

# MBA Student Handbook

## 2014 - 2015



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# Welcome Letter

## WELCOME LETTER

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Dear Class of 2016,

Welcome to Columbia Business School. Your experience in the MBA Program will involve the interconnection among three critical components: a rigorous academic workout, a rich and vibrant community engagement, and a fulfilling and focused career development. Your MBA will be a time of great personal and professional growth and change, and I encourage you both to explore all that the experience can offer while staying true to the goals and values you hold to be most important to you. Your ability to make thoughtful, intentional choices will make all the difference in your time at Columbia.

We recognize that you have been away from the academic environment for a significant period of time, and that your transition may be exhilarating and challenging. Our goal in the Office of Student Affairs is to provide you with resources, guidance and support to help you successfully navigate this transition as you engage and experiment with the new opportunities available to you. We also seek to connect you with individuals throughout the School who can help to have a positive impact on your experience. This handbook supports our mission by outlining explanations of your resources, policies and procedures essential to your membership in the Columbia community, and useful contact information. You will find a full complement to these materials on our website: <http://www.gsb.columbia.edu/current-students>.

The Office of Student Affairs team and I look forward to working with you, and we hope you will engage with us throughout your time at Columbia Business School.

Sincerely,

**Michael F. Malone**

*Associate Dean for MBA Programs*

# Mission Statement

## MISSION STATEMENT

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The Office of Student Affairs enhances the student experience at Columbia Business School by providing resources, advisement, information, and support in the areas of academic services and student life. The Office of Student Affairs facilitates community and pride as part of the School's overall goal: **developing global leaders who make a powerful impact on the world.**

The Office of Student Affairs is committed to supporting all Columbia Business School constituents, including students, faculty, and administration, by fostering a community that supports integrity, character, and personal, professional, and intellectual growth. Our team of student affairs professionals is committed to a partnership with the student body that reflects our core values of respect, fairness, consistency, thoughtfulness, transparency and excellent service.



## **ABOUT OUR OFFICE**

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The Office of Student Affairs manages student course registration, student progress and advancement, academic programming, tutoring coordination, major events, and all aspects of student community life. In addition to organizing orientation, graduation, community service, and other programs, our office is home to more than 90 active student organizations, including the Student Government, networking and social groups, affinity clubs, professional clubs, and sports teams. In partnership with our student leaders, we offer a wide range of co-curricular programming. In addition, we manage important milestone events, including New Student Orientation in August and in January, the MBA Recognition Ceremony, and the CBS elements of the University Commencement. Please reference the Student Leader Guide for additional information.

The Office of Student Affairs serves as a useful resource to all students. When things feel overwhelming, we are here to answer student questions and concerns. More often than not, we will have an answer or know the resource to point students in the right direction. Stop by Uris rooms 105, 111, and 113 to get to know us – we're here to listen to student ideas and help make the two years here unforgettable.

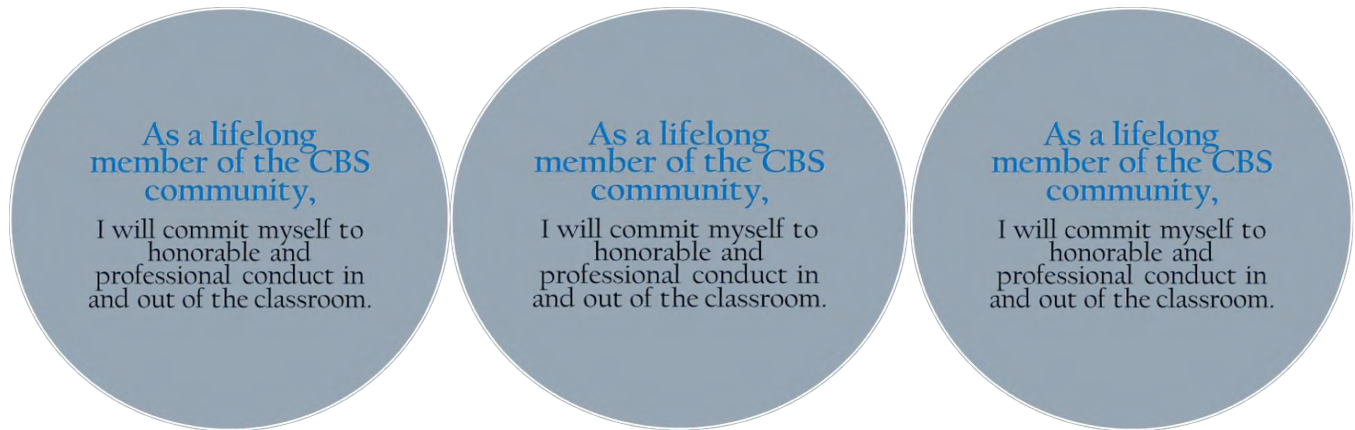
# Guiding Principles

## The Honor Code

As a lifelong member  
of the Columbia Business  
School community, I adhere  
to the principles of  
**TRUTH  
INTEGRITY  
& RESPECT.**  
I will not lie, cheat, steal, or  
tolerate those who do.

Please visit the Honor website, [www.gsb.columbia.edu/honor](http://www.gsb.columbia.edu/honor), for more information on where and how to get answers on Honor Code-related questions. The information includes what steps to take if a student has witnessed a Code violation, a resource outlining the expectations of all students, a discussion forum to voice student opinions and a list of recommended books on leaders grappling with business ethics.

## The Community Contract



## Columbia Core Culture

The **purpose** of the Columbia Core Culture is to promote a consistent classroom environment of mutual respect, preparation and engagement. Our expectation of students in class is to be:

**Present:** Student success depends on being on time and present for the entire class every session. Attendance will be part of the grade for class participation and students are expected to sit in their assigned seats.

**Prepared:** Complete any pre-work needed for class discussion. Bring the student nameplate and clicker. Expect the professor to cold call students in class.

**Participating:** Active participation calls for no electronic devices such as laptops, tablet computers, or smartphones to be used during class, except when the professor explicitly directs students otherwise as part of in-class work.

# The Academic Program

## THE ACADEMIC PROGRAM

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The Columbia Business School MBA Program awards a Masters of Business Administration degree from Columbia University. **It is the responsibility of each degree candidate in the MBA Program to know and fulfill the degree requirements and regulations.** In addition to these specific regulations, students are also governed by the general regulations of Columbia University. While the University reserves the right to amend these requirements and regulations at any time, every effort is made to inform students before any change implemented. Students should consult the Office of Student Affairs well in advance of graduation to review their records and completion of requirements.

### Fulfillment of Degree Requirements

The MBA degree is awarded upon completion of 60 credits taken in residence at Columbia Business School in four terms of full-time study, which includes 18 credits of required core coursework, and a minimum of 42 credits of elective courses. No transfer credits from other institutions may be applied toward the MBA degree.

Students who exempt out of core courses replace them with electives to fulfill the MBA requirement of 60 credits of graduate-level courses taken in residence at the School in four terms of study. Fifty-four (54) of these credits must consist of in-classroom Business School courses. Students may count a combined maximum of six (6) credits of B7800/B7802 Independent Study, B8813/B8810 Cross-Cultural Seminar, B8753 Global Business Project, and graduate-level courses from other Columbia schools toward the MBA degree. Graduate-level courses are denoted by a number of 4000 or higher. Dual degree students are required to complete 45 credits at the business school.

### Application for Degree

Degrees are awarded three times a year: October, February, and May. Candidates for any Columbia Business School degree (except doctoral) or certificate must file a graduation application with the Office of Student Affairs. For the last day on which these applications may be filed each term, please refer to the Columbia University Registrar webpage <http://registrar.columbia.edu>. Graduation applications received after the late filing period will automatically be applied to the next term.

### Pace of Completion

Students must successfully complete a minimum of 67% of credit hours attempted each semester. This is calculated by dividing the cumulative credits completed by the cumulative credits attempted. For example, a full-time student who attempts 18 credits must successfully complete at least 12 credits to meet the 67% requirement. Students who do not meet the pace of completion requirement may have consequences with federal loan eligibility.

### Maximum Timeframe to Complete a Degree

For a student in the full-time MBA program, which requires 60 credits for graduation, the student would reach the maximum timeframe at 90 credits attempted. For a student in a dual degree MBA program, which requires 45 credits for graduation, the student would reach the maximum timeframe at 67.5 credits attempted. Students who do not meet this requirement may have consequences with federal loan eligibility. The maximum allowable timeframe for receiving aid is equal to 150% of the length of the students' academic program.

## Statute of Limitations

Students may not be degree candidates for more than five calendar years from the initial registration date. Those who fail to complete the degree requirements within this period must be readmitted to the Program through the Admissions Office.

## Academic Resources Canvas Course

All incoming MBA students have been enrolled in this informational course. Here you will find updates regarding excel, quantitative, and core resources along with quick links to useful academic support tools and PreMBA materials. As new information, videos, and workshops become available to students, this course will be updated for easy referencing.

## Curriculum

Columbia Business School's core curriculum is a required series of courses designed to give students a solid foundation in the academic disciplines and applied function areas necessary to compete in a global economy. The courses that make up the core represent 30 percent of the degree requirement and are taken during the first two terms.

Incoming students are pre-enrolled into core-courses by clusters of approximately 70 students who attend all first-year core courses together. These clusters, which reflect the heterogeneity of the School, foster a teamwork ethos as well as a long-term network.

By the end of the second term, students will have completed all core courses, except those from which they were specifically exempted. First-term core courses are offered only in the Fall and Spring terms; Second-term core courses are offered only in the Spring and Summer terms.

### Core Curriculum for the First Semester, 2014 - 2015

Pre-Term	Lead: People, Teams, Organizations - (1/2 term equivalent)				
1 <sup>st</sup> Half	Corporate Finance	Financial Accounting	Managerial Statistics	Managerial Economics	Strategy Formulation
2 <sup>nd</sup> Half			Marketing	Business Analytics	Global Economic Environment

Core Curriculum for the Second Semester, 2014 - 2015

1 <sup>st</sup> Half	Operations Management	½ Elective	Elective 1	Elective 2	Elective 3
2 <sup>nd</sup> Half	½ Elective	½ Elective			

**Course Load**

The standard course load is 15 credits, per term. During the first two terms, students are allowed to take up to 18 credits. In their second year, students may take up to 21 credits per term. Students requesting an increased or decreased course load should seek approval through the Office of Student Affairs. Good academic standing is required for any increased course load. Students on academic probation will not be permitted to register for an increased course load. Potential issues students should be aware of:

- Financial aid implications for taking below six credits in a term
- Taking between 6 and 12 credits results in half-time enrollment status
- Student visa implications

**Course Exemption Eligibility and Policies**

MBA Students are encouraged to attempt exemption exams for courses in which they have pertinent academic background or work experience. The Business School offers exemption exams for the following courses: Corporate Finance, Financial Accounting, Managerial Statistics, Managerial Economics, Global Economic Environment, Business Analytics, Operations Management, Marketing, Real Estate Finance, and Capital Markets and Investments (which is a prerequisite or requisite for most upper-level finance courses).

In order to exempt from a course, students must pass an exam similar to a final exam in the course. No exemptions will be granted based on prior course work and/or experience in the subject area.

Performance on an exemption exam is not recorded on any official student record. Exemptions do not reduce the number of credits required for the MBA degree; they enable students to take additional electives. Exemption exam grades are final. No exemption exam may be retaken. Exemption exams must be taken prior to the term in which the student is scheduled to take the course.

Prior to each term, current students can view the exemption exam schedule and study guidelines on a designated Canvas page. New students will have access to Canvas, the Business School’s learning management system, after they’ve registered for the Pre-MBA Program and been notified by email that they can log on to the site. Students do not have to pre-register for exams, but must sign-in upon arrival to the exam location.



## Electives

Students can begin taking elective courses in their first term. Capital Markets and Investments is an enforced pre/co-requisite for all upper level finance electives, and as such, a popular elective choice for the first semester. Students may elect to take an exemption exam. Students in their first year are limited to 18 credits, including the core, per semester. Second year students may take up to 21 elective credits per semester.

Elective Selection provides an organizational framework to help MBA students explore areas of professional interest which were developed in consultation with faculty, students, recruiters and alumni. Designed to provide clearer direction in course selection, Career Tracks allow students to choose electives that best match their career goals. Students are able to sort courses and review course descriptions by these criteria, centers, divisions, and/or additional keywords here:

<https://www8.gsb.columbia.edu/courses/content/elective-selection>

## Additional Second-Year Elective Options

### Master Classes

Master Classes are hands-on, project-based electives designed to challenge second-year MBA students to master core concepts by applying them to contemporary business problems. Projects require students to make managerial decisions or recommendations on real-world problems companies need solved. Classes are integrally tied to external organizations that evaluate — and many times adopt — students' recommendations.

Each Master Class focuses on a specific industry context such as consulting, real estate, or entrepreneurship and draws significant input from the professional community via interaction with student team projects and project sponsors, guest speakers, adjunct faculty members, and alumni participation. With these substantial projects and practitioner involvement, Master Classes provide students with a unique bridge between MBA theory and real-world practice. Master Classes are demanding, requiring a high level of commitment both inside and outside the classroom. Integrated learning with extensive field work will be rewarded with a host of professional contacts and real-world experience, enabling students to expand their educational experiences beyond the classroom into the business community they are about to join. Students are limited to taking one Master Class per semester, unless otherwise indicated in the course description.

### Global Immersion Program

Global Immersion Program (GIP) classes bridge classroom lessons and business practices in another country. These three credit classes meet for half a term in New York prior to a one week visit to the country of focus where students will meet with business executives and government officials while working on team projects. Upon return from the travel portion of the class, students will have at least one wrap up meeting at Columbia Business School. The 2014-2015 Global Immersion Program fee for most classes is \$1800 and provides students with double occupancy lodging, ground transportation and some meals; longer programs, such as the Patagonia program will have an increased fee. It does not cover roundtrip international airfare. Attendance both in New York and in-country and regular participation are a crucial part of the learning experience and as such attendance is mandatory. Cuba is the only class which includes airfare, and will have an additional fee to cover that, as flights must be arranged by charter. Students who miss the first class meeting may be removed from the course, and will not have their program fee refunded to them. No program fee refunds will be given after the add/drop period has closed. Please visit the Chazen Institute website [www.gsb.columbia.edu/chazen/students/globalimmersion](http://www.gsb.columbia.edu/chazen/students/globalimmersion) to learn more about the Global Immersion Program. All Global Immersion Program classes are available through course bidding.

Students bid for spots on GIP classes as they would for any other class. To learn more about the Program, please contact the Chazen Institute. To learn how Global Immersion Program classes differ from Chazen International Study Tours, please visit: [www.gsb.columbia.edu/chazen/students/study\\_tours/toursgip](http://www.gsb.columbia.edu/chazen/students/study_tours/toursgip).

### Block Week Electives

The MBA Program offers some elective courses in the block week format, which is a condensed class structure offered in August and January, immediately prior to the start of the regular semester. Courses are available through the normal bidding channels (see course registration process), and are offered for 1.5 or 3 credits.

### Registration

All students are automatically pre-registered for core courses in their first term (see Core Curriculum above). Students who pass exemption exams will have the opportunity to add electives during the add/drop period.

Course registration is managed through an online bidding process via the Business Online Selection System (BOSS) to provide students with the fairest method of allocating courses. The bidding system is based on the Dutch auction system. Each term, the Office of Student Affairs works with the EMBA program to reserve seats in select EMBA elective courses. These seats are open for bidding during the online registration process.

Students may not contact faculty directly to reserve a seat in a course, and faculty may not grant seats in courses. Enrollment is managed exclusively by the online registration system.

### SSOL

Student Services Online (SSOL) is the University site that allows students to view grades and registration status, account balance, and update address information: <https://ssol.columbia.edu>.

### Cross-Registration

Students may cross register in programs outside of the MBA Program beginning in the second term. MBA students may count up to six points of graduate-level course work at other schools within the University toward the MBA degree. (Those taking independent study, cross-cultural seminar, and Global Business Project courses at the Business School may not be eligible to cross-register. For more details, check the degree requirements information.) Only graduate level courses (4000 and above) apply to the MBA degree. Students may enroll in undergraduate courses as long as they are in addition to the 60 credits of graduate-level course work required for the MBA degree; students do not receive credit toward their degree for undergraduate level courses, but the grade earned in an undergraduate course will be included in calculating student GPA. Courses must be taken for a letter grade; pass/fail is not permitted. Cross-registration forms are available in the Office of Student Affairs. Cross-registration requires the following:

1. Gain the permission of the school/program to take the course.
2. Return the form to the Office of Student Affairs.

MBA students are accommodated in other programs/schools if seats are available after the program's students are registered. Other programs/schools publish their offerings on varying timetables, and students are bound by their add/drop deadlines. Please check the academic calendars for the various schools, as the timeline may differ from the business school. Additionally, final examinations vary and it is the students' responsibility to be aware of all dates.

Each school has its own procedures for approving cross-registration requests. Most require obtaining the approval of the instructor and/or a representative of the school's Office of Student Affairs. Since this usually takes place after classes begin (during the add/drop period), students may wish to bid for a full schedule of Business courses, and then drop one if they are approved for cross-registration.

## Independent Study

Independent Study is available to students who would like to explore a significant research problem related to their professional needs; the nature and extent of this independent study are determined by the student and a faculty sponsor. Sponsors should be faculty members at Columbia Business School; adjunct professors are also eligible to serve as sponsors.

For the Independent Study, students are required to meet with the faculty sponsor a minimum of two times: once, for an initial planning discussion, and again in the middle of the semester to confirm that the project is on track. The student must provide written confirmation of this second meeting, signed by the faculty sponsor, to the Office of Student Affairs. Students are expected to commit to the original project plan approved by the faculty sponsor; any change to the topic or scope of the project must be agreed to by the professor prior to the midpoint of the semester. Students who fail to obtain this approval risk not receiving academic credit for the course.

The student may register for up to 3 credits of Independent Study per semester; the course may be taken for either 1.5 or 3 credits. The independent study is designed to be independent of the classroom experience; it may not be used as a means of adding a seat to a course with a full capacity.

No more than six credits of Independent Study will be counted toward the MBA degree. (For dual degree students, the maximum number of independent study credits is 3.) Students may count a combined maximum of 6 credits of B8800/B8802 Independent Study, B8810 Cross-Cultural Seminar, B8753 Global Business Project, and graduate-level courses from other Columbia schools toward the MBA degree. For more details, read the degree requirements information.

Students should bring a completed Independent Study Application form, signed by the faculty sponsor, to the Office of Student Affairs to register for the course prior to the end of the B-term add/drop period.

## Cross-Cultural Seminar (International Students)

Cross-Cultural Seminar offers students an opportunity to explore cross-cultural issues while studying or working in a country other than their country of citizenship for a minimum of six weeks. Students who have completed at least two semesters are eligible to take this 1.5 credit course.

Students are required to gain approval for the academic credit prior to registration for the course. To do this, they must bring a completed Cross-Cultural Seminar application form (also available in Uris 113) to the Office of Student Affairs, in which they briefly describe the nature of their proposed cross-cultural experience. If it is work-related, students must provide a letter from the employer confirming the start and end dates of their internship. Students may only take this course twice during the MBA program, for a total of 3 credits. Note: students may count a combined maximum of 6 credits of Independent Study, Cross-Cultural Seminar, Global Business Project, and graduate-level courses from other Columbia schools toward the MBA degree. For details, follow the degree requirements link at the bottom of the screen.

Under current regulations, international students holding F-1 visas who enroll in the Cross-Cultural Seminar course can be authorized for Curricular Practical Training (CPT) provided they meet eligibility and procedural requirements. CPT is authorized employment pursuant to an internship elective that earns academic credit toward fulfilling degree requirements. To be eligible students must have completed at least two terms of study at the School. International students need to consult the ISSO regarding the procedures for international students who wish to be authorized for CPT.

## Auditing

Auditing electives is permitted under two conditions:

1. There must be capacity in the course. Please contact the Office of Student Affairs to check on capacity. Courses at capacity after add/drop will not allow auditing.
2. The professor must approve. It is at the professor's discretion whether auditing will be allowed. Audited courses do not appear on the transcript and no credit is earned. Student may not first audit a course and then take the same course for credit in a subsequent semester. Some courses are not open to auditing; please contact the Office of Student Affairs for more details.

## Assignment types

Assignments at the business school come in different varieties based on professor preferences. This chart explains the breakdown of the assignment types.

Type	Designation	Discussion of concepts	Preparation of submission	Grade
A	Group/group	Permitted with designated group*	By the group	Same grade for each group member
B	Group/individual	Permitted with designated group*	Individually <i>No sharing of any portion of the submission.</i>	Individual
C	Individual/individual	None of any kind	Individually	Individual
D	An optional additional category to be defined in detail by the individual faculty member.			

