



Section 8: Columbia University Information

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Contact Information

EMBA Office

Columbia Business School
Executive MBA Programs
1125 Amsterdam Avenue, Warren Hall Room 404
New York, New York 10025-1717
Phone: (212) 854-2211
Fax: (212) 854-8998
E-mail: embainfo@columbia.edu

Quick Reference Guide

Academic Affairs	emba-academics@gsb.columbia.edu
Business Office	embabilling@columbia.edu
Career Management	EMBACareers@gsb.columbia.edu
Front Desk	embainfo@columbia.edu
Operations	emba_ops@gsb.columbia.edu
Student Affairs	emba-asa@gsb.columbia.edu
ISSO	isso@columbia.edu

Ethan R. Hanabury, Associate Dean
Telephone: (212) 854-6019
Email: erh3@columbia.edu

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Telephone: (212) 854-8816
Email: kbm13@columbia.edu

Student Affairs

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Email: kgk12@columbia.edu

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Email: mc2640@columbia.edu

Emily French, Student Affairs Officer
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Email: ekf2111@columbia.edu

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Academic Affairs

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Meghan Keedy, Assistant Director
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Email: mlk2135@columbia.edu

Admissions & Marketing

Sid Jackson, Director
Telephone: (212) 854-1183
Email: stj9@columbia.edu

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Email: gh2122@columbia.edu

Kara Keenan, Associate Director
Telephone: (212) 854-1615
Email: kk2258@columbia.edu

Jaime Graf, Admissions Coordinator
Telephone: (212) 854-2435
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EMBA Career Management

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Leslie Hunt, Associate Director
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Email: lah2154@columbia.edu

Mico Zinty, Associate Director
Telephone: (212) 854-5891
Email: mmz3@columbia.edu

Hannah Chase, Program Manager
Telephone: (212) 854-9045
Email: hc2389@columbia.edu

Finance and Operations

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Serena Tong, Assistant Director, Finance
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Email: kwt2104@columbia.edu

Dan Curley, Operations Manager
Telephone: (212) 854-1296
Email: dc2605@columbia.edu

Johnna Jackson, Finance and Operations Manager
Telephone: (212) 854-8643
Email: jrj2105@columbia.edu

Mary Kilcoyne, Operations Manager
Telephone: (212) 854-8515
Email: mck2135@columbia.edu

Front Desk

Mariel Kessel, Executive Coordinator
Telephone: (212) 854-0047
Email: msk2156@columbia.edu

Adaezi Ezinwo, Administrative Assistant
Telephone: (212) 854-2211
Email: ave2103@columbia.edu

Samantha Rivera, Administrative Assistant
Telephone: (212) 854-2211
Email: sr2223@columbia.edu

Information Technology

ITG (Information Technology Group)
Telephone: (212) 854-7908
Email: stusup@gsb.columbia.edu

Office of Alumni Relations

Jennifer Aaron, Coordinator
Telephone: (212) 851-4318
Email: ja2409@columbia.edu

Columbia University Offices

International Students and Scholars Office (ISSO)

International House North
524 Riverside Drive, Suite 200
New York, N.Y. 10027

Telephone: (212) 854-3587
Email: isso@columbia.edu

Counseling Services

Please note that additional fees apply when using these services.

Main Location: Lerner Hall, 8th Floor: 212-854-2878

Confidential counseling services are offered in a variety of areas including:

- Drug and alcohol counseling
- Family and marital counseling
- Crisis intervention
- Group Therapy
- Referrals

Escorts

212-854-SAFE

Escorts are trained students who escort students to subways or other buildings on campus from 11 pm to 3 am seven nights a week. This service is available from W. 111th St to W. 122nd St, between Morningside Drive and Riverside Drive.

Gymnasium

Dodge Fitness Center: 212-854-2548

The Dodge Fitness Center is available to all Columbia University students. For more information on facilities, hours and fees, please visit: <http://www.gocolumbialions.com/>.

The Dodge Physical Fitness Center is open to families of students at an additional fee. Fees are approximately \$35 per term for family members.

Health Services

Please note that additional fees apply when using these services.

John Jay Hall: 212-854-2468

Immunization Information: 212-854-2284

Emergency Services: Ambulance 99 or 212-854-5555

The guidelines for spouses, declared domestic partners and children are more fully explained in the Health Services Manual available from Health Services in John Jay Hall.

Housing

Registry of Off-Campus Accommodations: 115 Hartley Hall 212-854-2773

ID Office

204 Kent Hall: 212-854-4323

Office of Disability Services

802 Lerner Hall: 212-854-2388

Disability Services provides a full range of support services for disabled students, including arrangements for auxiliary aids, special equipment, accessibility to housing and classrooms, and coordination with faculty.

Office of Financial Aid

111 Uris Hall: 212-854-4057

finaid@gsb.columbia.edu

Office of the University Registrar

212-854-4330

<http://askus.columbia.edu>

<http://www.columbia.edu/cu/registrar/>

Security

111 Low Library: 212-854-2796

Emergencies/Ambulance: 99 or 212-854-5555

St. Luke's Hospital

Emergency Room: Amsterdam Avenue at W. 113th Street 212-523-3343

Thomas J. Watson Library of Business & Economics

130 Uris Hall: 212-854-7804

business@libraries.cul.columbia.edu

<http://www.columbia.edu/cu/lweb/indiv/business/>

Academic Affairs

The information included in this section is a supplement to the information outlined in the Assessment Regulations, and is specific to Columbia Business School.

Grades

F*

Students who have discontinued attendance but are still officially registered for a course will receive an F*. (Any outstanding requirements must be resolved with the instructor by the end of the following term to avoid receiving a permanent grade of F.)

IN (incomplete)

Those students who have satisfactorily met all course requirements, including the final exam, but have not completed certain assigned papers or reports (postponed for exceptional reasons satisfactory to the instructor), may receive an IN. If the required work is not completed by the end of the following term, the IN automatically converts to an F.

AB (absent from the final examination)

Students who cannot take the final examination because of sickness or some other emergency may receive an AB from the instructor with authorization from the Office of Academic Affairs. In such cases, students must notify the office prior to the scheduled exam and must subsequently present sufficient documentation for the absence. In the case of illness, medical certification is required. The AB may be removed by taking a makeup exam within one term following receipt of the AB; otherwise, a failing grade is automatically recorded.

Tutors

The EMBA-Global program provides 15 hours of tutoring per term in the first, second and third terms for quantitative core courses and the pre/co-requisite finance elective, Capital Markets and Investments. The following courses fall in that category: Financial Accounting, Managerial Economics, Managerial Statistics, Managerial Accounting, Corporate Finance, Decision Models, Operations Management, Marketing Strategy, and

International Macroeconomy. Tutors are not hired for elective courses. A list of approved tutors is published on the EMBA-Global student site each term so students can contact tutors directly to make arrangements.

