GENERAL STATEMENT OF POLICY

The College of William & Mary does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, disability or age in its programs and activities. All inquiries regarding non-discrimination policies should be addressed to:

Tammy Currie, Director of Equal Opportunity
The College of William & Mary
Hornsby House
P.O. Box 8795
Williamsburg, VA 23187-8795
(757) 221-2615

Note: This catalog provides information for the time period of August 2011 to August 2012. It is current until August 2012 when a new version will be published. The Mason School of Business reserves the right to make changes in the regulations, charges and curricula listed herein at any time.

THE COLLEGE OF WILLIAM & MARY DIVERSITY STATEMENT

The College of William & Mary in Virginia is a community of teachers, students, and staff who share our national ideals of human equality, democracy, pluralism, and advancement based on merit. We give life to these principles—and prepare women and men to be citizens of the wider world—when we value diverse backgrounds, talents, and points of view.

As a community, William & Mary believes that cultural pluralism and intellectual freedom introduce us to new experiences, stimulate original ideas, enrich critical thinking, and give our work a broader reach. We cannot accomplish our mission of teaching, learning, discovery, and service without such diversity.

William & Mary belongs to all Virginians, to the nation, and to the world. Yet our College, like our country, failed for many years to open the door of opportunity to all people. In recent decades, William & Mary has made itself a more diverse community, and thus a better one. Structures and habits that create injustices, however, have yet to be fully banished from American society. We are committed to establishing justice.

The College of William & Mary strives to be a place where people of all backgrounds feel at home, where diversity is actively embraced, and where each individual takes responsibility for upholding the dignity of all members of the community.

CODE OF ETHICS

Integrity is one of the core values of the College of William & Mary. Thus, we are committed to lawful and ethical behavior in all of the university's activities. At William & Mary, we insist that all members of the university community -- our board members, employees, students, and volunteers -- comply with all laws, regulations, policies and ethical norms applicable to them. More generally, we are to be honest, fair, and trustworthy ourselves and to take care that other members of the university community are also.

We, as members of the William & Mary community, will:
1. Obey the laws, regulations, and policies applicable to our university activities.
2. Protect and preserve university resources and ensure their proper use.
3. Avoid both conflicts of interest and the appearance of such conflicts.
4. Safeguard confidential information.
5. Make procurement decisions impartially and objectively.
6. Maintain effective internal controls to safeguard the regularity and integrity of our activities.
7. Treat other people with dignity and respect, ensuring there is no discrimination or harassment at William & Mary.
8. Report any illegal or unethical action that comes to our attention, so the university can investigate and take corrective steps.

THE HONOR SYSTEM

Among the most significant traditions of the College of Williams and Mary is its student administered Honor System. The spirit and essence of the Honor System have existed at the College for more than 200 years and are embodied in the Honor Code. It asserts that honor and personal integrity are fundamental attributes essential of the climate of trust which must exist in a community of scholars. The Code is an agreement, accepted by each student who enrolls, not to lie, cheat or steal or to tolerate such behavior in others. Self-administered by elected peers, the Honor System is supported strongly by the Faculty and the Administration. Detailed information about the Honor System may be found in the College of William & Mary Student Handbook.

ACCREDITATION

The Mason School of Business is accredited by The Association to Advance Collegiate Schools of Business (AACSB) to award undergraduate and graduate degrees in Business Administration and Accounting. For questions about AACSB accreditation please contact the AACSB International World Headquarters at 777 South Harbour Island Boulevard, Suite 750 Tampa, FL 33602 USA or call (813)-769-6500.

The College of William & Mary is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award bachelor’s, master’s, post-master’s certificate, doctoral, and first professional degrees. Contact the Commission on Colleges at 1866 Southern Lane, Decatur, Georgia 30033-4097 or call (404) 679-4500 for questions about the accreditation of William & Mary.
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Congratulations on your decision to join the community of the Mason School of Business at The College of William & Mary. We know you had other excellent options, and we are delighted that you have chosen us for the next important stage in your educational and personal development.

We encourage you to be revolutionary in how you approach your time with us. Put everything on the line: expect to be transformed. Our personalized, experience-based approach to business education will enable you to achieve your aspirations. Be ethical in all things and aspire to make a sustainable difference in the world. Be a revolutionary in the cause of the common good.

We view ourselves as your partners and we will do everything we can to help you become business-ready and to connect you to world-class opportunities. You join a community filled with the best faculty in the nation who actively contribute to the ongoing conversation of business. They are committed to your intellectual, personal, and professional development. We bring business into the business school to develop the whole person and to help you achieve your aspirations as a leader. Our remarkable executive partners join the efforts of our faculty and program teams to help us lead business schools in having companies and executives working one-on-one with our students and side-by-side with our faculty.

Here you are joining a community. We care. You will notice that difference from the moment you arrive and throughout your time with us. You will become a part of us and we will become a part of you. With the foundation of the history, tradition and legacy of William & Mary and the relationships you will develop with faculty, business leaders, executives and your fellow students, you will be connected to a powerful community that will help you make your mark on the world of business. And you will join our accomplished alumni achieving at the highest levels in business who are known for their preparation, their integrity, their intelligence, their willingness to work hard, and their understanding of what really matters in business.

Welcome.

Lawrence B. Pulley
Dean and T.C. and Elizabeth Clarke Professor of Business
The Mason School of Business has deep roots in the history and traditions that have made the College of William & Mary one of the most distinguished liberal arts universities in the nation. Founded in 1693, the College is the second oldest university in the nation—the first was Harvard—and educated many of the nation's Founding Fathers. It ranks consistently among the top 10 public, undergraduate liberal arts colleges in the United States.

Proud traditions of the College include the founding of Phi Beta Kappa, the National Honor Society and the Honor Code that inspires alumni, students and members of the College community to lead ethical and moral lives.

This same commitment to scholarship, service and ethics underscores the mission and curriculum of the Mason School of Business. The School educates the next generation of business leaders by offering a highly personal learning environment that fosters team-building skills, self-reliance, an entrepreneurial spirit and ethical character.