*\*The designated group is either the assigned learning team or a self-selected one used for the duration of the course. The individual faculty member will clarify which is to be used.*

## Final Examinations

Students are expected to take final examinations as scheduled. Exam schedules are posted under the MBA selection guide on BOSS. Scheduling conflicts must be discussed with the Office of Student Affairs before the exam date.

The Columbia Business School exam policy states that students are expected to take their exams when they are scheduled, with the exception of the following situations:

OSA-administered core and elective exams may be rescheduled for the following reasons:

- Exam conflict, defined as either:
  - 1) two final exams scheduled at the same time
  - 2) three or more final exams scheduled within a two-day period (this does not apply to in-class exams)
  - 3) two exams that occur on the same day when one exam is scheduled to last for 4.5 hours or more

- Religious observance
- Personal, medical, and family emergencies. Documentation is required for medical absences.
- Military service
- Court appearances, such as jury duty
- Some family/special event travel requests

Full-time MBA students should e-mail requests to reschedule exams to [mbaexamconflicts@gsb.columbia.edu](mailto:mbaexamconflicts@gsb.columbia.edu).

Questions regarding the policy should be directed to the Office of Student Affairs at [osa@gsb.columbia.edu](mailto:osa@gsb.columbia.edu). Perceived conflicts not outlined here will be evaluated on a case-by-case basis. Students with conflicts should contact the Office of Student Affairs at the beginning of the term, but no later than four weeks before the scheduled exam date.

## Grading

The grading system at Columbia Business School is on a 10.0 scale. For all courses:

- H** (Honors) = 10.0
- HP** (High Pass) = 7.0
- P1** (Pass) = 4.0
- LP** (Low Pass) = 1.0
- F** (Failure) = 0.0

The use of plus (+) and minus (-) will be allowed to be added to any grade except LP (and will have a standard weight of 0.99). When a forced curve is in place in the core, the number of pluses (+) added within **each grade** will be equal to or less than the number of minuses (-).

- **P1** (Pass): The P1 grade was created to distinguish between a P given for Pass/Fail courses within other divisions of the University.
- **F** (Failure): A failed core course must be repeated; a failed elective may either be repeated or replaced by another. The grade is final and not subject to reexamination; it remains on the transcript with the new grade of the repeated course.
- **W** (Withdrawal): Students may officially withdraw from a course within two weeks after the end of the add/drop period. The course will remain on the transcript with a grade of W. A grade of W has no numerical weight and is not included when calculating GPA; however it is included when calculating the pace of completion.
- **IN** (Incomplete): Those who are on track to satisfactorily meet course requirements but who have not completed certain assigned papers or reports (postponed for exceptional reasons satisfactory to the instructor), including the final exam, may receive an IN. If the required work is not completed by the end of the following term, whether the student is registered or not, the IN automatically converts to an F.

Points associated with the H scale are as follows:

H+	11	P1+	5
H	10	P1	4
H-	9	P1-	3
HP+	8	LP	1
HP	7	F	0
HP-	6		

### Grading Curve

There is a forced grade distribution in core courses and a recommended elective distribution. **Please note:** Grades of P appear on the transcript as P1 to differentiate from the Pass (P)/Fail (F) grading scale. +/- may be used in core grades with the following restrictions: there is no H+ in the core and the number of pluses must be equal to or less than the number of minuses.

### Core Grade Distribution

H	25 - 30%
HP	55 - 65%
P1, LP and F	10 - 15%

### Recommended Elective Grade Distribution

+/- may be used with elective grades without restrictions. The grade of H+ is permitted in electives but strictly limited to 2% of the class enrollment, rounded up to the nearest integer.

H	less than or equal to 50%
P1, LP, and F	equal to or greater than 5%

### Course Evaluations

The Samberg Institute for Teaching Excellence manages the course evaluation process. At the conclusion of each course, students will complete an online course evaluation form providing feedback on the course and the instructor. This information is very useful to both the professor and to the School. To assist students in choosing electives, archival course evaluation summary data for elective courses is posted online on the Samberg Institute web site for students to view. Evaluations for each course can also be seen by clicking the "View course evaluation" link provided on individual course description pages provided here: <https://www8.gsb.columbia.edu/courses/mba>.

### Academic Honors

#### Dean's List

Dean's List is awarded after the first term to all students who achieve a 9.0/10.0 weighted grade point average (GPA) or higher. In subsequent terms, Dean's List will apply to all students who achieve at least a 9.25 weighted GPA for the term. Students must take a course load of 12 credits or more in order to qualify for Dean's List.

#### Graduation Honors

There are two kinds of graduation awards. Dean's Honors is awarded to the top 25% of the class based on cumulative GPA. Dean's Honors and Distinction is awarded to the top 5% of the class based on cumulative

GPA. If a student takes courses over the required 60 credits or takes courses out of the Business School, these courses would be included in the calculation for graduation honors and the Dean's List. For dual degree students, eligibility for graduation honors is based on cumulative GPA earned only during their semesters in residence at the Business School, and will include courses taken outside the Business School during these semesters.

### Academic Review, Probation, and Dismissal

The academic review process monitors all student performance on a semester by semester basis and provides a support system should assistance be needed. Students whose academic performance is less than satisfactory are reviewed and subject to probation and possible dismissal. Less than satisfactory academic performance in the MBA is determined as follows:

Minimum GPA requirements by term and for graduation are as follows:

Timing	GPA Requirement	Consequence
After Term 1	GPA equal to or less than 5.900	Warning
	GPA equal to or less than 4.800	Probation
	GPA equal to or less than 4.400	Dismissal
Subsequent Terms	GPA equal to or less than 5.900	Warning
	GPA equal to or less than 5.20	Probation
	GPA equal to or less than 4.80	Dismissal
Graduation	GPA greater than or equal to 5.50	

**Please note: A student can be on probation for one semester, at most. A second probation implies dismissal.** A student can appeal his/her dismissal to the Academic Standards Committee that could allow the student to stay in the program under certain conditions. A student who was dismissed from the School might apply, via regular admissions procedure, to the program. If admitted, he/she might have the option of using credit for certain past courses taken at the School.

For dual degree students, the Business School GPA is determined by the grades received while in residence at the Business School; and includes all courses taken in those semesters, even those offered by the student's other school. Grades for Business School courses taken while in residence at their other school are not included in their cumulative GPA for the Business School.

Those dismissed for academic reasons may appeal the decision by petitioning the Academic Standards Committee. Students are entitled to one such appeal during their tenure at the School. Appeals must be filed in writing within 5 working days of the student's receipt of the decision and must clearly state the grounds for appeal. If reinstatement is granted and the conditions are not satisfied within a specified period of time, dismissal is automatic and not subject to further appeal.

### Tutors

Each student receives 20 hours of lifetime tutoring for core courses and the pre/co-requisite finance elective, Capital Markets and Investments. Students tutored in a group of two or more can pool their hours. Students may find a tutor by logging onto [tutortrac.gsb.columbia.edu](http://tutortrac.gsb.columbia.edu). The following core courses are included: Business Analytics, Financial Accounting, Managerial Economics, Managerial Statistics, Corporate Finance, Operations Management, Strategy Formulation, Marketing, and Global Economic Environment. In all other courses students may ask the teaching assistant or professor to recommend students who have taken the course previously and done well. Students need to make their own arrangements regarding hours and the fee to be paid when working with previous students who are not formally part of the tutoring

program. Students in academic distress should be in contact with the Office of Student Affairs regarding additional support.

Students may apply for tutor status if they meet the following criteria. Tutor applications are evaluated by the Office of Student Affairs for approval.

1. Current PhD candidates or MBA/EMBA students who have received an A/H in the particular class they are interested in tutoring.
2. Students who have passed an Exemption Exam in the particular class they are interested in tutoring.

Students interested in becoming a tutor should send an email with their name, university id (uni) and the courses in which they wish to tutor to: [tutor@gsb.columbia.edu](mailto:tutor@gsb.columbia.edu).

## Attendance Requirements

In addition to the requirements of the School and University, the MBA program requires students to attend each class. Students should reach out to the Office of Student Affairs regarding excused absences (for religious observances; personal, medical, and family emergencies; military service; court appearances such as jury duty, and some family/special event travel requests). Unexcused absences may have ramifications on your grades and participation for the course, depending on the professors' requirements.

## Recording

Students are expected to attend each class session. Videotaping is not a substitute for class attendance and cannot be guaranteed. In the case of an excused absence, OSA will reach out to your faculty members to request videotaping. An instructor may decide not to allow all or a portion of her/his class to be videotaped. Students may not videotape or audiotape courses with their own equipment without the explicit consent of the faculty member. Students may contact the Office of Student Affairs for more information about videotaping. Please make sure to give advance notice, at least 1-2 business days, for all videotaping requests. Include all relevant details: course title, professor, room, start and end time. If approved, a link to the video will be emailed to you within 24-48 hours after the end of the videotaped course.

## Class Recording due to Religious Holidays

Faculty members are asked to accommodate observant students whenever possible. Students who wish to observe a religious holiday may miss class and request that their class(es) be videotaped free of charge.

For core courses, students should coordinate with their academic representative to compile a comprehensive list of courses with course title, number and time that need to be recorded. For courses with multiple sections taught by the same faculty member, at least one section will be taped, even though it may not be the one requested.

For electives, please send videotape requests to [osa@gsb.columbia.edu](mailto:osa@gsb.columbia.edu).

The Office of Student Affairs will notify the appropriate faculty member and coordinate with the Multimedia Services Group to perform the taping. Students, however, should notify their professors of their absences. The videotaped course(s) links will be delivered via email to the professor and requesting student.

## Leave of Absence

Situations may arise requiring a student to take a leave of absence. Students who need to miss a term must notify the Office of Student Affairs. Students who must interrupt studies for more than one term must apply for the leave in writing to the Assistant Dean and Dean of Students, MBA Program, stating the reason for the leave and the anticipated date of return. Approved leaves are at the discretion of the Assistant Dean. Students absent for a term without obtaining prior approval must submit a formal application for readmission



to the School. Students taking a leave of absence must complete the MBA program within five years of their start date. Additionally, students should consult with the Office of Financial Aid to determine the financial and loan implications of a leave of absence.

Please note: Students who begin the MBA program in September are expected to take the summer off between their first and second years; this summer break is not considered a leave of absence. Those who begin the program in January are expected to complete the program four consecutive terms, without interruption.

### **Transfers**

Due to the curricular requirements and formats of specific programs, a formal transfer to another program is discouraged. However, students with extenuating circumstances may be reviewed on an individual basis.

### **Disability Accommodation**

Students seeking an accommodation for a disability should contact the Office of Disability Services at (212) 854-2388. Information on the services provided by the Office may be found online at [www.health.columbia.edu/docs/services/ods/index.html](http://www.health.columbia.edu/docs/services/ods/index.html).

# Student Leadership

Columbia Business School has a robust community comprised of 90+ student organizations as well as the Student Government, Cluster Officers, and much more. Students enjoy the opportunity to assume leadership roles in many facets of the school community.

### Student Organization Overview

Student groups at Columbia Business School provide a rich and varied complement to academic life. The Office of Student Affairs works with all student clubs, including the Student Government, to help students have successful events and meet organizational goals. A list of all the student organizations at Columbia Business School can be found here: [www.gsb.columbia.edu/cbs-directory/student-groups](http://www.gsb.columbia.edu/cbs-directory/student-groups). Additional information regarding clubs can be found in the Student Leader Guide, available in the Office of Student Affairs, Uris 105 and 111.

### Groups@Columbia

Groups@Columbia is the club portal system used by Columbia Business School. Students are able to join clubs, view the events calendar, register for events, and more through the Groups@Columbia portal. Club officers have administrative rights over their club pages and can approve membership, send club emails, track event participation, and more. The landing page is <https://groups.gsb.columbia.edu/home> and an instruction manual on how to utilize the system is available through ITG.

### Clusters

From the first day of New Student Orientation, clusters provide a close-knit community for students. Each class is broken into 11 clusters, A-H and X-Z, comprised of approximately 70 students each. Cluster members build strong relationships through orientation and Learning Team formation, and continue to take core classes together. Clusters are also seated together at the Recognition Ceremony.

### Cluster Leadership

Each Cluster elects the following representative positions:

Cluster Chair - Oversees all Cluster Representatives		
Academic	Alumni	CBS Matters
Club & Careers	Cluster Cup	Community Service
Honor Board	Information & Technology	International
Reporter	Social	Treasurer

### Cluster Programming

Each MBA cluster is given a Cluster Fund, which is administered through the Office of Student Affairs. The Cluster Fund is intended to support events planned by members of the cluster intended to build community, and/or create networking opportunities among the cluster/MBA community. Clusters are encouraged to pool their funds when planning cross-cluster community building events.

In order for cluster funds to be applied to a cluster event, the event must meet the below criteria.

1. Funds must be administered through the elected class representatives.
2. Funds must be used to build MBA community/networking opportunities.
3. Event details must be submitted to the Office of Student Affairs prior to the event for approval. Payment arrangements should be made as far in advance of the event as possible.

4. Events must be communicated to the entire cluster and be accessible to and inclusive of all cluster members.

### **Club Leadership**

All clubs are required to have a representative for three crucial leadership positions:

1. President
2. Vice President of Events
3. Vice President of Finance

When necessary, one person may hold all three positions in order to maintain a club's status. However, it is encouraged that clubs develop a diverse executive board to guide programming and events. Clubs may create additional Vice President (VP) and Assistant Vice President (AVP) roles as dictated by their club constitution and deemed necessary by the executive board.

### **Student Government**

The Student Government is the governing board of the student body. The Student Government council seeks to actively enrich and broaden the student experience. Interacting with students, administration, faculty, and the external community, the Student Government promotes an environment of energetic and engaged students who are proud to be lifetime members of the Columbia Business School community.

### **Peer Advisors**

Peer Advisors are students, selected through an application and interview process, who guide new students through the first-year transition to business school. Peer Advisors are actively involved in both fall and spring orientation and, as part of the Program on Social Intelligence, coach and advise first year-study groups through the first year. Peer Advisors go through extensive leadership training and work closely with faculty, departments, and the Office of Student Affairs as liaisons with the first-year class.

### **International Student Advisory Board**

The International Student Advisory Board (ISAB) is comprised of students who are elected by their clusters to serve as their international student representative. In addition to supporting international students through initiatives focused on career opportunities, community involvement, or academic achievement, ISAB organizes International Week on campus in both the fall and spring, setting up activities to celebrate the diverse cultural mix of students at Columbia.

### **Dean's Advisory Board**

Started in 2011, the Dean's Advisory Board is made up of 18-20 students from the full time and executive MBA programs who meet with Dean Hubbard and senior administrators twice a semester to share feedback and ideas about the MBA experience, as well as to discuss School-wide initiatives and their potential impact on the student body. The group's membership is selected to represent a broad set of backgrounds and professional interests, with the goal of representing a range of viewpoints concerning all aspects of the student experience.

### **Nonprofit Board Leadership Program**

Each year, approximately 30 MBA students and alumni participate in this program. Students are selected through a rigorous application process and matched with an alumnus based on experience and interest. Past project topics have included: Community Development, Education, Public Radio, Young Women, and Healthcare.

## CaseWorks Student Fellows Program

Students can participate in the Columbia CaseWorks program in their second year by applying to be a CaseWorks Student Fellow. The Fellows are selected in the spring for the coming academic year and work with CaseWorks staff and with faculty on case development.

## Student Leadership & Ethics Board of the Sanford C. Bernstein & Co. Center

The Bernstein Center welcomes applications from MBA students interested in serving on the Student Leadership & Ethics Board. This Board helps shape Columbia Business School's initiatives in leadership and ethics. Board members work with faculty, staff, alumni and other students to develop, support, organize and market extra-curricular activities under the auspices of the Bernstein Center. Activities include events to host high-profile speakers and experiential learning events that address topics including: Individual Leadership and Personal Integrity; Corporate Governance; and Corporate Social Responsibility.

## Silfen Leadership Series

The David and Lyn Silfen Leadership Series is a unique collaboration between students, faculty members, and distinguished business leaders from around the world. The series provides a forum that fosters the exchange of experience and ideas among the most influential people in business today - and those poised to lead tomorrow.

Sharing their entrepreneurial sensibilities, management techniques, leadership styles, and wisdom, Silfen Leadership Series speakers continue to engage the entire Columbia Business School community. MBA students can apply for a position on the Silfen Board in the spring for the coming academic year.

## Chazen Institute Study Tour Organizer

Students may plan study tours in January, March, May, or August, during the School's breaks. Tour itineraries must include an average of two company visits per business day. Travel time and type of visit should be taken into account when planning the itinerary.

The Chazen Institute provides logistical advice and support throughout the study tour-planning process, but students themselves organize the trip. Tour organizers are responsible for everything from booking airlines and hotels to planning the corporate visits. Tour organizers are expected to take full ownership of the study tour and to partner with the Chazen Institute to ensure a smooth process and accountability. Study tour organizers cover their own cost of travel and expenses. For more information on the Chazen Institute and how to become a Chazen study tour organizer, please visit [www.gsb.columbia.edu/chazen/students](http://www.gsb.columbia.edu/chazen/students).

## The Bottom Line

The Bottom Line is the biweekly student newspaper, the "voice" of Columbia Business School. Cluster Reporters are responsible for writing at least three informative, thought-provoking and insightful articles inspired by cluster member experiences per semester. Reporters are also responsible for submitting cluster photos for possible inclusion in every Bottom Line issue.

# Communication

### Student E-mail Lists

MBA students may choose to opt into various student email lists including:

- **Student Real Estate:** For all housing announcements, including available rentals, sublets, and students seeking the same.
  - [student-realestate@lists.gsb.columbia.edu](mailto:student-realestate@lists.gsb.columbia.edu)
- **Student Marketplace:** For announcements regarding items for sale.
  - [student-marketplace@lists.gsb.columbia.edu](mailto:student-marketplace@lists.gsb.columbia.edu)
- **Student Bulletin:** For general club event invitations that may be of interest to the whole student body, along with conference advertisement. This should be used exclusively by club leaders, and not by individual students.
  - [student-bulletin-2014f@lists.gsb.columbia.edu](mailto:student-bulletin-2014f@lists.gsb.columbia.edu)
  - [student-bulletin-2014s@lists.gsb.columbia.edu](mailto:student-bulletin-2014s@lists.gsb.columbia.edu)
  - [student-bulletin-2015f@lists.gsb.columbia.edu](mailto:student-bulletin-2015f@lists.gsb.columbia.edu)
  - [student-bulletin-2015s@lists.gsb.columbia.edu](mailto:student-bulletin-2015s@lists.gsb.columbia.edu)
- **Club Emails:** For club related events, the Student Government will review and approve all emails related to club activity.
  - [student-clubevents@lists.gsb.columbia.edu](mailto:student-clubevents@lists.gsb.columbia.edu)

### Mail Folders

Student mail folders are located in the hallway corridor on the second floor of Uris Hall. Students are encouraged to check their mail folders regularly as students, staff, and faculty will use the folders to communicate important information and return assignments.

### Columbia University Student ID Cards

Student ID cards contain students' official photos and are distributed at the start of their first term. If a student loses her/his ID card, they must purchase a new card from the ID Office located in Kent Hall. Student ID cards are required to gain access to campus libraries, including Watson Library, various University and Columbia Business School sponsored events, and the Dodge fitness center. Each term, students may renew their term stickers in the Office of Student Affairs. As a benefit, Columbia student ID cards with a current term sticker may be used for free admission to many museums in New York. A list of museums is located at [www.cuarts.com/nyc\\_arts/passport\\_to\\_new\\_york.html](http://www.cuarts.com/nyc_arts/passport_to_new_york.html).

### Nametags and Nameplates

Nametags and nameplates are provided to students at the start of their first term. Replacements may be ordered through the Office of Student Affairs. Please note: students assume the cost for replacement nameplates and orders are placed at the end of each week and may take up to 10 business days to arrive.

### Student Business Cards

MBA students can order Columbia business cards through the MBA Student Site. Students will receive 250 cards for a subsidized fee through the Student Government at the beginning of their first term. Business cards are printed in a standard format and delivered within 2-3 weeks. Please note that current students have two options when ordering CBS business cards. Both options differ in cost and delivery so be sure to

read the details below. Students may not list the address or phone number of an administrative office on their card.

1. The Student Government is pleased to offer a discounted bulk rate in the first two weeks of each semester. Orders for the fall must be placed by the first week in September for delivery in mid-September and can be paid with a credit card. Information about this service will come directly from the Student Government VP of Finance.
2. Use the following link to place business card order(s) through the GSB ordering system: [www.gsb.columbia.edu/students/orders/cards](http://www.gsb.columbia.edu/students/orders/cards).

### **Merchandise**

Columbia Business School merchandise is available for purchase in the University Bookstore.

### **Lost and Found**

The Office of Student Affairs, Uris 111 is the central repository for items lost and found in Uris. Students can stop by the office to report a lost item and review the inventory of found items to help facilitate recovery of their belongings. Items that are lost in Warren Hall will be delivered to Warren Operations, Room 203. All unclaimed items will be donated to Goodwill at the end of each term.

