientation. If the test is passed, a grade of "P" is added to the Tulane transcript. If the test is not passed initially, the student is given the opportunity to build the necessary skills and then retest. A grade of Pass on the writing assessment test is required prior to graduation from the Freeman School.

Students also complete a series of practice modules (18 credit hours), which are spread throughout the program. The global leadership module (9 credit hours) develops student's 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 (Latin America, European Union, Asia) and involve an optional trip to that region. Through the practice of management module (9 credit hours) students will explore strategic management, learn how the functional areas relate to the value of an enterprise, 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 business, and emphasis on teamwork.

Finally, students complete elective courses (15 credit hours) which may be chosen from the following fields of study:

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

*Every effort has been made to provide detailed, accurate information regarding the curriculum, concentrations, and courses for PMBA students. Any necessary revisions made after the printing of this handbook will be provided for students and faculty.*

## Professional MBA Curriculum

The PMBA program is designed for business professionals who are employed full-time and who seek a high quality, internationally recognized MBA. The program uses three trimesters annually to allow degree completion in three calendar years. Students may enter the PMBA program in either the fall or spring semester.

Students will follow the program template of recommended courses. Those interested in taking courses out of the template sequence or taking more than six credit hours in a semester must consult with the Director of Professional Education. **Note that courses may not be offered in trimesters for which they are not listed on the template.** Consequently, students whose programs deviate from the recommended template may not find as complete a selection of desired courses for which they are eligible in all trimesters as those whose programs conform to the recommended template.

### Opening Module

PERS 603 Writing Skills Assessment

#### FALL ENTRY

##### Semester 1 (Fall)

INFO 601 Spreadsheet Skills (1)  
MCOM 601 Management Communications (2)  
MGMT 651 Economic Environment of Global Business-  
Global Leadership I (2)  
MGMT 621 Strategic Management-Practice of  
Management I (2)

##### Semester 2 (Spring)

FINE 611 Managerial Economics (2)  
STAT 601 Business Statistics (2)  
ACCN 601 External Reporting & Financial Analysis (2)

##### Semester 3 (Summer)

MGMT 601 Process Modeling & Technology  
Integration (2)  
ACCN 602 Internal Reporting & Financial Analysis (2)  
FINE 601 Financial Management (2)

##### Semester 4 (Fall)

Electives (6)

##### Semester 5 (Spring)

MGMT 611 Managing People (2)  
MGMT 622 Enterprise Valuation-Practice of  
Management II (2)  
MGMT 652 European Union-Global Leadership II (2)

##### Semester 6 (Summer)

MKTG 601 Marketing Management (2)  
MGMT 614 Leadership and Ethics (3)

##### Semester 7 (Fall)

MGMT 623 Marketing Planning and Implementation-  
Practice of Management III (2)  
MGMT 653 Latin America-Global Leadership III (2)  
Elective (3)

##### Semester 8 (Spring)

MGMT 624 New Venture Planning-Practice of  
Management IV (3)  
MGMT 654 Asia-Global Leadership IV (3)

##### Semester 9 (Summer)

Electives (6)

#### SPRING ENTRY

##### Semester 1 (Spring)

FINE 611 Managerial Economics (2)  
INFO 601 Spreadsheet Skills (1)  
STAT 601 Business Statistics (2)  
ACCN 601 External Reporting & Financial Analysis (2)

##### Semester 2 (Summer)

MGMT 601 Process Modeling & Technology  
Integration (2)  
ACCN 602 Internal Reporting & Financial Analysis (2)  
FINE 601 Financial Management (2)

##### Semester 3 (Fall)

MCOM 601 Management Communications (2)  
MGMT 651 Economic Environment of Global Business-  
Global Leadership I (2)  
MGMT 621 Strategic Management-Practice of  
Management I (2)

##### Semester 4 (Spring)

MGMT 611 Managing People (2)  
MGMT 622 Enterprise Valuation-Practice of  
Management II (2)  
MGMT 652 European Union-Global Leadership II (2)

##### Semester 5 (Summer)

MKTG 601 Marketing Management (2)  
MGMT 614 Leadership and Ethics (3)

##### Semester 6 (Fall)

MGMT 623 Marketing Planning and Implementation-  
Practice of Management III (2)  
MGMT 653 Latin America-Global Leadership III (2)  
Elective (3)

##### Semester 7 (Spring)

MGMT 624 New Venture Planning-Practice of  
Management IV (3)  
MGMT 654 Asia-Global Leadership IV (3)

##### Semester 8 (Summer)

Electives (6)

##### Semester 9 (Fall)

Electives (6)

## Degree Requirements

To earn a degree in the PMBA program, a student must complete 55 credit hours of course work and pass both the writing skills and the spreadsheet skills assessment tests. Additionally, a student must remain in the program for six trimesters or more, with the summer sessions being considered one trimester.

## Required Core Courses

The core curriculum consists of 11 required courses (22 credit hours) and provides the foundation of the PMBA program.

These courses are as follows:

ACCN 601	External Reporting and Financial Analysis	MGMT 601	Process Modeling & Technology Integration
ACCN 602	Internal Reporting and Financial Analysis	MGMT 611	Managing People
FINE 601	Financial Management	MGMT 614	Leadership and Ethics
FINE 611	Managerial Economics	MKTG 601	Marketing Management
INFO 601	Spreadsheet Skills	STAT 601	Business Statistics
MCOM 601	Management Communication		

## Global Leadership Module

Consists of four courses (9 credit hours), which are designed to develop practical understanding of international business issues.

MGMT 651	Economic Environment of Global Business-Global Leadership I (2)
MGMT 652	European Union-Global Leadership II (2)
MGMT 653	Latin America-Global Leadership III (2)
MGMT 654	Asia-Global Leadership IV (3)

## Practice of Management

Consists of four courses (9 credit hours), which focus on applications in Management, Finance, Marketing, and Entrepreneurship.

MGMT 621	Strategic Management-Practice of Management I (2)
MGMT 622	Enterprise Valuation-Practice of Management II (2)
MGMT 623	Marketing Planning and Implementation- Practice of Management III (2)
MGMT 624	New Venture Planning-Practice of Management IV (2)

## Writing Skills Assessment:

Freeman professors and prospective employers require sound business writing skills. The PERS 603 course administers the writing skills assessment during MBA orientation. The assessment is evaluated in four areas: 1) content and task fulfillment, 2) organization, 3) grammar and mechanics, and 4) professionalism. Students receive feedback at the beginning of the program so they can meet expectations by building on writing strengths and addressing writing weaknesses.

## **Elective Courses**

A student must successfully complete 15 credit hours of elective course work offered by the Freeman School or specifically approved courses offered by other divisions of Tulane University. For courses offered by the Freeman School, a grade of C or better is required for successful completion. Elective courses normally carry a 700-level designation and are drawn from seven specified fields of study.

Electives provide an opportunity for students to explore new areas and develop expertise in their chosen fields by earning concentrations, which are designated on Tulane University's official transcript.

## **Areas of Concentration**

The Freeman School offers concentrations for MBA students who choose to do so. While no concentration is required to earn an 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 Tulane University official transcript.

Once a concentration has been selected, the student must sign a declaration of concentration form in the Office of Graduate Programs. 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 since the concentrations impact the graduation certification list. No changes can be permitted after this date.

### **Finance Concentration:**

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

- FINE 701 Options (1.5 credit hours)
- FINE 702 Corporate Financial Policy (1.5 credit hours)
- FINE 703 Fixed Income Analytics (1.5 credit hours)
- FINE 704 Financial Modeling (1.5 credit hours)
- FINE 711 Investments (3 credit hours)
- FINE 760 Valuation and Financing Enterprises (3 credit hours)

FINE 701-704 are technical courses designed to expand students' analytical skills. FINE 711 and 760 are designed to deepen students' understanding of key subjects in finance and to develop their skills in judgment.

**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 710 Corporate and Cooperative Strategy (3 credit hours)
- MGMT 711 Negotiations (3 credit hours)
- MGMT 712 Competition and Strategy (3 credit hours)
- MGMT 715 Environment, Society, and Capitalism (3 credit hours)
- MGMT 721 Management of Technology and Innovation (3 credit hours)
- MGMT 725 Strategic Human Resource Management (3 credit hours)
- MGMT 732 Executive Leadership (3 credit hours)

**International Business Supporting Concentration:**

Upon completion of the four courses in the global leadership module (MGMT 651-654), students will automatically qualify for a supporting concentration in international business.

**Energy Specialization:**

With the approval of the Energy-Tulane Energy Institute faculty, MBA students may receive an energy specialization by completing at least nine credit hours of energy-related coursework. Required courses include:

- FINE 722 Energy Markets, Institutions, and Policy (3 credit hours)

Elective courses may include:

- ACCN 713 Financial Statement Analysis (3 credit hours)
- FINE 712 Interest Rate and Credit Risk: Trading and Models (1.5 credit hours)
- FINE 715 International Finance (3 credit hours)
- FINE 723 Energy Fundamentals and Trading (3 credit hours)
- FINE 724 Advanced Energy Trading and Finance (3 credit hours)
- FINE 726 Intro to Electricity Markets (1.5 credit hours)
- FINE 743 Equity Analysis/Burkenroad Reports (2 credit hours)
- FINE 761 Darwin Fenner Student-Managed Fund (3 credit hours)
- MGMT 721 Management of Technology and Innovation (3 credit hours)
- MKTG 711 Marketing Research (3 credit hours)

## **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 tenure-track faculty member before the independent study can be submitted to the Director of Graduate Education for approval by the Graduate Curriculum Committee. 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 700-level elective and will be assigned to one of the six fields of study.