Final Examinations

Exam Depot

For exams requiring printing at Columbia Business School, students will use an online tool called “ExamDepot.” This system allows the simple and secure transmission of exams. Since this system runs over the WoFi system only, you must check the following prior to the exam:

- You must have a wireless network adapter to use the system
- Ensure you are able to connect to the wireless network (WoFi)
- Use the ExamDepot demo site to ensure you are comfortable with the system prior to the exam. This demo can be found on the ITG student support website: http://www4.gsb.columbia.edu/itg/itg-at-cbs/cbskb/Quick_Links
- You should bring your network cable with you in case the wireless network fails

Standardized Description of 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 member of group
B	Group/individual	Permitted with designated group*	Individually (No sharing of any portion of the submission.)	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 study group or a self-selected one used for the duration of the course. The individual faculty member will clarify which is to be used.

Application or Renewal of Application for Degree

Degrees are awarded three times per year: October, February, and May. Candidates for any Columbia Business School degree (except doctoral) or certificate must file an application with the University Registrar. Applications received after the stated deadline will automatically be applied to the next conferral date.

Registration

Students may not be registered in more than one degree program at Columbia University, or any other institution. All students are automatically registered for courses in the first, second and third terms. Registering for elective courses in the third, fourth, and fifth terms is managed through an online registration process at both Columbia and London Business Schools. Capital Markets and Investments is an enforced pre/co-requisite for all upper level finance electives. Students may elect to take an exemption exam. If a passing grade is received, then students may take another elective in place of Capital Markets and Investments. The independent research courses, Team Project and Independent Study, are limited to students in their third, fourth, and fifth terms.

International Seminar Elective Courses

Columbia Business School offers several International Seminar course options in different international locations. Each course is three credits, and accommodations, most meals, local guides, and transportation to and from class and events are included. Students are responsible for airfare, any immunization and/or visa requirements, and travel and health insurance. These courses meet in the block week format, which means that the course material is covered in an intense weeklong session at a specified location, often with pre-week reading and a post-week deliverable. In addition to class sessions, there may be visits to cultural and business locations in the host city. International Seminar selection is an online process conducted in Term 3.

Elective Courses in the Block Week Format

In addition to the International Seminar course options, Columbia Business School offers some elective courses in the block week format. Students are responsible for all costs (airfare, accommodations, etc.) associated with these courses.

Auditing

Auditing electives is permitted under two conditions: 1. There must be capacity in the course. Please contact Academic 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. Auditors may purchase any course materials after Add/Drop closes, and all registered students have received materials. International Seminars may not be audited.

Cross Registration

Students are permitted to cross register in other graduate programs at Columbia University in their third, fourth, and fifth terms only. Please note that courses must be graduate level (4000 and above); you cannot receive credit toward your degree for undergraduate level courses. In addition, you are limited to six credits taken outside of Columbia Business School. Also, courses must be taken for a letter grade; pass/fail is not permitted. Cross registration forms are available in the EMBA office and online.

Cross registration in other programs requires that you do the following:

- Gain the permission of the school/program to take the course.
- Return the form to the Academic Affairs Office.

Students are accommodated in other programs and schools if there are seats available after the program's students have registered. Please note that schools publish their offerings on varying timetables, and you are bound by that program's Add/Drop deadlines.

If you wish to cross-register for courses in the MBA program, you will have the opportunity to indicate interest during the elective registration process. . Each term Academic Affairs works with the MBA Program to reserve seats in select elective courses. These seats are open for bidding during the online registration process. For any other courses, after online registration closes for the MBA students, our office will work to obtain seats in those courses students express interest in. If courses are oversubscribed, we will not be given seats. Before the Add/Drop period closes, you will be contacted indicating whether you have been granted a seat.

Please do not contact faculty directly in an attempt to reserve a seat in a specific course. Enrollment in courses is managed by the online registration system, and faculty may not grant you a seat in courses.

Course Evaluations

The Samberg Institute for Teaching Excellence manages the course evaluation process. At the conclusion of each term, students will complete course evaluation forms for each course taken in that term. This information is useful to both the professor and the School. To assist students in choosing electives, archival course evaluation summary data for elective courses is posted online for students to view.

Student Affairs

EMBA-Global Student Representation

Class representatives provide a vital link between the class, administration, faculty, alumni and other current students. The representatives are rewarded with unique opportunities to liaise with professors and administrators and maintain a leadership role among a dynamic, successful group of students. Representatives must have:

- integrity and the support of the class
- excellent listening and diplomacy skills to represent the views of the whole class
- time to dedicate to the role

EMBA-Global Academic Representatives

Responsibilities

- Attend meetings with administration once per class week, along with frequent informal contact, to relay class questions and concerns to administration and vice versa
- Liaise with faculty and students, collecting views and feedback from students and providing feedback and support to faculty
- Help further the development and skills of the class by organizing sessions with guest speakers and encouraging students to share knowledge and experience with the class in coordination with the Program Offices
- Represent EMBA-Global at London Business School's Student Association

EMBA-Global Social Representatives

Responsibilities

- Attend meetings with administration once per class week, along with frequent informal contact, to help create a meaningful student experience and avoid overlap between activities planned by the administration
- Organize social events for the class so as to create stronger networks, both within the class and with the other constituencies at both Schools
- Collaborate with students from other programs on cross-program events
- Liaise with students and administration before each class week about upcoming social events
- Facilitate the use of the community fund

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

Each year the Sanford C. Bernstein & Co. Center welcomes applications from MBA and EMBA 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 extracurricular activities under the auspices of the Center. Activities include high profile speakers and experiential learning events that address topics including individual leadership and personal integrity; corporate governance; and corporate social responsibility.

Student Board members have the opportunity to interact more closely with distinguished speakers, panelists, and professors associated with events and the Center, and to contribute to the EMBA experience by bringing preeminent business leaders, practitioners and thought leaders to Columbia Business School. The Student Leadership & Ethics Board will also help review the School's curriculum in the areas of leadership and ethics and identify opportunities for course development.

Students are selected based on an understanding of and interest in leadership and ethics, demonstrated leadership skills, academic standing and academic and work experience.

Graduation Awards

The diversity of intellectual and community life at Columbia and London Business Schools allows individuals to excel intellectually and contribute to the life of the Schools. The EMBA-Global Program publicly recognizes excellent scholarship, leadership and service in its students, faculty members, staff members and community through various honors and awards.

Student Awards

The EMBA-Global Program Award for Academic Excellence is given to a member of the graduating class who has achieved the highest academic record.