In 1919 William & Mary President Julian A.C. Chandler established the Department of Business while expanding the College’s sphere of services. The study of business grew in popularity over the 20th Century, with substantial growth after the end of World War II. The College established the Master of Business Administration (MBA) Program in 1966. In 1968 the Department of Business became the School of Business, and in 1971, the College’s Board of Visitors approved the addition of the Bachelor of Business Administration (BBA) undergraduate degree. The Master of Accounting degree graduated its first class in 2000.

In November 2005, the School of Business was named the Mason School of Business to honor longtime supporter Raymond A. “Chip” Mason, President and CEO of Legg Mason, Inc., who graduated from William & Mary in 1959 and was instrumental in the creation of the School of Business in 1967-1968.

In July 2009, the Mason School of Business moved to its new home in Alan B. Miller Hall. Alan Miller is Chairman of the Board and CEO of Universal Health Services. He graduated from the College in 1958.
Vision

The vision of the Mason School of Business at the College of William & Mary is to be a premier and intimate learning community with a world-class reputation as a source of highly qualified and principled managers and leaders.

Mission Statement

The mission of the Mason School of Business at the College of William & Mary is to serve the Commonwealth, the nation, and the global community both by offering high-quality educational programs at the undergraduate, graduate, and professional levels and by creating and communicating new knowledge.

We fulfill this Mission through:

- Building a Faculty whose research, teaching, and service influences students, business leaders, policy makers, and other scholars.
- Engaging Students in innovative educational experiences to nurture creativity, to mentor high ideals, and to accelerate ambitions of leadership so that they will imagine the great business opportunities of the day and seize them.

Values Statement

As a global citizen and member of the Mason community, I embrace the following values:

- Respect and responsibility for self and others
- A spirit of generosity
- A life dedicated to inquisitive learning and development

My words, actions, and relationships will demonstrate my commitment to these values within the program and throughout my life.
The Mason School of Business offers a full-time MBA Program, a Master of Accounting Program, and an Executive MBA and Flex MBA, both designed for working professionals. Students get a personalized, experience-based business education partnering with faculty and executives in real-time, real-world business cases.

All graduate programs are accredited by the Association to Advance Collegiate Schools of Business International (AACSB International) and the Southern Association of Colleges and Schools (SACS).

**Full-Time MBA**

The William & Mary full-time MBA is a highly personalized, experience-based program that challenges the student on the same fronts as today's business leaders. The experience will span core courses, electives, Career Acceleration Modules (CAMs), the Field Consultancy Program, and our Leadership Development Program.

**Major General James Wright MBA Fellowship (Armed Forces MBA)**

The Major General James Wright MBA Fellowship (Armed Forces MBA) is an exclusive partnership between the William & Mary School of Business and the U.S. Army. Classes are held at the College of William & Mary in Alan B. Miller Hall, and the curriculum is tailored with an intensity meant to match the pedigree of Army leaders. The program includes a focus on the Federal government budgeting process as it applies to national defense, as well as a specialization in Six Sigma and Supply Chain Management.

**Master of Accounting**

Our two-semester Master of Accounting (MAcc) Program prepares students of varied backgrounds for accounting-related careers and professional certification.

**Executive MBA**

The William & Mary Executive MBA (EMBA) is brimming with real-world experiences from classes taught by one of the best faculty in the country to a cohort of professionals. The program is packed with experience, including an international cultural and business immersion in the final semester.

**Flex MBA**

The William & Mary Flex MBA is the only part-time MBA program designed specifically for the needs of the working professional who has to balance, family, career, and education. This program is for the career-minded working professional who wants it all and needs a defined path to have it.
Dual and Joint Degrees

The Mason School of Business at The College of William & Mary dual and joint degree options offer the flexibility to earn an MBA and an advanced degree in another specialized field.

Tailored to students' professional interests and career aspirations, these joint degree programs leverage our impressive cross-campus resources in the areas of law and public policy to create the JD/MBA and MBA/MPP options. The dual degree and expertise of the Thunderbird School of Global Management faculty to offer the MBA/MGM opportunity. The Mason School of Business offers a dual MBA/MAcc degree. The collaborative approach to offering these programs emphasizes our commitment to providing a variety of ways in which students can customize their William & Mary MBA experience.

Admission to all joint/dual degree programs requires that the applicant gain admission to both the Mason School of Business and the participating joint/dual degree program through each school's regular admissions process.

DUAL DEGREES OFFERED

MBA/Master of Accounting

The College of William & Mary's Mason School of Business offers a MBA/MAcc option in which students may obtain both the MBA degree and the Master of Accounting (MAcc) degree in 2 ½ years, instead of the three years that would be required if each degree were pursued independently. The program is designed especially for non-accounting majors who intend to seek the CPA credential as part of their professional preparation. The dual degree program provides a student both the comprehensive accounting education needed to qualify to sit for the licensing exam and a broad-based, well-rounded business education. This dual degree program requires separate application and acceptance to each program. Once all courses of study are completed in both the MBA and MAcc Programs, the dual degree MBA/MAcc degrees will be conferred.

MBA/Master of Global Management

The Thunderbird School of Global Management offers a dual degree program in which William & Mary's full-time MBA students may obtain both the William & Mary MBA and the Thunderbird’s Master of Global Management (MGM) degrees in three trimesters. This dual degree program requires separate application and acceptance to each school. Students who are selected will study at the Mason School of Business for their first three semesters and complete their final trimesters at Thunderbird. Once all courses of study are completed at both schools, the dual degree MBA/MGM will be conferred.

For information about the Thunderbird MGM, contact:

Office of Student Recruitment and Admissions
Thunderbird School of Global Management
15249 North 59th Avenue
Glendale, AZ 85306-6000
Email: admissions@thunderbird.edu
Toll Free: (800) 457-6966
Telephone: (602) 978-7100
Fax: (602) 439-5432
JD/MBA Program

A combined JD/MBA program is offered in conjunction with the Marshall-Wythe School of Law, which will permit students to complete both degree requirements in four academic years. Candidates must meet the admission requirements for each program with separate applications to each school. A candidate admitted to each program may begin study in either school with the regular first year full-time curriculum. By the third year, the student will complete the first year curriculum in the other program.