*NOTE: The independent study program offers the student an opportunity to propose projects to tenure 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.*

### **Summer Abroad Program:**

The Freeman School 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.

**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, and Florida.

On December 31, 2001, the Burkenroad Reports Mutual Fund was launched. This publicly-traded fund utilizes its 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](http://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, New Venture Planning: Practice of Management IV, and Venture Capital and Private Equity. 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 and the Tulane Entrepreneurs Association (TEA). TEA runs the annual Tulane Business Plan Competition, which is open to college students throughout the USA and abroad and awards over \$35,000 in cash prizes in two separate tracks: Business Entrepreneurship and Social Entrepreneurship. 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 risk management, 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 pp. 27-29 for a full list of Freeman student organizations.

## **Courses in Other Divisions of Tulane**

A student may petition the director of professional education for approval by the Graduate Curriculum Committee for permission to take up to six credit hours of course work from another division of Tulane University. In order to obtain credit toward the MBA degree, the student must have the petition approved before registration in the course. The Health Systems Management course HSMG 756 is cross-listed and does not require advanced approval. School of Continuing Studies courses are not accepted.

The committee will make the decision it feels best serves the student while maintaining the integrity of the student's MBA program. As a consequence, the petition should include a statement describing how the course in question contributes to the student's career and academic goals and should contain a detailed description of the proposed course. 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. The course must be a graduate course at the appropriate level, normally indicated by a 700-level course number. The committee will not automatically accept all such courses. Additionally, the committee cannot accept an undergraduate course or a course that includes undergraduate enrollment.

Approved courses taken in other divisions will be assigned to an appropriate field of study by the Graduate Curriculum Committee. The hours earned for these courses will be counted toward the hours required for the MBA degree. Grades earned in these courses will neither be included in the grade point averages, since they were assigned using a policy different from that of the Freeman School, nor 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 the grade point averages, students must meet all grade point average requirements for their degrees using only Freeman School courses.

Unless the student has been formally admitted to one of the joint-degree programs authorized by the Freeman School, no credit may be presented for the MBA that has been used for credit toward another degree. Except for joint-degree programs, this restriction applies even if the student is concurrently enrolled in the other program.

## **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 in the Office of Graduate Programs in 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. COURSE DESCRIPTIONS

In the course listing below all core courses are available during a three-year cycle; however, some elective courses may not be offered during this three-year period.

#### Core Courses

**ACCN 601 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 602 Internal Reporting and Financial Analysis (2)** - Prerequisite: ACCN 601. 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 601 Financial Management (2)** - Prerequisites: ACCN 601 and STAT 601. 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 611 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 601 Spreadsheet Skills (1)** – This course covers a full range of topics in Microsoft Excel. Students take the Microsoft Certified Application Specialist exam in Excel 2007 at the end of the course. This standardized, globally-recognized exam certifies that students meet a certain critical level of proficiency with Excel. Proficiency prepares students for other business courses that rely on Excel knowledge and the certification is a valuable resume addition in the job search process. Self-study materials (e-learning and practice exams) are provided prior to the start of the MBA program. All students must pass this course to qualify for graduation.

**MCOM 601 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 601 Process Modeling & Technology Integration (2)** - Prerequisite: STAT 601. 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 611 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 614 Leadership & Ethics (3)** - 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 receive credit for both MGMT 614 and FINE 730.*

**MKTG 601 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 601 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 strategy. Topics include: networking skills development, business etiquette/protocol, and interviewing skills.

**PERS 603 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 writing labs before retaking the assessment. A passing score on this assessment is a requisite for graduation.

**STAT 601 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 621 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 622 Enterprise Valuation-Practice of Management II (2)** - Prerequisite: FINE 601. This course introduces students to the practice of enterprise valuation using actual companies from the Burkenroad Reports universe and real-time data. The course emphasizes developing the practical skills needed to value a business enterprise. Students will work in small teams to prepare quick-look valuation reports for inclusion in the Burkenroad Reports Investment Conference. The course will prepare students for further participation in Burkenroad Reports, the Freeman School's unique sell-side analysis program.

**MGMT 623 Marketing Planning and Implementation-Practice of Management III (2)** - Prerequisite: MKTG 601. 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.

**MGMT 624 New Venture Planning-Practice of Management IV (3)** - Prerequisite: MGMT 621. 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 are also encouraged to enter the Tulane Business Plan Competition.

**Global Leadership Module:**

**MGMT 651 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 652 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 653 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 654 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 China which includes interaction with MBA students from some of China’s leading universities, site visits to Chinese companies, briefings from American and Chinese

government officials, and discussions with executives of Chinese and American companies invested in China. Also included is an international case competition (requiring bilingual presentation) with teams formed from students of Tulane and Chinese universities (presented in China).

## **Elective Courses**

### **Accounting and Taxation:**

**ACCN 711 Auditing (3)** - Co-requisite: ACCN 717. 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 711 without ACCN 717.*

**ACCN 712 Advanced Financial Accounting (3)** - Prerequisites: ACCN 601 and ACCN 602. 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 713 Financial Statement Analysis (3)** - Prerequisites: ACCN 601 and ACCN 602. 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 713 and ACCN 723.*

**ACCN 714 Advanced Managerial Accounting (3)** - Prerequisites: ACCN 601 and ACCN 602. The first third of this course expands upon the material covered in ACCN 602. The remainder of the course is devoted to the study of advanced managerial accounting concepts and their applications.

**ACCN 715 Accounting Information Systems (3)** - Prerequisites: ACCN 601 and ACCN 602. 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 717 Intermediate Accounting (3)** - Prerequisites: ACCN 601 and ACCN 602. This is an extension of the introductory external reporting course to more realistic treatments of corporate assets, including marketable securities, inventory, and long-lived assets, and of corporate equities, including bonds, deferred taxes, pensions, leases, liabilities on and off the balance sheet, and shareholders' equity. The interrelated problems of asset valuation and income determination are emphasized.

**ACCN 723 Financial Accounting Seminar (3)** - 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 723 and ACCN 713.*

**ACCN 742 Government and Not-for-Profit Accounting (3)** - Prerequisite: ACCN 601. 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 755 Public Accounting Internship (3)** - Prerequisites: ACCN 711 and TAXN 725. The busy season internship is a full-time, paid internship with a major accounting firm in the spring semester. Typically, the internship takes place in the city and state in which the student plans to live and work. Students earn three graduate-level credit hours for the internship, which runs from approximately January 1 through April 15. Because this internship is full-time, students may *not* take course work while participating in the internship. Following completion of the internship, students return to campus for nine credit hours of intensive graduate-level accounting course work until the end of May. The busy season internship provides students with a realistic introduction to the accounting profession. Since seniority in most CPA firms is primarily measured by the number of busy seasons worked, graduates who pursued the internship will have a professional advantage over students who graduated the previous May. Students should seek approval for ACCN 755 from Professor Beau Parent.

**ACCN 756 Professional Accounting Internship (1-3)** - The corporate accounting internship lasts for at least 10 weeks and includes, but is not limited to, accounting-related functions in industry, banking, hospitals, government, not-for-profit, universities, CPA firms, or service organizations. The corporate internship can be part-time and may be taken at any time after a student begins taking graduate course work. The internship carries responsibilities above entry-level and involves the same difficulty of work and training that any new full-time hire experiences when entering a firm. This internship may sometimes be a paid internship. The student and the firm agree on the schedule of hours, financial arrangements, and field supervision. Students should seek approval for ACCN 756 from Professor Beau Parent.

**ACCN 790 (1-3)** - Independent study: Accounting.

**TAXN 723 International Comparison of Tax Systems (1.5)** - This course compares and contrasts the income taxation systems of the United States, France, England, and Germany and examines the implications of these differences for business decisions. *Note: Cross-listed with 4LAW 665.*

**TAXN 725 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 726 Taxation of Individuals (3)** - An examination of the Federal system of taxation as it relates to individuals. 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 728 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 671.*

**TAXN 729 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 792 (1-3)** - Independent study: Taxation.

**Business and Law:**

**LGST 721 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 792 (1-3)** - Independent study: Business Law.

**Consumer Behavior:**

*Note: MKTG 601 is a prerequisite for all 700-level MKTG electives.*

**MKTG 710 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 711 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 712 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 713 International Marketing (3)** –

**MKTG 715 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 742 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 622.*

**MKTG 798 (1-3)** - Independent study: Marketing.

**Finance and Economics:**

**ECAN 794 (1-3)** - Independent study: Economics.

*Note: FINE 601 is a prerequisite for all 700-level FINE electives.*

**FINE 701 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 702 Corporate Financial Policy (1.5)** - Corporate financial policy builds directly on the material covered in Financial Management (FINE 601). 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 703 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 704 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 MS 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 711 Investments (3)** - Prerequisites: FINE 701, FINE 702, and completion of, or concurrent enrollment in, FINE 704. 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 761).*

**FINE 712 Interest Rate & Credit Risk: Trading and Models (1.5)** - Prerequisites: FINE 703 and FINE 704. This class explores the analytical concepts required to price and hedge interest rate and credit risk, with an emphasis on swaps, caps, credit default swaps, and CDO instruments. In addition, models of credit risk and applications of the methods developed in class for evaluating the risk in complex structured swaps and risky sovereign debt will be discussed. The emphasis in this class will be on constructing models to accurately value and understand these complex products.