The EMBA-Global Program Distinguished Service Award is presented to a member of the class selected by the remaining members of the class, as deserving special recognition for contributions to the spirit and achievement of the class.

The EMBA-Global Student Speakers are selected by fellow graduates to represent the graduating class at the Recognition Ceremony. Student Speakers are chosen on the basis of contributions to the program, intellectual strength and speaking ability.

Faculty and Staff Award

The EMBA-Global Award for Commitment to Excellence recognizes a faculty member, administrator or staff member for his or her contribution to the class.

Events

Community Fund

Each term the class will receive \$1,000.00 (or £500) from the program administration to use for an event that the social reps facilitate or organize. The fund is intended to support an event that builds community and/or networking opportunities among the class and greater EMBA communities at each School. Please note: unused community funds do not carry over to the following term.

All events supported by the community fund must be approved through the administration and meet the following guidelines:

- Funds must contribute to the building of the EMBA-Global community and/or networking opportunities among the EMBA-Global community
- Funds must be administered through the elected social representatives
- Event details must be submitted to the administration 2-3 weeks prior to the event for approval
- The event must be communicated to the entire class and be accessible to and inclusive of all class members
- Students should allow 3-4 weeks for event payments to be arranged
- Students may not make purchases on credit cards and be reimbursed
- Funds may not be used to make charitable donations or support events related to gambling

For further details on specific aspects of student events, please see below.

Alcohol policy

It is essential that student events comply with the alcohol policies of the School where the events take place. At Columbia Business School, the policy states:

- Notify the administration if alcohol will be served at the event
- Beer and wine are the only two alcoholic beverages that may be served; no hard alcohol is permitted
- Ample food must be provided and prominently displayed at any event where beer and wine are served
- All guests must be over the age of 21 and must produce proof of age if asked
- No alcohol may be served at events that begin before 5:00pm

Calendar/Scheduling

In order to avoid scheduling conflicting events and to maximize attendance, please check with the administration regarding available timeslots. The administration will post class activities sponsored by the administration on the student site as soon as they are confirmed.

Catering

The administration has relationships with in-house and area vendors. If serving food at an event located in a business school or university building, please work with the administration to arrange for catering.

Contracts

Students may not sign contracts or agreements on behalf of Columbia Business School or London Business School. When appropriate, a member of the Program Offices will sign contracts needed for an event.

Logo

Use of the official EMBA-Global logo is strictly governed; for specific guidelines and to obtain logo files, please check with the administration. The administration must be

consulted when using the EMBA-Global logo for invitations, programs, publicity, merchandise, etc.

Reserving space

When available, classrooms, lounges, tables and chairs can be booked through the EMBA Operations office. Students are not able to reserve breakout rooms. These are available on a first come, first served basis on the second and third floors of Warren Hall. Study rooms are available in the Watson Business Library and may be booked online. Please visit the student site for instructions on how to do so.

Speaker Series

The Speaker Series is organized by faculty, program administrators and students to bring leaders in the business community to campus. Students who have speaker suggestions are encouraged to contact the administration to discuss available dates and appropriate processes for extending invitations to the speakers. When appropriate, an invitation may be sent to the speaker from the dean or associate dean. Potential speaker ideas may be discussed with the External Relations Office in order to avoid any conflicts with other events or projects at either School. Once a date is confirmed with a speaker, the administration will coordinate all details, such as location, arrival time, topic of remarks and audiovisual needs, with the guest and/or the guest's office.

Student Clubs

Columbia Business School has a variety of student clubs that EMBA students may join. For a complete list of the club offerings at the Business School, please visit: www.gsb.columbia.edu/students/life/clubs/. Please note that club dues may apply.

Communication

The EMBA Update

The EMBA office at Columbia publishes a bi-weekly newsletter, which is distributed during New York Friday/Saturday class weekends. The Update includes upcoming events and announcements, Academic and Student Affairs information and other program updates, including community news. Please share your news with us so we can include it.

Mail Folders

Student mail folders are located in Lehman Lounge on the fourth floor of Warren Hall. Students are encouraged to check their mail folders regularly, as students, staff, and faculty use them to communicate important information and distribute program materials.

Class Email List

Students may reach classmates, EMBA-Global Americas & Europe 2010 students, current term faculty and staff through the following email lists. Columbia bettyblue lists are monitored to prevent spam and ensure communications are for school related matters only.

- EMBAG-11@bettyblue.gsb.columbia.edu
- EMBAG-10@bettyblue.gsb.columbia.edu

Other Student Affairs Information

Columbia University Student IDs

Columbia University student ID cards are your proof of student status at Columbia. Student ID cards are generated from the photo that students submit for the online facebook. If a student loses his/her ID card he/she must purchase a new one from the ID Center located in Kent Hall. Student ID cards are needed to gain access to the library and other campus buildings, various university and Business School sponsored events, and the Dodge fitness center.

Columbia Business School Merchandise

Columbia Business School merchandise is available for purchase in the Dean's Office and University Bookstore. A limited amount of Columbia Business School merchandise is also available for purchase in the Office of Student Affairs.

Student Business Cards

EMBA students can order Columbia business cards through the EMBA-Global student site. Students will receive 200 cards for approximately \$57. Business cards are printed in a standard format within 2-3 weeks. Students can also order complimentary business cards with the EMBA-Global logo on the student site.

Classroom Nameplates and Nametags

Classroom nameplates and nametags are provided by the administration during term one. Students use nameplates and tags to identify themselves to professors, guests and other students. Replacements may be ordered on the student site.

Hotel Information

For all New York class weeks during the first three terms, students will stay at the Sheraton New York Hotel and Towers:

811 Seventh Avenue (at 53rd Street)
New York, NY 10019
(212) 581-1000

Your Student Affairs contact will be in touch with you six weeks before New York class weeks to confirm your accommodation requests.

Chazen Exchange

Students who wish to participate in the exchange program apply in the spring term of their first year. Applications are due the semester before going abroad, though please note that applications for the fall are due in the spring (not summer) semester.

Candidates must meet the following requirements:

- Completion of all core course requirements
- Good academic and financial standing
- Not a citizen or permanent resident of the application country
- Assumption of responsibility for their own room, board, and travel expenses

Application Process

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

- Application (available on the Chazen website:
<http://www.gsb.columbia.edu/chazen>)
- Current résumé
- Essay
- Unofficial transcript
- Recommendation letter (at least one)

The essay should focus on why you wish to participate in the exchange program, how study at a particular school/in a particular region will help you accomplish your future goals, the type of courses you plan to take, and why you would be an effective representative of Columbia Business School while abroad. The Chazen Institute will contact applicants under consideration for an interview. Students are evaluated based on their application and interview.

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

Each partner school has different regulations and offerings. Please thoroughly research the schools you are interested in and contact the Chazen Institute if you have additional questions.