In the third and fourth years, the candidate may register for both law and business classes. We strongly recommend that students develop a plan of study in conjunction with the Mason School of Business and the Marshall-Wythe School of Law before selecting courses for the 3rd year. Students must schedule an advising appointment with the MBA Program Director prior to registering for second year courses. Course work in the Marshall-Wythe School of Law will be disregarded in computing Mason School of Business class standing and determining eligibility for academic honors and awards.

A student who meets all other degree requirements and has completed 49.5 hours of course work in approved Business and related courses will be eligible for the MBA degree upon certification from the Associate Director of Academic Affairs and from the office of the Dean of the Marshall-Wythe School of Law when the student has completed all JD program requirements. Both degrees will be awarded concurrently. If a student begins the joint degree program and drops out wanting only a business degree, the student must meet all full-time program requirements described in this catalog.

Joint Degree (JD/MBA, MBA/MPP) students must complete the entire first year full-time MBA curriculum, and the equivalent of half of the second year requirements for a total of 49.5 credit hours to earn the MBA to be conferred simultaneously with the joint program. Second year required courses include a Global Competitive Strategy course and 12.0 hours of electives.

MBA/MPP Program

The Thomas Jefferson Program in Public Policy is a two-year full-time interdisciplinary program leading to a Master of Public Policy (MPP) degree. The Program prepares students for careers in public service by combining training in quantitative techniques and economic analysis with instruction in the political, legal and organizational environments in which policy is made and implemented. In addition, there is a joint MBA/MPP program with the Mason School of Business Administration which will permit students to complete both degree requirements in three academic years, completing 49.5 hours of course work in the Mason School of Business. Candidates must meet the admission requirements for each program independent of the other school. Both degrees will be awarded concurrently. If a student begins the joint degree program but after partial completion wishes to withdraw from the MPP program and complete only a business degree, the student must meet all full-time program requirements described in this catalog.

Joint Degree (JD/MBA, MBA/MPP) students must complete the entire first year full-time MBA curriculum, and the equivalent of half of the second year requirements for a total of 49.5 credit hours to earn the MBA to be conferred simultaneously with the joint program. Second year required courses include a Global Competitive Strategy course and 12.0 hours of electives.
GRADUATE ADMISSION

Within the limits of its facilities and its obligations as a state university, the College of William & Mary offers the possibility of admission to all qualified students without regard to sex, race, color, age, religion, national origin, sexual orientation, or disability.

For additional admissions information go to http://mason.wm.edu/programs/index.php and select a specific Program.

ADMISSION TO NON DEGREE STATUS

It is the policy of the Mason School of Business Graduate Programs, that non degree seeking admission status into Graduate Business Programs is not allowed.

However, under special circumstances, individuals who wish to take graduate courses (courses numbered 500 and above) for audit or credit, but not enter as a degree-seeking student may be permitted to do so on a space-available basis with faculty and Program Assistant Dean permission. Non degree status is limited to students who have already earned baccalaureate degrees (official transcript required) and is not available for all courses.

After written approval from the instructor and Program Assistant Dean, interested students should contact the Associate Director of Academic Affairs to request an Unclassified Student Application. Registration will be processed by the Associate Director of Academic Affairs on the first day of class. If approved, the individual will pay the current graduate business tuition rate for the course.

Non degree status and visiting students must receive permission for each class in which they wish to enroll. Unclassified/non degree applications must be received no later than one week prior to the first day of classes. Unclassified/non-degree students are bound by all rules and regulations of the College and its Honor Code.

READMISSION

Students who are in good academic standing with the College but have not been in attendance for one or more semesters must first contact the respective Graduate Program. After Program approval, the Associate Director of Academic Affairs will readmit the student and issue a time ticket (required for self registration) before they are permitted to register for classes. A domicile application, must also be submitted to the University Registrar upon re-admittance. Please go to the Forms menu at www.wm.edu/registrar for a domicile application form. Any questions about domicile eligibility should be directed to the University Registrar's Office in Blow Memorial Hall.
THE HONOR CODE

The Office of the William & Mary Honor Council
Room 167, Campus Center
Office hours: Monday - Friday 10am - 3pm

Office Telephone: (757) 221-3305
Email (confidential): honorc@wm.edu
Fax (address it to Honor Council): (757) 221-2538

The Honor Pledge:

As a Member of the William & Mary community, I pledge, on my Honor, not to lie, cheat, or steal in either my academic or personal life. I understand that such acts violate the Honor Code and undermine the community of trust of which we are all stewards.

The Honor Code of the College of William & Mary has existed in some form or another for over 300 years at the College. It is an integral part of our history and traditions.

The Honor Code increases the value of our diploma. Graduate schools and businesses respect a degree earned at William & Mary because they know the College cherishes academic integrity. When looking at applicants, they know that a diploma at William & Mary is earned not through cheating but by hard work. This is not to say that other universities without Codes experience rampant cheating and are regarded as second rate institutions. However, studies show that schools with Honor Codes see far fewer cases of cheating, and are thus more highly respected.

The Honor Code allows for easy access to the millions of volumes contained in our College libraries. Many students at universities without codes are forced to wait for books to be retrieved for them.

Many professors leave the classrooms during exams. They trust the students whom they teach to follow the Code to which they pledged. Some even go so far as allowing students the option to take the test elsewhere and work within the prescribed time limit. The Honor Code permits this flexibility.

The College is a place of trust. From the food courts to the residence halls, W&M students feel comfortable enough to leave doors open or leave bags at their tables. The sense of honor makes this campus a better place to study and live.

For a record of the Complete Honor Code Document, please go to: http://www.wm.edu/honor

CLASS ATTENDANCE

Class attendance in graduate programs is not optional: regular class attendance and participation in class discussions is required. If a student needs to miss class for any reason, he or she should contact
the professor ahead of time. Students are responsible for completing all missed class assignments. Consequences are at the discretion of each professor.