**FINE 713 Venture Capital and Private Equity (1.5)** - Prerequisites: FINE 701, FINE 702, and FINE 704. Entrepreneurial firms, as well as other firms whose prospects are opaque to the public equity market, face financial issues that are significantly different than those facing established companies. This course focuses on analyzing the special financial issues faced by such companies and on developing the knowledge and tools needed by managers of such firms. Topics covered will include start-up financing (e.g. venture capital, leasing, and bank loans), financial management of rapidly growing firms, valuation, deal structuring, financial distress, the harvest decision, and exit strategies. The small company LBO is also discussed. In addition,

the course examines the broader market for private equity. Using case studies and academic papers, the course investigates why firms seek private rather than public equity and identifies some differences between private and public equity investments. The recent up-trend of investment in emerging economies by private equity funds is examined.

**FINE 714 Financial Engineering (1.5)** - Prerequisites: FINE 701, FINE 702, and FINE 704. This course is designed to strengthen the student's ability to tackle structured financial problems. Complex financial instruments will be decomposed in more basic securities and then priced. Topics include: the pricing and structuring of equity linked securities (plain convertible bonds, callable, puttable convertible bonds), mandatory convertibles (PERCS and DECS among others), the valuation of debt and equity using contingent claim methods, Montecarlo simulation, and the pricing of exotic options. Crystal Ball and Stata software will be used.

**FINE 715 International Finance (3)** - Prerequisites: FINE 701, FINE 702, and FINE 704. This course provides an integrated perspective on the subjects of foreign exchange, the international capital markets, and the new instruments and techniques of the world's centers of global finance. It is intended for students requiring a good understanding of modern finance in a global context. The course is divided into the following major modules: (1) the international financial system, (2) foreign exchange, (3) forwards, futures, options, and swaps in international finance, (4) managing international financial risk, (5) the international capital market, (6) international investing, and (7) financing in the global capital market.

**FINE 721 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 722 Energy Markets, Institutions, and Policy (3)** - 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 Entergy-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.*

**FINE 723 Energy Fundamentals and Trading (3)** - Prerequisite: FINE 704. 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.

**FINE 724 Advanced Energy Trading and Finance** - Prerequisite: FINE 723. 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 new state-of-the-art trading facility.

**FINE 726 Introduction to Electricity Markets (1.5)** - This course focuses on the development and operation of electricity markets with a focus on policy as an agent of change. Industry experts and faculty within the Entergy-Tulane Energy Institute will lecture on the electric industry structure and how its development has been guided by regulatory enactments. Historical lectures will span from the advent of electricity to current regulatory proceedings impacting the electric marketplace. The course will also include presentations about the current market structure, operations, and strategies in a deregulated wholesale generation market, as well as past practices in a regulated environment. Regulatory forces, from a municipal to federal level, will be studied with respect to their impact on the electric marketplace. This course will conclude with case studies on notable failures and successes in the deregulated wholesale power marketplace.

**FINE 730 Ethics in Accounting and Finance (1.5)** - This course examines the ethical and legal dilemmas that financial analysts face and the often conflicting roles and responsibilities that financial analysts must resolve, including the ethical presentation of investment performance results. The class also examines the Code of Ethics and Standards of Professional Conduct that members of the Association for Investment Management and Research (AIMR) must follow. *Note: Students may not receive credit for both FINE 730 and MGMT 614.*

**FINE 731 Cases in Real Estate (3)** - Prerequisite: FINE 721. 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 743 Equity Analysis (2)** - Prerequisites or co-requisites: FINE 701, FINE 702, FINE 704, and FINE 742. 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 annual Burkenroad Reports Investment Conference. *Note: Cross-listed with MGMT 623.*

**FINE 760 Valuation and Financing Enterprises (3)** - Prerequisites: FINE 701, FINE 702, and FINE 704. 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. Students are encouraged to take MGMT 622 prior to this course.*

**FINE 761 Darwin Fenner Student Managed Fund (3)** - Prerequisites: FINE 701, FINE 702, FINE 704, and FINE 711. 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 769 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 795 (1-3)** - Independent Study: Finance.

#### **Information Systems and Statistics:**

**INFO 710 Modeling in Excel and VBA (1.5)** - This course covers the use of Microsoft Excel and the programming language VBA (Visual Basic for Applications) within Excel for obtaining, managing, and processing information. Students will use these tools to implement decision support models. The course includes hands-on exercises and a final project in which students design a database management system to manage a business activity within an organization.

**INFO 720 Spreadsheet Modeling (3)** - Spreadsheets have become an important tool in managerial decisions. The course introduces decision support modeling, including what-if analysis, financial, statistical, and time/date functions, graphical presentation of data, organizing and extracting information from spreadsheet databases, and cross-tabulation of data. Other topics discussed include importing information into spreadsheets from external sources, goal seeking, one- and two-way data tables, and the use of a solver for optimization. Design of macros for developing semi-automated and fully automated spreadsheet applications and probabilistic modeling to support risk analysis is also discussed. Windows-based software is typically studied in the course.

**INFO 788 (1-3)** - Independent study: Information Systems.

**STAT 611 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.

**Management:**

**MGMT 710 Corporate and Cooperative Strategy (3)** - Prerequisite: MGMT 621. 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 the most.

**MGMT 711 Negotiations (3)** - Prerequisite: MGMT 621. 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 712 Competition and Strategy (3)** - Prerequisite: MGMT 621. 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 715 Environment, Society, and Capitalism (3)** - Prerequisite: MGMT 621. 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 721 Management of Technology and Innovation (3)** - Prerequisite: MGMT 621. Maintaining or creating 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 725 Strategic Human Resource Management (3)** - 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 732 Executive Leadership (3)** - 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 743 Strategic Consulting (2)** - Prerequisite: MGMT 621. 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. The course load involves a take-home midterm exam, a book review, and a hands-on consulting project for a local firm, in addition to heavy class participation and interaction.

**MGMT 769 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 791 (1-3)** - Independent study: General Management.

**MGMT 793 (1-3)** - Independent study: Organizational Behavior.

## IV. ACADEMIC POLICIES AND PROCEDURES

The following policies and procedures apply to the PMBA program at the Freeman School of Business at Tulane.

### **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
- Official TOEFL score (required if the primary 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/admissions>.

### **Special Students:**

Students who are not seeking the MBA degree but 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 600-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.

### **Transfer of Credit**

In special cases, 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:

- The university must have an MBA program that is accredited by AACSB International.
- The course must be comparable to 700-level courses at the Freeman School. The course must be without undergraduate enrollment.
- The course must be significantly different from courses the student took at the Freeman School.
- The course must be graded rather than a pass/fail option.

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 (C or better) 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**

The PMBA curriculum is designed to be completed in such a way as to follow a designated sequence. Failure to complete the 600-level core courses in the suggested sequence may result in delayed graduation. In addition, core classes in specific fields must be completed before registration in 700-level elective courses of the same field. For example, FINE 601 Financial Management must be completed before taking FINE 702 Corporate Financial Policy.

On occasion it is not possible to register for a full course load because needed 600-level core courses are not offered or are offered in conflict. In this event, students may complete their schedule by registering for a 700-level course for which they qualify in consultation with their academic advisor.

Some 700-level elective courses also have other elective courses as prerequisites or co-requisites. Such requirements are indicated in the course descriptions.

## **Approved Course Loads**

### **Standard Course Load:**

A PMBA program student who takes six credit hours during a semester is defined as taking a standard course load. Students receiving financial aid who contemplate reduced course loads should call the office of financial aid at (504) 865-5723 to determine the implication of a status change in financial aid.

### **Maximum Course Load:**

The standard course load of six credit hours is also the maximum course load that can be taken without petition, or unless otherwise prescribed to the PMBA curriculum. Students with a cumulative grade point average of 3.5 may take an overload of three hours per semester with the approval of their advisor. In all other cases, petitions for course overloads are received by the director of professional education who then submits the petition to the Graduate Curriculum Committee for consideration. Such petitions will not be approved for students in their first semester.

## Grading System

### Grade Symbols:

The graduate programs in the Freeman School use a letter grade system with the following quality point equivalents:

A	=	4.00
A-	=	3.67
B+	=	3.33
B	=	3.00
B-	=	2.67
C	=	2.00
F	=	0.00

The quality point total for each course is computed by multiplying the numerical value of the grade received by the course credit hours. The grades of W (withdrawal) and WF (withdrawal failing) are assigned by the instructor when the student withdraws from a course before its completion. A grade of WF is computed in the grade point average as an F. A grade of W does not affect the grade point average.