EMBA Career Management

The Office of EMBA Career Management (CM) was established to provide ongoing professional development services to all students, whether they are seeking to make a career transition or looking to advance within their current organizations.

CM offers several categories of services, including workshops and events focused on specific career-related topics, virtual programs, an extensive website with numerous e-resources, career assessment tools, one-on-one advising/coaching, an online resume database, and networking opportunities to connect with the extended Columbia Business School community. Many CM resources can be accessed remotely and the Office actively explores ways to enhance virtual programming so that students, who are frequently away from campus, can benefit from increased convenience when utilizing career management tools and services.

EMBA students may use CM resources throughout their five terms at Columbia Business School. Additionally, they can take advantage of CM during the “Sixth Term” immediately following their completion of the academic program. Whereas the majority of CM programs are applicable to all students, those who are fully financially sponsored will need a letter of consent from their employer in order to access resources designed specifically to assist with the external job search process.

Students interested in learning about the most current programs should visit the COIN online website, accessible via the EMBA-Global Student Site, where an updated list of programs is available. Furthermore, specific questions about our services may be sent via e-mail to EMBACareers@gsb.columbia.edu.

EMBA Alumni Relations

Columbia Business School's Executive MBA program (EMBA) students will have access to all benefits and worldwide networks offered to the Columbia Business School alumni community, upon graduation. Members of the EMBA staff work closely with the Business School Office of Alumni Relations to ensure a smooth transition from student to alumni status.

As an EMBA graduate, you will be able to:

Join the Online Alumni Community

Connecting with your alumni network – 37,000 strong worldwide – has never been easier. Upon graduation, you will receive full access to Columbia Business School's online community, recently enhanced with social networking technology that will bring alumni closer together, enabling you to tap into the vast pool of knowledge and experience you share with your fellow alumni. Visit the alumni website at www.gsb.columbia.edu/alumni to update professional and personal information, search for alumni by year, industry, job title or geographic region; update your connection preferences; check out the career resources, and much more.

Use your Email Forwarding Address for Life

Alumni may continue to use their GSB lifetime forwarding e-mail address (e.g. JSmith10@gsb.columbia.edu) following graduation. Be sure to keep your email forwarding address and professional information up to date on the alumni website so that classmates and fellow alumni can keep in touch with you.

Attend Exclusive Events

The Office of Alumni Relations sponsors a variety of events each year that spotlight prominent faculty, notable alumni and key industry executives. EMBA alumni are invited to attend all events, as well as exclusive EMBA alumni functions. They are also encouraged to come back to campus and reconnect with classmates during the annual

Reunion Weekend in April. If alumni are unable to make it back to campus, they are encouraged to join us for our Pan-European and Pan-Asian Reunions as well.

Join an Alumni Club Near You

The School has over 55 alumni clubs around the world. Each alumni club is led by talented volunteers who organize a variety of stimulating professional and social events, which provide alumni with many opportunities to learn from one another and network with peers. The alumni club of New York, www.cbsacny.com, hosts more than 75 social, professional and educational events a year for a growing membership of more than 1,600 alumni. Beyond New York, the London, Boston and San Francisco clubs are, respectively, our largest international and national alumni clubs. You can also participate in the annual worldwide Alumni Club Event. Clubs from around the world organize events around June 11th, which brings together students, alumni and newly admitted students to strengthen and celebrate the global alumni network. No matter where you work or live we encourage you to get involved! You can also join the Columbia Club of New York (www.columbiaclub.org) and take advantage of their West 43rd Street facilities, guest rooms and programming. Membership dues are based on location and graduation year. This can be calculated on the NYC club website.

Continue to Stay Connected

Alumni receive our semi-annual alumni magazine, *Hermes*; a quarterly alumni e-newsletter that features news about the School, monthly event updates, the latest issue of *Ideas @ Work* and regular EMBA program updates.

Recruit Future Columbia Executive MBAs

Alumni can stay involved with the program by attending or hosting admissions receptions and encouraging your company to sponsor EMBA students. You may also become an EMBAssador. Columbia's EMBA program retains its strong reputation in the marketplace in large part due to the remarkable students we attract and admit. You can help increase the size and quality of the applicant pool. Nobody knows better than EMBA alumni what it takes to be successful in the program, and that is why you can

recommend at least once exceptional person to the program. You can find the online referral form at: www.gsb.columbia.edu/students/emba/embassador.

Go Back to Class

EMBA alumni can audit any Columbia Business School class for free (with the instructor's permission). You 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

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

Find Your Next Job

The alumni website is a valuable tool for any job search featuring a job database and resume upload. The recently launched Experienced Hire Talent Portal allows alumni to have their resume viewed by Fortune 500 companies who want to recruit experienced hire professionals for senior level posts worldwide. *Post a Job* is a convenient place for employers to advertise job openings to MBA, EMBA students or alumni. *Job Search* allows alumni to explore current job postings by keyword, company, industry, function and more. There are also lists of career coaches and other career search tools. You can also search and subscribe to the quarterly alumni career services e-newsletter. The Office of Alumni Relations hosts many career workshops, but if you are not located within the tri-state region, you may attend one remotely through our new career webinars.

Connect with Students

Share what you have learned beyond the classroom by: volunteering to mentor students, participating in the tutoring program, attending networking receptions, speaking at events and responding to student inquiries for career advice.

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. Your contribution to the EMBA Fund will support Columbia Business School's goal to become the undisputed leader of Executive MBA programs in the marketplace. To learn more about giving to EMBA, please visit:

www.gsb.columbia.edu/makeagift/EMBAFUND.

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

Office of Alumni Relations
Columbia Business School
33 West 60th Street, 7th Floor
New York, NY 10023
Tel: 212-854-8815
Fax: 212-265-2477
alumni@gsb.columbia.edu

EMBA Tuition and Billing Policy

Only applies to students billed by Columbia:

Fees and Payment

Total tuition for entering Summer 2009 Global students is \$136,530 for 61.5 credits. All tuition will be billed on a per credit basis at \$2,220 per credit.

For example, a typical tuition schedule would be:

Term 1 – 12 credits (\$26,640 - \$3,000 deposit = \$23,640), Term 2 – 13.5 credits (\$29,970), Term 3 – 12 credits (\$26,640), Term 4 – 12 credits (\$26,640), Term 5 – 12 credits (\$26,640)

Any variation in credits will result in larger or smaller payment

Tuition and fee transactions will be managed by Columbia University Student Financial Services (SFS). SFS manages billing and payments for over 22,000 Columbia University students. Some of the advantages for students include online Student Account Statements, direct deposit of tuition refunds, and a wide variety of payment methods.