**Final Examinations**

The final examination schedule for required courses is determined by each Program.

The final examination schedule for full-time MBA, Flex MBA and Master of Accounting elective courses is published by the Mason School of Business Associate Director of Academic Affairs mid semester. Please note that an exam may be held on a day and/or at a time or place different from the regular class time.

A written request to reschedule a final examination within the examination period should be filed with the Mason School of Business Associate Director of Academic Affairs. Requests may be made when a student has three scheduled final examinations in four consecutive exam periods on consecutive days, when there is a conflict between a student’s scheduled examinations, or when a student wishes to take an examination with a different section of the same course.

The Program Director will handle all other requests for rescheduling, such as for illness or other extenuating circumstances (such as a death or other family emergency, conflict with a religious holiday, or participation in activities by a student representing the College). Students should not assume that a request is approved until they receive written approval from the Associate Director of Academic Affairs or Program Director.

This section is not applicable for Executive MBA students.

**ACADEMIC RECORDS, CONFIDENTIALITY AND PRIVACY**

The University Registrar maintains the official permanent academic records for all students. This record includes all courses attempted, grades assigned, degrees received and a summary of transfer hours accepted.

**Verification of Enrollment or Degrees**

Requests for official transcripts, verification of enrollment, or degrees earned at the College should be addressed to the University Registrar’s office at [http://www.wm.edu/offices/registrar/studentrecords](http://www.wm.edu/offices/registrar/studentrecords).

The College sends regular enrollment and graduation updates to the National Student Clearinghouse, which is used by many loan agencies to verify enrollment. The College cannot verify enrollment or degrees for students who have submitted a request for confidentiality.

**Transcript Requests**

Official transcripts are issued by the University Registrar’s Office and bear the University seal and registrar signature. In accordance with the 1988 Virginia Debt Collection Act, Section 2.1-735, transcripts will not be released for students who have outstanding fines or fees, nor are they viewable over the web. A fee is charged for each official transcript and for unofficial transcripts after the first one. Payment may be made by cash, check or money order when ordering in person. Orders sent by
mail must include payment in the form of a check or money order (U.S. funds). Official transcripts must be requested in writing with the student’s signature. Request forms are available online at http://www.wm.edu/registrar/forms.php and may be mailed to: The College of William & Mary, Office of the University Registrar, Attention: TRANSCRIPTS, P.O. Box 8795, Williamsburg, Virginia 23187-8795. Currently enrolled students and former students since 2007 may view their unofficial transcript online via my.wm.edu and Banner Self Service.

Privacy of Student Records

The Family Educational Rights and Privacy Act (FERPA) affords students certain rights with respect to their educational records. Enrolled students have the following rights under the law:

1. Enrolled students have the right to inspect their records within 45 days of requesting to see them and are entitled to an explanation of any information therein. “Records” refers to those files and their contents that are maintained by official units of the College. Generally, students have the right to review any official record that the College maintains on them. When access is permitted, documents will be examined only under conditions that will prevent unauthorized removal, alteration, or mutilation. Information to which the student does not have access is limited to the following:
   a) Confidential letters of recommendation placed in student’s files before January 1, 1975, and those letters for which the student has signed a waiver of his or her right of access.
   b) Parent’s confidential financial statements.
   c) Medical, psychiatric, or similar records which 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; provided, however, that such records can be personally reviewed by a physician or other appropriate professional of the student’s choice,”
   d) Personal files and records of members of the faculty or administrative personnel, which are in the sole possession of the maker thereof, and which are not accessible or revealed to any person except a substitute.
   e) Records of the Admissions Office concerning students admitted but not yet enrolled at the College. Letters of recommendation are removed from the admissions files before the files are forwarded to the Office of the University Registrar.
   f) Documents submitted to the College by or for the student will not be returned to the student. Academic records received from other institutions will not be sent to third parties external to the College, nor will copies of such documents be given to the student. Such records should be requested by the student from the originating institution.

2. Students have the right to request an amendment of the education record that the student believes is inaccurate or misleading. Should a student believe his or her record is incorrect, a written request should be submitted to the appropriate College official indicating the correct information that should be entered. The official will respond within a reasonable period concerning his or her action. Should the student not be satisfied, a hearing may be requested.

3. Students have the right to consent to disclosures of personally identifiable information contained in the student’s education record, except to the extent that FERPA authorizes disclosure without consent.

4. Students have the right to file a complaint with the US Department of Education concerning alleged failures by the College to comply with the requirements of FERPA. The name and
address of the office that administers FERPA is: Family Policy Compliance Office, US Department of Education, 600 Independence Avenue, SW, Washington, DC 20202-4605.

5. Disclosure to members of the College community:
   a) “School Official” is defined as a person employed by the College in an administrative, supervisory, academic or research, or support staff position; or a person or company with whom the College has contracted (such as attorney, auditor, or collection agent).
   b) A school official must have a legitimate educational interest in order to review an education record. “Legitimate Educational Interest” is defined in the following manner: the information requested must be within the context of the responsibilities assigned to the School Official; the information sought must be used within the context of official College business and not for purposes extraneous to the official’s area of responsibility or the College; information requested must be relevant and necessary to the accomplishment of some task or to making some determination within the scope of College employment.

6. Directory Information: The College has designated the following information as “Directory Information” which may be released to the public without the consent of the student:
   a. Student’s Name
   b. Current Classification
   c. Address (permanent, local, and email)
   d. Previous schools attended and degrees awarded
   e. Telephone Number
   f. Dates of Attendance
   g. Current Enrollment Status
   h. Degree(s) earned and date awarded
   i. Major(s), Minor
   j. Honors or Special Recognition
   k. Height, weight, and birth date of members of athletic teams

Students may prohibit the release of directory information by completing a ‘Request for Confidentiality’ form, located on the University Registrar’s website at [http://www.wm.edu/registrar/forms.php](http://www.wm.edu/registrar/forms.php). This request must be submitted in person to the Office of the University Registrar and will remain on file indefinitely until written notice is submitted by the student to remove it. For additional information regarding students rights related to the release of personally identifiable information, see the University Registrar’s website at [http://www.wm.edu/registrar](http://www.wm.edu/registrar) or the section entitled ‘Statement of Rights and Responsibilities’ in the Student Handbook.