If an item is not found in either Uris or Warren, or if it is an item of high value, it will be delivered to the Department of Public Safety in Low Library, Room 111.



# Tuition, Billing, and Financial Aid

**Tuition and Fees**

Every MBA student in the full-time program is required to pay University tuition and fees for four semesters and is charged a flat rate of tuition for taking between 0-21 credits per term. The University's Student Financial Services office, located in Kent Hall, handles the billing and tuition collection for each school at Columbia. University charges are billed on account statements by semester. Statements are emailed each year in August, December and May (for January students) and payments are due in September, January and June (January entering students only). The following fees, prescribed by statute and subject to change at the discretion of the University's Board of Trustees for the 2014-2015 academic year (terms 1 & 2) are:

Tuition (0 - 21 credits)	\$63,148
Instructional Materials Fee	\$890
Facilities Fee	\$868
Orientation/Program Fee (one-time charge for entering students)	\$1,450
Transcript Fee (one-time charge for entering students)	\$105
Health Service Fee and Basic Health Insurance	\$3,392
Total	\$69,853*

\*International students are billed an additional \$50 per semester by the International Students and Scholars office.

**Late Payments**

Students are expected to pay tuition prior to the stated tuition deadline each semester. Students whose accounts are delinquent will be prohibited from continuing with the program until payment has been received. Students are responsible for all late fee payments. If the total amount due is not received before the due date of the first billing statement, a \$150 late charge will be added to the second statement. Any remaining balance after the second account statement will be charged a fee of 1.5% of the balance for each statement that goes unpaid. Students with unpaid balances will not be permitted to register for subsequent semesters or have access to their transcripts or diplomas.

Visit Student Financial Services at <http://sfs.columbia.edu> for a complete University guide, including the most up-to-date information on billing and payments. They may be reached via phone at (212) 854-4400 or in person at Kent Hall, Room 205.

## Billing Information

### Electronic Billing (eBilling)

Each semester, student bills will be posted securely online rather than printed and mailed. Students will receive an email notification at their Columbia email address when each new bill is available online. To view and print a bill, log onto Student Services On Line (SSOL) <https://ssol.columbia.edu>, click Account > View e-bill and pay by e-check > View Accounts > Current Statement and then click the PDF button to see the bill in a printable form.

The e-bill is a static document and does not reflect changes that occur after the bill is created. To view any activity on your student account after the bill is generated, click on the Current Account Detail section instead of the e-bill.

### *Billing Dates for 2014-2015*

Academic Period	eBill Available Online	Payment Due Date	*Refund of Excess Financial Aid
Fall	11-Aug-14	12-Sep-14	10-Sep-14
Spring	15-Dec-14	30-Jan-15	28-Jan-15
Summer**	1-Jun-15	11-Jun-15	10-Jun-15

\*If a student has excess financial aid (an actual Credit Balance and not Anticipated Aid) for living expenses, books, etc. on a tuition account, the Student Financial Services office will process a refund. The refund can be disbursed to the student's bank account if they have set up Direct Deposit (in 3-5 business days). If the student has not signed up for Direct Deposit, a paper check will be mailed to them (7-10 business days). Students are strongly encouraged to sign up for Direct Deposit through SSOL.

Please note that the refund dates listed above are only estimates and are dependent on the dates and approval of loan applications. Since the volume is high at the beginning of each term, there could be unanticipated delays.

\*\*Estimated dates

### Third Party Billing

Students who need special billing of tuition and fees should contact the University's Third Party Billing department at Student Financial Services in Kent Hall. A Third Party Billing agreement, as well as a letter from the student's employer detailing the costs they will cover, will be needed. Sponsored students should visit <http://sfs.columbia.edu/billing/sponsored-students> for more information.

### Payment Options

There are five different payment options available to pay the student tuition bill, detailed below.

### Online Check *(preferred method)*

Students and Authorized Payers (<http://sfs.columbia.edu/billing/ways-to-pay#auth>) can make online payments that debit a U.S. bank account 24 hours a day, 7 days a week through the secure E-Billing (<https://quikpayasp.com/columbia/tuition/authorized.do>) website. E-check payments received by 10:00 pm EST will be credited to the student account by the next business day.

Students access this payment system through Student Services Online (SSOL), <https://ssol.columbia.edu>. Since SSOL contains information protected by federal privacy regulations, Authorized Payers must access the E-Billing website directly.

### Mail

Checks and money orders in U.S. dollars drawn on a U.S. bank account made payable to Columbia University can be mailed along with the top portion of the printed Statement to the University's processing center. Payments by mail must be received, not simply postmarked, by the due date in order to avoid late payment charges, therefore, please allow ample time if mailing a physical check.

If the Statement stub is not available, the student's name and Columbia University PID, the nine-digit identification number, found at [http://askus.columbia.edu/app/answers/detail/a\\_id/445](http://askus.columbia.edu/app/answers/detail/a_id/445), must be written on the check or money order to ensure timely crediting. Checks can be mailed to:

#### **Processing Center:**

Columbia University Student Account Payments  
P.O. Box 1385  
New York, New York 10008-1385

**Please note:** This is a processing center and cannot accept any mailing that requires signature for receipt. Do not mail cash, credit card authorizations, or correspondence to the lockbox. All correspondence should be sent to Student Financial Services at Kent Hall.

### In person

Checks, money orders, traveler's checks and cash are accepted at the Cashiering windows in Kent Hall. Check payments may also be placed in the drop box next to these windows. Checks must be in U.S. currency drawn on a U.S. bank. Do not put cash in the drop box.

Remember to include the student's name and Columbia University nine-digit identification number on all payments.

Note: For payments that include more than \$10,000 in cash, IRS Form 8300 will have to be completed at the cashier's window.

### Wire Transfer

For payments drawn on foreign banks, the University recommends a wire transfer as the most efficient method of payment.

Columbia University contracts with Western Union to provide students with a favorable and locked-in exchange rate while waiting to process their wire transfer. The service offers a competitive rate of exchange as well as the convenience of being able to make payments in many international currencies through a local bank.

For instructions on making a wire transfer payment and for a listing of currencies accepted through Western Union, please visit: <http://sfs.columbia.edu/billing/ways-to-pay#by-wire>.

Please note that both Western Union and Columbia University do not charge a fee per their agreement. However, the student's bank may impose a service fee to initiate the wire transfer. Additionally, a processing fee will be charged for transactions that cannot be deposited through normal bank channels.

## Monthly Payment Plan

Columbia offers a payment plan through the Nelnet service provider, which is integrated with the monthly E-Bill. The payment plan enables students and their families to pay tuition and fees over several months, rather than in one payment. The payment plan is not a loan. While there is a modest, non-refundable application fee, there are no interest charges or credit checks.

The payment plan is available July 1 (fall or spring semester – not available for summer term) each academic year for students to sign up online through SSOL (<https://ssol.columbia.edu/>). Authorized payers will be able to sign up at the E-Billing site at <https://quikpayasp.com/columbia/tuition/authorized.do>.

*New incoming students may sign up for the payment plan only after receiving the first E-Bill.*

Tuition and Fees for each academic year are approved and posted each July. If you are signing up before the upcoming year's tuition is available, you can use the prior year's Tuition and Fees amounts as an estimate. You will have the opportunity to adjust your budget after the new fees are available. When estimating, remember to also subtract financial aid awards and outside scholarships, add any Housing, Dining, or other fees, and take into account any sponsored payments or outside scholarship you may expect.

### Monthly Payment Plan Features:

- Application Fee: The annual plan is \$45 and the fee for a single term is \$25. You may pay the application fee by eCheck in the E-Billing website when you sign up for the payment plan.
  - \*Students: log in to SSOL and click on "Account Detail and E-Billing".
  - \*Authorized payers: <https://quikpayasp.com/columbia/tuition/authorized.do>.
- Monthly Payment: Your budgeted amount will be split into monthly payments during a single term, or over the fall and spring terms for the annual plan.
- Automatic Rebalance of Amount in Payment Plan: If your term bill amount changes, the system will automatically recalculate your new total amount, as well as your updated monthly payment amount. This automatic recalculation will happen twice per term. You and any authorized payers will receive an automated email notification 10 days prior to the rebalance.
- Manual Rebalance of Amount in Payment Plan: After you have signed up for the payment plan, if you anticipate a payment from a source not listed in your E-Bill, for example a sponsored payment or outside scholarship, you can adjust the amount budgeted for your payment plan by logging in to the E-Bill and updating the total amount you wish to pay via the plan. The system will recalculate your monthly payment based on your changes.

*If you are using the payment plan and also borrowing private student loans, you have the right and ability to select the education loan provider of your choice, free from penalty. You are not required to use any lender promulgated by the payment plan provider.*

Please review the Sign-Up Dates and Schedule for payments available on the Student Financial Services website (<http://sfs.columbia.edu/billing/ways-to-pay#payment-plan>).

## FINANCIAL AID

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Columbia Business School's Financial Aid Office assists students with financing their MBA education through a combination of merit-based fellowships, need-based scholarships, and federal and private loans, appropriate to the circumstances of each student. While each year a portion of the entering class receives institutional awards, by far the largest form of financial aid for all students is educational loans. Do not hesitate to reach out to us to answer any questions or concerns.

### Financial Aid Office

It is the responsibility of the individual student to ensure that the necessary steps are completed and submitted in a timely fashion; however, our office is here to assist and counsel students through the loan and scholarship application processes. Students may obtain step-by-step financial aid instructions on the Admitted Students Website and Financial Aid Website. Feel free to contact us with any questions or concerns you might have:

#### Financial Aid Office

3022 Broadway

111 Uris Hall

New York, NY 10027

Tel: (212) 854-4057

[finaid@gsb.columbia.edu](mailto:finaid@gsb.columbia.edu)

[www.gsb.columbia.edu/financialaid](http://www.gsb.columbia.edu/financialaid)

### Cost of Attendance

The budget provided below is based on a moderate student lifestyle and represents the maximum amount of financial aid possible for the Fall/Spring 2014 - 2015 academic year.

#### Estimated Student Budget, Fall/Spring 2014 - 2015 (in US dollars)

Tuition (0 - 21 credits per term)	\$63,148
Mandatory fees*	\$3,313
Health services and basic insurance	\$3,392
Books and supplies	\$900
Room and board	\$20,700
Personal expenses (clothing, travel home, etc.)	\$4,797
Total Fall/Spring first-year budget - Class of 2016	\$96,250
Total Fall/Spring second-year budget - Class of 2015	\$94,695

*\* Includes a one-time \$1,450 orientation fee and a one-time \$105 transcript fee.*

*Students who have extenuating circumstances should contact the Financial Aid Office at [finaid@gsb.columbia.edu](mailto:finaid@gsb.columbia.edu). Entering January students pay the same amount for tuition and fees, however are in school for 8 instead of 9 months, therefore the living portion of the total cost of attendance is slightly less.*

Students may incur additional costs not included in the budget above, including but not limited to:

- Comprehensive medical insurance
- Medical expenses not covered by insurance
- Chazen Study Tours and other travel
- Computer replacement costs
- Optional activity fees, such as club dues and event costs

Although an MBA is an investment in one's future with a superb cost-benefit ratio, it is an investment that must be planned for carefully. A student is expected to contribute a portion of his or her income and assets to meet the costs of attending the School and to borrow no more funds than necessary. For every \$10,000 borrowed, a student can expect to pay at least \$125 per month in debt service after graduation. Therefore, the School urges students to be as prudent as possible and to think about the amount of debt they assume.

## **Fellowships and Scholarships**

### **Merit-Based Fellowships**

Through the generosity of individual, corporate, and foundation donors, Columbia Business School offers full- and partial-tuition fellowships to a number of exceptionally gifted students based on a variety of criteria, including academic excellence, geographic and personal background, and professional experience.

Fellowships are awarded to students prior to enrolling, are only available to September entrants, and are typically one-year awards. Those who are awarded renewable fellowships, however, must remain in good academic standing as defined in their financial aid award letter to receive their fellowship in the second year. For more information, please visit: <http://www8.gsb.columbia.edu/financial-aid/fellowships-scholarships>.

### **Need-Based Scholarships**

Columbia Business School offers partial-tuition scholarships to qualified candidates, both domestic and international. Scholarships are mostly need-based; however, certain named scholarships have a merit component. Details on applying for scholarships can be found at <http://www8.gsb.columbia.edu/financial-aid/fellowships-scholarships/need-based>. Amounts typically range from \$7,500 – \$15,000 for those who qualify.

To assess a student's eligibility for need-based aid, the School takes into consideration all available resources (including but not limited to cash, savings, investments, money market, IRA, 401(k) accounts, CDs, trusts, home equity, GI and Social Security benefits, income of student and spouse, family assistance and income tax refunds) as well as educational debt levels.

Students must reapply for scholarship for their second year. Instructions for completion will be sent out in March. A similar amount is awarded for the second academic year, barring a major change in financial circumstances relative to the application pool. For answers to some of the frequently asked questions, please visit: <http://www8.gsb.columbia.edu/financial-aid/fellowships-scholarships/frequentlyaskedquestions>.

### **Second Year Fellows Program**

The Second Year Fellows Program awards second-year students who have achieved academic excellence and contributed significantly to the Columbia Business School community with a partial tuition fellowship. Candidates will be evaluated by a School committee, and selected students will receive funding toward their



spring tuition of their second year. The top 10 percent of the class (based on academic ranking) will be invited to apply in October.

### External Scholarships

Students are encouraged to seek out additional scholarship resources through their home countries, external agencies, foundations, religious organizations, etc. A short listing of known scholarships can be found online: <http://www8.gsb.columbia.edu/financial-aid/fellowships-scholarships/external-searches/outside-awards>.

### Types of Loans

#### Federal Direct Loan

The Federal Direct Unsubsidized Loan is a non-need-based, fixed interest rate student loan sponsored by the federal government. This loan is available to U.S. citizens and U.S. permanent residents and recommended for all eligible students. No credit check is required. For eligibility information, please visit: <http://sfs.columbia.edu/grad-federalaid-eligibility>.

The 2014 - 2015 fixed interest rate is 6.21% and the loan carries a 1.072% origination fee which is deducted from the loan disbursements (valid at the time of printing). The interest rate for the 2015 - 2016 academic year will be announced at the end of May, 2015 when the 10-year Treasury bill is auctioned. A spread of 3.6% will be added to that number to set the fixed rate for the 2015 - 2016 year.

Students incur interest while in school and accrued interest is capitalized onto the principal of the loan at repayment and after any forbearance periods. Students have the option to pay the interest while in school. The Direct Unsubsidized loan is capped at a maximum of \$20,500 per academic year. The loan funds are disbursed in two equal amounts, less the origination fee, at the beginning of each semester. These disbursements are credited directly to the student's University account. Since the MBA program takes place over four semesters spanning two academic years, students are eligible apply for these funds twice during the degree program for a total of \$41,000 over two years.

Students must remain enrolled at least half-time (six credits) and maintain good academic standing to receive and keep these funds. Loan repayment begins six months after the student graduates or drops below six credits, whichever happens first.

To determine eligibility for the Direct Unsubsidized Loan, the student must complete the Free Application for Federal Student Aid (FAFSA), found at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). As an indicator to repay the loan, a Master Promissory Note (MPN) must be completed and signed online. Prior to the student's first disbursement of the Direct Unsubsidized loan, s/he must also complete Entrance Counseling. Upon graduation or dropping below six credits of enrollment the student is also required to complete Exit Counseling. This counseling is mandatory, must be completed online, and informs students of their rights and responsibilities as a borrower.

The Direct loan is set up on a 10-year repayment, can be stretched to 25 years under the Extended Repayment plan, and offer Income-Based Repayment options as well. For information on loan repayment plans, please visit: <http://studentaid.ed.gov/repay-loans/understand/plans>.

#### Federal Perkins Loans

The Federal Perkins loan is a need-based student loan. There is limited funding and we award this loan only to the neediest of students as determined by the FAFSA form. Students must be a U.S. citizen or U.S. permanent resident to be considered for the funding and we offer a maximum of \$6,000 per year for those who qualify. The federal government pays the interest during any in-school period and the interest rate is fixed at 5% interest during repayment. There are no origination or guarantee fees. Students must remain at least half-time (six credits) and maintain good academic standing to receive these funds. Loan repayment begins 9 months after the student graduates or drops below six credits, whichever happens first.

A promissory note and entrance and exit counseling is required for this loan type. The Perkins loan is set up on a 10-year repayment plan and has a \$40 minimum payment per month.

## Alternative Loans

Since the Federal Direct Unsubsidized loan only covers \$20,500 per academic year, less the origination fee, students typically need an additional loan to cover the rest of the cost of attendance. There are several alternative loan options to meet this difference, detailed below.

### Federal Direct Graduate PLUS Loan

The Federal Direct Graduate PLUS Loan is a credit-based federal loan available to U.S. citizens and U.S. permanent residents. The 2014 – 2015 interest rate is fixed at 7.21% and it carries a 4.288% origination fee (valid at the time of printing). Students can borrow the student budget less other loans or other aid/sponsorship and the funds are disbursed over the course of two semesters less the origination fee. The interest rate for the 2015 – 2016 academic year will be announced at the end of May, 2015 when the 10-year Treasury bill is auctioned. A spread of 4.6% will be added to that number to set the fixed rate for the 2015 – 2016 year.

Students incur interest while in school and accrued interest is capitalized onto the principal of the loan at repayment and after any forbearance periods. Students have the option to pay the interest while in school.

Students must remain at least half-time (six credits) and maintain good academic standing to receive these funds. Repayment of the Direct Graduate PLUS loan begins immediately following the final disbursement but is typically aligned with the repayment of the Direct Unsubsidized loan through an automatic post-enrollment deferment period of six months.

To determine eligibility for the Graduate PLUS Loan, each student must complete the Free Application for Federal Student Aid (FAFSA), found at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Students must first maximize their eligibility in the Direct Unsubsidized loan before borrowing the Graduate PLUS. As with the Direct Unsubsidized loan, students must complete a Master Promissory Note (MPN), specific to the Graduate PLUS, and the mandatory Entrance and Exit Counseling.

Lastly, a credit authorization form must also be completed where the student will indicate their requested loan amount. The Financial Aid Office's online award system will list the maximum amount the student may borrow in the Messages section. Students are reminded to please borrow responsibly and only as much as s/he can comfortably repay.

The Direct Graduate PLUS loan is set up on a 10-year repayment plan, can be stretched to 25 years under the Extended Repayment plan, and offers income-based repayment options. For information on loan repayment plans, please visit: <http://studentaid.ed.gov/repay-loans/understand/plans>.

This loan is good for students who are risk adverse, plan on paying the loan back over a long period, wish to have flexible repayment options, may make a lower salary after graduation, interested in public service loan forgiveness or students with less than perfect credit (less stringent credit requirements and endorser options).

## Private Loans

For those students who wish to borrow from a lender instead of the federal government or who are ineligible for federal loans, there are several private loan options available. For more information, please visit: <http://www8.gsb.columbia.edu/financial-aid/loans/private-loans>.

Private loans are available to U.S. Citizens and International Students who have a U.S. cosigner. Students can borrow the student budget less other loans or other aid/sponsorship. Private loan lenders offer fixed and variable rate loans based on the student (and cosigner's) credit score/history. There are fewer provisions, however, for hardship or unemployment than federal loans and lenders do not usually offer extended

repayment time or flexibility for income-based repayment. Private loans are good for students who are risk tolerant, wish to pay the loan back quickly, and have excellent credit or a cosigner who has excellent credit.

If students wish to borrow a private loan, they will be asked to tabulate the loan amount needed for the first two terms (maximum of cost of attendance less any other aid). The Financial Aid Office's online award letter will list the maximum amount s/he may borrow in the Messages section. Students will then select a lender and apply online directly with their lender of choice. To review the University's lender chart, please visit <http://sfs.columbia.edu/grad-private-loans#suggested-lenders>.

International students who have not lived in the US prior to business school and who are not already highly leveraged can apply to be considered for a no-cosigner loan through Prodigy Finance. To apply, please visit: <https://prodigyfinance.com/student/schools/12>.

## **Federal Aid Eligibility Requirements**

### **Satisfactory Academic Progress (SAP)**

Columbia Business School is required to implement Satisfactory Academic Progress policies to ensure that students receiving federal student aid are making adequate progress toward completing their degree programs. Satisfactory Academic Progress will be monitored for all periods of enrollment (Fall, Spring, Summer). The information on this page applies to all students who receive federal and/or state student aid funds. Federal student aid programs include Direct Unsubsidized Loans, Direct Graduate PLUS Loans and Perkins Loans.

### ***Three Conditions for Meeting Satisfactory Academic Progress (SAP)***

#### **1. Minimum GPA Requirements, Probation, and Dismissal**

During the academic review process at the end of each semester, the Office of Student Affairs (OSA) monitors the academic performance of all students and makes available a support system for those in need of assistance. Students whose GPA falls below the minimum requirements are subject to probation or dismissal.