Graduate credit is awarded for grades of C or better; however, grades of C must be offset with higher grades to meet continuation or graduation requirements.

### Grading Guidelines:

The Freeman School faculty voted to approve 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 3.00 to 3.33.

Elective MBA courses are expected to have a mean class GPA in the range of 3.33 to 3.66.

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 C or higher is earned. Courses for which a student has received credit cannot be repeated. A student must repeat any required course in which he or she earns a failing grade. When a course is repeated, both grades contribute 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.

**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 Professional Education.

**Continuation Requirements**

To qualify for continuation in the program, a student who has completed 13 or fewer credit hours must attain a cumulative grade point average (GPA) of at least 2.50. Students who have completed 14 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 Professional MBA program at the Freeman School, including earned grades of F and WF. If a student fails to meet continuation requirements, the student will be placed on probation for the following semester. If the terms of this probation are not met, the student is subject to dismissal from the program. Students are reminded that they must maintain a GPA of at least 3.0 on all course work to earn an MBA.

**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. An appeal petition stating the reasons for the appeal should be submitted in writing to the Director of Professional Education, who will forward it to the Graduate Curriculum Committee. 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 Graduate Curriculum Committee will attempt to determine if the student in future semesters can achieve the required performance and rectify any deficiency in his or her knowledge of business areas. The burden of argument in the appeal process rests with the student.

**Probation:**

A student who fails to meet the minimum GPA continuation requirements or who successfully appeals a dismissal will be placed on probation. The terms of the probation will vary depending on the particular circumstances. These terms ordinarily will include a requirement that the student's GPA increase to the level required for continuation and may include a requirement to take specific courses and achieve specific levels of performance in those courses. Probation conditions may include restrictions on nonacademic activities and on maximum or minimum course loads. Students may not receive the grade of I (incomplete) while on probation. Students who fail to meet the conditions of probation will be dismissed from the program. In addition, students who remain on probation for two consecutive semesters or whose cumulative GPAs are below 2.0 will be dismissed from the program.

## **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 PMBA program. The student must notify the Director of Professional 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 Professional 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 force at the time of his or her return to the program. The Graduate Curriculum Committee 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 Graduate Curriculum Committee.

## **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 University Health Center with regard to current policies for medical excuses.

## **Course Withdrawals and Additions**

PMBA students can drop and add courses according to the dates set by the Office of Graduate Programs. These official dates are set each semester and are available in the Office of Graduate Programs, and the template for these dates can be found on the Freeman web site at <http://www.freeman.tulane.edu/studenterv/pmba.htm>. 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 Professional Education. You should discuss implications of course withdrawals or additions with the Director of Professional Education if you have questions.

## V. FINANCIAL ASSISTANCE

### **Need-Based Financial Aid:**

Most graduate business students utilize a combination of loan funds and personal savings to finance their studies. Tulane's Office of Financial Aid, located in Room 205 of the Mechanical Engineering Building, will assist you in building a *Financial Aid Package* to support your goals.

To apply for aid under the Federal Family Education Loan Program, such as Stafford Loans, an applicant must be United States citizen or a 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>. This process includes application for a federally issued PIN number with which a student can digitally sign their FAFSA application. Once your admissions status is confirmed, the financial aid office will use this information to prepare an *Award Letter*, which includes student loan types and borrowing limits

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.

MBA students may contact their financial aid counselor at (504) 865-5723, (800) 335-3210, or [finaid@tulane.edu](mailto:finaid@tulane.edu). Additional information may be found at <http://finaid.tulane.edu>. Students who enroll in MBA programs often have unique financial aid circumstances and should contact the Office of Graduate Admissions and Financial Aid at (504) 865-5410 for a better understanding of associated costs.



## VI. 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, by invitation only, is based on scholarship and professional attributes.

### **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. High scholarship and promise of marked ability are the prime requisites for selection of graduating students for membership. New members join by invitation at the annual meeting that is held in conjunction with graduation activities.

### **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 social needs of the graduate student body. The group coordinates guest lectures, special events for international students, and social events. GBC serves as the “umbrella” organization to several graduate business student 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. Membership is open to all Freeman graduate students.

**National Association of Women MBAs (NAWMBA):**

The purpose of Tulane’s chapter of NAWMBA, formerly Graduate Women in Business, 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.

**Net Impact:**

This national network of graduate students and alumni is committed to using the power of business to create a better world. Net Impact’s goals include raising awareness of social and environmental issues affecting business and offering networking opportunities for alternative career choices. A portfolio of programs helps members broaden their business education, refine their leadership skills, and pursue their professional goals.

**Professional MBA Student Advisory Group:**

This group, under the “umbrella” of the Graduate Business Council, serves the academic, professional, and social needs of the part-time, evening MBA students.

**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, 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 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. TEA is open to all Tulane students.

**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 explore diverse points of view. TIBS also sponsors the annual International Dinner to which all members of the Freeman community are invited.

## 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 to be taken 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 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 recommends that all students participate in case competitions. The GBC, in its efforts to promote case competitions, will 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 both 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 will be reimbursed a maximum of \$300 per student not to exceed actual costs of travel.
- A group traveling with four (4) or more students will be reimbursed for 1/3 of the total costs or \$1500 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, MBA Consortium 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 venues, 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 the full-time Master of Business Administration (MBA), the Master of Accounting (MACCT), the Master of Finance (MFIN), and the Professional Master of Business Administration (PMBA).

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

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

**Procedures:**

The following are the steps that must be followed and the forms that must be used 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 GAPSAs funds are needed:
  - a. See this website: <http://www.tulane.edu/~gapsa/committees.html>.
  - b. See *GAPSAs Reserve Fund Request Application*.
  - c. Submit request to GBC President 24 hours prior to GAPSAs Finance Committee meeting. GBC President will present request at committee. GAPSAs Finance Committee will make recommendation to GAPSAs 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/pdf/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 GAPSAs 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 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. Who and how many individuals 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:

## GAPSA Reserve Fund Request Application

The individual requester or group should provide the following information:

Name \_\_\_\_\_ Student ID number \_\_\_\_\_

E-mail address \_\_\_\_\_

Mailing address \_\_\_\_\_

Telephone number \_\_\_\_\_ Expected date of graduation \_\_\_\_\_

School (Business, Law, etc.) \_\_\_\_\_ Department \_\_\_\_\_

Name of GAPSA-recognized sponsoring organization \_\_\_\_\_

Date \_\_\_\_\_ Total planned expenses \_\_\_\_\_

Total monies secured from other sources to date \_\_\_\_\_

Amount requested from GAPSA \_\_\_\_\_

Attach a detailed proposal answering the following:

- a. For what purpose will the monies be used? (Be as specific as possible.)
- b. Who and how many individuals will directly benefit from the use of these monies?
- c. Who else has been solicited for funds? Provide contact information, the amounts solicited, and the amount contributed.
- d. How will the use of GAPSA monies benefit the Tulane community as a whole, directly and indirectly?

For travel requests, attach additional information detailing the following:

- a. What is the purpose of travel?
- b. How many individuals are involved in this travel? List all pertinent information for each individual using the travel funds requested (the same as you listed above for yourself).

If attending an academic meeting, attach additional information detailing the following:

- 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. Who is your advisor? How much money will he or she contribute? How much money will the department contribute? How much money will the school contribute? From what other sources will you get money to fund this travel? Provide contact information and the amount contributed.
- c. Provide a copy of the meeting registration cost and receipt, the hotel rate, the transportation itinerary, and any other information pertinent to your request (do not include meals).
- d. How does use of these monies benefit the Tulane community as a whole, directly and indirectly?

Student: Sign and date \_\_\_\_\_

Student Advisor: Sign and date \_\_\_\_\_

## VII. HONORS AND AWARDS

### Dean's List

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

To be eligible for inclusion on the list, a full-time student must have completed 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 their 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**

### **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.

### **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 as conducted by the Graduate Business Council (GBC) twice each academic year, once for the fall semester and once for the spring semester. Any person teaching a credit course in the Freeman School is eligible for the Teacher Honor Roll. Anyone selected for Teacher Honor Roll during the previous four semesters is eligible for the Wissner Award.

### **The Howard W. Wissner Award:**

Presented each year to outstanding faculty members 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. Anyone selected for the Teacher Honor Roll during the previous four semesters is eligible for the Wissner Award.

## **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 accomplishment.

## VIII. APPENDICES

### **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; your professor 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 your Tulane e-mail account to communicate with you. You 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 you turn in a late paper you can expect, at the discretion of the professor, not to have it accepted or to receive a grade penalty.

#### **Final exam attendance:**

Non-emergency reasons for missing final exams must be approved by your professor during the first week of class.

#### **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 your professor either after class or during office hours. Please approach your professors first with any issues and class-related questions that you have *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.

## **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.

# University 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.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://www.tulane.edu/~fachand/>). Allegations of research fraud shall be addressed under Tulane University's fraud in research policy (<http://www.tulane.edu/~fachand/>). All other policies regarding student life (e.g., alcohol policy) are covered under the Code of Student Conduct (<http://studentaffairs.tulane.edu/judicial/CodeofStudentConduct.pdf>).
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 students 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 preceding 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 of all of its students behavior 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, or marital status. Nor will it tolerate acts of hazing against individuals or groups or discrimination against its members 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 and acknowledges the right of the University to take disciplinary action, including suspension or expulsion, for conduct judged unsatisfactory or disruptive.