7. Release of Academic, Student Conduct, and Financial Information to Parents: Students who wish their parents, guardians, and/or spouse to have access to academic, financial or student conduct information protected by FERPA may provide consent by completing the appropriate form in the Office of the Dean of Students. Students have the right to revoke this consent at any time. Parents of dependent students have the right to information about their children;
however, they must provide tax documents if there is no release already on file with the College.

ENROLLMENT STATUSES

Full-time MBA and MAcc students must stay at full-time status during the Fall and Spring semesters. The EMBA program is all-inclusive and students must pay the fixed price regardless of enrollment status or participation in program events. No refunds will be granted as a result of enrollment status or for not attending an event.

Full Time Status

Full-time graduate registration is defined by the College as registration for at least nine (9) semester hours of graduate credit per semester. A full-time degree-seeking student must register for at least nine but not more than 18 credits each semester. (Audits do not count toward the minimum hours required). Requests for overloads may be approved by the Program Director. Please see the overload section below for additional overload information.

Part Time Status

During the Fall and Spring semesters, students are considered to be part-time if registered for less than nine (9) semester hours of graduate credit per semester. Note: Flex students registered for nine (9) or more credit hours will be charged the full-time tuition and applicable fees rate.

Overload

A written request to enroll for more than 18 hours must be submitted to the Program Director during the regular registration period, and before the end of the add period. Students must have a grade point average of 3.0 or above to request an overload. Permission to carry more than 18 academic credits is granted only to exceptionally capable students. After written approval has been obtained, the Associate Director of Academic Affairs will register the student for the course(s). Students already enrolled at full-time status (9 or more hours) may take an overload at no additional cost.

Enrollment in Undergraduate Courses

Graduate students may take up to four credit hours of courses normally offered for undergraduate credit (i.e., language, music lessons, and dance) with approval from the Program Director. The student will not receive graduate credit for the course. Graduate business students who are not paying full-time tuition will be billed at the Graduate Business tuition rate for undergraduate courses taken. Undergraduate courses do not count towards the graduate degree.

Auditing Classes

Mason School of Business graduate students may audit a course if space is available and with permission from the Instructor and Program Director. Students must submit a Permission to Audit form, during the regular registration period, to the Associate Director of Academic Affairs, who will register the student for the course. Audited courses carry no academic credit. Full-time graduate students may audit one course per regular semester (with the exception of the very first semester enrolled or first year for full-time MBA students) without charge, provided total number of credit
hours does not exceed eighteen (18) hours. Grades for courses taken on an audit basis will appear on the student’s William & Mary transcript as a grade of “O” for a successful audit or “U” for an unsuccessful audit. Students who stop attending class and fail to withdraw following the ‘Withdraw from an Individual Course’ policy will receive the grade “U.”

Independent Study Courses

A student may enroll in an independent study course if a faculty member agrees to be the faculty advisor for the project. An independent study course is not a replacement for an elective. The student should seek out a faculty member who has personal interest or experience in the area relating to the student’s independent study proposal. Submitting a proposal is not a guarantee for enrollment in an independent study class. The faculty member may turn down any proposal that they do not wish to work on. All proposals and paperwork for the course should be finalized in the semester prior to enrollment. The student may seek additional guidance from the Program Director.

Summer Classes

Summer courses are offered to Flex MBA students at the Peninsula Center located in Newport News during two summer sessions and are also available to full-time MBA and MAcc students. Attending summer courses does not preclude the full-time MBA student requirement of attending courses full-time in the Fall and Spring semesters of the second year. Course loads could be reduced in either or both Fall and Spring to incorporate those hours taken during the summer session (with a minimum requirement of nine credit hours per semester to be considered full-time).

First year full-time MBA students are strongly encouraged to pursue a summer internship experience prior to the second year. If a student will be located in the area, and/or does not have a summer internship, permission to take summer courses may be granted on a space available basis.

Enrollment Outside the Mason School of Business

With permission from the Program Director and respective faculties, an MBA or MAcc student may register for and apply up to six (6) credit hours of graduate elective course work earned at The College of William & Mary outside of the Mason School of Business towards the MBA degree. In order to exercise this option, the student must complete a Request to Take Non Program/Business form prior to registration. Additional documentation, such as course description and/or syllabus is required. Once approved, the Associate Director of Academic Affairs will register the student for the requested course.

Course work taken at the Marshall-Wythe Law School and counted toward Mason School of Business elective requirements must be approved by the Program Director, instructor, and Law School Associate Dean prior to enrollment in the course. Grades for Marshall-Wythe Law School courses will be transferred in as a Pass provided a grade of “C-“ or above is received or as a “Fail” if a grade of “D” or “F” is received. These credits will apply towards credit hours needed for graduation, but not towards the cumulative GPA. Any other grade earned outside of the Mason School of Business will be applied towards the student’s degree and used in calculating the cumulative GPA. A grade of “D” will become a grade of “F” as Mason School of Business graduate programs do not recognize the “D” grade as passing.
Enrollment Inside the Mason School of Business
An MBA student or MAcc student may register for courses outside their Program with permission from the Program Directors of both Programs. In order to exercise this option, the student must complete a Request to Take Non Program/Business Course form prior to registration. This form is not needed for registration in elective courses between the full-time MBA and Flex MBA programs. Permission to register is granted upon availability and if the prerequisites have been met. Once approved, the Associate Director of Academic Affairs will register the student for the requested course.

REGISTRATION AND WITHDRAWAL

The Associate Director of Academic Affairs of the Mason School of Business oversees all student semester course registration and will provide registration guidelines to all graduate business students. The Associate Director of Academic Affairs and Program Directors will monitor each student’s progress towards earning a degree; however, each student is ultimately responsible for their own progress towards degree requirements.