For dual degree students, the business school GPA is determined by the grades received while in residence at the business school and includes all courses taken in those semesters, even those offered by the student's other school. Grades for business school courses taken while in residence at their other school are not included in their cumulative GPA for the business school.

*Minimum GPA requirements by term and for graduation are as follows:*

Timing	GPA Requirement	Consequence
After Term 1	GPA equal to or less than 5.900 GPA equal to or less than 4.800 GPA equal to or less than 4.400	Warning Probation Dismissal
Subsequent Terms	GPA equal to or less than 5.900 GPA equal to or less than 5.20 GPA equal to or less than 4.80	Warning Probation Dismissal
Graduation	GPA greater than or equal to 5.50	

- A student can be on probation for one semester, at most. A second probation implies dismissal.
- A student can appeal his/her dismissal to the Academic Standards Committee that could allow the student to stay in the program under certain conditions.
- A student who was dismissed from the School might reapply, via regular admissions procedure, to the program. If admitted he/she might have the option of using credit for certain past courses taken at the School.

## 2. Pace of Completion

Students must complete at least 67% of credit hours attempted each semester to remain compliant with SAP Policy. Credit hour progression is based on a cumulative total of attempted credits to earned credits. For example, a full-time student who attempts 18 credits in a semester must successfully complete at least 12 credits to meet the 67% requirement. However, credits that are not completed will count towards maximum units attempted towards degree objective.

## 3. Maximum Timeframe to Complete a Degree

The maximum allowable timeframe for receiving aid is equal to 150% of the length of the students' academic program. For a student in the full-time MBA program, which requires 60 credits for graduation, the student would reach the maximum timeframe at 90 credits attempted. For a student in a dual-degree MBA program, which requires 45 credits for graduation, the student would reach the maximum timeframe at 67.5 credits attempted

### Failure to meet Satisfactory Academic Progress

The Financial Aid Office measures SAP at the end of each semester. If the student meets all three of the conditions listed above, they remain eligible to receive federal student aid funds in the next semester of enrollment. Otherwise, one of the following SAP Status designations will be assigned to the student: financial aid warning or financial aid probation.

### Financial Aid Warning

If a student without an existing SAP status fails to meet any or all of the SAP conditions, the student will enter Financial Aid Warning status for their next semester of enrollment. The student will be notified of this status via electronic communication from the Financial Aid Office and the Office of Student Affairs. The student will continue to be eligible to receive federal student aid funds while in Financial Aid Warning status.

Students who do not meet Minimum GPA Requirements at the end of their Warning semester will be placed on Probation for the next term..

### Financial Aid Probation

A student on Financial Aid Probation is ineligible to receive federal student aid funds. For instance, if a student is found to be on academic probation after their second term, the student will not receive federal financial aid for their third semester. Only private loans can be borrowed. Student academic standing will be reviewed after term 3 to determine whether s/he can receive federal financial aid in their fourth and final semester. Students who withdraw from all courses and/or who fail to successfully complete any courses in the previous semester will be automatically placed on probation, regardless of prior financial aid status. Students on an approved leave of absence are excluded.

### Reinstatement of aid

Students who are denied Financial Aid from a prior semester, may be eligible for reinstatement and regain eligibility for federal financial aid, upon regaining satisfactory academic progress, as defined by the academic office. For instance, if a student is found to be on academic probation after term 2, the student will lose federal loan eligibility in term 3. If at the end of term 3, the student's academic status is fully restored, the student may apply for federal funding for term 4.

### Citizenship

In order to be eligible for federal student aid the student must a U.S. citizen or national or one of the following eligible non-citizens:

- A U.S. permanent resident
- A citizen of one of the Freely Associated States (i.e. the Federated States of Micronesia and the republics of Palau and the Marshall Islands)
- A refugee
- Granted Asylum
- A parolee
- A Cuban-Haitian Entrant, status pending
- A conditional entrant (valid only if issued before April 1, 1980)

The student is ineligible for federal student aid if they:

- Warrant a Notice of Approval to Apply for Permanent Residence I-171 or I-464
- Have an F1 or F2 visa
- Have a J1 or J2 exchange visitor visa

Acceptable documentation to verify the student's citizenship is as follows:

- A copy of the student's birth certificate showing that the student was born in the United States, Puerto Rico, Guam, the U.S. Virgin Islands, American Samoa, Swain's Island, or the Northern Mariana Islands
- U.S. passport current or expired
- A certificate of citizenship from INS (N-560 or N-561) which has the certificate number and date of issue.
- A certificate of Naturalization from INS (N-550 or N-570) which must indicate date and certification number.
- A copy of the following State Department documents:
  - FS-240 Report of Birth Abroad of a Citizen of the U.S.
  - FS-545 Certificate of Birth-Foreign Service
  - DS-1350 Certificate of Birth

## Valid Social Security Number

In order to be eligible for federal and state aid, the student must provide a valid Social Security Number (SSN).

The federal processor of the Free Application for Federal Student Aid (FAFSA) verifies that the submitted student's SSN is correct and that it corresponds to the given student's name and birth date. If the SSN does not match with the Social Security Administration, (i.e., the number is not found in their database) the FAFSA will be rejected:

- When the SSN has been reported incorrectly on the FAFSA, the student must submit a copy of his or her Social Security card to his or her financial aid office.
- If the student's name and SSN match but the date of birth differs, the student must make a correction on the Student Aid Report (SAR).
- If the SSN exists in the database but there is a discrepancy regarding the student's name, the student must make a correction on the SAR.

## Selective Service

Most male students from ages 18 through 25 — including permanent residents and other eligible non-citizens — are required to register with the Selective Service system, available at <http://www.sss.gov>. Anyone required to register must have done so in order to receive federal financial aid.

The student is exempt if:

- She is female
- He is male and currently in the armed services and on active duty (this exception does not apply to members of the Reserves and National Guard who are not on active duty)
- He is male and not yet 18 at the time he completes his FAFSA
- He is male and born before 1960
- He or she is a citizen of Federated States of Micronesia, the Republic of the Marshall Islands, or the Republic of Palau

There are certain less common situations in which the registration requirement is waived. Registration is not required for students who are:

- Unable to register due to being hospitalized, incarcerated, or institutionalized.
- Enrolled in any officer procurement program at The Citadel, North Georgia College, Norwich University, or Virginia Military Institute.
- Commissioned Public Health Service officers on active duty or members of the Reserve of the Public Health Service.
- Commissioned officers of the National Oceanic and Atmospheric Administration.

More information is available on the Selective Service website: [www.sss.gov](http://www.sss.gov).

## Default Status

Students who are in default on a federal educational loan are ineligible for federal student aid funds but can take the following actions to have their eligibility reinstated:

### Satisfactory repayment arrangements

A borrower may repay the defaulted loan in full or make satisfactory repayment arrangements, i.e. six consecutive, voluntary, on time, full monthly payments that are reasonable and affordable given the borrower's financial situation.

## Loan rehabilitation

After the student makes more payments, the loan may be rehabilitated, that is, it will not be in default anymore, and the student will have all the normal loan benefits, such as deferments. A loan will not be rehabilitated until the borrower makes 12 consecutive, full, voluntary payments on time.

If a student is unsure which loan is in default, the student's financial aid officer can assist in identifying the loan.

## Drug Conviction

A student who has been convicted of any offense under any federal or state law involving the possession or sale of a controlled substance shall not be eligible to receive any grant, loan, or work assistance under this title during the period beginning on the date of such conviction and ending after the interval specified in the below table.

Listed below is the period of ineligibility for federal student aid funds, depending on whether the conviction was for sale or possession and whether the student had previous offenses. If the student was convicted of both possessing and selling illegal drugs, and the periods of ineligibility are different, the student will be ineligible for the longer period.

### Possession of Illegal Drugs:

- 1st Offense: 1 year from date of conviction
- 2nd Offense: 2 years from date of conviction
- 3+ Offenses: Indefinite period

### Sale of Illegal Drugs:

- 1st Offense: 2 years from date of conviction
- 2nd Offense: Indefinite period
- 3+ Offenses: Indefinite period

A conviction that was reversed, set aside, or removed from the student's record does not count, nor does one received when the student was a juvenile, unless the student was tried as an adult.

## Qualified Drug Rehabilitation

A qualified drug rehabilitation program must include at least two unannounced drug tests and must satisfy at least one of the following requirements:

- The program is qualified to receive funds directly from federal, state, or local government program
- The program is qualified to receive payment directly or indirectly from a federally or state-licensed insurance company
- The program is administered or recognized by a federal, state, or local government agency or court
- The program is administered or recognized by a federally or state-licensed hospital, health clinic or medical doctor



# Essential Offices

### Dean's Office

The Dean's Office is comprised of several senior faculty and administrators who direct the strategy and provide leadership for the School. Dean **Glenn Hubbard**, Senior Vice Dean **Katherine Phillips**, Vice Dean and COO **Janet Horan**, Vice Dean **Mark Broadie**, Chief of Staff **Binu Nair**, Associate Dean **Michael Malone**, and a number of other professionals responsible for our faculty, staff, students, alumni, corporate partners and executive clients. The Dean's Office is located in Uris Hall 101. Many members of the Dean's office host regular office hours to meet with students individually. Team members from the Dean's Office also support the Student Government, clubs and organizations, peer advising and the Dean's Advisory Board by attending events and conferences. Finally, the Dean's Office team regularly seeks actionable student feedback through a variety of channels, including the Student Experience Survey which students complete at the end of their second and fourth terms, and cluster roundtable lunches/dinners.

### Career Management Center

The Career Management Center (CMC) believes Columbia Business School MBAs are the right leaders to address global challenges. The CMC acts as a catalyst for students and recruiters to realize this potential.

The CMC offers workshops and events focused on specific career-related topics, virtual programs, an extensive website with numerous online resources, career assessment tools, one-on-one advising/coaching, an online resume book, and networking opportunities to connect with the extended Columbia Business School community.

Many CMC resources can be accessed remotely and the office actively explores ways to enhance virtual programming so that students can benefit from increased convenience when utilizing career management resources. Additionally, the CMC actively develops and maintains relationships with employers who may wish to access the School's highly talented pool of students.

MBA students may use CMC resources while they are an enrolled student at Columbia Business School. Additionally, they can take advantage of the CMC for the three months following completion of the academic program. Alumni Relations, and the Office of Alumni Career Services, provides support thereafter.

Students interested in learning about the most current programs and events can find information on the CMC website, which is accessible via the Columbia Business School homepage. Specific questions about the CMC may be sent to [CareerManagementCenter@mail.gsb.columbia.edu](mailto:CareerManagementCenter@mail.gsb.columbia.edu).

### Executives in Residence

As participants in the Executives in Residence Program at Columbia Business School, a number of senior executives from a wide range of industries augment the educational experience for students. These leaders are recently retired or semiretired from one career and avidly pursue other activities and boards. Among other projects, the executives counsel students on their academic and career goals, lecture in class and advise clubs. The program, established in 1977, is an extraordinary resource for students, faculty and staff and has contributed significantly over the years to the strategic development of the School.

For further information or to make an appointment with one of the Executives in Residence, please contact Julie Adams by e-mail at [ja2403@columbia.edu](mailto:ja2403@columbia.edu) or call (212) 854-6100.

To view additional information, please visit the website: <http://www8.gsb.columbia.edu/about-us/executives-in-residence>.

## The Current Executives in Residence

**Donald C. Waite III '66** is a member of Columbia Business School's Board of Overseers and became director of the Executives in Residence Program and an adjunct professor in 2002. Having joined McKinsey & Company in New York directly after graduating from Columbia Business School, he transferred to Europe in 1970 and helped build the firm's financial practice there. Mr. Waite returned to New York in the mid-'70s and assumed leadership of the firm's Banking and Securities Practice. In 1983, he became leader of the Global Financial Institutions Practice, which is the firm's largest. In this role, Mr. Waite personally advised several multinational agencies on their development agendas, and he advised branches of the U.S. federal government on regulatory policy and execution. From 1990-1996, he managed McKinsey's Northeast Complex (the offices in New York, Boston, Washington, D.C., Stamford, Conn., and New Jersey). From 1996-2002, he was a member of the firm's three-person Office of the Managing Director, charged with overall management of the firm. Mr. Waite currently serves on the boards of directors of several corporations and not-for-profit institutions and teaches at Columbia Business School. **Areas of interest:** strategy, leadership and management of financial institutions and professional service firms.

**Robert M. Amen '73** served as Chairman and Chief Executive Officer of International Flavors and Fragrances Corp. (IFF) from 2006-2009. Prior to his 3 years at IFF, Mr. Amen was President of International Paper Company, retiring from that post in March 2006. During his 26 years with International Paper, Mr. Amen played a major role in developing the company's international strategy and in transforming the company's operations and business focus. He was named president of International Paper in 2003, having previously served as executive vice president of the company from 2000-2003 and president of International Paper Europe from 1996-2000. Rob is Chairman of the Deming Center Advisory Board at Columbia University. He also serves on the Board of Directors of the New Page Corporation and Balfour Beatty PLC. Mr. Amen has a bachelor's degree in economics from Boston College and a master's degree in business administration from Columbia University. **Areas of interest:** international business; people development/ leadership and emerging markets.

**Gary B. Appel '77** has spent 36 years in the financial services industry. Currently he serves on the Advisory Board of the Private Equity Program at Columbia Business School. Mr. Appel is Vice Chairman of Corporate Investment-North America for Investcorp International Inc., a global manager of alternative investment products. He retired in 2012 as Vice Chairman of Castle Harlan, Inc., a global middle market private equity funds manager. Prior to joining Castle Harlan, he was Vice Chairman of Glencoe Capital, Ltd., a Chicago-based middle market private equity funds manager, and a member of its Investment Committee. While at Glencoe he co-founded and managed one of the first independent co-investment funds created for a state retirement system. In the late 1990s Mr. Appel was a Senior Managing Director of Bear Stearns, Inc. Prior to that for 17 years, Mr. Appel was with Donaldson, Lufkin & Jenrette, Inc. serving as a Managing Director and a founding partner of DLJ Merchant Banking. He was a member of DLJ Merchant Banking's Board of Directors and its Investment Committee. Mr. Appel has served on the boards of directors of numerous corporations across a variety of industries, as well as several not-for-profit institutions. He currently serves on the board of directors of Archway Marketing Services, Inc.; Fishnet Security, Inc.; Polyconcept Investment B.V.; and totes»Isotoner Corporation. He earned his BA with honors from Vassar College and his MBA from Columbia University. **Areas of interest:** private equity, entrepreneurship and investment banking.

**Robert Essner** is the retired chairman and CEO of Wyeth, which was one of the world's leading research-based pharmaceutical companies. He led the transformation of Wyeth into a science-based industry leader with strong positions in drugs, biotechnology, vaccines, nonprescription products and animal health. During his more than 30 years in the industry, Mr. Essner served as chairman of both U.S. and global pharmaceutical organizations. He is a director of MassMutual, NBTY, PPDI, Amicus Therapeutics, and the Children's Health Fund, and is a Senior Advisor to The Carlyle Group. Mr. Essner is a graduate of Miami University and the University of Chicago. **Areas of interest:** general management, marketing, healthcare, pharmaceuticals, biotechnology.

**Jesse J. Greene, Jr. '75** recently retired from IBM as VP Financial Management and Chief Financial Risk Officer, where he was responsible for the identification, assessment and monitoring of financial risks of the corporation, and the company's Enterprise Risk Management program. Mr. Greene began his career at IBM in 1971, and has held a broad range of positions in IBM as an engineer, tax attorney, and financial executive. In 1994, Mr. Greene left IBM to join Eastman Kodak as Treasurer, VP Finance, acting CFO and Senior VP, Strategy and Information Technology. In 2000, he joined Compaq Computer Corporation as CFO and Senior VP of Strategic Planning. In 2002 he returned to IBM as VP and Treasurer and was later named VP, Financial Management and Chief Financial Risk Officer. Mr. Greene graduated from Columbia Law School with a JD and Columbia Business School with an MBA. He also holds an MSME and BSME from NYU School of Engineering and Science. He is a member of the New York State Bar Association, the American Society of Mechanical Engineers and the Economic Club of New York, and has also served on the Board of Directors of the Strong Medical Center in Rochester, NY. He currently is Senior Fellow at the Richman Center and serves on the Board of Directors of Caterpillar. **Areas of interest:** U.S. tax and energy policy, corporate governance and strategy, risk management, education and development of leadership skills in young people.

**Robert H. Herz** was Chairman of the Financial Accounting Standards Board (FASB), from 2002-2010. Previously, he was a senior partner with PricewaterhouseCoopers and North America Theater Leader of Professional, Technical, Risk & Quality and a member of the firm's Global and U.S. Boards, President of the PricewaterhouseCoopers Foundation, and a part-time member of the International Accounting Standards Board. Mr. Herz is a member of the Accounting Hall of Fame and is both a U.S. Certified Public Accountant and a U.K. Chartered Accountant. During his career, Mr. Herz headed Coopers & Lybrand's Corporate Finance Advisory Services and served as audit partner on numerous major clients including AT&T, Dun & Bradstreet, Goldman Sachs, Shearson Lehman Bros, and Volvo. He has chaired various professional committees and served on numerous task forces, public policy commissions and governmental advisory groups concerning key issues confronting financial reporting and the accounting profession both domestically and internationally. Bob is currently a member of the boards of directors of Fannie Mae and Morgan Stanley, trustee and vice chair of the Kessler Foundation, and a member of the Accounting Standards Oversight Council of Canada and the Standing Advisory Group of the Public Company Accounting Oversight Board, and the advisory boards of WebFilings, AccountAbility, the Sustainability Accounting Standards Board, and the Manchester Business School in England. Mr. Herz is a graduate of the University of Manchester in England with a B.A. first class honors degree in economics, graduating at the top of his class. **Areas of interest:** financial reporting, financial analysis, corporate finance, financial services regulation.

**Ehud Houminer** serves on Columbia Business School's Board of Overseers and has taught courses in corporate strategy, international strategy, general management and business policy in both the MBA and EMBA Programs at Columbia Business School. He received his BA from the Hebrew University in Jerusalem and his MBA from the Wharton School. Prior to joining the Executives in Residence Program in 1991, Professor Houminer held numerous high-level appointments in Asia, Australia, Europe and North America during his long career with Philip Morris Companies, Inc., including senior corporate vice president for corporate planning and president and CEO of Philip Morris USA. He is a director of Avnet, Inc. (a global distributor of electronics components) and numerous Dreyfus mutual funds. Professor Houminer is chairman of the Business School Board and a trustee of Ben Gurion University. **Areas of interest:** general management, domestic and international business strategy, and consumer products and manufacturing industries with a global scope.

**M. Leanne Lachman** is president of Lachman Associates, an independent real estate consulting company. Previously, Ms. Lachman spent 13 years as a partner at Schroder Real Estate Associates, a boutique real estate manager that was acquired by Lend Lease, a global institutional investment manager, where she spent four years. Her early career was with Real Estate Research Corporation, where she served as chief executive officer. A highly sought after speaker and widely published author of books and articles on the real estate industry, Ms. Lachman is also a Trustee of the Urban Land Institute and a Governor of the Urban Land

Foundation, a director of Lincoln National Corporation and a member of Liberty Property Trust. She received her BA from the University of Southern California and her MA from Claremont Graduate University. **Areas of interest:** real estate, demographics (U.S. and global trends), corporate governance, and offshoring.

**Jack Mitchell** is Chairman and CEO of Mitchells/Richards/Marshs and Wilkes Bashford, a three-generation family business that operates men's and women's specialty stores in Connecticut, New York and California. After completing a BA at Wesleyan University in 1961 and an MA at the University of California-Berkeley, Jack joined the family business, Ed Mitchell, Inc., which was founded by his parents and later became Mitchells of Westport. Mitchells went on to acquire Richards of Greenwich, CT, Marshs of Huntington, Long Island, and Wilkes Bashford in San Francisco and Palo Alto, CA. In 2003, Jack launched a "second career" as a speaker and author, keynoting at events for corporations including Morgan Stanley, Conde Nast, Payless, Nike, Starbucks, and Harvard University, addressing audiences with Hug Your Customers/Hug Your People presentations. Jack has appeared on The NBC Today Show, and Kudlow & Cramer TV show as well as numerous radio interviews and online and print articles. Jack has been quoted in national magazines as a customer service and management leadership expert. In April 2005, INC Magazine listed Jack as one of the 26 Entrepreneurs We Love. Jack shares with his family a number of Community leadership Awards from the Anti-Defamation league, The Menswear Division of UJA-Federation of New York, and Sacred Heart University. Jack is on the Yale Cancer Board and Greenwich Hospital Board of Trustees. **Areas of interest:** management of family businesses and retail, and customer service.