## **I. Sources and Lines of Authority**

The authority over student behavior, academic and nonacademic, 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 for control rests with the Dean of faculty of the college or school. Classroom examinations, tests, and written assignments are conducted under the University Code of Graduate Student Academic Conduct.
- 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 (Uptown Campus) and Senior Vice President for Health Sciences (Downtown Campus). The Senior Vice President for Academic Affairs and Senior Vice President for Health Sciences in turn delegates authority to the Vice President for Student Affairs and the judicial system of the University. The Vice President for Student Affairs is responsible for formulating appropriate procedures and regulations concerning student behavior and for the judicial consideration of violations.

## **II. Delegation of Authority to Special Groups and Officials**

- A. Subject to review by the Vice President for Student Affairs and/or the Senate Committee for Student Affairs, authority for the supervision of specific phases of student conduct is delegated to certain recognized student organizations. The delegation of authority to an organization is made on the premise that there be a faculty or staff advisor for each such organization.

- 1) The Associated Student Body (ASB) Senate is composed of the elected officers of the Associated Student Body and delegates elected by the student bodies of the several colleges and schools. The ASB Senate represents the Associated Student Body in all matters of student government including conduct of campus elections. The ASB Senate also supervises ASB-recognized student organizations and recommends the approval of new student groups or the abolition of existing ones. Details covering ASB Senate activities are found in the Constitution of the Associated Student Body of Tulane University.
  - 2) The Tulane Interfraternity and Panhellenic Councils, through their judicial committees, have powers of supervision over social fraternity and sorority member chapters. Specific regulations are published in the Tulane University Interfraternity and Panhellenic codes. Recommendations of the Interfraternity and Panhellenic Councils are subject to approval or modification by the Vice President for Student Affairs or designated representative. Violations of the Code may, at the discretion of the Vice President for Student Affairs or designated representative, be referred to the University judicial system for adjudication. Details covering Interfraternity and Panhellenic Council judicial committees are found in their respective Constitutions.
- B. Authority for the supervision of specific phases of student conduct is delegated to certain University officials.
- 1) 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 (Uptown or Downtown). The recommendation of the respective Director of the Student Health Center, in consultation with the attending physician, is acted upon by a joint committee composed of the Vice President for Student Affairs as chairperson, the Director of the Student Health Center, and the Dean of the college or school in which the student is enrolled, or their designated representative(s).
  - 2) The Vice President for Student Affairs or designated representative may suspend a student for an interim period, without prior notice, if there is evidence that the continued presence of the student on campus poses a threat to the student or to others or to the stability and continuance of normal University affairs. A student suspended on an interim basis will be scheduled by the chief judicial affairs officer or designated representative for a hearing before a Joint Hearing Board at the earliest possible time.
  - 3) Violations of traffic regulations on the Tulane University campus are handled by the Department of Public Safety and are generally not considered to be disciplinary matters. If a student fails to cooperate with this office, he or she may be referred to the Vice President for Student Affairs or designated representative for disciplinary action.

### **III. Standards of Conduct Violations**

- A. 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, as do attempts to commit any of the following actions. Jurisdiction over violations of the Code of Student Conduct includes

actions on University premises, at University sponsored events, or elsewhere when a substantial, identifiable interest of the University is concerned.

- 1) Causing physical harm or reasonable apprehension of physical harm.
- 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 such a manner that poses a potential hazard to the safety or health of others.
- 4) Unauthorized use and/or possession of any controlled substance or illegal drug.
- 5) Distribution or possession for the purpose of distribution of any controlled substance or illegal drug.
- 6) Use, possession, or distribution of alcoholic beverages in violation of the Tulane Alcohol Beverage Policy.
- 7) Initiating or causing to be initiated any false report or warning of fire, explosion, or other emergency.
- 8) Improper use of safety, emergency, or firefighting equipment.
- 9) Furnishing false information to the University.
- 10) Acts of fraud or attempted fraud committed by forgery, by alteration or use of University documents, records, identification, or by other means.
- 11) Unauthorized access or use of computer equipment, networks, software, or data, including violation of the Tulane Computer Services policies.
- 12) Interference with the freedom of expression of others.
- 13) Theft of property or services, or knowing possession of stolen property.
- 14) Damage to the property of others.
- 15) Failure to comply with the directions of University officials, including campus police officers, acting in the performance of their duties.
- 16) Harassment or intimidation.
- 17) Lewd or obscene conduct.
- 18) Stalking: defined as behaviors or activities occurring on more than one occasion that collectively instill fear in the victim, and/or threaten his or her safety, mental health, or physical health.
- 19) Abusive or disorderly conduct.
- 20) Disorderly or disruptive conduct while under the influence of alcohol.
- 21) Hazing: defined as behavior that endangers the mental or physical health of a student as a condition for initial or continued affiliation with any group regardless of either the lack of intent to endanger the student or the student's own willingness to participate.
- 22) Sexual Misconduct: defined as nonconsensual sexual behavior which may occur as a result of force, threat, intimidation, or through the use of the victim's mental or physical helplessness of which the accused was aware or should have been aware.
- 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 a substantial, identifiable interest. (When a student charged with misconduct is also charged with an offense in a federal, state, or local court arising out of the same facts, the Vice President for Student Affairs may hold in abeyance the hearing on the misconduct charge pending the disposition of the federal, state, or local charges at the trial level. Conduct

charges must be resolved before any Tulane transcript may be released or degree awarded. The attendance of classes during any abeyance of University adjudication shall in no event require the awarding of a degree.)

25) Violating the terms of any sanction imposed in accordance with the Code.

B. The following are some specific circumstances of standards of conduct violation that may be considered in 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 this Code may be punished as violators.
- 2) Student groups or organizations may be charged with violations of the Code. A student group or organization and its officers may be held collectively or individually responsible when violations of the Code by those associated with the group or organization have received the tacit or overt consent or encouragement of the leaders, officers, or spokespersons. 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) Students may be accountable to local, state, or federal authorities and to the University for acts that constitute violations of the law and of the Code. Disciplinary action at the University may proceed during pending criminal proceedings and will not be subject to change on the ground that criminal charges involving the same incident have been dismissed or reduced.

#### **IV. Sanctions**

The following sanctions or other sanctions appropriate to the circumstances of a given case may be imposed, singly or in combination, for Code violations of standards of conduct. Circumstances that bear on the severity of the sanction may include the present demeanor and disciplinary record of the offender, the nature of the offense, and the extent of harm resulting from it.

- A. Fines.
- B. Restitution.
- C. Uncompensated University service.
- D. Verbal or written reprimand.
- E. 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.
- F. Disciplinary probation. The student is not in good standing and is sent a letter of warning that further acts of misconduct will be subject to further judicial action and may result in suspension or expulsion from the University. A copy of the notice will be sent to the Vice President for Student Affairs and the student's academic Dean.
- G. 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.
- H. Facility suspension. The student no longer has the privilege of entering and/or residing in a particular facility or building for a specified period of time or until a specific condition is met.
- I. Facility expulsion. The student has lost the privilege of entering and/or residing in a particular facility or building at any time.
- J. Suspension from the University. Suspension is defined as a complete separation from University activities, services, facilities, and grounds. Suspension may be of two types:

- 1) Term suspension shall be for a specified time, not to exceed one year, after which the suspended student may return to the University.
- 2) Conditional suspension shall stipulate that reentry to the community will be granted on the fulfillment of certain conditions by the student. Subject to fulfillment of the stipulated conditions, the suspension will be indefinite. The Vice President for Student Affairs will be notified that the conditions have been fulfilled. The Vice President for Student Affairs or designated representative reviews all recommendations of suspension. Suspension may be approved, altered, deferred, or withheld at the discretion of the Vice President for Student Affairs or designated representative.

K. Expulsion from the University. The student is permanently separated from the University. Permanent notification 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 (Uptown Campus), or Senior Vice President for Health Sciences (Downtown Campus), 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 or Senior Vice President for Health Sciences, or designated representative.

## V. The Judicial System

The Code of Student Conduct applies to all students enrolled at Tulane University. If an enrolled student is charged with a violation of the Code, he/she may have to resolve the charge(s) before registering for a subsequent term or receiving a transcript or diploma. If a student is granted withdrawal from the University, including a retroactive one, he or she may still be required to resolve the charge(s) arising from an alleged violation of the Code while enrolled.

All proceedings under the Code are confidential. All proceedings and all documents generated by the process form a part of the charged student's records and are therefore confidential under the federal Family Educational Rights and Privacy Act.

Participants in the process, including the charged, the complainant, witnesses, hearing board members, and staff members are advised to preserve the confidentiality of all proceedings and all documents under this Code. Any breach of confidentiality may subject the responsible party to charges under this Code.