Registration Process for 1st year full-time MBA Students

The first year MBA courses are concentrated and sequenced in an integrated program (“lock-step”). All first year students will be registered by the Associate Director of Academic Affairs. Students must verify course registrations for accuracy each semester. To do this, students should go to the student menu in Banner Self Service under myWM, select “Registration” and then view their “Student Detail Schedule.” Students are responsible for notifying the Associate Director of Academic Affairs immediately of any errors requiring correction.

All students are assigned to a learning team of 5 to 6, chosen to maximize diversity and breadth of experience. Students will work with the same team in the first year of the MBA Program. MBA courses meet in two sections to increase the opportunity to interact with more classmates. Sections are re-assigned after each module.

Registration Process for 2nd year full-Time MBA Students

Each second year student will register on-line using the Banner Self Service system through myWM for Fall and Spring semester classes. (Pre-registration will occur during the prior semester.) Course information is available online at http://www.wm.edu/offices/registrar/coursecatarschedules/index.php.

Registration Process for EMBA Students

The EMBA Program will provide the Associate Director of Academic Affairs with a list of courses for each student each semester and the Associate Director of Academic Affairs will register EMBA students. Students must verify course registrations for accuracy each semester. To do this, students should go to the student menu in Banner Self Service under myWM, select “Registration” and then view the “Student Detail Schedule” to see the courses. Students are responsible for notifying the Associate Director of Academic Affairs immediately of any errors that require correction.
Registration Process for Flex MBA Students

The Associate Director of Academic Affairs will register entering Flex students for their first semester courses. In subsequent semesters, students will register online using the Banner Self Service system through myWM. (Pre-registration will occur during the prior semester.) Course information is available online at http://www.wm.edu/offices/registrar/coursecatalschedules/index.php. Students should seek academic advising from Program staff; however, the Associate Director of Academic Affairs is available to provide registration assistance and course information to students.

Registration Process for MAcc Students

The Associate Director of Academic Affairs will register incoming MAcc students for summer Boot camp classes. In subsequent semesters, students will register online using the Banner Self Service system through myWM. Course information is available online at http://www.wm.edu/offices/registrar/coursecatalschedules/index.php.

Registration Verification

Students should verify course registrations entered by the Associate Director of Academic Affairs for accuracy. To do this, students can go to http://www.wm.edu; select the student menu in Banner Self Service under myWM, select “Registration” and then view “Student Detail Schedule” to see courses. Students are responsible for notifying the Associate Director of Academic Affairs immediately of any errors that require correction.

Full-Time MBA Add/Drop

Full-time MBA students wishing to add or drop a course may do so in Banner Self Service through a 10-calendar-day add/drop period. The add/drop period begins on the first day of classes for the Fall and Spring semesters. Courses dropped through the end of the add/drop period are not displayed on the student’s transcript. Please refer to the Program academic calendar or contact the Associate Director of Academic Affairs for add/drop dates for 1.5 courses starting mid-semester.

First year full-time MBA courses are concentrated and sequenced in an integrated program (“lock-step”); therefore, no individual course can be added or dropped during the semester.

MAcc Add/Drop

MAcc students wishing to add or drop a course may do so in Banner Self Service through a 10-Calendar-Day Add/Drop period. The add/drop period begins on the first day of classes for the Fall and Spring semesters. Courses dropped through the end of the add/drop period are not displayed on the student’s transcript. Please refer to the Program academic calendar or contact the Associate Director of Academic Affairs for add/drop dates for 1.5 courses starting mid-semester.

Flex Add/Drop

Flex students wishing to add or drop a course may do so in Banner Self Service through a 10-Calendar-Day Add/Drop period. The add/drop period begins on the first day of classes for the Fall and Spring semesters. After the 10-day add/drop period, an extended drop period for Flex students
runs through the end of the third week of class. Flex students may drop courses in the extended drop period by contacting the Associate Director of Academic Affairs. Courses dropped through the end of the extended drop period are not displayed on the student’s transcript. The withdrawal period for Flex MBA students begins after the end of the third week of class. A Flex student who withdraws from a course after the third week of class but remains registered for other academic work will not be eligible for a refund. Please refer to the Program academic calendar or contact the Associate Director of Academic Affairs for add/drop dates for 1.5 courses starting mid-semester.

**EMBA Add/Drop**

The EMBA Program courses are concentrated and sequenced in an integrated program (“lock-step”); therefore, no individual course can be added or dropped during the semester.

**WITHDRAWAL FROM INDIVIDUAL COURSES**

A student may withdraw from a course with a grade of “W” until the earlier of the following dates: (1) the date prior to the course final exam or (2) the last day of classes. If a student does not show up to the final exam, or chooses to withdraw after these timeframes, they will receive a grade of “F.” The Associate Director of Academic Affairs will process all withdrawals from courses.

The EMBA Program courses are concentrated and sequenced in an integrated program (“lock-step”); therefore, no individual course can be added or dropped during the semester.

**MEDICAL WITHDRAWAL**

If considering a medical withdrawal, students should contact the Program Director. Students must petition and receive approval for a medical withdrawal before it is official. All petitions must be submitted to the Dean of Students Office for review by the Medical Review Committee (MRC). Required elements of a petition are a completed letter (explaining what occurred this semester to interfere with academic and/or personal success) and a detailed letter from a medical professional appropriate to the case. The letter should indicate diagnosis, treatment and prognosis. For full details, please visit the Dean of Students website at http://www.wm.edu/deanofstudents/forms/gradwd.pdf. Readmission following a medical withdrawal is not automatic and involves a clearance procedure which includes submission by the student of all necessary documentation addressing the behaviors or conditions which caused the original withdrawal. The student is expected to begin the clearance process not less than one full month prior to the beginning of classes for the requested return semester. Readmission may be contingent upon additional restrictions or requirements for the student’s safety and success.

**WITHDRAWAL FROM THE COLLEGE**

Letters of withdrawal should be submitted in writing to the Program Director. The withdrawal timeframes and withdrawal grading policies for individual courses apply to withdrawals from the college as well. Please see the “Withdrawal from Individual Courses” section above for withdrawal
timeframes and withdrawal grading policies. The Associate Director of Academic Affairs will process all withdrawals.