Late Payments

Regardless of financial sponsorship, students are expected to ensure that tuition payments are made on time. Students whose accounts are delinquent will have their registration for the upcoming semester dropped and will be prohibited from continuing with the program until payment has been received. Students are responsible for all late fee payments.

Contact

To get the best service for your billing questions, please contact the Columbia EMBA Business Office directly at 212.854.6757 or at embabilling@columbia.edu.

Payment Options

For payment options, please visit

<http://www.columbia.edu/cu/sfs/docs/billing/payment-options.html>.

Tuition Adjustment

Students who exceed 5 terms will pay the current tuition rate for that specific term. If you withdraw, defer or take a leave of absence from the program, the most current tuition rate will apply upon your return.

The following are required:

Direct Deposit Form

If you are receiving a refund, please complete the Direct Deposit instructions in the Accounts section of SSOL: <http://ssol.columbia.edu>.

Third Party Billing Agreement

Complete this form if another entity is directly paying tuition on your behalf. *You do not need to complete this form if you will be reimbursed by your company for tuition.* Please fax the completed form to EMBA Business Office at 212.854.8998. This form will be distributed during orientation.

Sponsorship Letter

If the information in the sponsorship letter that you submitted during the admissions process has changed, you must submit a new sponsorship letter clearly indicating financial sponsorship.

Contact Information:

1. For all billing related questions, contact:

EMBA Business Office
1125 Amsterdam Avenue Room 411
New York, NY 10025
Tel (212) 854-6757
Email: embabilling@columbia.edu

2. For all Financial Aid questions, contact:

Office of Financial Aid
3022 Broadway
111 Uris Hall
New York, NY 10027
Tel (212) 854-4057
Email: finaid@gsb.columbia.edu

Only applies to students billed by LBS:

London Business School:

financialaid@london.edu for any queries on loan status, processing or loan payments

mokine@london.edu for any queries regarding your tuition bill

Regent's Park

London NW1 4SA

United Kingdom

Tel: +44 (0)20 7706 6825

Financial Aid

For Students being billed by Columbia Business School

Financial Aid Office

Applying for financial aid is a self-managed process. It is the responsibility of the individual student to ensure that paperwork is completed and submitted in a timely fashion. Students may obtain financial aid information on the Financial Aid site <http://www4.gsb.columbia.edu/financialaid/emba> or by checking the Admitted Student Website.

Federal Stafford Loans (Subsidized & Unsubsidized)

Available to U.S. citizens and U.S. permanent residents only

The maximum Federal Stafford Loan available in a given academic period (two semesters) is \$20,500. This loan is available to U.S. citizens and U.S. permanent residents only. The loan will be disbursed to the University electronically. This process will have to be repeated again for the next academic year - it will not happen automatically. In your time at Columbia Business School, you will be able to receive Federal loans three times for a total of \$61,500 over the five-semester timeframe. Please see the financing chart included at the end of this document for a disbursement schedule.

Step 1

In order to apply for Stafford Loans, you must first complete a 2009-2010 Free Application for Federal Student Aid (FAFSA). This form can be filed online at the FAFSA website, www.fafsa.ed.gov. It is a requirement for Federal aid consideration but it is **not** a loan application. Further loan applications are required to secure loan funds. Please use Title IV school code E00116 for Columbia Business School for all EMBA programs billed through the NY office.

To complete the FAFSA, please have your 2008 federal tax returns handy to easily answer the questions. Once the FAFSA is complete and e-signed, a Student Aid Report (SAR), based on the results of the FAFSA processing, will be sent to you and an

electronic version will be transmitted to the Financial Aid Office at Columbia Business School. This step starts the Stafford Loan process.

Please read the SAR carefully. Your SAR will specify if any additional information is required by the school. There is a federal process called “verification” for which some students may be randomly selected. If verification is designated on your SAR, you are required to forward a copy of your 2008 tax returns (with W2 forms and all schedules) to the Columbia Financial Aid Office and complete a “Verification Worksheet.” Do not forward your tax return unless your SAR indicates you have been selected for verification. You may also need to provide proof of citizenship or Selective Service. You will be contacted separately by the Financial Aid office if additional paperwork is necessary.

Step 2

In addition to the FAFSA application, you must complete a Stafford Master Promissory Note (MPN), which can be completed online as well. Be sure to e-sign this application with the same PIN code used for the FAFSA. You must select an eligible Title IV lender to fund your loans. In late April we have a lender chart provided on the Admitted Students Website for your reference but feel free to select any lender of your choice and complete their corresponding online loan application.

Step 3

At the beginning of your first term, you will need to complete a Federal Entrance Interview and at the end of your fifth term an Exit Interview. Stafford Loan funds cannot be released to the University without the Entrance Interview and your diploma cannot be released without the Exit Interview. These interviews are both online and inform you of your rights and responsibilities as a borrower. To complete the Entrance/Exit Interviews, go to <http://ssol.columbia.edu>. Please print and retain a copy of the entrance interview confirmation e-mail.

The Federal Stafford Loan is a long-term, fairly low interest student loan supported by the federal government.

- This loan is available to U.S. citizens and U.S. permanent residents. The interest rate is fixed at 6.8% and usually carries an origination fee between 0.5

and 1%. There is a possible combination of two loan types, subsidized and unsubsidized.

Subsidized: Students do not incur interest on the loan principal while enrolled in school. The federal government pays the interest during enrollment and during the six-month grace period following graduation. A student can qualify for a maximum of \$8,500 per academic year.

Unsubsidized: Students incur interest while enrolled in school and have the option to pay the interest while in school. Currently, the maximum amount in loan funds per academic year is \$20,500 less the amount of the subsidized loan; these funds are disbursed over the course of your first two semesters. Please refer to the financing chart at the end of this document for further scheduled disbursements of your Stafford loan.

- You must remain at least half-time (enrolled in 6 credits) and maintain good academic standing to receive these funds. Loan repayment begins 6 months after you graduate or drop below 6 credits, whichever happens first.
- Since the EMBA program takes place over five semesters spanning two and one-half academic years, students can apply for these funds three times during the course of the degree program for a total of \$61,500 over two and one-half years.
- To determine eligibility for the Stafford Loan each student must complete the Free Application for Federal Student Aid (FAFSA). This form can be found at www.fafsa.ed.gov.
- As an indicator to the Financial Aid office and promise of repayment, a Master Promissory Note (MPN) must also be completed. The lender you choose will determine which online loan application to complete. To renew your loans for subsequent semesters, a new FAFSA and some internal forms will be necessary as well.

Alternative/Supplemental Loans

(Private loans are available to all students but the Federal Graduate PLUS loan is for U.S. citizens and permanent residents only).

Students may work through any lending institution of their choice to secure alternative loans; however, Columbia University has several suggested lenders in case you wish to have this information. An updated lender list for the 2009-2010 school year will be made available in late April.