**Surya N. Mohapatra, Ph.D.** is former Chairman, President and Chief Executive Officer of Quest Diagnostics Incorporated, the world's leading provider of diagnostic testing, information and services. Dr. Mohapatra is among a select group of India-born Fortune 500 Chief Executives and has held senior leadership positions in the health care industry for more than 30 years. He has been a strong advocate of patient empowerment and accountability to improve healthcare and reduce costs. Dr. Mohapatra joined Quest Diagnostics in February, 1999 as SVP and COO. He was appointed President in June of 1999 and was elected to the company's Board of Directors in October 2002. In May 2004, he was appointed CEO and was named Chairman of the Board of Directors in December of that year. He is a member of the Board of Directors of XYLEM Inc. and a Trustee of Rockefeller University. In addition, Dr. Mohapatra was a member of the Center for Strategic International Studies Commission on Smart Global Health Policy and has participated in the World Economic Forum, Davos, on healthcare topics. Prior to joining Quest Diagnostics, he served as SVP and a member of the executive committee of GEC-Picker International, now part of Phillips Medical Systems, where he played an important role in the design, manufacture and commercialization of Magnetic Resonance Imaging. Dr. Mohapatra holds a BS in Electrical Engineering from Regional Engineering College (now the National Institute of Technology), Rourkela, India and Sambalpur University, India; a Master of Science in Medical Electronics, University of Salford, England; and a Doctorate in Medical Physics from University of London and the Royal College of Surgeons of England. He is the author of several publications and patents. **Areas of interest:** non-invasive patient monitoring, diagnostic imaging, diagnostic testing, global health and information technology.

**Sabin C. Streeter '67** serves on the Board of Overseers at Columbia Business School. He retired in 1997 as a managing director of investment banking at Donaldson, Lufkin & Jenrette Securities Corporation after 20 years with the firm. From 1991-1993, he successfully assumed responsibility for deal flow as managing director of business development for Sprout Capital, the venture capital affiliate of DLJ. During his career at DLJ he was briefly responsible for the Retail Investment Banking Group and was the primary recruiter and trainer of MBA associates for the overall firm for an extended period of time. His primary area of expertise was in raising public and private capital for emerging companies. At Columbia Business School he co-chaired the Warren Hall building campaign and was an adjunct professor in the late 1970s and again in 1993. He was a trustee of Middlebury College from 1984-1988. Mr. Streeter is a director of the School's Eugene M. Lang Entrepreneurial Initiative Fund. He is also a director of two companies (one public) and three nonprofit organizations. He received his BA from Middlebury College and his MBA (Beta Gamma Sigma) from Columbia. **Areas of interest:** financial services and entrepreneurship.

**Bruce Usher** is The Elizabeth B. Strickler '86 and Mark T. Gallogly '86 Faculty Director of the Social Enterprise Program at Columbia Business School in New York City, where he teaches MBA students on the intersection of finance, social and environmental issues. Professor Usher is a recipient of the Dean's Award for Teaching Excellence. From 2002 to 2009, Usher was CEO of EcoSecurities Group plc, during which time he built it into the world's largest carbon credit company. Usher led EcoSecurities through an IPO, a secondary public placement and strategic investment, and the sale of the entire company to JP Morgan in December 2009. EcoSecurities developed more than 400 projects in 36 countries, representing approximately 10% of all projects approved by the United Nations under the Kyoto Protocol. Prior to EcoSecurities, Usher was co-founder and CEO of TreasuryConnect LLC, which provided electronic trading solutions to banks and was acquired in 2001. Prior to that, he worked in financial services for twelve years in New York and Tokyo. Usher is an active investor in entrepreneurial ventures, having invested in 21 companies, including seven clean energy businesses. He is on the Board of Community Energy, a US solar project development company, and the United Nations Fund for International Partnerships. He earned an MBA with distinction from Harvard Business School. **Areas of Interest:** social enterprise, climate change, renewable energy, international development and impact investing.

**Frank G. Zarb** serves as a Senior Advisor to Hellman & Friedman LLC and non-executive Chairman of Promontory Financial Group, LLC. From 1997-2001, Frank served as CEO of the National Association of Securities Dealers and the NASDAQ Stock Market, Inc. From 1994-1997, Mr. Zarb was Chairman, CEO and President of Alexander & Alexander Services, Inc., a global organization providing risk management, insurance brokerage, and HR management consulting services. Prior to this Mr. Zarb was a Vice Chairman and Group Chief Executive of The Travelers, Inc. and Chairman and CEO of Smith Barney, which he joined in 1988. Previously, Mr. Zarb was a senior partner of Lazard Freres & Co. from 1978-1988. From 1974-1977, Mr. Zarb was the senior official for all U.S. government energy-related activities, serving as Executive Director of the Cabinet-level Energy Resources Council, Administrator of the Federal Energy Administration, and Assistant to the President for Energy Affairs. He has served in various assignments with the Nixon, Ford, Reagan, Bush, and Clinton administrations, as well as being appointed by the Governor of New York to several leadership and task force assignments for the State and City. He has previously served as director for 13 other public company boards. Mr. Zarb, who earned his B.S. and M.B.A. degrees in business from Hofstra University, was awarded an honorary Doctor of Law degree by the University and the school's Outstanding Scholar Award. Hofstra named its business school after Mr. Zarb. **Areas of interest:** The history of public policy coming out of national crises, new rules of corporate governance, the changing face of emerging markets.

**Mark A. Zurack** teaches Capital Markets and Investments, Equity Derivatives and Equity Markets and Products at Columbia Business School, and also teaches at Cornell University as an Adjunct Professor. Mark is currently on the Board of Directors of the Binghamton University Foundation and also serves on the Boards of the Alzheimer's Association, Teach For America, Upper West Success Academy, ETC, Southampton Bath and Tennis and the Columbia Business School Social Enterprise Program. Prior to coming to Columbia, Professor Zurack worked at Goldman Sachs for 18 years. He joined GS in 1983 and started the equity derivatives research group. He later assumed a broader leadership role in equity derivatives, co-managing the product in both North America and Asia and leading the effort to cross-market equity derivatives products to high-net-worth individuals. He became a partner in 1994 and a managing director in 1996. Between 1998 and 2001, Professor Zurack served on the board of directors at the Chicago Board Options Exchange. He received his CFA in 1983, his MBA from Cornell in 1980 and his BS from the State University of New York at Binghamton in 1978. **Areas of interest:** capital markets, sales and trading issues, portfolio construction, risk management and quantitative research.

## The Jerome A. Chazen Institute of International Business

MBA students may have the opportunity to participate in the Chazen Exchange Program, take courses at our partner schools or in our partnership programs.

### Chazen Exchange Program

Students who wish to participate in the exchange program must apply the semester prior to going abroad. Please note: applications for fall are due in the spring, and not summer semester. Candidates must meet the following requirements:

- They have completed core course requirements
- They are in good academic and financial standing
- They are not a citizen or permanent resident of the country they are applying to
- They assume responsibility for their own room, board, and travel expenses

### Chazen Exchange Program Application Process

Applications must be submitted in hard copy and include the following:

- Application, available on the Chazen website: [www.gsb.columbia.edu/chazen](http://www.gsb.columbia.edu/chazen)
- Current résumé
- Essay
- Unofficial transcript (can be printed from SSOL)
- Recommendation letter (at least one)

Participating students pay tuition and fees to Columbia University and are responsible for all travel, accommodations, books, and miscellaneous expenses.

Please contact the Chazen Institute for information regarding current, participating partner schools.

# Career Management Center



## Frequently Asked Questions

The following is a comprehensive, though not exhaustive list, of the most common questions from MBA students about the Career Management Center. Please refer to this information to answer general questions students may have about career resources available to MBA students at Columbia Business School. If students have additional questions, please contact the CMC at [CareerManagementCenter@gsb.columbia.edu](mailto:CareerManagementCenter@gsb.columbia.edu).

### *What is the Career Management Center?*

The Career Management Center (CMC) provides lifelong career development and management skills to MBA students at Columbia Business School and facilitates introductions between these students and MBA recruiters.

The CMC serves as a key consultant to students in the job search process, but does not directly get jobs for students or place students in jobs; rather the CMC advises students on developing and executing the most effective career management strategy possible based on a student's individual goals.

### *What is the mission of the CMC?*

The CMC believes Columbia Business School MBAs are the right leaders to address global challenges and the CMC acts as a catalyst for students and recruiters to realize this potential.

### *What types of resources does the CMC provide?*

The CMC offers a variety of resources, including:

- Individual advising sessions that help students formulate a student an individual job search strategy and provide guidance tailored to that student's values, interests, skills, needs and style.
- Workshops and clinics that provide tactical advice on many job search topics in a small-group setting.
- Communication workshops that train students in interviewing skills.
- Outreach to companies, government agencies, and not-for-profit organizations to communicate the value of Columbia MBA students.
- Introductions to recruiting organizations looking to hire Columbia MBA students, including facilitating job postings and on-campus interviews.
- A Career Management Library (CML) with informational resources vital to the job search.
- Advice to student clubs — each Career Adviser serves as a liaison to most professional and many affinity clubs, providing guidance on planning company visits, hosting corporate speakers, and facilitating other networking opportunities.

### *Who is eligible to access the CMC resources?*

All MBA students may access the Career Management Center resources while they are an enrolled as a student and for three months following graduation. At that time, Alumni gain lifetime access to the Alumni Career Services resources.

## Accessing the Career Management Center

### How do I get started?

Where you start depends on your individual career context and needs. We strongly urge all students to complete CareerLeader™, an online self-assessment instrument that is available to committed students. Whether you are unsure about your career objectives or are confident in your direction, this tool will help students get a better sense of their values, interests, skills, needs and style to clarify their goals or validate their career targets.

Students should also begin by talking with classmates on an informal basis to explore what other professions might be of interest to you. Reading business publications (The Wall Street Journal, The New York Times Business section, Forbes, Fortune, etc.) helps crystallize interests and possible job targets.

Regardless of the end goal, any career transition requires clarification and validation of your targets. This clarity can only be achieved through careful self-assessment and research.

### What should my career management strategy be?

Although your career management strategy is unique and based on your personal needs, values and goals, the CMC has a framework to help you navigate your career, from the summer internship, if applicable, to the first job after graduation to long-term opportunities.

The Career Management Framework is:

**Self Assessment.** Self assessment is the cornerstone of managing your career. It is the process of examining and understanding your values, interests, skills, needs, and style to identify the career pathways that are the best fit for you. Self-assessment is essential at the beginning of your career management process, but should be repeated at regular intervals throughout your career.

**Establishing Targets.** After conducting your self-assessment, it's time to identify and research potential career pathways. The career exploration step is a critical component of career management, as it enables you to determine the fit between your needs and marketplace requirements. Although this process may appear to be lengthy and time consuming, scores of students can attest that this stage contributed significantly to successful career transitions.

**Industry Research.** Researching the industries and functions in which you are interested is a fundamental part of the career development process. You will use industry research at various points in your job search, including initial evaluation when learning and deciding which industries to pursue; becoming an "industry insider" on your intended industries/functions; doing your "homework" on companies before interviews; keeping up to date before starting internships/full-time opportunities; and more.

**Professional Branding.** Once you have identified your strengths through self-assessment and defined and researched your targets, you are ready to start working on positioning yourself with your specific audience in mind. Since professional opportunities may present themselves at any time or place, you will want to be prepared to showcase your skills, knowledge, and capabilities in a way that is targeted to the opportunity at hand. This includes the marketing materials you need to have ready to create or respond to opportunities — your pitch, résumés, and written communication, such as cover letters, networking e-mails and thank-you notes. As you go through Columbia Business School, remember to update your marketing materials to leverage your new skills and experiences. Keep in mind, too, that a key component of marketing yourself is developing your brand. Your online presence across various social media

platforms (including LinkedIn) that you might engage in also conveys impressions about your professionalism and expertise.

**Networking.** Networking, or building relationships with people in fields that interest you, is a vital component of any job search. It is the method through which approximately 80 percent of job seekers find their jobs. It is also a valuable resource for learning about new fields. Networking can be tough — especially making cold calls to potential contacts. Stay focused and positive! You might need to reach out to multiple people several times over an extended time to get one strong lead.

**Interviewing.** Interviewing involves extensive preparation, research and practice. Your goal in an interview is to connect the dots for the interviewer as to why you should be hired above everyone else. Knowing what skills the position requires and how your work experience and background meet these requirements is just one component. You also need to demonstrate in-depth knowledge of the company - its products, services, competitors, financial performance, leadership, recent announcements, and press coverage as well as industry trends and current market outlook. Practice enables you to be more comfortable and confident during interviews so that your responses seem natural and well thought out.

**Managing Offers.** Receiving a job offer can be both exciting and anxiety-provoking. An offer is a tangible sign that all your efforts involved in the job search process have paid off. Yet there is still the challenge of deciding whether the job is right for you (especially when considering multiple offers), the preparation involved in the offer negotiation and the actual negotiation itself. It is important to remember that accepting a job is a two-way street where both sides should feel that there is an appropriate fit.

### *Where do I go for information about the CMC resources?*

Information about the CMC resources is available on the CMC Website (<http://www8.gsb.columbia.edu/career-management/>) as well as COIN (Career Opportunity Information Network, the CMC's (<http://coin.gsb.columbia.edu/>) online platform), which you can access via the Columbia Business School homepage. You may also send questions to the CMC team at [CareerManagementCenter@gsb.columbia.edu](mailto:CareerManagementCenter@gsb.columbia.edu).

### *What is COIN?*

COIN (Career Opportunity Information Network, (<http://coin.gsb.columbia.edu/>) is an online platform that serves as your virtual interface with the CMC. This system is accessible via the Columbia Business School homepage and, once you are a full-time student, will allow you to sign up for advising appointments, register for the CMC workshops and events, search for networking contacts, view job postings, research companies and industries, participate in on-campus recruiting, and engage in other career management-related activities.

The CMC Website (<http://www8.gsb.columbia.edu/career-management/>) contains extensive information on the career management framework used at Columbia Business School, as well as resources to help you learn about MBA-related careers, industries and companies.

### *What is the best way to contact the CMC?*

The best way to reach the CMC is to send an e-mail to [CareerManagementCenter@gsb.columbia.edu](mailto:CareerManagementCenter@gsb.columbia.edu).

### *Where is the CMC located?*

The Career Management Center is located in Uris Hall Room 206. Most advising appointments, as well as on-campus recruiting interviews, take place in its offices. Workshops and other programs usually take place in either Uris or Warren Hall; on some occasions, the CMC events may take place elsewhere at the University.

### *Who is on the CMC team?*

The CMC is comprised of professionals who have extensive experience with career management and advising, many also hold MBAs and other graduate degrees. You can view bios for the CMC Advisors on COIN by selecting the Advisors link under the Advising tab on COIN. Then simply select the name of an Advisor where it appears on the appointment list and you will be able to view information on that person's professional background.

The CMC also features the Columbia Business School Coaching Program, an extensive roster of business professionals working in industry, Most of the Coaches are Alumni of the School and all have MBAs. You can view bios for Columbia Coaches on COIN by selecting the Columbia Coaches link under the Advising tab on COIN. Simply select the name of a Coach where it appears on the appointment list and you will be able to view information on that person's professional background.

In addition, the CMC offers the Career Fellows Program, a Career Management Center leadership initiative that employs and trains second-year students to provide career management skills, advice and support to classmates during the job-search process, both in a one-on-one and in a small group setting. Currently there are more than 50 Career Fellows, representing a wide array of industries, functions and geographies.

## Career Advising

### *How often should I meet with an Advisor?*

Students should meet with a CMC Advisor based on their individual needs. The number of meetings will depend on each student's specific career management goals. First-year students may schedule only one Welcome to Advising appointment during the month of September

### *How do I schedule an Advising Appointment?*

Students can schedule Advising Appointments on COIN by selecting the Advising tab on their home page. This link contains a complete list of appointments that are currently available.

### *Can I meet with more than one Advisor?*

Yes. The CMC Advisors utilize the same career management framework when working with students, so you will receive similar feedback and advice no matter which Advisor you meet.

### *When should I meet with an Advisor?*

Students should meet with an Advisor based on their career management needs. We welcome students to make appointments to discuss a wide range of career-related issues, but request that you first explore the resources available through the COIN system to get an overall idea of what the CMC offers. Students are also encouraged to complete the online CareerLeader™ self-assessment prior to an Advising appointment. By familiarizing yourself in advance with the range of tools and resources available, you will extract the most value from your advising appointment.

### *What kinds of issues can I discuss with an Advisor?*

You are welcome to discuss any issue related to your career management process. Some common topics that students often raise include, but are not limited to, the following:

- Self assessment, including results of CareerLeader™ or other assessments, as well as personal values, interests, skills, needs and style
- Personal brand strategy
- Job search timeline
- Resources
- Networking best practices
- Resumes & Cover Letters reviews
- LinkedIn professional profile
- Interview preparation, including mock interviews
- Negotiating an offer

### *Where do advising appointments take place?*

Advising Appointments for MBAs take place at the CMC offices in Uris Hall, unless otherwise arranged between the Advisor and student.

## **What are Career Groups?**

First year students are assigned to a Career Group, just as they are assigned into a Cluster and Learning Team. The group is purposefully mixed across clusters to allow students to get to know others outside of their cluster, and purposefully mixed across backgrounds and interest areas.

Led by a trained second-year Career Fellow, Career Groups are comprised of 8-10 first year students who meet every other week to accomplish a robust and timely syllabus and objective. The purpose of the Groups is to help clarify and structure the job search, and to be sure that all students learn the most essential elements of our resources and the process to complete a successful job search.

For the A-Term (first half of the first semester), Career Groups are heterogeneous by cluster and industry and functional interest and background and will meet four times; each meeting will have a distinct, robust pre-determined agenda that will cover the entirety of job search tactics and resources. For the B-Term (second half of the first semester), Career Groups are according to industry interest.

## **How do I sign up for a Career Group?**

All incoming first year students are pre-assigned to a Career Group for the A-Term and each Group is heterogeneous by cluster and industry and functional interest and background. For the B-Term, students will sign up for the Group that best represents their industry interest.

## **Workshops**

### **Is there a Career Curriculum?**

Yes. All students have the Career Management Center's "Career Curriculum Course" in Canvas. During the fall term of the first year, the CMC offers a comprehensive series of educational workshops that happen at a fixed weekly time and provide relevant, just in time information for the career search. The Career Curriculum, which begins during Orientation, includes:

- Driving Your Career
- Relationship Networking
- The International Job Search
- Navigating the On-Campus Recruiting (OCR) Process
- Navigating the Enterprise Search
- LinkedIn Best Practices and Your Online Presence
- Industry Recruiting Best Practices
- Managing the Recruiting Process
- How to Excel in the Fit Interview
- 

### **Does the CMC offer workshops in addition to the Career Curriculum?**

Yes. The CMC offers workshops on a variety of topics, for both first years and second years, including:

- Self-Assessment Redux
- Inside Scoop Industry Panels
- Beyond Summer (for returning second-year students)
- Secrets of Second Year Recruiting
- Cover Letter Critiques
- Interview Essentials and Interview Refreshers
- Catapulting Your Enterprise Search Forward

- Success in the Summer Internship
- Experienced-Hire Resume Workshop
- First 90 Days Conference
- Job Search Cafes

### *What if I am not searching for a job?*

For students who are not actively considering a job or career change, such as students who are launching or returning to their own venture, planning to join a family business or are sponsored, the CMC encourages you to acquire lifelong career management and development skills by making use of the CMC's resources, presentations and events. We also encourage those students to support their peers' job searches by providing industry or functional perspective through the weekly Career Group meetings.

### *How do I register for a CMC workshop or company event?*

Students do not register for Career Curriculum workshops as all first-year students are already enrolled in the "Career Curriculum Course" that is on Canvas. For all other CMC workshops, students can register via COIN, under the Workshop tab on their home page. For company events, students can register via COIN, under the Events tab on their home page.

### *What if I sign up for a workshop or event and I cannot attend?*

If you register for a workshop or event via COIN and cannot attend, you should cancel your RSVP on COIN as soon as possible prior to the deadline. If the deadline has passed, or for events not registered through COIN, you should contact the CMC directly at [cmc@gsb.columbia.edu](mailto:cmc@gsb.columbia.edu) to notify us that you will be unable to attend.

### *Is there a cost to attend events/programs?*

There is no cost to participate in CMC events. Select other career-related events planned through other School departments, which are supported by the CMC, may involve some costs, such as student club-led industry treks, including the Silicon Valley Trek, for technology, start-ups, green business opportunities, and the Media Trek to Los Angeles, which are offered each year.

## **Online Resources**

### *What is available online?*

The CMC developed COIN and the CMC Website with the busy MBA student in mind. Online resources include networking databases, self-assessments, templates, checklists, worksheets, company/industry research tools (e.g., First Research, Hoovers) with downloadable guides, links to key industry and functional research sites, and an extensive Digital Video Library. All online content is based on the Career Management Framework as developed by the Career Management Center at Columbia Business School.