Students who withdraw from the College in the first five full weeks of the semester are generally eligible for a partial refund of tuition and fees. All questions about refunds should be directed to the Program Director and Office of the Bursar. Please see the tuition refund policy in this manual.

The above withdrawal policies are separate from the College Refund of Tuition Policy.

MILITARY WITHDRAWAL

The College of William & Mary has a military withdrawal process for those students called to active duty in the Military Services during a time of national emergency in which sudden withdrawal or prolonged absence is necessitated. Options are available for tuition relief, refund of payments, and reinstatement with a copy of official active duty orders. Please see the Associate Director of Academic Affairs for further details if necessary.

LEAVE OF ABSENCE

Students who wish to request a leave of absence for any reason should submit a written request to the Program Director. A student may request up to a one-year leave of absence from the program.

GRADES

Grading System

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points per Semester Credit Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>3.70</td>
</tr>
<tr>
<td>B+</td>
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<tr>
<td>C+</td>
<td>2.30</td>
</tr>
<tr>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>C-</td>
<td>1.70</td>
</tr>
<tr>
<td>F (Failure)</td>
<td>0.00</td>
</tr>
<tr>
<td>W (Withdrawal)</td>
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<tr>
<td>I (Incomplete)</td>
<td>0.00</td>
</tr>
<tr>
<td>O (Successful Audit)</td>
<td>0.00</td>
</tr>
<tr>
<td>U (Unsuccessful Audit)</td>
<td>0.00</td>
</tr>
</tbody>
</table>

A grade of Incomplete (I) indicates that a student has not completed essential course work due to illness or other extenuating circumstances. This includes absence from the final examination and postponement of required work with approval of the instructor. An "I" automatically becomes an “F” at the end of the following regular semester if the postponed work has not been completed satisfactorily. Any deferred or incomplete grade must be completed as agreed upon with the instructor, and within the time allowed to complete degree requirements.
Final grades for graduate business courses split across both fall and spring semesters (1.5 or 3 – 4.5 credit hour courses split across both semesters) will remain ungraded (not an “I”). During the spring semester, final grades will be posted for both fall and spring semesters.

Courses taken for pass/fail credit (P/F) do not count toward degree requirements in the Flex MBA program.

**Grade Change**

The course instructor can initiate a grade change for legitimate reasons, including a change for a grade of “I” (Incomplete). For grade completions, a Grade Completion/Correction form should be completed by the Instructor and submitted to the Associate Director of Academic Affairs, who will then submit the form to the University Registrar’s office for processing. Grade corrections should also be completed by the Instructor, but require Associate Dean of Faculty’s signature before processing. Submit grade corrections to the Associate Director of Academic Affairs, who will then submit the form to the University Registrar’s office. Students are prohibited from handling grade change forms.

Once a student’s degree has been conferred, the academic record is closed and grades cannot be changed or amended.

**Appeal of Grade Received**

A student has 30-calendar days after grades are posted to begin the grade appeals process. When a student has a question regarding the grade received for a course, the process for appealing the grade is as follows:

1. Contact the professor to find out how the grade was compiled.
2. If there is still a question regarding the grade, a letter is written and submitted to the Associate Director of Academic Affairs, appealing the grade and noting specific reasons.

The Associate Dean of Faculty will review the appeal and then inform the student of the action.

If there is still a question regarding the decision of the Associate Dean, the student must submit a written request for review of the decision to the Dean of the Mason School of Business. The decision of the Dean is final. Once a student’s degree has been conferred, the academic record is closed and cannot be changed or amended.

**ACADEMIC STATUS**

The Graduate Academic Status Committee is charged to review the academic progress of all graduate business students. The Committee is comprised of the Assistant Deans for all the Mason School of Business graduate programs, one faculty member appointed by the Chair and the Associate Dean (who serves as the Chair). The Associate Director of Academic Affairs serves as an ex officio member of the committee and the Program Director may also attend as an ex officio member of the committee.
Any student with a cumulative grade point average below 3.0 will be reviewed by the Program Director. These reviews will take place at the end of each grading period. Only students with a cumulative grade point average of 3.0 or higher may participate in Independent study courses and exchange programs.

ACADEMIC PROBATION

Students who have attempted less than 30 credit hours of coursework and whose cumulative grade point average falls below 2.75 will be automatically placed on academic probation and will be reviewed by the Graduate Academic Status Committee. The Academic Status Committee will monitor the academic progress of probationary students and may oversee their elective curriculum choices.

ACADEMIC DISMISSAL

A student will be dismissed from the program if he or she:

1. Receives a grade of “F” in any course at any time during the program;
2. Fails to achieve a cumulative GPA of at least 2.50 upon completion of at least 15 credit hours, or
3. Fails to achieve a cumulative GPA of at least 2.75 upon completion of at least 30 credit hours.

Under extraordinary circumstances, a dismissed student may be reinstated upon appeal to the Graduate Academic Status Committee. All appeals must be submitted in writing to the Associate Director of Academic Affairs no later than 7 business days after receipt of the notification by registered mail.

APPEAL OF ACADEMIC DISMISSAL

Under extraordinary circumstances, a student may be reinstated despite having been dismissed by appealing to the Graduate Academic Status Committee.

If a student wishes to appeal Dismissal from the Program by the Graduate Academic Status Committee:

1. The student must submit a letter justifying why the dismissal should be reversed and include a detailed plan for improving his or her academic status.
2. This letter should be sent to the Associate Director of Academic Affairs, no later than the time specified in the dismissal letter.
3. The student will be sent notification of the time and location of the meeting of the Appeals Committee.
4. It is strongly recommended that the student attend the meeting of the Appeals Committee, although it is not required.
5. If a student disagrees with the decision reached by the Appeals Committee, they may appeal to the Dean for a final decision.