### A. Personnel

The personnel with responsibility to enforce the Code include the following officials and groups:

- 1) **Chief Judicial Affairs Officer**

The chief judicial affairs officer is appointed by the Vice President for Student Affairs. The chief judicial affairs officer 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 chief judicial affairs officer 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. Cases that are accepted are then referred to the appropriate judicial level. The chief judicial affairs officer or designated representative serves as the non-voting chair of Joint Hearing Boards and coordinates mediation efforts.

- 2) **Judicial Officers**

Judicial officers are appointed by the Vice President for Student Affairs. Judicial officers conduct disciplinary conferences on cases referred by the chief judicial affairs officer, serve as advisors to Student

Hearing Boards, present cases before the Joint Hearing Board, and chair Joint Hearing Boards when directed by the chief judicial affairs officer.

3) **The Judicial Pools**

- a. The faculty judicial pool shall consist of 18 faculty members: six from the School of Liberal Arts, two each from the A. B. Freeman School of Business, the School of Science and Engineering, and the School of Continuing Studies; and, one each from the School of Architecture, the Graduate School, 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 (Uptown Campus) or Senior Vice President for Health Sciences (Downtown Campus) and will serve three-year terms, staggered. New members of the judicial pool must attend an orientation on the standards of conduct, sanctions, and the judicial system.
- b. The student judicial pool shall be constituted in parallel numbers. Members will be appointed by their college or school Deans for two-year terms, staggered. If the pool lacks eight members who live in the residence halls, additional members will be appointed by the chief judicial affairs officer. New members of the judicial pool must attend an orientation on the standards of conduct, sanctions, and the judicial system.
- c. The staff judicial pool shall consist of nine staff members. Members will be appointed by the Vice President for Student Affairs for three-year terms, staggered. New members of the judicial pools must attend an orientation on the standards of conduct, sanctions, and the judicial system.

4) **Department of Housing and Residence Life Personnel**

The Director of Housing and Residence Life and other Housing and Residence Life staff members designated by the Director shall have responsibility for administering judicial proceedings, including disciplinary conferences, which relate to on-campus housing and involve resident students.

5) **Residential Review Board Pool**

The Residential Review Board Pool shall consist of eighteen students who presently reside in on-campus university housing. Student representation per housing area will be determined by the number of students residing in each housing area. Members will be nominated by the residents of each building and appointed by the Director of Housing and Residence Life or designated representative. Appointments are for one year. New members of the pool must attend an orientation session on the standards of conduct, sanctions, and the judicial system.

6) **Chair, Senate Committee on Student Affairs**

The Chair of the Senate Committee on Student Affairs or designated representative appoints members to the Appellate Panel for the Joint Hearing Board. The Chair or designated representative also appoints members to a judicial advisory committee when an appeal is submitted in the event a decision is made by the chief judicial affairs officer to refuse to hear a case.

## B. **Procedural Due Process Rights**

### 1) **Procedural Review**

A student who is charged with a violation of the Code of Student Conduct is recommended to attend a procedural review with the chief judicial affairs officer or designated representative. The chief judicial affairs officer or designated representative reviews the case and determines whether it should be referred to a Joint Hearing Board. If the violation is less serious, the chief judicial affairs officer or designated representative will give the student a choice between having the case heard by a Student Hearing Board or a disciplinary conference.

The chief judicial affairs officer or designated representative reviews the charged student's procedural due process rights. These rights include, but are not limited to: access to his or her case file; right to have an advisor of his or her choice at the hearing selected from faculty, staff, or students of the University (such an advisor in no case shall be legal counsel or campus police officer); and, right to bring witnesses to the hearing.

### 2) **Procedural Review for Housing and Residence Life**

A resident student who is charged with a violation of residence hall policies, or charged with a violation of the Code which has not been referred to a Joint Hearing Board, will be asked to meet with a member of the Residential Review Board or a staff member from the Department of Housing and Residence Life. The charged student will be granted a choice between having the case heard by a Residential Review Board or a disciplinary conference with a staff member from the Department of Housing and Residence Life.

A member of the Residential Review Board or a staff member from the Department of Housing and Residence Life reviews the charged student's procedural due process rights. These rights include, but are not limited to: access to his or her case file; right to have an advisor of his or her choice at the hearing selected from faculty, staff, or students of the University (such an advisor in no case shall be legal counsel); and right to bring witnesses to the hearing.

## C. **Hearings**

The jurisdiction, composition, and authority of those persons who are responsible for hearing cases shall be as follows:

### 1) **Disciplinary Conferences**

*Jurisdiction:* Violations where the chief judicial affairs officer or designated representative has allowed a student to choose this disposition and the student has so chosen.

*Heard by:* Judicial affairs officer.

*Sanctions:* Any sanction or any combination of sanctions, except suspension or expulsion from the University.

### 2) **Student Hearing Boards**

*Jurisdiction:* Violations where the chief judicial affairs officer or designated representative has allowed a student to choose this disposition and the student has so chosen.

*Composition:* Three student members selected randomly from the student judicial pool. One student shall be designated as presiding by the chief judicial affairs officer or designated representative. A judicial affairs officer will advise and assist with the procedures of the hearing.

*Sanctions:* Any sanction or any combination of sanctions, except suspension or expulsion from the University. All decisions of Student Hearing Boards are recommendations to the chief judicial affairs officer

or designated representative. Sanctions may be approved, altered, deferred, or withheld at the discretion of the chief judicial affairs officer or designated representative.

3) **Residential Review Boards**

*Jurisdiction:* Violations of residence hall rules and/or policies which fall outside the Code of Student Conduct where the Director of Housing and Residence Life or designated representative has allowed a student to choose this disposition and the student has so chosen, or the student has been referred directly to this disposition.

*Composition:* Three student members selected randomly from the Residential Review Board pool by the Director of Housing and Residence Life or designated representative. One student shall preside as chair. A fourth student selected from the Review Board pool may conduct a procedural review with the charged student. A staff member of the Department of Housing and Residence Life will advise and assist with the procedures of the hearing.

*Sanctions:* Any sanction or any combination of sanctions, except suspension or expulsion from the University. All decisions of the Residential Review Board are recommendations to the Director of Housing and Residence Life or designated representative. Sanctions may be approved, altered, deferred, or withheld at the discretion of the Director of Housing and Residence Life or designated representative. In situations where the Board recommends residential relocation, facility suspension or expulsion, the sanction must be approved and signed by the Director of Housing and Residence Life or designated representative.

4) **Joint Hearing Boards**

*Jurisdiction:* Jurisdiction of such cases will be determined by the chief judicial affairs officer or designated representative.

*Composition:* Two student members, two faculty members, and one staff member selected randomly from the judicial pool, with the chief judicial affairs officer or designated representative serving as chair. Hearings may proceed with a quorum of three voting members, including one faculty member and one student member. The third member may be a student, faculty, or staff member.

*Sanctions:* The Joint Hearing Board may impose any sanction listed in the Code. Decisions made by this Board for suspensions are recommendations to the Vice President for Student Affairs or designated representative. Decisions made by this Board for expulsion are recommendations to the Senior Vice President for Academic Affairs (Uptown Campus) or Senior Vice President for Health Sciences (Downtown Campus), or designated representative.

D. **Hearing Procedures**

Unless otherwise specified, the following procedures are to be used in all hearings including disciplinary conferences:

- 1) Any person who is a member of the University community may file a complaint with the chief judicial affairs officer 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 chief judicial affairs officer, or designated representative, may refuse the case if there is 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 case, the individual or group bringing the charge(s) may appeal the decision to a judicial advisory committee composed of three members of the student/faculty judicial pools (minimum of one student member and one faculty member) appointed by the Chair of the Senate Committee on Student Affairs or designated representative. Appeals shall be decided upon the written statements submitted by the parties.

Complaints that are accepted and referred to hearing boards or disciplinary conferences are presented at the hearing by the complainant. In cases where the University is the complainant, a judicial affairs officer, or other University official, will present the case at the hearing.

- 2) The chief judicial affairs officer, or designated representative, will notify the charged student in writing of the charges at least five working days in advance of the hearing date and will inform the student of his or her procedural due process rights.
- 3) In exceptional or extraordinary circumstances and only after the approval of the chief judicial affairs officer, a complainant may give testimony in a campus hearing by means other than being in the same room with the charged student(s).
- 4) A student who fails to appear after proper written notice will be deemed to have waived his or her right to present a defense to the charges. Hearings will proceed in absentia.
- 5) Several students charged with the same misconduct occurring at the same time and place may be charged and their cases heard together. A severance may be granted to any one or all the students charged at the discretion of the chief judicial affairs officer or designated representative.
- 6) In Board hearings, the complainant and charged student may each challenge one Board member on the ground of personal bias. Board members should also disqualify themselves on these grounds.
- 7) The presiding officer shall exercise control over the hearing to avoid needless consumption of time and to prevent the harassment or intimidation of witnesses. Any person who disrupts a hearing may be excluded from the proceedings.
- 8) Each student who has filed a complaint and the student who has been charged may have an advisor of his or her choice selected from faculty, staff, or students of the University. Such an advisor in no case shall be legal counsel or campus police officer. The advisor may not participate in the proceedings except to advise the complainant or charged student.
- 9) All persons shall be asked to affirm that their testimony is truthful. Furnishing false information to the University may result in formal charges.
- 10) The charged student and the complainant shall be offered the opportunity to present their own witnesses and to question one another's witnesses.
- 11) Prospective witnesses shall be excluded from the hearing during the testimony of other witnesses. All parties and witnesses shall be excluded during Board deliberations.