U.S. citizens and permanent residents can apply for either the Federal Graduate PLUS loan or a private loan and international students can only apply for private loans providing they have a creditworthy cosigner who is a U.S. citizen or permanent resident.

Federal Graduate PLUS loans: The interest rate is fixed at 8.5%, the loan carries a 3% origination fee and loan approval is contingent upon a student's credit history. You must have a FAFSA form on file to qualify.

Private loans: The interest rate is variable for the life of the loan, usually adjusted quarterly, and is contingent upon a student's credit history/score. It is best to use as much Federal Stafford loan eligibility as possible before turning to the private loan. Interest rates fluctuate with either the Prime Rate or the 3-month LIBOR until the loan is repaid.

Once you have selected a loan product:

Step 1

Once the lender list is available, please check the To Do list for a side-by-side comparison to select a lender and a loan product. The corresponding website to apply online will be listed next to each lender. This chart is only a suggested comparison tool; feel free to select any lender outside this chart.

Step 2

Tabulate the loan amount requested for the **first two terms**. If you are borrowing Stafford Loans, deduct \$20,500 from the initial two terms of tuition and another \$20,500 for your third term. If you need additional money to cover your travel

expenses, you should calculate that amount over the course of two terms and add it to your requested loan amount. Please note that when our office sends you a Financial Aid Award Letter it will include a large alternative loan amount to cover living expenses. You should only apply for as much as you need and should use the chart below instead of the award letter if you wish to only cover tuition.

Financing Chart

Borrower Based Academic Year	Semester	Year	Tuition		Financial Aid		
			Amount	Due	Federal Stafford Loan less the origination fee	Suggested Alternative Loan	Graduate PLUS amount with 3% Origination Fee
	<i>Deposit</i>	2009	\$3,000	31-Mar			
1st set of loan applications							
Year 1	Summer	2009	\$23,640	TBD	\$10,148	\$13,493	\$17,173
Year 1	Fall	2009	\$29,970	TBD	\$10,148	\$19,823	\$17,173
	Totals				\$20,295	\$33,315	\$34,345
2nd set of loan applications							
Year 2	Spring	2010	\$26,640	TBD	\$20,398	\$6,243	\$6,436
	Totals				\$20,398	\$6,243	\$6,436
3rd set of loan applications							
Year 2	Summer	2010	\$26,640	TBD	\$0	\$26,640	\$27,464
Year 2	Fall	2010	\$26,640	TBD	\$20,398	\$6,243	\$6,436
	Totals				\$20,398	\$32,883	\$33,899

**Tuition amounts are estimated based on taking 12 credits per semester, with the exception of Fall 2009 at 13.5 credits. Loan amounts assume the standard origination fees most lenders charge.

Applying for terms 3, 4 & 5

Term 3

Before the extra \$20,500 (less origination fee) can be released to you in the Spring of 2010, you will need to complete an online Stafford Loan Request Form with the financial aid office. You should also complete a new Alternative Loan application with your lender for any additional financing needs.

Terms 4 & 5

If you intend to reapply for the Stafford Loan you will need to renew your FAFSA for the 2010-2011 academic year. Alternative loan applications will also need to be completed to renew the loans for the second year. Email is the official mode of communication by the Financial Aid office. We will remind you when it is time to renew your aid via email. All loan renewal applications should be completed no later than June 15, 2010.

Frequently Asked Questions:

Financing the Executive MBA Program

Who is eligible for student loans?

U.S. citizens, permanent residents, and international students with creditworthy cosigners who are U.S. citizens or permanent residents are all eligible for student loans.

Can I get scholarships?

Executive MBA Students are not eligible for scholarships through Columbia Business School. However, there are other sources such as the Free On-line Scholarship Notification Service at www.fastweb.com, and for international students, The Institute of International Education at www.iie.org.

What are the criteria to get a student loan?

1. To be eligible for Federal Stafford loans you must be a U.S. citizen/permanent resident, have never defaulted on a student loan and if you are male, you must have registered with Selective Service (or must prove exemption). There is no credit check associated with the Federal Stafford loan and level of income does not preclude you from being eligible.
2. U.S. citizens and permanent residents must have a good credit history for alternative loans. If this is not the case, then a co-borrower will be needed to secure the loan funds.

3. International students can apply for a private loan and must have either a U.S. citizen or permanent resident.

When do I need to apply for Financial Aid?

Students must apply for Financial Aid three separate times over the course of the program. This process does not happen automatically, even if you have received funding in the previous term.

The schedule is as follows:

1 st , 2 nd Terms	Applications Due Before: June 1, 2009
3 rd Term	Applications Due Before: November 15, 2009
4 th & 5 th Terms	Applications Due Before: May 15, 2010

NOTE: The FAFSA can take 2-4 weeks for processing and loan applications can take another 2-4 weeks as well. Please inform the EMBA Business Office that you will be using loans to cover the expense of the program. Copies of all applications and award letters should be made for personal record keeping.

How does loan money come to the University?

There are two ways that loans are currently disbursed to the University. The Federal loans (Stafford and Graduate PLUS) are sent to your Columbia tuition account via an electronic funds transfer (EFT). However, you must complete an online "Entrance Interview" beforehand; otherwise, the funds will be returned to the lender after a two-week period.

The private loans are disbursed to the University in the form of a paper check that is sent directly to the EMBA Business Office. The checks must be endorsed by the student and deposited by the University. Any loan proceeds remaining after tuition is paid can be refunded to the student.

Can I take out additional money for my travel expenses?

Yes, you can. Estimate how much you will spend in travel per term and factor it into the alternative loan amount that you are requesting. Once the money is credited to your

account and your tuition is paid, a refund can be processed by the University. Please be mindful that applying for financial aid can be a lengthy process.

Who is my contact on Financial Aid matters?

You can obtain further advice on the loan process, amounts to request, and the timeframe in which to apply by contacting the Financial Aid Office by phone: 212-854-4057 or email: finaid@gsb.columbia.edu.

Who is my contact on Invoice and Account Statement matters?

You can check your account online at any time using Student Services On Line <http://ssol.columbia.edu> logging in with your UNI. The EMBA Business Office can assist you with any issues by phone (212) 854-6757 or email embabilling@columbia.edu. At London Business School, contact mokine@london.edu for any queries regarding your tuition bill.

What is the scheduled breakdown of loan money? And how much should I request for tuition?

Please refer to the Financing Chart for an exact breakdown of loan amounts to request. Loans can only be certified for the EMBA budget (amount of invoice plus travel expenses) less any financial sponsorship, whether or not such support is given prior to, during or after participation in the program.