### *Who do I contact if I am having difficulty accessing COIN?*

First, make sure that you are using your Lifetime ID (JSmith14) and Columbia Business School password (same password as for Canvas and your e-mail.) Also, be sure to disable any VPN/Firewall software programs and enable cookies. Note that COIN supports Internet Explorer versions 9 along with the latest version of Mozilla Firefox and Google Chrome; Safari is not a supported Web browser. If you follow the above steps and still receive an error message when attempting to login, please send e-mails to [StuSup@gsb.columbia.edu](mailto:StuSup@gsb.columbia.edu) and [cmc@gsb.columbia.edu](mailto:cmc@gsb.columbia.edu), being sure to specify what error message you received. If possible, paste a screen shot of the error message directly onto your e-mail as this will help with the diagnosis and resolution of the problem.

### *What is Career Leader?*

CareerLeader™ is a Web-based self-assessment tool that asks questions about your values, interests, skills, needs and style and recommends areas of business that may be a fit based on your responses. All MBA students are automatically registered for CareerLeader™. For access go to COIN>Tools>Self-Assessment and click on the CareerLeader™ link. Please note that CareerLeader™ does not provide a recipe for your career path. Rather, this tool is designed to help you think strategically about areas you might pursue. Remember that assessment results are based on information you provide, so be as honest as possible while completing CareerLeader™.

### *Where do I go to do career research?*

You can access a range of career research resources virtually through the Industry & Functions Research area in the Tools section of COIN. Over 20 industries/functions are covered with information on specific industry trends, key skills, job functions, lifestyle considerations, and critical research sources. The Industry Research area also contains links to the Watson Business Library website, which has a 24/7 help tool for more in-depth industry research. Additional information on career pathways can also be found in CareerLeader™, the Web-based assessment tool described above. There is no single source that captures all the information you need on a company or industry. The CMC recommends that students access a variety of sources to obtain data on the factors listed above as well as current news/press information on companies and industries they wish to target.

### *What is the Career Management Library?*

The Career Management Library (CML) is a workspace designed for MBA and EMBA students, and alumni conducting career research. Internet access and wireless capability is available for all current MBA and EMBA students. A valid student or alumni ID must be presented to gain entry to the CML.

### *Where is the Career Management Library located?*

The CML is located in Uris Hall, Room 1M (Staircase Y). You will need to present your business school ID to obtain entry. Because hours may vary, we recommend that you check the CML link in the COIN>Tools or go to [www.gsb.columbia.edu/students/mba/careermanagement/resources/cmc/cml](http://www.gsb.columbia.edu/students/mba/careermanagement/resources/cmc/cml) prior to coming to campus to visit the CML.

### *What is available in the Career Management Library?*

- **Career Focused Books & Periodicals.** The CML contains over 800 books and 40 periodicals on more than 30 industry, company and other career-related topics. Internal publications, recruiting and contact information, annual reports for over 100 companies that participate in on-campus recruiting.
- **Industry USB Drives** (Available behind the CML Counter) that store industry articles, white papers, contacts, and much more.
- **Business Card Binders** that contain the business cards of all recruiters who participate in fall and spring on-campus recruiting. Alumni are notated with "MBA" and their year of graduation.
- **Computer Kiosk.** Our computer is available to research company and industry information through the many databases and resource guides at Watson Library. In addition, the CML has full Wi-Fi connectivity.
- **Historical Résumé Books.** Review Columbia Business School student résumés since 1998. Hard copies are available in the CML. Online résumé books can be found on COIN under "Networking" and date back to 2004. Essential when updating your résumé and researching for alumni contacts.
- **And much more...** see the CML link in the COIN>Tools section for materials and hours of operation, or go to [www.gsb.columbia.edu/students/mba/careermanagement/resources/cmc/cml](http://www.gsb.columbia.edu/students/mba/careermanagement/resources/cmc/cml).



## Recruiting Process

### *What kinds of job postings are available?*

Hundreds of organizations look to hire Columbia MBA students each year and a significant number of these potential employers collect applications by posting positions on COIN, the School's Career Opportunity Information Network, for full-time, summer internship, and part-time job opportunities. Currently enrolled MBA students have access to these postings.

### *Where do I find job postings?*

Postings are available on COIN via your home page under the "Off-Campus Jobs" tab. These opportunities are updated on a real-time basis as companies post new openings.

### *What is the Resume Book?*

The Resume Book is an online database of student resumes that is available to companies looking to recruit Columbia MBA students. Currently enrolled MBAs may participate in this resource, which is linked to the COIN system. The CMC also uses the Resume Book to market MBA students in its outreach to organizations that may be interested in the MBA population.

### *What is On-Campus Recruiting (OCR)?*

On-Campus Recruiting (OCR) is a structured process through which large corporations and other organizations that know their hiring needs in advance seek to hire Columbia MBA students.

Companies that conduct initial interviews on campus, such as investment banks, management consulting firms, large technology companies, consumer packaged goods companies, pharmaceuticals, and other financial services institutions, have well defined hiring needs and look to hire MBAs to fill entry-level (associate) post-MBA jobs. These firms typically target full-time MBA students only via OCR, and do so in a manner that is similar at many top MBA programs.

Firms in technology, healthcare, real estate, retail and luxury goods, buy-side finance, private equity, media and social enterprise typically hire on a just-in-time hiring basis, rather than through structured, on-campus recruiting, however they may also utilize OCR on a select basis.

MBA students who wish to participate in OCR must engage in a mandatory program to participate. This career education program provides students with the interviewing training necessary to prepare for the MBA-Level interview process.

First-round interviews for summer internships take place on campus in January and February; full-time first round interviews take place on campus in October and November for positions that do not start until after graduation. This timetable is fixed and may not be changed as it fits with the hiring needs of the companies that engage in OCR.

### *What are Company Events?*

Companies participating in OCR often host a company event to offer an opportunity for students to learn more about the companies and network with representatives. These events happen in advance of the OCR interviews and can be large formal presentations, smaller company meet-and-greets, coffee chats/office hours or cocktail/dinner events off campus. Companies also work closely with relevant student clubs to host events for club members.

In addition to stand-alone company events, the CMC also hosts a Career Forum that works like a more traditional job fair.

### *Who is eligible for OCR?*

All currently-enrolled MBA students who have completed the mandatory career education program that provides students with the interviewing training necessary to prepare for the MBA-Level interview process. September-entrants may participate in OCR once for summer internship recruiting and once for full-time recruiting. January-entrants may participate in OCR once for full-time recruiting.

### *How do I decide if I should participate in OCR?*

Students should engage in OCR if they are interested in the types of entry-level (associate) job opportunities that are available through this process.

### *What is Enterprise recruiting?*

Enterprise recruiting, or an enterprise search, is for those industries that typically hire on a just-in-time hiring basis, rather than through on-campus recruiting. Examples of industries that would hire this way are technology, healthcare, real estate, retail and luxury goods, buy-side finance, private equity, media and social enterprise. Companies in these industries usually do not offer students a large, formal presentation. Some companies may meet with students in small events, but most often opportunities arise because of students reaching out proactively to establish relationships via networking and conducting informational interviews. Interviews take generally place at company offices, rather than on campus. An enterprise search may have a longer and more fluid recruiting timeline.

### *How do I pursue an Enterprise search?*

The CMC has developed a comprehensive Enterprise Worksheet to help you navigate an effective enterprise job search and create structure when pursuing industries that do not have a formalized recruiting process. The process begins with research, becoming educated about an industry by reading blogs and newsletters, chatting with peers, attending educational events hosted by the CMC, and conducting early informational interviews with close contacts. As students develop a stronger knowledge of an industry and its opportunities, they should network more aggressively, attending conferences and industry events and securing more informational interviews with recent graduates and industry professionals they've connected with through personal and professional contacts. Students often uncover opportunities through strong networking, but should also be applying to job postings on COIN.

### *What is a Parallel Path Search?*

Students conduct a parallel path search when they are simultaneously pursue what may be considered first, second and third choice post-MBA job opportunities. The CMC recommends that all students, regardless if they are pursuing an on-campus recruiting opportunities or conducting an enterprise search, pursue a parallel path search

### *Can I use executive search firms to find a job?*

Students are free to engage with executive search firms, but should keep in mind that these organizations work for the employers that engage them. Firms may have some interesting job opportunities, but they are unlikely to consider candidates who do not match the specific criteria that their clients have outlined based on the job description. In other words, these are "round peg, round hole" opportunities and students should not expect a search firm to spend time pitching their candidacy if they do not fit these criteria.

### *Can the CMC refer me to an Executive Search Firm?*

The CMC realizes that search firms may be of help to certain students, particularly those with requisite skills sets who are looking for higher-level opportunities within their same functional areas and industries. The CMC addresses the issue of working with such firms in some of its programs and will occasionally schedule an event involving representatives from search firms so that students can learn more about how these organizations work. Students should also know that the Career Management Center frequently receives job postings from search firms and that these opportunities are available via the job postings on COIN.

## **Networking Resources**

### *What networking resources does the CMC offer?*

The CMC has an entire Networking content area in the CMC Website that includes information on finding networking contacts, networking venues and opportunities, informational interviews, communicating and following up with contacts, sample networking correspondence, tracking your networking success and networking resources.

The CMC also provides MBA students with access to a number of databases on COIN, including the Alumni Database, the online student networking resume database, and a Student Employment Database. MBA students should fill out their personal profile (including checking off the “Authorize to Release to Students” section) and upload their resumes under the “Resume” tab on their COIN home pages. Students can access profiles and resumes posted by other MBA and EMBA students.

### *Whom should I be networking with?*

MBA students should leverage the opportunity to network with fellow MBA/EMBA students and CBS Alumni, as well as other professionals in their target career areas. Make extensive use of LinkedIn.com to connect with potential contacts from all aspects of your life. For additional information on finding networking contacts as well as other networking related information, see the Networking section of the CMC Website.

### *How do I approach CBS alumni to network?*

You can approach CBS Alumni by calling or e-mailing them at their lifetime GSB account, i.e. [JSmith15@gsb.columbia.edu](mailto:JSmith15@gsb.columbia.edu).

Please keep in mind that you are approaching alumni to obtain more information about a given company, job function or industry rather than to seek a job. In fact, initiating a conversation by stating that you are looking for a job is the quickest way to turn off a prospective networking contact. In reaching out to alumni, you should be professional and prepared by having conducted a good deal of research about their industry and company. Ask questions that you could not otherwise answer through your own research.

### *How do I network with fellow MBA and EMBA students?*

You can search for fellow MBA and EMBA students through the student networking database (under the Resume Tab on your COIN home page). You can also meet and network with MBA and EMBA students in your desired field through student clubs. Visit the Networking section on your COIN home page for links to these resources. We recommend approaching fellow students directly or e-mailing them to set up a meeting.

### *What are student clubs?*

There are more than 90 student-led clubs, organizations and interest groups at Columbia Business School. Student clubs and organizations vary in focus and include career and professional clubs, student government and leadership groups, community service organizations and athletic/social clubs. By joining student clubs, participating in their activities and conferences, and by leveraging their networking contacts, you can enhance your professional and personal network as well as gain information on specific industries, corporate players and recruiting practices. For students looking to make a major career transition to a different industry, clubs are an essential source of information on how to get jobs. This is particularly true for opportunities with traditional MBA oriented companies that conduct much of their hiring via the OCR process.

To access the list of student clubs and obtain contact information, click the Community tab on the Columbia Business School home page then select the View List of Student Clubs link.

### *What are the academic centers?*

There are currently 26 research centers, special programs, institutes, and cross-disciplinary areas at Columbia Business School that span a wide range of topics, interests, and functions, producing original research, partnering with companies and institutions, designing coursework, and promoting public discourse. The CMC recommends that students be informed about what is happening with those centers that focus on the career areas they wish to target.

To access the list of academic centers, programs & institutes, click the Faculty & Research tab on the Columbia Business School home page then select the Centers, Programs & Institutes link.

### *How do I access Alumni Career Services?*

Once students are transferred to Alumni Career Services three months post-graduation, they can access those resources via the Columbia Business School website at [www.gsb.columbia.edu/alumni](http://www.gsb.columbia.edu/alumni).

## **Business Development**

### *What kind of business development or outreach does the CMC do?*

The CMC is continually leveraging existing relationships between Columbia Business School and a variety of other organizations that may provide career opportunities for students. In addition, the CMC reaches out to companies and other organizations that may not traditionally hire large numbers of MBAs, but are interested in the Columbia MBA population.

The CMC determines which industries, functions and companies to target based on trends in student employment, as well as significant feedback from student clubs. Please reach out to the CMC if there are specific companies you would like to target.

# Technology

### Information Technology Group (ITG)

The Information Technology Group is the technology support team for the Columbia Business School. For the most up-to-date information, please visit our website: [www.gsb.columbia.edu/itg/student](http://www.gsb.columbia.edu/itg/student).

### Computer Requirements

To ensure sufficient and convenient computing resources that accommodate the academic needs of students, the School has included a computer requirement as part of the MBA Program. There are two main parts to the requirement: the laptop hardware and the software.

### Supported Hardware and Software

Category	Minimum Requirements	Comments
Processor	Intel Core i3	
Hard Drive	128 Gigabytes (GB)	
Memory	4 Gigabyte (GB)	
Network Adapter	Wired Ethernet Adapter, Wireless	For ultra-light laptops, students will need to purchase an additional Ethernet dongle
Operating System	MS Windows 7 / Mac OS 10.7 (Lion) and Up	The OS must be English. Free version of Windows 7 provided by Columbia if needed.
MS Office Suite	2010 in Windows / 2011 on the Mac (Outlook is required on both)	The Office suite must be in English. Provided free by Columbia if needed

Due to the wide variety of laptop manufacturers, ITG cannot keep a stock of power supplies or drives (CD-ROM drives, etc.) for loan. Please remember to bring your own computer peripherals and accessories to campus. Students with prior versions of the above operating systems, or other operating systems, are strongly advised to upgrade or install one of the supported versions. Please be sure to have an edition of Office that includes Outlook, Word, PowerPoint, and Excel. If you need to obtain a copy of Office 2010/2011, please visit the ITG campus software agreement website for a free download: <http://www.gsb.columbia.edu/itg/downloads/CAgreement>.

### MAC Owners

Certain programs that are necessary to complete courses at the business school will not run in the Mac OS. These programs will not run unless students install a Windows emulator (VirtualBox). Students will need to have Windows and MS Office set up on VirtualBox before the start of the academic program. ITG can install Windows through VirtualBox for you during the pre-scheduled ITG Laptop Configuration. The Windows installation will take 35GB of space on the laptop.

### Corporate Laptops

For students interested in using a laptop provided by their employer while at Columbia, those laptops are most often locked down by corporate IT groups. As a result, support of these laptops by anyone other than the IT group that set it up can be difficult, and in some cases, impossible. We strongly recommend that students coordinate with their corporate IT department to ensure that they obtain local administrative (full) access on the corporate computer. ITG cannot support corporate software, including firewalls or VPN.

## Hardware Warranties

We suggest that students purchase a warranty plan with at least two years of on site, next-day support, to cover their laptop's hardware defects/breakdowns. For those students planning to travel outside the United States, worldwide support is recommended as part of the warranty package.

## Contacting ITG

If you still have questions after reading this information, please feel free to contact ITG at one of the Student Technology Centers. For your convenience, the office locations and tentative hours of operation schedule for the upcoming term is included below:

**Office Location:** Uris Hall, Room 202

**Hours:** Monday – Friday: 8:00 a.m. – 6 p.m., and Saturday: 11:00 a.m. – 6:00 p.m. \*

**Office Location:** Watson Library, West Side

**Hours:** Monday – Friday: 12:00pm – 5:00 p.m. and Sunday: 11:00 a.m. – 6:00 p.m. \*

**Office Location:** Warren Hall, Room 402

**Hours:** Monday – Friday: 9:00 a.m. – 5:00 p.m. OR Tuesday – Saturday: 8:00 a.m. – 4:00 p.m. on weeks with EMBA in session \*

**Note:** Our hours of operation may vary seasonally according to academic needs. For current hours of operations, visit [www.gsb.columbia.edu/itg](http://www.gsb.columbia.edu/itg).

**Phone:** (212) 854-3730 or Ext. 4-3730 on campus

**E-mail:** [StuSup@gsb.columbia.edu](mailto:StuSup@gsb.columbia.edu)

## MBA Computing Facilities at Columbia

Below are the services ITG provides to students:

- General laptop software support
- Connectivity to Columbia Business School's network (CBS)
- Network and local printing
- CBS-Secure wireless service
- Express Web Kiosks
- E-mail support
- Assisted escalation of account and server-related e-mail issues to CUIT. The majority of student computing needs will be provided by ITG -- minimizing student involvement with the University's IT organization. ITG will make a "best effort" at solving CUIT issues before escalating the problem to the CUIT Support Center.
- Assisted escalation of laptop hardware issues to your computer's manufacturer
- Short-term use (subject to availability) of loaner laptops for students whose computer has been stolen or returned to the manufacturer for repair
- Support for special business school online applications and resources

## Printing Resources

Business school printers are provided for students by the Information Technology Group (ITG) exclusively for use by the business school community. There are number of free-standing network printers available: the majority are in Uris Hall (2<sup>nd</sup> floor, 3<sup>rd</sup> floor Lehman Lounge, and Watson Library); and the rest are in Warren

Hall (2<sup>nd</sup> floor, 3<sup>rd</sup> floor, 4<sup>th</sup> floor Lehman Lounge). There is one color printer located in each building (Uris 202 hallway, and Warren 4<sup>th</sup> floor Lehman Lounge). ITG manages all business school printers both physically and remotely. In addition to the network printers above which you can access from your laptop, all Express Web Kiosk banks have a dedicated printer available to them. Finally, there are local USB printers to which students can directly connect a laptop; these are useful for print jobs requiring customized paper or other media, since using that media in a wireless printer means other people's print jobs would use up the students special paper.

Business school students also have access to a more limited number of pages from the University's NINJa printers, <http://cuit.columbia.edu/public-printing>. Printing from NINJa stations requires authentication through the University Network using the students UNI. For assistance with NINJa printing, contact CUIT at [askcuit@columbia.edu](mailto:askcuit@columbia.edu) or (212) 854-1919, or the library's Circulation Desk.

## Printing Allotment

As the CBS community commits to a more sustainable operation and after the feedback of many members of the student body, ITG has implemented some basic protections on the printing service. These protections will also substantially improve reliability and availability of this crucial service for all students (especially during high volume periods), and help mitigate abuse.

## Operating Systems

ITG supports Windows Enterprise and Professional versions and Mac OS X on students' laptop computers. In order to provide as high a quality of service as possible, and to scale its resources across 2700 students, ITG only supports laptops with the English language versions of the operating system. Troubleshooting a computer with problems can be a time-consuming process in any case, but if language translation is added on top of the task, the time and effort can multiply. As a result, ITG must restrict its support to software that is English language only.

ITG attempts to make CBS' network infrastructure, and the applications that run on it, as OS agnostic as possible. If students are computer-savvy, and will not need to rely on ITG for computing support, most of what is offered at the School is not OS-specific. **However**, there are pieces of software used in required core courses that will not run in a non-Windows environment, and there is no guarantee that there will not be more in the future.

ITG cannot support new operating systems until they have been approved by ITG. This allows for testing and resolution of bugs that appear only after the operating system is initially released, as well as time for software manufacturers to release compatible versions of their products. ITG continues to monitor developments in operating systems, and as new operating systems are released, the list of supported operating systems is updated and revised as needed. Major operating system service packs and major software upgrades (e.g. MS Office, Acrobat) also need to be fully tested by ITG for compatibility. The timeframe for testing and approval varies depending on the service pack or upgrade. Please check with ITG Student Support to determine if the service pack or upgrade in question is supported.

## Applications

The Information Technology Group will provide technical assistance for the software listed in the core software list. Any software not appearing in this list will not be supported.

ITG will only support official releases of software programs (e.g. Microsoft Office). ITG will not support pirated or beta versions on student laptop computers. Beta versions of software often have bugs that can affect other programs as well as the operating system.



ITG will troubleshoot software-related issues (e.g. installation, crashes and error messages in programs, printing). We are not staffed to offer training on software usage (e.g. calculations, derivatives, formatting, heuristics, macros, how to zip/unzip a file).

ITG does, however, create "How To" documentation on many facets of computing that are central to students use of laptop computers at the School. These are available through the ITG website in the Knowledge Base: <http://www.gsb.columbia.edu/itg/student/studentkb/>.

ITG will assist students in trying to remove viruses and repair affected documents regardless of which anti-virus software is installed. However, students must have an active, up-to-date anti-virus program installed on their laptop computer in order to get any type of support from the business school's Student Support Centers.