- 12) The burden of proof shall be on the complainant, who must establish that the violation was committed by the charged student by clear and convincing evidence (not beyond a reasonable doubt). Formal rules of evidence shall not be applicable, nor shall harmless or technical procedural errors be grounds for appeal. All evidence reasonable people would accept in making decisions about their own affairs are admissible. Irrelevant or immaterial evidence will be excluded.
- 13) Final decisions of all Boards shall be by majority vote of all members present and voting.
- 14) Final decisions of all Boards may be accompanied by a brief written statement.
- 15) All hearings of a Joint Hearing Board will be taped for use in deliberation by the Board. Any tape recording may only be made by the presiding officer and shall be private. Recordings will be erased when the time limit for an appeal has expired or after an appeal.
- 16) In a Board hearing, a determination that the violation was committed by the charged student shall be followed by a supplemental proceeding in which the complainant, the charged, and appropriate University official may submit information or make statements concerning the appropriate sanction to be imposed. The past disciplinary record of the charged shall not be supplied to the Board prior to the supplementary proceeding.
- 17) Case referrals will result in the development of a disciplinary file in the name of the charged student, which shall be voided if the student is found to not be in violation of the charges. The file of those found to be in violation of any of the charges against them will be retained as a disciplinary record for five years from the date of the final disciplinary decision. Files of cases resulting in suspension or expulsion will be retained permanently. Disciplinary 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. 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.

**E. Appellate Panels**

1) **Appellate Panel for Disciplinary Conferences and Student Hearing Boards**

*Jurisdiction:* Appellate jurisdiction in Disciplinary Conferences or Student Hearing Boards cases.

*Composition:* Three members of the judicial pools (minimum of one student and one faculty member; the third member may be a student, faculty, or staff member) chosen by the chief judicial affairs officer or designated representative. Appellate panel members may not review a case in which they were on the original Board. One of the members shall be designated as presiding over the three-person panel.

*Procedure:* Appeals shall be decided on the record of the original proceedings and upon written statements submitted by the parties. New hearings shall not be conducted by the appellate body.

*Authorized Dispositions of Appeals:*

- a. If the appeal is found to have merit, the case will be referred back to the chief judicial affairs officer, or designated representative, to begin new proceedings on the same hearing level.
- b. If the appeal is found to have no merit, the original finding will be affirmed.

2) **Appellate Panel for Residential Review Board**

*Jurisdiction:* Appellate jurisdiction in Residential Review Board cases.

*Composition:* Three Residential Review Board members chosen from the judicial pool by the Director of Housing and Residence Life or designated representative. Appellate panel members may not review a case in which they were on the original Board. One student shall be designated as presiding over the three-person panel.

*Procedures:* Appeals shall be decided on the record of the original proceedings and upon written statements submitted by the parties. New hearings shall not be conducted by the appellate body.

*Authorized Dispositions of Appeals:*

- a. If the appeal is found to have merit, the case will be referred back to the Director of Housing and Residence Life, or designated representative, to begin new proceedings for a Residential Review Board.
- b. If the appeal is found to have no merit, the original finding will be affirmed.

3) **Appellate Panel for the Joint Hearing Board**

*Jurisdiction:* Appellate jurisdiction in Joint Hearing Board cases.

*Composition:* Three members of the judicial pools (minimum of one student and one faculty member; the third member may be a student, faculty, or staff member), chosen from the judicial pools by the Chair of the Senate Committee on Student Affairs. The faculty or staff member shall be designated as presiding over the three-person panel.

*Procedure:* Appeals shall be decided on the record of the original proceedings and upon written statements submitted by the parties. New hearings shall not be conducted by the appellate body.

*Authorized Dispositions of Appeals:*

- a. If the appeal is found to have merit, the case will be referred back to the chief judicial affairs officer, or designated representative, to begin new proceedings for a joint hearing board.
- b. If the appeal is found not to have merit, the original findings will be affirmed.

F. **Appellate Procedures**

1) Grounds for appeal are limited to the following situations:

- a. When a sanction is grossly disproportionate to the offense.
- b. When specified procedural error or errors in the interpretation of University regulations are so substantial as to deny the charged student a fair hearing.
- c. When new and significant evidence appears which could not have been discovered by a properly diligent charged student before or during the original hearing.
- d. When the evidence appears to suggest that the finding of a violation was arbitrary and capricious. An arbitrary and capricious finding would be one not supported by any evidence.

- 2) A request for appeal by the charged student must be submitted in writing to the chief judicial affairs officer, or designated representative, within four working days of the original decision. The student must also submit a written statement in support of the appeal to the chief judicial affairs officer within eight working days of the original decision. The written statement must include a statement as to the grounds on which the appeal is being made. Failure to request an appeal in writing or to provide a written statement in support of the appeal within the allotted time periods will render the original decision final.  
The chief judicial affairs officer, or designated representative, will notify the complainant of the request for an appeal. Within four working days of the reception of the notice, the complainant may submit a written statement to be included in the case file. The appeal may proceed without the complainant's written statement if the complainant fails to submit it 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.

**G. 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 should be considered when prior attempts at resolving conflicts have failed or when students need assistance in confronting issues. It is an alternative to filing formal charges. This process does not result in a disciplinary file.

- 1) The chief judicial affairs officer or designated representative will gather information about the conflict.
- 2) The chief judicial affairs officer or designated representative will contact students and invite their participation in mediation.
- 3) Mediators will be assigned and a mediation session will be scheduled.
- 4) At the session, the students will discuss the conflict, identify the issues, and together will strive to reach their own agreement.
- 5) The specifics of the agreement may be written and signed by the students. The students are responsible for upholding the agreement.
- 6) If the students fail to uphold the agreement, the original complaint or issue may be addressed by filing charges under the Code, as outlined above. As this is a confidential process, discussions during and outcomes of the mediation session are not admissible in a University hearing.

**H. Alcohol Policy Violation Sanctions**

Violation(s) of "Use, possession, or distribution of alcoholic beverages in violation of the Tulane Alcohol Beverage Policy" (Code of Student Conduct, III.A.6.).

Sanctions:

1) First Violation

Minimum

- a. Written reprimand.
- b. Educational interventional.

Standard

Additional sanction(s) may be levied according to the nature of the violation; options include, but not limited to, administrative referral to the Student Health Center for an assessment, hours of uncompensated University service.

2) Second Violation

Minimum

- a. Administrative referral to the Student Health Center for an assessment.
- b. Five (5) uncompensated University service hours.

Standard

Additional sanction(s) may be levied according to the nature of the violation: options include, but not limited to, educational intervention, additional hours of uncompensated University service, residential and/or disciplinary probation.

3) Third Violation

Minimum

- a. Administrative referral to the Student Health Center for a re-assessment.
- b. Twenty (20) uncompensated University service hours.
- c. Residential and/or disciplinary probation.

Standard

Additional sanction(s) may be levied according to the nature of the violation; options include, but not limited to, additional hours of uncompensated University service, residential relocation/suspension/expulsion.

Violation(s) of "Disorderly or disruptive conduct while under the influence of alcohol" (Code of Student Conduct, III.A.20.).

Sanctions:

1) First Violation

Minimum

- a. Administrative referral to the Student Health Center for an assessment.
- b. Five (5) uncompensated University service hours.

Standard

Additional sanction(s) may be levied according to the nature of the violation; options include, but not limited to, educational intervention, additional hours of uncompensated University service, residential and/or disciplinary probation.

2) Second Violation

Minimum

- a. Administrative referral to the Student Health Center for a re-assessment.
- b. Ten (10) uncompensated University service hours.
- c. Residential and/or disciplinary probation.
- d. Parental notification (when student is under 21 years of age).

Standard

Additional sanction(s) may be levied according to the nature of the violation: options include, but not limited to, educational intervention, additional hours of uncompensated University service, residential relocation/suspension/expulsion.

3) Third Violation

Minimum

- a. Residential expulsion and disciplinary probation for two years or suspension from the University for one full semester with the requirement to complete a Student Health Center-approved alcohol abuse treatment program before readmission to the University and two years of disciplinary probation upon return to the University.
- b. Parental notification (when student is under 21 years of age).

Note: For health/medical emergencies involving alcohol consumption, as determined by the University, a student may be immune from disciplinary action; however, the University reserves the right to make administrative referrals to the Substance Abuse Clinic at the Student Health Center for an assessment and/or make a referral for an educational intervention.

I. **Drug Policy Violation Sanctions**

Violation(s) of “Unauthorized use and/or possession of any controlled substance or illegal drug” (Code of Student Conduct, III.A.4.).

Sanctions:

1) First Violation

Minimum

- a. Administrative referral to the Student Health Center for an assessment.
- b. Twenty (20) hours of uncompensated University Service.
- c. Disciplinary probation.
- d. Parental notification (when student is under 21 years of age).

Standard

Additional sanction(s) may be levied according to the nature of the violation; options include, but not limited to, educational intervention, additional hours of uncompensated University service, residential relocation/suspension/expulsion.