Again, Financial Aid is a self-managed process. As an Executive MBA student you will be expected to gather all necessary materials to complete your financial aid package. This list of Frequently Asked Questions has been compiled as a tool to assist you with this process. Please contact the Financial Aid Office if you have any additional questions you would like answered about the process.

Columbia Business School Policies

Columbia Business School Honor Code

As a lifelong member of the Columbia Business School community, I adhere to the principles of truth, integrity, and respect. I will not lie, cheat, steal, or tolerate those who do.

The Columbia Business School Honor Code calls on all members of the School community to adhere to and uphold the notions of truth, integrity, and respect both during their time in school, and throughout their careers as productive, moral, and caring participants in their companies and communities around the world. Please see the Web site, <http://www.gsb.columbia.edu/honor/index.html>, for more information on where and how to get answers on Code-related questions, steps to take if you have witnessed a Code violation, a resource outlining expectations for all students, a discussion forum to have your say, and a list of recommended books on leaders grappling with the ethical issues we all face.

Dean's Disciplinary Procedures

Procedure for Student Discipline

The Business School is an academic and professional community committed to fostering intellectual inquiry and learning in a climate of academic freedom, integrity, honesty, and respect for the rights of others. Its members are expected to uphold these principles at all times and to abide by the regulations of the Business School and the University. They are also expected to obey local, state, and federal laws. Students continue at the University, receive academic credits, graduate, and obtain degrees subject to the disciplinary powers of the Business School and the University. The Trustees of the University have delegated responsibility for student discipline to the deans of the individual schools. Students should be aware that academic dishonesty (for example, plagiarism, cheating on an examination, or dishonesty in dealing with a faculty member or other University official) or violence, threatening behavior, or harassment are particularly serious offenses that will be dealt with severely under the Business School and University Disciplinary Procedures. Thus, any student who engages in any form of

academic or personal misconduct is subject to the disciplinary procedures developed by the Business School. Since student status does not render the individual immune from non-University jurisdiction, infractions of city, state, and federal laws may be referred to civil authorities. Such referral does not preclude disciplinary action within the University when it would serve the best interest of the academic community. This document outlines these policies and the disciplinary procedures invoked in cases of student misconduct.

Policy on Academic and Personal Misconduct

The Business School prohibits academic dishonesty or misconduct. Without trying to list every example, the following illustrate the different forms that academic fraud or misconduct can take:

1. Failure to comply with the Columbia Business School Honor Code.
2. Cheating on examinations or tests; fabrication of data and/or fabrication of results.
3. Plagiarism, the failure to adequately acknowledge ideas, language or research of others, in papers, essays, dissertations or other work.
4. Knowingly assisting others in plagiarism, by making one's papers, essays, or written work available for such use.
5. Misstatement/misrepresentation regarding any academic matter, such as application for admission or financial aid, or during a formal inquiry by University officials.
6. Misuse, alteration, or fabrication of University documents, records and credentials, including transcripts and ID cards.
7. Improper use of the library and its resources: theft or purposely hoarding or hiding books or materials.
8. Misconduct in carrying out teaching or research responsibilities. These guidelines apply to anyone teaching or conducting research at Columbia.

The Business School also strictly prohibits conduct that disrupts or interferes with the operations of the University or activities of any member of the University community. The following types of misconduct fall under this rubric:

1. Harassment, coercion, or intimidation of any member of the community. This includes behavior that is rude or abusive and harassment based on personal characteristics such as gender, race, ethnicity, religion, disability, age or sexual orientation.
2. Interference with instruction or research.
3. Unauthorized or improper use of University services, equipment, library or laboratory facilities, including computers, CU email, CU web addresses, and telephones.
4. Failure to comply with an order of a legitimate University authority acting in the line of duty, including a security officer, faculty member, or other official.
5. Violation of other rules of the University or the Business School.

Please note: The University has established alternative policies and procedures for the following types of misconduct:

1. Disruptions of the operations of the University during demonstrations, rallies, picketing and circulation of petitions may be dealt with through the Rules Administrator of the Rules of University Conduct (See heading "Rules of University Conduct").
2. Discrimination and sexual harassment may be dealt with through the Office of Equal Opportunity and Affirmative Action, the Ombuds Office, the dean of the school of the accused if the accused is a student or the Department of Security if the situation may involve criminal activity.
3. Sexual misconduct by a student may be dealt with through the Office on Sexual Misconduct Prevention and Education.
4. Academic assessment of students resides with the Business School faculty. Thus, in disciplinary cases where assessment is an issue, the procedure is limited to assuring that the assessment was made impartially and according to procedures applicable to all students.

Procedure for Disciplinary Cases

Informal Resolution

In many cases, charges of misconduct are resolved by an individual faculty member and the student involved. Either party may wish to involve the Divisional Chair at the outset of the resolution process. Discussions aimed at informal resolution must remain confidential and generally should last for no more than 30 working days. All incidents

that result in sanctions must be summarized and sent to the Assistant Dean of Student Academic Affairs (MBA) and the Assistant Dean of Executive MBA Programs (EMBA), hereafter ADSAA.

Formal Charge of Misconduct

Charges of misconduct not resolved informally or at the divisional level may be brought to the attention of the ADSAA for a formal proceeding of the Disciplinary Committee. The Committee has authority to conduct a proceeding for the following types of complaints:

1. A charge of academic misconduct against a student, usually brought by a faculty member or division.
2. A charge of non-academic misconduct against a student, which could be brought by any member of the Business School or University community.

Regulations for Hearings of the Committee on Discipline

Prior to Hearing

To initiate a proceeding, the complainant submits a written statement to the ADSAA outlining the charge, and conduct precipitating the charge, for referral to the Disciplinary Committee. Charges shall be timely if brought within one semester of the alleged misconduct. However, under special circumstances, this time limit may be extended. A student accused of academic dishonesty or misconduct will receive written notice of the complaint at least two weeks before he or she is required to appear before the Committee. The written complaint sets forth the charge and the alleged conduct in support of that charge. Both the accused student and the complainant will be informed of the requirements of confidentiality of the proceedings, and the need to inform any potential witnesses of these requirements. The student will be advised that he or she is expected to cooperate in the investigation of the complaint and that he or she has a right to appear before the Disciplinary Committee to speak in his or her defense. The student is also informed of the potential penalties should he or she be found guilty. An accused student may, but need not, submit a written statement in response to the complaint, and will typically appear at the proceeding.

Both the complainant and the accused student will be informed prior to the hearing of their rights to identify witnesses and documents. Witnesses' names will be submitted to

the ADSAA at least ten days in advance of the first session of the hearing. Rebuttal witnesses, if any, may be identified and their names forwarded to the ADSAA during the hearing process. The ADSAA will contact witnesses to schedule their appearances and to advise them about procedure and the requirement of confidentiality of the proceedings. Prior to and during the hearing, the ADSAA may grant extensions of time for good reason to either party in order to produce supporting evidence or to appear at a session. At any time after a complaint has been received, but prior to a decision being rendered by the Committee, the parties may agree to settle the matter between themselves with the help of a mediator or the ADSAA.