### Software ITG is Unable to Support

Any program or software package not listed above will not be supported by the Information Technology Group. Of particular note:

- Beta versions of Microsoft Office (or any other software).
- Pirated versions of Microsoft Office (or any other software).
- Non-English versions of operating systems and software programs.
- Other e-mail clients: the Microsoft Exchange environment was designed for use with the Outlook Professional client
- Other anti-virus software: The Information Technology Group will not support any anti-virus software other than Symantec AntiVirus. We will, however, assist students in trying to remove viruses and repair affected documents provided some anti-virus program is installed, activated, and has the latest virus definitions installed.
- Firewalls

### Information Security Awareness

Information security incidents can lead to malware infections, phishing attacks, and breaches to data and privacy. Anyone can be the target of an attack. ITG recommends the following safe computing practices to protect the data and computers of the Columbia Business School community members, and to avoid problems associated with malware and break-ins:

- Never leave your computer unattended in public locations
- Use Strong Passwords: a strong password is a combination of numbers, uppercase letters, lowercase letters, and if possible, special characters (for example, !@#\$%^&,\*).
- Protect Your Password: never share your password with anyone, not even a relative or colleague.
- Keep computer software up-to-date.
- Safeguard your computer with antivirus software and a personal firewall
- Treat your mobile device like any other computer
- **Phishing** is a social engineering technique where a malicious person sends an email, text or instant message that looks and sounds legitimate in order to entice users into taking a specific action. Many phishing attempts are designed to lure users into providing confidential information such as a username, password, social security number, bank account number or a PIN. Be cautious when clicking on hyperlinks.

## **Copyright Infringement**

Columbia University takes its obligation to follow all laws and government regulations very seriously. This includes honoring copyright information. Copyright holders and their legal representatives use various tools to monitor Internet network traffic looking for unauthorized copying, access, and/or transmission of their copyright materials. When a violation is found, they can identify the exact network, file, time, and IP address of the device (usually a PC, laptop, Smartphone, or iPad) that is involved in this activity. (See Copyright Infringement Notification and Sanction Process).

## **File Sharing Programs**

It is illegal to share copyrighted material for which you do not have written distribution permission. Peer-to-peer file-sharing programs such as Kazaa and BitTorrent, make it easy to download and share unauthorized copies of music, movies, and other copyrighted works. Such activity is against the law and exposes you to legal liability. (see Copyright, File-Sharing, and Responsible Use of Electronic Resources).

## Introduction

For demos and more detailed information about Canvas, please see the Canvas courseware website at [www.gsb.columbia.edu/samberg/Canvas](http://www.gsb.columbia.edu/samberg/Canvas).

## How to Login to Canvas

1. You can access Canvas through the link on the Office of Student Affairs site. Alternatively, you can access Canvas by going to the following address: <http://Canvas.gsb.columbia.edu>.
2. **Students should use their Lifetime ID (i.e. JSmith16) as the Username.** Your password should be the same as your Outlook/Exchange username and password. If you do not know this password, please contact ITG Student Support, [www.gsb.columbia.edu/itg/student](http://www.gsb.columbia.edu/itg/student).

## Canvas Frequently Asked Questions

For a full list of Canvas How-To Guides, click the “How to Do It in Canvas” link from the Canvas Landing Page: <https://Canvas.gsb.columbia.edu/courses/361092/wiki/Canvas-guides>.

### How do I access information for my courses?

Once you log into CANVAS, hover over the **Courses** tab, and a dropdown menu will appear. Click to select the course you wish to enter. Click “**View All Courses**” here to view both past and future enrollments. You can also choose which courses will appear in this dropdown menu by clicking “**Customize**” and checking your desired courses.

### How do I submit an Assignment?

Not all assignments are set to receive submissions. For the ones that are, click on the Assignment title, and then click “**Submit Assignment**” on the right to begin the process.

### How do I check my Assignments with upcoming Due Dates?

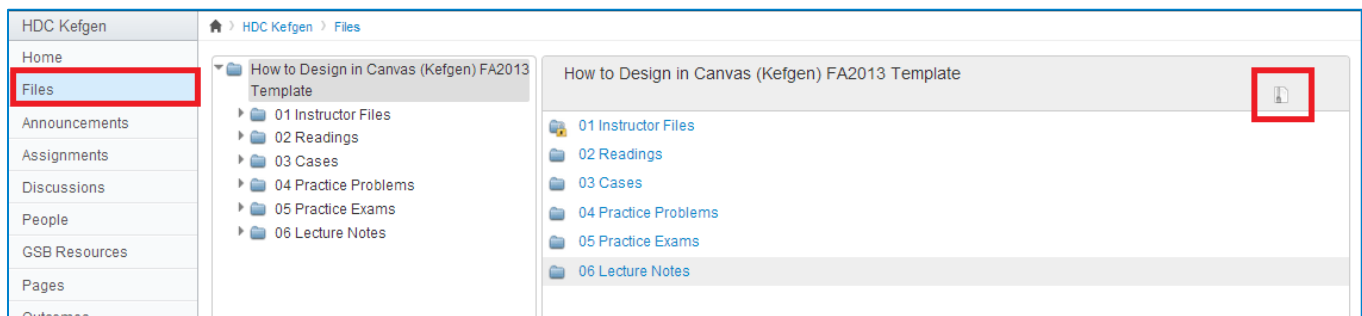
At the Canvas Landing Page, upon logging into Canvas, check the “**To Do**” list on the right. Your assignments will also display in your Canvas Calendar.

### Where can I see my class roster?

From within a Canvas course, click **People** tab on the left-hand navigation bar.

### How can I 1-click download Course Material?

From within a course, click **Files** from the left-hand navigation bar. The Zipped-Folder icon from the top right will zip and download all accessible course files.



### *Where is my course syllabus?*

The syllabus is available on each course home page.

### *How do I see a more detailed view of the Calendar?*

From your Canvas landing page:

- Click on "Calendar"
- On the right hand side, click the box of course/s you wish to display

### *Who do I contact if I need help?*

For help with Canvas, please contact the ITG Student Technology Center

- **Email:** [StuSup@gsb.columbia.edu](mailto:StuSup@gsb.columbia.edu)
- **Phone:** (212) 854-3730
- **Location:** Walk-in help provided at the STC in Uris Hall room 202, or Warren Hall room 402

# Milestone Events

### Orientation

Orientation is an introduction to the MBA program. It is an intense period of classes, events, and activities — a total immersion into the Columbia Business School community. There are long days and plenty of activities in the evenings. The daytime programming is mandatory. Some evening programs are optional, but highly recommended, as they provide an essential opportunity to relax and meet classmates.

Orientation is a time for students to meet clusters and Peer Advisors. This time allows students to get to know the Peer Advisors and provides a structured setting to build personal relationships with their peers.

Peer Advisors are second-year students who have been selected through an interview process to work closely with students during the transition into business school and throughout the first year. Peer Advisors are students' best resource for everything from relocation and general graduate school advice to academic and career guidance.

During Orientation, students will be assigned a learning team, and will have many activities devoted to getting to understand their learning team members work styles and experiences. Learning teams will also be coached to develop common group goals to maximize learning experiences.

The course sessions offered during Orientation will serve as an introduction to the academic program of the MBA. Students will cover the first components of the Individual, Business, and Society (IBS) curriculum, the Program on Social Intelligence sessions on group dynamics and leadership, and gain experience using the case method. More information on the programs can be found at [www.gsb.columbia.edu/leadership/curriculum](http://www.gsb.columbia.edu/leadership/curriculum) and [www.gsb.columbia.edu/psi](http://www.gsb.columbia.edu/psi).

Many of the School's important resources, including representatives from the Office of Student Affairs, the Dean's Office, the Career Management Center, the Executives in Residence Program, and more will be on hand to introduce themselves.

### International Orientation

International Student Orientation is hosted the Thursday before the standard orientation program begins, and is designed to address how to adjust to American classroom norms, to life at Columbia Business School, and to studying and working within American culture.

The University's International Students and Scholars Office (ISSO) also provides essential information on visas, work authorizations, arriving in New York City, preparing for airports, housing, and family resources. For more information, students can visit their website at [www.columbia.edu/cu/isso](http://www.columbia.edu/cu/isso) or contact the ISSO at (212) 854-3587 or at [isso@columbia.edu](mailto:isso@columbia.edu).

### Better Halves Orientation

The Better Halves orientation program runs concurrently with the first week of MBA student orientation. Programming is designed for partners and spouses to get to know each other and the city of New York. This orientation is co-organized and run by the Office of Student Affairs and the Better Halves student club. It serves as an introduction to the Columbia Business School partner and spouse community, the greater Columbia Business School community, and New York City. A variety of activities are planned and executed to support partner and spouse acculturation and as vehicles for connection.

## Graduation

During Commencement week, each school hosts its own ceremony — for the business school this is the Recognition Ceremony — to individually recognize graduates for their successful completion of degree requirements. This event will feature a notable speaker selected by the Student Government, student speakers, and remarks by the Dean. Each graduating student will be formally called to the stage and recognized for their achievement.

In addition to the business school Recognition ceremony, students are encouraged to participate in the Columbia University Commencement ceremony. Commencement is a centuries-old tradition in which the University President confers degrees en masse to graduating students from all schools, colleges, and affiliated institutions. During this ceremony, other remarkable members of the Columbia community will be recognized through the conferring of medals, awards, and honorary degrees.

Graduating students are **required** to wear regalia (cap and gown) to participate in both the Recognition and Commencement ceremonies.

### Columbia Business School Recognition Ceremony

Morningside Campus, South Lawn

Sunday, May 17, 2015

11:00 a.m. – 1:30 p.m.

*The Recognition Ceremony is a full-time MBA-only event.*

### Graduate & Guest Recognition Reception

Ancel Plaza, Columbia University

Sunday, May 17, 2015

1:30 p.m. – 3:30 p.m.

### University Commencement Ceremony

Morningside Campus, Low Plaza and South Lawn

Wednesday, May 20, 2015

10:30 a.m. – 12:15 p.m.

## Graduation Awards

### Academic Awards

#### New York Alumni Club Award

Selected based on outstanding character, scholastic achievement, participation in School affairs and potential for civic, business and professional leadership.

#### Shuchman-Hulbert Award in Marketing

Recognizes a graduating student with an outstanding record in the study of Marketing who shows promise of future contributions to the field.

#### Amena Elliot Webster Memorial Award

Awarded to a graduating woman who has shown overall academic excellence in the area of Marketing.

### **Nathan Gantcher Prize for Social Enterprise**

Presented annually to a graduating student who best demonstrates dedication to the public and non-profit sector and who exemplifies inner strength and personal integrity.

### **Robert and Jacqueline Willens Tax Research Prize**

Awarded for superior skills in the area of Tax theory, practice or research.

### **Robert H. Montgomery Prize in Accounting**

Awarded for excellence in the area of Accounting.

### **Eli Ginzberg Memorial Prize**

Presented annually to a graduating student who has done outstanding work in the field of Economics or Human Resources.

### **Award for Academic Excellence in Management**

Presented annually to a graduating student who has demonstrated outstanding work in the field of Finance.

### **Award for Academic Excellence in Decision, Risk and Operations**

Presented annually to a graduating student who has demonstrated outstanding work in the field of Finance.

### **Suresh Balaraman Prize**

Presented annually to a graduating student who has demonstrated outstanding work in the field of Finance.

## **Service Awards**

### **Heffernan Award for Service**

Given to graduating students who have made outstanding contributions to the operations of the School working "behind the scenes," as selected by the administration.

### **Columbia Business School Student Service Award**

Honoring graduating students who have made outstanding contributions to the Columbia Business School community, as voted by the graduating class.

### **Outstanding Teaching Assistant Award**

Selected by the first-year class and given in recognition of a student's outstanding skill, care and involvement in presenting class material.

### **Singhvi Prize for Scholarship in the Classroom**

Selected by the graduating students and awarded to a full-time faculty member who exemplifies excellence in the classroom, based on his or her dedication to teaching and ability to communicate knowledge and encourage students.

### **Robert Lear Service Award**

Presented to a faculty member or administrator for service to the students above and beyond the call of duty.



## Graduation Tickets

*Recognition:* Ticket distribution details will be announced in the spring semester. Young children who will sit on an adult's lap do not require a ticket. Guests will be required to show their ticket to enter the graduation tent.

*Commencement:* Ticket distribution details will be announced in the spring semester. Registration will open prior to the event, and will be well publicized through email updates. Guests will be required to show their ticket to enter campus.

# External Relations & Development

As a graduate of Columbia Business School's MBA program, MBA students have access to all benefits and worldwide networks offered to the Columbia Business School alumni community. Members of the MBA staff work in close collaboration with the Office of Alumni Relations in the business school to ensure a smooth transition from Columbia Business School student to Columbia Business School alumnus.

As an MBA graduate, students will be able to:

### Join the Online Alumni Community

Upon graduation, students will receive full access to our online alumni community [www.gsb.columbia.edu/alumni](http://www.gsb.columbia.edu/alumni). The website is designed to help Columbia Business School alumni make the most of their Columbia Network. On this site, students will be able to explore a searchable online alumni directory, check out upcoming events, learn about alumni clubs, join class and industry email lists, submit class notes, and discover how to take advantage of the many other resources available to alumni.

### Social Networking

Columbia Business School launched an online social networking initiative. It will bring our alumni community closer together, changing the way we communicate and share information and interests. It will enable new alumni to tap into the vast pool of knowledge and experience shared with fellow alumni, as well as offering new opportunities to broaden access to the alumni network. Features include search, tagging, privacy settings, connections, events, photo feeds and links to other networking profiles.

### Use an E-mail Forwarding Address for Life

Alumni may continue to use their GSB Lifetime forwarding E-mail address, [JSmith15@gsb.columbia.edu](mailto:JSmith15@gsb.columbia.edu), following graduation. Be sure to keep this email forwarding address and professional information up to date on the alumni website so that classmates and fellow alumni can keep in touch with after graduation.

### Attend Exclusive Events

The Office of Alumni Relations sponsors a wide variety of events each year that spotlight star faculty, notable alumni, and key industry executives. MBA alumni are invited to attend all events, as well as exclusive MBA alumni functions. MBA alumni are encouraged to come back to campus to reconnect with their classmates during the annual Reunion Weekend, held each April.

### Join an Alumni Club

The School has over 75 alumni clubs and affinity groups in the US and around the world, which are led by MBA alumni. Our local NYC club, [www.cbsacny.com](http://www.cbsacny.com), hosts more than 100 social, professional and educational events a year for a growing membership of more than 1,600 members. Beyond New York, the London and Bay Area clubs are, respectively, our largest international and national alumni clubs. Students can also join the Columbia Club of New York, [www.columbiaclub.org](http://www.columbiaclub.org), and take advantage of their West 43<sup>rd</sup> Street facilities, guest rooms and programming. Membership dues are based on location and graduation year. Dues can be calculated on their web site.

### Alumni Publications

Alumni receive our semi-annual alumni magazine, Columbia Business, a monthly alumni e-newsletter that features current news about the School, monthly event updates, and the latest issue of Ideas @ Work.

## Recruit Future Columbia MBAs

Alumni can stay involved with the program by interviewing prospective MBA students, reaching out to admitted students, attending or hosting Admissions receptions, and encouraging their company to sponsor an MBA student.

## Go Back to Class

MBA alumni can audit any Columbia Business School class for free (with the instructor's permission and as long as there is capacity in the course). Alumni that choose to audit classes need to be aware that they will not have access to Canvas, and they are personally responsible for purchasing any course materials. Course materials will not be available to alumni until the drop/add period for that semester has ended. Alumni can also continue the learning process through our top-ranked Executive Education program; alumni and up to four colleagues receive a 25% tuition benefit for any one-week program.

## Use the Library Any Time of the Day

In addition to visiting the library where alumni can access more than 300 databases of business, economics, social sciences, humanities and science information sources and more than 7.5 million volumes of print material, Columbia alumni can use the Libraries' Alumni Gateway, [www.alumni.libraries.columbia.edu](http://www.alumni.libraries.columbia.edu), to remotely log into databases which provide access to full text from more than 4,800 journals and newspapers.

## Alumni Career Services

A variety of career resources are available to alumni, including career counselor lists, a career e-newsletter, workshops and networking events to hone your skills and increase your pool of contacts. The alumni website is a valuable tool for any job search, featuring a job database and resume upload. Posting a job is a convenient way for employers to advertise job openings to current MBA students or alumni, while Job Search allows alumni to explore current job postings by keyword, company, industry, function and more. Email [alumniCareers@gsb.columbia.edu](mailto:alumniCareers@gsb.columbia.edu) for additional information.

## Connect with Students

Stay involved with the School and share what you have learned beyond the classroom by attending networking receptions, speaking at events, responding to student inquiries for career advice, participating in the tutoring program and volunteering to mentor students through the Program.

## Support the School

Just as Columbia Business School plays a crucial role in the success of its alumni, alumni are vital to the School's success. To learn about giving to the School, please visit:

<http://www.gsb.columbia.edu/alumni/reasons-to-give>.

Please contact the Office of Alumni Relations with any questions regarding alumni benefits or volunteer opportunities.

### Office of Alumni Relations

Columbia Business School  
33 West 60<sup>th</sup> Street, 7<sup>th</sup> Floor

New York, NY 10023

Tel: (212) 854-8815

Fax: (212) 265-2477

[alumni@gsb.columbia.edu](mailto:alumni@gsb.columbia.edu)

[www.gsb.columbia.edu/alumni](http://www.gsb.columbia.edu/alumni)

# Columbia Business School Policies

### Alcohol Policy

Columbia Business School permits the service of beer and wine (and beer and wine-based beverages) at school or student organization-sponsored events with the use of club or organization funds, providing the following guidelines are met:

- All spending must fall within the Columbia Business School guidelines for meals and events.
- Clusters may not use their school provided funds on alcohol.
- All guests at an event where beer and wine are served must be able to show proof of age 21; anyone unable to provide proof of age must leave the event immediately.
- No alcohol may be served before 5:45pm.
- Food and non-alcoholic beverages must be supplied when alcohol is being served.
- All events at which food or beverages are served must include cleaning services after the event.
- Events must be educational, cultural or social in nature. Drinking should not be the primary purpose of the event.
- Any event in Uris or Warren Halls with more than 15 attendees and with alcohol service may require an officer from the Department of Public Safety to be in attendance. Any event outside of Uris Hall but on campus, regardless of the number of attendees, is eligible to qualify for public safety patrol at the organization's cost. All events of this nature should be discussed with an advisor in the Office of Student Affairs in advance to determine need. Fees are associated with Public Safety patrol.
- Club and cluster-sponsored happy hours are not allowed in Uris or Warren Halls. Clubs and clusters wishing to host happy hours, or pre-happy hour events on Thursday night, may go to an off-campus venue and have members pay with their own funds. As a reminder, cluster funds may not be spent on alcohol.
- All events that include the service of alcohol must be properly registered in Groups@Columbia - this includes denoting that alcohol will be served where prompted.
- No alcohol may be served to a person who is disorderly or appears intoxicated.

### Policy on Hard Alcohol

No student organization may allocate or spend any club/organization funds on hard alcohol without prior written permission from the Dean of Students.

Events that may qualify for exception to the hard alcohol policy include Student Government sponsored formal events. Student groups that wish to apply for exception must do so in writing to the Dean of Students. Events that have been approved to use club and organization funds for hard alcohol in the past must reapply for permission for every new event.

Off-campus events hosted by student organizations may offer a cash bar for hard alcohol.

## **Emergency Contact Information**

One of the most important tools in an emergency is reliable communications. The business school requires that all students provide both a cell phone number and an emergency contact number. At the start of the term, all students will be asked to provide confirmation of this information via the course management tool, CANVAS. Students may also link to the emergency contact information in their student links portal.

## **Judicial & Disciplinary Policies**

Information regarding the judicial and disciplinary policies can be found in the Student Disciplinary Procedures 2014 – 2015 Guide, available from the Office of Student Affairs, Uris 105.

## **Student Club & Organization Policies**

For information regarding student club and organization policies, please reference the Student Leader Guide, available from the Office of Student Affairs, Uris 105 or on the Groups@Columbia webpage:

[http://groups.gsb.columbia.edu/upload/cbs/2014/doc\\_344859\\_student\\_leader\\_guide\\_20142015\\_917102048\\_917102048.pdf](http://groups.gsb.columbia.edu/upload/cbs/2014/doc_344859_student_leader_guide_20142015_917102048_917102048.pdf)

## **Event Management**

Please reference the Student Leader Guide for a comprehensive list of student group and event policies. The guide is available in the Office of Student Affairs, Uris 105 and at the above link on the Groups@Columbia website.

## **Contracts**

Students may not sign contracts or agreements on behalf of Columbia Business School. When appropriate, a member of the Office of Financial Planning will facilitate getting a contract approved for an event. For more information regarding event management policies, please reference the Student Leader Guide, available in the Office of Student Affairs, Uris 105 and at the above link on the Groups@Columbia website.

## **Logo**

Use of the official Columbia Business School logo is strictly governed; for specific guidelines and to obtain logo files, see the School's Identity Standards, located on the Columbia Business School website. The Marketing and Communications team must be consulted when using the logo for any invitations, programs, publicity, attire, etc. For more information, please contact, Keshia Mark at [klm74@columbia.edu](mailto:klm74@columbia.edu). For more information regarding event management policies, please reference the Student Life Guide, available in the Office of Student Affairs, Uris 105 and 111.