2) Second Violation

Minimum

- a. Suspension from the University for one year with the requirement to complete a Student Health Center-approved substance abuse treatment program before readmission to the University and two year disciplinary probation upon return to the University.
- b. Parental notification (when student is under 21 years of age).

3) Third Violation

Minimum

- a. Expulsion from the University.
- b. Parental notification (when student is under 21 years of age).

Violation(s) of “Distribution or possession for the purpose of distribution of any controlled substance or illegal drug” (Code of Student Conduct, III.A.5.).

Sanctions:

1) First Violation

Minimum

- a. Expulsion from the University.
- b. Parental notification (when student is under 21 years of age).

**J. Fire Alarm Violation Sanctions**

Violations of “Initiating or causing to be initiated any false report or warning of fire, explosion, or other emergency” (Code of Student Conduct, III.A.7.) and/or “Improper use of safety, emergency, or firefighting equipment” (Code of Student Conduct, III.A.8) specifically, the intentional pull of a false fire alarm in a campus residence facility.

Sanctions:

1) First Violation

Minimum

- a. Suspension from the University for at least one full semester, and upon return to the University, two years disciplinary probation and residential expulsion.

The Code of Student Conduct applies to the 2008-2009 academic year and is accurate and current, to the extent possible, as of June 2008. The University reserves the right to change the information herein without prior notice, in accordance with established procedures.

Refer to <http://www.studentaffairs.tulane.edu/judicial/CodeofStudentConduct.pdf> for more information.

## Procedures on Grade and Other Academic Complaints

These procedures do not apply to cases under the University 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 peer's

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 2008-2009 academic year and are accurate and current, to the extent possible, as of May 2008. The University reserves the right to change the information herein without prior notice, in accordance with established procedures.

Refer to [http://studentaffairs.tulane.edu/judicial/documents/RulesRegs\\_07.pdf](http://studentaffairs.tulane.edu/judicial/documents/RulesRegs_07.pdf) for more information.

## **Harassment Policy**

Please go to [http://studentaffairs.tulane.edu/judicial/documents/RulesRegs\\_07.pdf](http://studentaffairs.tulane.edu/judicial/documents/RulesRegs_07.pdf) for Tulane University's Harassment Policy.

## Student Guide to Computing Services

This document describes the computing facilities that are available to the students of the A. B. Freeman School of Business. 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	Kevin Ammentorp G/W I 353 kammen@tulane.edu
--	---

Jason McFarland G/W I 201D jmcfar1@tulane.edu	Jean Mouton G/W I 360 jmouton1@tulane.edu
---	---

### LAN Administrator:

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

### Web Administrator:

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

### Director of Information Technology:

Tom Gerace  
G/W I 351  
tom@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 floppy disks, other removable media, or headphones. Information Systems staff do not have diskettes to sell or loan. Diskettes 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, and is the only software that is 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 our 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 diskette or 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 TechNotes 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, separate from your Freeman School network account and password. Your Internet address is [yourlogin@tulane.edu](mailto: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.

Use your diskettes to make backup copies of your work. Save very important work to several diskettes.

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 is 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's Microsoft Student Select program and other purchase programs. See the "Software, Downloads, and Anti-Virus Products" page on the University's main web site at <http://ts.tulane.edu/software>.

**Virus Protection:**

All MTC computers are equipped with virus-protection software. This software scans the hard disk and diskettes. If an infected diskette 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://ts.tulane.edu/software>.

**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 web site at <http://alumni.tulane.edu/stayintouch/emailforlife.html> 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 students, faculty, and staff of the School. 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 5:00 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, Studio Manager

Sarah Hava'Valley, Producer

### **Purpose of Media Services:**

Media Services provides audio/visual 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 audio/visual 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 audio/visual 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 ten classrooms in G/W I are equipped with a ceiling-mounted projector and an Intel Pentium computer with a DVD-ROM, 3.5" Floppy, 250Mb Zip drives. Classrooms in G/W 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 recorder and a remote navigator (for use with PowerPoint).

In addition, the following equipment can be interfaced with the video projector and/or 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 special cables.

An overhead transparency projector is also available in every GWH 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 wireless mouse & keyboard can be checked out with your Student ID.
- 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 VHS or DVD. Only A/V 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 floppy 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 Student Code of Ethics 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.

## **Career Management Center 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](mailto: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 well-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 other students. To provide students with disabilities with every opportunity to explore educational opportunities and demonstrate their talents and intellect on a level playing field with their peers without disabilities, 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 University's 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 and is located in the Mechanical Engineering Building. 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, and also can be found on the Web at <http://www.erc.tulane.edu/disability>. 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.

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 matriculating students who have documented disabilities should contact ODS and submit all necessary forms and documentation at least one month before 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. While 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 ODS procedures and policies should contact the Manager of Disability Services, at (505) 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.

## Places and Things to Know

**Access Cards:** Your Student ID is magnetically encoded to allow you access to the breakout rooms in G/W II and to the Turchin Library and Management Technology Center 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 Stephen Estrada, Director of Professional Education, in the Office of Graduate Programs, Suite 4113, G/W II. He may be reached at (504) 865-5402 or [sestrada@tulane.edu](mailto:sestrada@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/studentserv/pmba.htm>, the Freeman School e-mail system, the student mailboxes, and the bulletin boards and video monitors in the Goldring/Woldenberg Complex. Please read your 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/studentserv/roomreserve.htm> 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 3<sup>rd</sup> 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 the 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:** Educational Resources and Counseling (ERC) is in the Mechanical Engineering Building. 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:** Dean Angelo DeNisi's office is located in the Cyril Giffin Dean's Suite (440) on the fourth floor of G/W I.

**Disability Services:** Located in the Center for Educational Resources and Counseling in the Mechanical Engineering Building, the Office of Disability Services (ODS) evaluates student requests to receive accommodations for disabilities. Students must register with ODS to receive accommodations. Call 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 Mechanical Engineering Building. MBA students may contact their financial aid counselor at (504) 865-5723, (800) 335-3210, or [finaid@tulane.edu](mailto: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 for the MBA, PMBA, MACCT, and MFIN programs. Program 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, 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/turchin>.

Regular semester hours are as follows:

Monday – Thursday	8:30 a.m. – 11 p.m.	Saturday	Noon – 7 p.m.
Friday	8:30 a.m. – 7 p.m.	Sunday	Noon – 11 p.m.

Hours will vary during university holidays, the summer, and between semesters. These hours will be posted on the website to the right of the main entrance.

**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 Harris 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 Infrastructure Services (TIS). Check your mail each time you are in the building. 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/mcc>.

**Management Technology Center (MTC):** The MTC computer labs, located in Rooms 201 and 120 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 ID cards are required to gain entry.

**Media Services:** Located in Room 261 of G/W I, Media Services provides a wide range of audio/visual equipment and support for class presentations. All classrooms are equipped with ceiling mounted projectors, Intel Pentium computers, stereo DVD/VHS 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:** Details on requesting a transcript may be found at <http://www.tulane.edu/~registra/regtut/tranreq.shtml>. 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.

## INDEX

AACSB Standards for Educational Responsibility.....	50	Financial Aid, Office of.....	99
Access Cards .....	98	Financial Assistance .....	37
Admission Requirements.....	31	Grading System.....	34
Advising.....	98	Graduate Programs, Office of.....	4, 99
Announcements .....	98	Harassment Policy .....	81
Application for Degree.....	15	Independent Studies.....	11
Approved Course Loads.....	33	Information Technology Acceptable Use Policy .....	87
Auditing Courses.....	35	Leave of Absense.....	36
Awards .....	47	Levy-Rosenblum Institute.....	12
Breakout Rooms.....	98	Lillian A. and Robert L. Turchin Library .....	99
Burkenroad Reports .....	12	Lost and Found .....	99
Career Management Center.....	93, 98	Mail .....	99
Class Attendance/Medical Excuses .....	36	Management Communication Center (MCC) .....	100
Code of Graduate Student Academic Conduct.....	53	Management Technology Center (MTC).....	100
Code of Student Conduct .....	65	Media Services .....	90, 100
Commencement, Policy on Participation.....	15	Media Services Student Policies.....	90
Computing Services .....	82	No Show Policy .....	94
Concentrations.....	9	Norms and Expectations for Students.....	49
Confidentiality/Privacy.....	97	Places and Things to Know .....	98
Continuation Requirements .....	35	Procedures on Grades and Other Academic Complaints .	80
Counseling.....	98	Professional MBA Program.....	5
Course Descriptions .....	17	Repeating Courses .....	35
Course Prerequisites.....	33	Special Students.....	31
Course Withdrawals and Additions .....	36	Student Organizations.....	39
Courses in Other Divisions of Tulane .....	14	Student Travel Reimbursement Policy.....	42
Curriculum Template .....	7	Students from Other Divisions.....	32
Dean's List .....	47	Trading and Financial Center .....	13
Dean's Office .....	99	Transcripts .....	100
Degree Requirements .....	8	Values and Professional Standards .....	51
Director of Professional Education .....	4	Vending Machines .....	100
Disability Services.....	96, 99		



# NOTES