The Hearing Process

The hearing is held before the Disciplinary Committee, which is composed of (a) three faculty chosen by the ADSAA from among the Faculty Standing Committee for Discipline ("FSCD"), (b) two students chosen by the ADSAA from among the Student Standing Committee for Discipline ("SSCD"); and (c) the ADSAA who serves ex officio in a non-voting capacity. The ADSAA chairs the meeting and provides whatever administrative support the committee needs. A quorum shall consist of four voting members. Before members of the Committee begin their deliberations, the ADSAA may appoint a replacement for any member of the committee who believes him or herself to be biased or to have a conflict of interest. Faculty will be replaced with faculty, students with students, and the ADSAA with an administrator of the ASDAA's choosing. The hearing may involve one or more sessions, depending on how long it takes to collect, present and evaluate the evidence needed to review the charge of misconduct. Hearings are conducted in a timely fashion, that is, are completed by the end of the semester following the one in which the student received notification of the charge of misconduct. Once the hearing has commenced, the Committee may make any procedural decisions it deems necessary to ensure fairness and to avoid undue delay. It also may look at any evidence it deems relevant and material to the proceedings, and may decide the appropriate weight to be accorded to any evidence it considers. The Committee determines the admissibility, relevance and materiality of the evidence offered, and may exclude any evidence or witnesses it deems repetitive, irrelevant or disruptive. At the first session, the charge is read and understood by all members of the Committee, and the written complaint discussed by the committee. If the accused has provided a

written statement in response to the complaint, that statement also is given to committee and discussed. The complainant may be asked by the Committee to appear before it to discuss the complaint, and to answer any questions its members may have. The accused student does not have the right to be present at this proceeding and is not privy to committee deliberations. Similarly, the student may be asked by the committee to appear before it to discuss the complaint, and to answer any questions committee members may have, but may choose not to do so. The student may select a member from the Business School community to appear before the committee to speak on his or her behalf in place of the accused. The advocate may not pose questions to the committee members or intervene in the proceedings in any way, and is not privy to committee deliberations. Although the student is free to consult with an attorney, he or she is not permitted to have an attorney present during the disciplinary proceeding or at any appeal.the

If the accused chooses not to appear or testify, he or she is informed that the Committee will proceed to a decision. The proceeding is not an adversarial courtroom-type proceeding. Rather, the proceeding is intended to educate the members of the Committee so that they may determine the truth of the charges made. There is no verbatim transcript. All deliberations of the Committee are held in private. To find the accused guilty of the charge, the Committee must be persuaded that there is “clear and convincing” evidence that an infraction of the rules for academic or personal conduct has occurred, and must decide by majority vote. The committee also decides on the appropriate sanction if an infraction has occurred.

The decision of the Committee is rendered in a written report and includes the rationale for the decision and any supporting evidence, and the sanction recommended. The decision should in most cases be rendered within ten working days of completion of the hearing.

Sanctions

A decision to impose sanctions requires at least three members of the committee voting in favor of sanctions. Sanctions shall be imposed that are appropriate to the nature and severity of the violations to which they are attached and to the student's general

character and behavior as a member of the Business School community. A non-exhaustive list of authorized sanctions includes:

- Warning, a reprimand, which becomes part of the student's official record but is not considered a formal disciplinary action;
- Additional work such as writing extra papers, or accumulating extra credits in order to graduate;
- Probation, with or without conditions such as counseling, which is intended to serve as a serious warning to students whose conduct gives cause for concern. It is hoped that probation will cause the student to return to satisfactory behavior. The student will be relieved from probation if, at the end of a set period of time, satisfactory conduct has been maintained. Failure to meet the conditions of probation is a serious matter, and will ordinarily result in suspension or dismissal;
- Suspension, which requires that the student not register for a period of one or more semesters and is recorded on the student's permanent transcript;
- Dismissal, an action taken in serious disciplinary cases, which ends a student's connection with the University and is recorded on the student's permanent transcript.

A combination of sanctions is also authorized.

Notification

Notification of the Committee's decision and its written report are sent to both the accused and complainant, members of the committee and the Business School's Dean. The ADSAA also informs the student of the sanction imposed and of his/her right to appeal.

Appeals

An appeal may be submitted by letter to the Faculty Executive Committee within thirty working days of receipt of notification of the Committee's decision, clearly stating the grounds for appeal. The Executive Committee shall review the record and may consult with the members of the Disciplinary Committee, but shall not consider new evidence. Ordinarily, the determination of an appeal will be based on procedural grounds rather than a re-examination of the facts. If the Executive Committee finds that there is new

evidence that the Disciplinary Committee did not consider, the Executive Committee may ask the Disciplinary Committee to reconvene to consider new evidence. The decision of the Executive Committee is final. Both complainant and accused are advised of the outcome of any appeal in writing, as are members of the Disciplinary Committee. In the event that the executive committee is unable to meet for a sustained period of time, the Dean will assume the appellate role of the Executive Committee. Any decision rendered by the Dean on an appeal should be reported to the Executive Committee in a timely fashion.

Columbia University Policies

The policies included in this section are excerpts from the 'FACETS' publication. Additional information may be found in the 'FACETS' online at www.columbia.edu/cu/facets/.

Policy on Access to Student Records under the Federal Family Educational Rights and Privacy Act (FERPA) of 1974, as Amended

Guidelines and Statement of Policy

(Comment: While gender-neutral language is employed in these guidelines and statements whenever possible, "he," "him," or "his" occasionally appear. They are used to avoid awkward locutions and are not intended to perpetuate gender stereotypes.)

I. 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:

- (1) 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.

II. 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.

III. 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.

IV. General

(a) Copies of the preceding Guidelines and Statement of Policy are available on the Columbia Web site at www.columbia.edu/cu/facets/. You may view the Federal Family Educational Rights and Privacy Act on the U.S. Department of Education Web site at www.ed.gov/offices/OI/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.

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.

Equal Opportunity and Nondiscrimination Policies

For more information about the Equal Opportunity and Nondiscrimination Policies please visit www.facets.columbia.edu or contact:

Office of Equal Opportunity and Affirmative Action
103 Low Library
Mail Code 4333
212-854-5511

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

University Operations and Emergency Procedures

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, the Columbia University homepage.
- EMBA 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 212-305-7300. To report an emergency on the Lamont Campus call 845-359-2900. To report an emergency on the Nevis Campus call the Irvington Police at 914-591-8080. Please reserve these calls for true emergencies.