# Columbia University Policies



The policies included in this section are excerpts from the Columbia University website 'Essential Policies for the Columbia Community'. Additional information may be found online at [www.essential-policies.columbia.edu](http://www.essential-policies.columbia.edu).

The Essentials Policies website is a useful reference to valuable information to help students, faculty, and staff understand some of the policies and regulations of the University. Policies on this website pertain to campus safety (including harassment and discrimination), the confidentiality of student records, drug and alcohol use, student leaves, and political activity, as well as others. This policy online reference is intended to provide information for the guidance of the Columbia community. Any questions regarding these policies should be directed to: [essential-policies@columbia.edu](mailto:essential-policies@columbia.edu).

### Academic Discipline

In addition to Dean's Discipline, each school or division of the University has established standards of academic progress and requirements for remaining in academic good standing. Progress and standing are monitored by the Dean's Office of the respective school or division. For further information about academic standards and requirements, students should consult the bulletin of the school or division in which they are enrolled. The continuance of each student upon the rolls of the University, the receipt of academic credits, graduation, and the conferring of any degree or the granting of any certificate are strictly subject to the disciplinary powers of the University.

### Disability Accommodation

Students seeking an accommodation for a disability should contact the Office of Disability Services at (212) 854-2388. Information on the services provided by the Office may be found online at [www.health.columbia.edu/docs/services/ods/index.html](http://www.health.columbia.edu/docs/services/ods/index.html).

### Equal Opportunity and Nondiscrimination Policies

Columbia University is committed to providing a learning, living, and working environment free from discrimination, harassment and gender-based and sexual misconduct. Consistent with this commitment and with applicable laws, the University does not tolerate discrimination, harassment or gender-based or sexual misconduct in any form and it provides students who believe that they have been subjected to conduct or behavior of this kind with mechanisms for seeking redress. All members of the University community are expected to adhere to the applicable policies, to cooperate with the procedures for responding to complaints of discrimination, harassment and gender-based misconduct, and to report conduct or behavior they believe to be in violation of these policies to the Office of Equal Opportunity and Affirmative Action or Student Services for Gender-Based and Sexual Misconduct.

Complaints by students against students for gender-based misconduct are processed in accord with the Gender-Based Misconduct Policies for Students, [www.columbia.edu/cu/dpsa/docs/policy](http://www.columbia.edu/cu/dpsa/docs/policy). Students who attend Barnard College and Teachers College as well as Columbia University are covered by these policies. The use of the term "gender-based misconduct" includes sexual assault, sexual harassment, gender-based harassment, stalking, and intimate partner violence.

Complaints against Columbia Law School students for gender-based misconduct are processed in accord with the Columbia Law School Policy on Gender-Based Misconduct.

<http://web.law.columbia.edu/sites/default/files/microsites/students/student-services/files/CLS%20GBMP%20Policy%20.pdf>.

Complaints by students against students for other forms of discrimination and harassment are processed in accord with the Student Policies and Procedures on Discrimination and Harassment, and should be filed with the Dean of Students of the school in which the respondent is enrolled. More information can be found at <http://eoaa.columbia.edu/student-policies/policies>.

Complaints by students against employees and third parties engaged in University business for discrimination, harassment are processed in accord with the Employment Policies and Procedures on Discrimination and Harassment, <http://eoaa.columbia.edu/employment-policies>. The use of the term "discrimination and harassment" includes discrimination, discriminatory harassment, gender-based harassment, sexual harassment, sexual assault, stalking and intimate partner violence.

Under the University's Consensual Romantic and Sexual Relationship Policy Between Faculty and Students, <http://eoaa.columbia.edu/consensual-romantic-relationships>, no faculty member shall have a consensual romantic or sexual relationship with a student over whom he or she exercises academic or professional authority; further, no faculty member shall exercise academic or professional authority over any student with whom he or she has or previously has had a consensual romantic or sexual relationship. This policy covers all officers of instruction, research and the libraries, including student officers of instruction and research and teaching assistants. Under the University's Consensual Romantic and Sexual Relationship Policy Between Staff and Students, no staff member should participate in the supervision, employment actions, evaluation, advising or mentoring of any student with whom that staff member has or has had a consensual romantic or sexual relationship. If this kind of relationship does exist, the staff member must disclose the relationship to Human Resources to initiate arrangements to address any conflicts of interest.

**Title IX Coordinator for Columbia University**

Melissa Rooker, Associate Provost  
Office of Equal Opportunity and Affirmative Action, 103 Low Library  
[mrooker@columbia.edu](mailto:mrooker@columbia.edu), (212) 854-5918

**Deputy Title IX Coordinator for Staff and Faculty Concerns**

Michael K. Dunn, Director of Investigations  
Office of Equal Opportunity and Affirmative Action, 103 Low Library  
[mkd2010@columbia.edu](mailto:mkd2010@columbia.edu), (212) 854-6699

**Deputy Title IX Coordinator for Student Concerns**

Rosalie Siler, Assistant Director  
Student Services for Gender-Based and Sexual Misconduct, 108C Wien Hall  
[ras2113@columbia.edu](mailto:ras2113@columbia.edu), (212) 854-1717

**Deputy Title IX Coordinator for Columbia Law Students**

Michelle Greenberg-Kobrin, Dean of Students  
Columbia Law School, 507 William & June Warren Hall  
[mag26@columbia.edu](mailto:mag26@columbia.edu), (212) 854-7420

Columbia offers a number of **confidential resources** to students who believe they were subjected to discrimination, harassment or gender-based or sexual misconduct, detailed below.

**Counseling Services:** Columbia Morningside (212) 854-2878, CUMC (212) 496-8491

**Rape Crisis/Anti-Violence Support Center:** (212) 854-HELP

**Office of the University Chaplain:** (212) 854-6242

**Health Services:** Columbia Morningside (212) 854-2284, Columbia Morningside clinician-on-call (212) 854-9797, CUMC (212) 305-3400, CUMC clinician-on-call (212) 305-3400

**Office of Equal Opportunity and Affirmative Action:** 103 Low Library, Mail Code 4333, (212) 854-5511

## **Federal Family Educational Rights and Privacy Act (FERPA)**

### **Policy on Access to Student Records**

#### **1. Scope of the Act**

- a. **General.** The Federal Family Educational Rights and Privacy Act of 1974, as amended, and its implementing federal regulations affords to persons who are currently, or were formerly, in attendance at the University as registered students a right of access to their “educational records” that contain information directly related to such persons. Persons who unsuccessfully applied for admission to the University are not covered by the Act. An unsuccessful applicant for admission to one of the schools or divisions of the University is not considered to be a “student” of that school or division even if the applicant is in attendance at another school or division of the University. The Act also restricts the persons to whom the University may disclose a student’s education records without the student’s written permission.
- b. **Records Covered.** “Educational records” of a student include records, files, documents, and other materials regularly maintained by the University that contain information directly related to a student and that are maintained in connection with the student’s attendance at the University. There are a number of types of records that are specifically excluded from the scope of the Act. For example, a student is not entitled to examine the following:
  - i. Records maintained personally by faculty members that are not available to others. (2) Records that are created or maintained by a physician, psychologist, or other recognized professional or paraprofessional that are created, maintained, or used only in connection with the provision of treatment to the student and are not available to anyone other than persons providing such treatment. Thus, for example, a student does not have the right under FERPA to inspect records maintained by the University Health Service or the Counseling and Psychological Service. Such records, however, can be personally reviewed by a physician or other appropriate professional of the student’s choice, and a student may have a right to inspect such records under other laws. (3) Records, such as those that might be maintained by the University’s legal counsel, the confidentiality of which is protected by law. (4) Records containing financial information about his or her parents, such as information submitted in connection with an application for financial aid.

#### **2. Access Rights of Students**

- a. **Procedure.** A student may obtain access to his education records by making application to the Information Center of the Office of the Registrar. The University is required to grant the request within 45 days. The Registrar will forward copies of the student’s request to the appropriate offices holding the requested files. These offices will contact the student and invite him to inspect them.
- b. **Confidential Letters of Recommendation.** In general, a student may have access to confidential letters and statements of recommendation that are part of the student’s education records. This right, however, does not apply to such letters and statements placed in the student’s education records prior to January 1, 1975, if such letters and statements are not used for purposes other than those for which they were specifically intended. A student may, by signing a written waiver, relinquish his or her right to inspect confidential recommendations placed in the student’s

education records on or after January 1, 1975, respecting (1) admission to any educational institution; (2) an application for employment; or (3) the receipt of an honor or honorary recognition. In no case will any student be required by the University to waive his or her rights to access of confidential recommendations. A student may find it appropriate to do so for a number of reasons. For example, the student may feel that his or her professors will write more candid and helpful letters of recommendation if the letters are not available to the student. A number of schools and departments have waiver forms available. A school or department desiring to formulate a waiver form should consult the General Counsel of the University.

- c. **Copying.** A student will ordinarily not be provided with copies of any part of his record other than his transcript, unless the inability to obtain copies would effectively prevent him from exercising his right to inspect and review his education records. In cases where copies will be provided, the department or office of the University maintaining the record in question may impose a charge for making such copies at such uniform rates as it shall determine. Each department or office should establish and make readily available a schedule of such charges. In general, the charges imposed will not exceed \$.10 per page. An exception is the case of transcripts, which are free.
- d. **Other Rights.** (1) A student also has the right to be provided with a list of the types of educational records maintained by the University that relate to students. The University Registrar has compiled such a list and will, on request, make copies of this list available to any student to assist the student in determining those records to which he or she may want access. Generally, educational records of a student will be maintained by the Office of Registrar, the office of the school or department in which the student is enrolled, and the office of the department of the student's major field of study. In addition, the University Health Service maintains records relating to students who have utilized its facilities. If a student has utilized a placement office at the University, such office may also maintain records relating to the student. (2) A student may request that his records be amended to eliminate any information contained therein that he believes is inaccurate, misleading, or violates his privacy or other rights. (3) If the University decides to refuse to amend a student's records, he or she is entitled to a hearing to challenge the content of his or her educational records in order to insure that the records are not inaccurate, misleading, or otherwise in violation of his or her privacy or other rights. Normally, an informal hearing will suffice with an officer of the University who has authority to make changes in a student's records. If a student is dissatisfied with the results of such a hearing, the student should be referred to the General Counsel of the University. (4) If, after a hearing, the University decides that the student's records are not inaccurate, misleading, or otherwise in violation of his or her privacy or other rights, the student has the right to place in his or her records a statement commenting upon the information and/or setting forth any reasons for disagreeing with the decision of the University.

### 3. Access by or Release to Others

- a. **General.** The University will not generally permit access to, or release of, educational records or personally identifiable information contained therein to any party without the written consent of the student. The University may, however, as provided in the Act, release such data to certain persons including: (1) Officials of the University who have a legitimate educational interest (including persons with whom the University has contracted) in obtaining access to the records. Such access will be granted if the official needs to review an educational record in order to fulfill his or her professional responsibility. (2) Persons who require access in connection with the student's application for, or receipt of, financial aid. (3) Parents of a student, provided the student is a "dependent" of the parents for federal income tax purposes. In general, the University does not make education records available to a student's parents, although it is the policy of some schools within the University to advise such parents of the student's grades. Where the

University believes that it is in a dependent student's interest, information from the student's educational records may be released to the parents of such a dependent student. (4) The University may release such information in compliance with a judicial order or pursuant to any lawfully issued subpoena. As a general policy, before any information is so released the University will first notify the student at the student's most recent address as shown in the records maintained by the Office of the Registrar. However, in compliance with the Act, some judicial orders and subpoenas issued for law enforcement purposes specify that the University cannot disclose to any person the existence or contents of the order or subpoena or the information furnished in compliance with it. (5) In connection with an emergency, the University may release information from educational records to appropriate persons if the knowledge of such information is necessary to protect the health or safety of a student or other persons.

- b. **Release with the Student's Consent.** Upon written consent or request by a student, the University will release information from the student's educational records to third parties. The student should make a request for such release to the department or office having custody of the record involved. The University may impose a charge for copying a student's records in connection with such release.
- c. **Transfer of Information to Third Parties.** It shall be a condition of the release by the University of any personal information on a student to a third party that the party to which the information is released will not permit any other party to have access to such information without the written consent of the student. An institution to which such information is released may permit its officers, employees, and agents to use such information but only for the purposes for which the disclosure was made. These restrictions do not apply to certain subpoenas and court orders.
- d. **Directory Information.** The University may release "directory information" with respect to a student without the student's consent. The University is required to give notice of the categories of information that it will treat as "directory information." Accordingly, the University hereby gives notice that it has designated the following categories of information as directory information with respect to each student: name, local and permanent address, electronic mail address, telephone listing; date and place of birth; major field of study; participation in officially recognized activities and sports; weight and height of members in athletic teams; dates of attendance at Columbia and school, department, or institute attended; degrees conferred, awards received, and their dates; and other educational institutions attended. A student in attendance at the University who does not want to have directory information relating to himself or herself released should inquire at the Office of the Registrar as to the procedures to be followed. It is important to note that such requests must be made within the first 90 days of any term.

#### 4. General

- a. **Copies of the preceding Guidelines and Statement of Policy** are available on the Columbia Web site at [www.essential-policies.columbia.edu](http://www.essential-policies.columbia.edu). Students may view the Federal Family Educational Rights and Privacy Act on the U.S. Department of Education Web site at [www.ed.gov/offices/OII/fpco/ferpa](http://www.ed.gov/offices/OII/fpco/ferpa).
- b. Each office of the University that maintains educational records should keep with each student's file a permanent record of all parties who have requested access to the student's records, other than custodians of such files, University officials normally dealing with such files in performance of their duties, University officials who have been determined to have a legitimate educational interest in obtaining access to the records, parents of a "dependent" student, parties who have received "directory information," parties who have received records or information pursuant to the student's written consent, and the recipient of records or information pursuant to certain

subpoenas and court orders. Such records of access should indicate specifically the legitimate interest that each such party had in obtaining access to the student's records and whether or not the request was granted. A student may inspect such records relating to his education records.

- c. **Questions** about the interpretation of the Guidelines should be referred to the University's General Counsel.
- d. **Complaints** regarding violations of a student's rights under the Act may be filed with:

Family Policy Compliance Office; U.S. Department of Education; 400 Maryland Avenue, S.W.; Washington, DC 20202-4605; Telephone: (202) 260-3887; Fax: (202) 260-9001

According to University regulations, each person whose registration has been completed will be considered a student of the University during the term for which he or she is registered unless the student's connection with the University is officially severed by withdrawal or otherwise. No student registered in any school or college of the University shall at the same time be registered in any other school or college, either of Columbia University or of any other institution, without the specific authorization of the dean or director of the school or college of the University in which he or she is first registered. The privileges of the University are not available to any student until he or she has completed registration. A student who is not officially registered for a University course may not attend the course unless granted auditing privileges. No student may register after the stated period unless he or she obtains the written consent of the appropriate dean or director. The University reserves the right to withhold the privilege of registration or any other University privilege from any person with an unpaid debt to the University.

## Religious Holidays

It is the policy of the University to respect its members' religious beliefs. In compliance with New York State law, each student who is absent from school because of his or her religious beliefs will be given an equivalent opportunity to register for classes or make up any examination, study, or work requirements that he or she may have missed because of such absence on any particular day or days. No student will be penalized for absence due to religious beliefs, and alternative means will be sought for satisfying the academic requirements involved. Officers of administration and of instruction responsible for scheduling of academic activities or essential services are expected to avoid conflict with religious holidays as much as possible. If a suitable arrangement cannot be worked out between the student and the instructor involved, they should consult the appropriate dean or director. If an additional appeal is needed, it may be taken to the Provost.

# General Information

## **GENERAL UNIVERSITY & COLUMBIA BUSINESS SCHOOL INFORMATION**

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**Chaplain:** (212) 854-6242, Administrative Office is located in Earl Hall; St. Paul's Chapel (212) 854-1487

**Counseling and Psychological Services:** (212) 854-2878, Lerner Hall, 8<sup>th</sup> Floor. Confidential counseling services are offered in a variety of areas including: drug and alcohol counseling; family and marital counseling; crisis intervention; group therapy; external referrals are also provided.

**Dodge Fitness Center:** (212) 854-2546; The Dodge Fitness Center is available to all Columbia University students and their families, at an additional fee. For more information on facilities, hours and fees please visit: [www.gocolumbialions.com](http://www.gocolumbialions.com)

**Emergencies/Ambulance:** 99 or (212) 854-5555

**Escorts:** (212) 854-SAFE; Escorts are trained students who escort students to subways or other buildings on campus from 7:00pm to 3:00am seven nights per week. The area served is from West 111<sup>th</sup> Street to West 122<sup>nd</sup> Street, between Morningside and Riverside Drives.

**Health Services:** (212) 854-2284; Additional fees may apply for these services. Emergency Services: Ambulance 99 or (212) 854-5555

**Housing Services:** (212) 854-2773; Registry of Off-Campus Accommodations, 115 Hartley Hall

**ID Office:** (212) 854-5883; 204 Kent Hall

**International Students & Scholars Office (ISSO):** (212) 854-3587; 525 Riverside Drive, Suite 200

**Office of Alumni Relations:** (212) 854-8815; [alumni@gsb.columbia.edu](mailto:alumni@gsb.columbia.edu); for more information please visit [www.gsb.columbia.edu/alumni](http://www.gsb.columbia.edu/alumni)

**Office of Disability Services:** (212) 854-210388; Lerner Hall, 8<sup>th</sup> floor; Disability Services provides a full range of support services for disabled students, including arrangements for auxiliary aids, special equipment, accessibility to housing/classrooms, and coordination with faculty.

**Office of Financial Aid:** (212) 854-4057; Uris Hall, Room 111, [finaid@gsb.columbia.edu](mailto:finaid@gsb.columbia.edu)

**Office of Student Affairs:** (212) 854-5563; Uris Hall, Rooms 105, 111 and 113, [osa@gsb.columbia.edu](mailto:osa@gsb.columbia.edu)

**Office of the University Registrar:** (212) 854-4330; <http://askus.columbia.edu>; for more information please visit [www.columbia.edu/cu/registrar](http://www.columbia.edu/cu/registrar)

**Ombudsman:** (212) 854-1234; Schermerhorn Hall, Extension Room 660, <http://ombuds.columbia.edu>

**Public Safety:** (212) 854-2797; 111 Low Library, <http://www.columbia.edu/cu/publicsafety>

**Student Financial Services:** (212) 854-4400; [www.columbia.edu/cu/sfs/index.html](http://www.columbia.edu/cu/sfs/index.html), email a question at <http://askus.columbia.edu>

**St. Luke's Hospital:** (212) 523-3343; Emergency Room entrance: Amsterdam Avenue at West 113<sup>th</sup> Street

**Thomas J. Watson Library of Business & Economics:** (212) 854-7804; Uris Hall, First Floor; [business@libraries.cul.columbia.edu](mailto:business@libraries.cul.columbia.edu); and [www.columbia.edu/cu/lweb/indiv/business](http://www.columbia.edu/cu/lweb/indiv/business)



# Operations & Emergency Procedures

## UNIVERSITY OPERATIONS AND EMERGENCY PROCEDURES

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When major weather or other events occur that might affect the opening or closing of the University, please use the following resources to stay updated on University operations. Under these extenuating circumstances, please remember to always take special precautions, like those listed below.

- Visit [www.columbia.edu](http://www.columbia.edu), the Columbia University homepage.
- MBA program status information will be provided and updated on the main office line, (212) 854-2211.
- Call the Columbia University main information line at (212) 854-1754, where a recorded announcement regarding any changes in the opening or closing status of the University will be available if the need arises.

**To report an emergency on the Morningside Campus call Security at (212) 854-5555 (from off-campus) or dial 99 (on campus).** To report an emergency on the Health Sciences Campus call (212) 305-7979. Please reserve these calls for true emergencies.

# Addendum

## **ADDENDUM**

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This document may be revised by action of the Columbia Business School faculty, administration and Deans at any time. However, a student admitted to the Columbia Business School has the privilege of matriculating and graduating under the academic requirements existing at the time of his/her admittance if graduation occurs within two years after admission. If graduation is delayed beyond two years from the time of admission, a student must matriculate and graduate under such requirements as they exist or as prescribed by the dean.

Clarifications and additions to policies can be found at [www.gsb.columbia.edu/current-students](http://www.gsb.columbia.edu/current-students).



The Office of Student Affairs

Columbia University

Uris Hall

3022 Broadway, Rooms 105, 111, & 113

New York, NY 10027

T: (212) 854-5563

F: (212) 678-0171

[osa@gsb.columbia.edu](mailto:osa@gsb.columbia.edu)

[www.gsb.columbia.edu](http://www.gsb.columbia.edu)