TRANSFER CREDITS

Flex MBA Program: Transfer credits from another AACSB-accredited school will be reviewed on a case by case basis and must be approved by the Program Assistant Dean. If approved, the maximum number of transfer credit hours allowed is nine (9).
EMBA Program: Transfer credits from another AACSB-accredited school will be reviewed on a case by case basis and must be approved by the Program Assistant Dean. If approved, the maximum number of transfer credit hours allowed is nine (9).

Full-time MBA Program: Transferring credits from outside schools is not permitted in the full-time MBA program.

MGJW Fellowship MBA Program: Up to 6 transfer credit hours of ACE credit for the logistics training may be approved and 3 additional transfer credits subject to review may be approved.

MAcc Program: Transfer credits from outside schools is not permitted in the MAcc program.

Note about transfer credits: To ensure credit will be granted, students should seek approval for transfer credits prior to enrolling in the course. To obtain approval for a course, students should contact the Program Director. Transfer credits are not included in the cumulative grade point average because only the credit transfers, not the grade. A minimum grade of “B” (a B- is not acceptable) is required for all transfer courses. All transfer credit hours must be posted on the student record before a student is eligible to graduate. If an official transcript is not received in time to process transfer credit in the semester a student intends to graduate, a revised Notice of Candidacy for Graduation form must be submitted for the following semester, at which time the student will graduate.

DEGREE COMPLETION

The maximum length of time for degree completion in graduate business degree programs is:

- Flex MBA Program  5 calendar years
- EMBA Program  4 calendar years
- Full-time MBA  3 calendar years
- MAcc Program  2 calendar years

All course and degree requirements must be completed within the listed time period, which begins at the time of initial enrollment. Under extenuating circumstances, please contact the Program Director.

DEGREE EVALUATIONS

Degree Evaluations are available via myWM Banner self service for students and show the requirements for the degree and whether or not they appear in Banner as "met." Students should generate a new degree evaluation when preparing for registration. Contact the Program Director if there are any omissions or errors, or have any questions by emailing DegreeEval@wm.edu. Students should be sure to include their name, Banner ID, and the error(s) they find, or questions.

NOTICE OF CANDIDACY (NOC) FOR GRADUATION

Students must file a Notice of Candidacy for Graduation at the beginning of the semester before the student expects to complete all degree requirements. The degree will not be conferred if the student does not file the NOC. If a student subsequently fails to complete the degree requirements, a revised Notice of Candidacy for Graduation must be filed for the semester requirements are to be completed. A one-time, non-refundable Graduation Fee (per degree) of $75.00 will be charged to all students by
The College after they have filed their Notice of Candidacy for Graduation. Students can file online at myWM by going to:

1. “Banner”
2. “Student & Financial Aid”
3. “Student Records”
4. “Apply to Graduate”

Or a paper form can be turned in to the Associate Director of Academic Affairs or the University Registrar’s office. The paper form can be found at:
http://www.wm.edu/offices/registrar/documents/degree/Notice_of_Candidacy.pdf

Dual-degree students must file a separate form for each degree. Both forms should be filed for the semester in which both degrees will be complete. The degrees will be conferred at the same time when all requirements for both programs are complete.

GRADUATION

Degrees are conferred by the College in January, August and May. The Mason School of Business holds a diploma ceremony each year in May. Graduate students are automatically eligible to walk in the May ceremony if they complete their degree requirements in May, or the December preceding the May ceremony. Students that will complete their degree requirements in August are also eligible to walk in the May ceremony preceding their graduation, but will not receive a diploma until degree requirements have been met.

Winter graduates coming back for the May ceremony must inform their Program directly if they wish to attend Program events. All graduates must complete the online Commencement Ceremony Registration Form in order to attend the main ceremony. All dual degree students who graduate in January will be permitted to walk in the previous May ceremony.

The Executive MBA Program holds a separate diploma ceremony each year in September.

ACADEMIC ACHIEVEMENT AWARDS

Academic awards are given by the Mason School of Business each year at the May graduation ceremony. These awards reflect outstanding academic achievement within a given program and are based on grade point average. All August, January and May graduates in a given academic year (July-May) will be considered for these awards. The cumulative GPA of each student at the time the student completed his or her degree will be the basis for the awards. Therefore, students who choose to participate in the May graduation ceremony but plan to graduate in the following August will not be considered for these awards until the following graduation ceremony after they have completed their degrees.

BETA GAMMA SIGMA

Beta Gamma Sigma is the only honor society for collegiate schools of business recognized by the Association to Advance Collegiate Schools of Business (AACSB), our national accrediting association. Its membership consists of individuals who have distinguished themselves through
outstanding performance in the study of business and management. The guiding principles of Beta Gamma Sigma are honor, wisdom, and earnestness.

The William & Mary Chapter invites to membership only those with academic standing in the top twenty percent of our graduate programs. Dual degree students are considered for recognition based on their combined transcript. Program GPAs will not be evaluated separately.

CLASS RANK

It is the policy of the Mason School of Business that class rank is not released to the students. Full-time MBA, Flex MBA, and MAcc students will be notified if they are in the top 20% of the class through Beta Gamma Sigma. The student with the highest GPA in each program will be recognized at graduation.

INCLEMENT WEATHER POLICY

In the event of inclement weather, the College of William & Mary will announce any closings or delayed openings on local radio stations, television stations, and on the College's home-page. If the College is closed, the Peninsula Center is also closed. Students may also obtain updated closing information by dialing (757) 221-1SNO (221-1766.) For further information and a complete list of radio and television stations, please visit the College's Inclement Weather Policy at http://www.wm.edu/provost/weather.php. EMBA students should check with the Program Director for specific weekend closures. See below for more information about inclement weather for Peninsula Center courses.

For courses at the Peninsula Center

Please be aware that sometimes the weather differs in severity between Newport News and Williamsburg. In such instances, class cancellations will be determined by the Flex MBA Program Staff and communicated through voicemail at (757) 221-2291. If students have any questions regarding the Peninsula Center’s status, they may email the Program Coordinator for the Flex Program. As in any situation, we ask that students use their best judgment and exercise caution when severe weather occurs. If a student feels that he or she is unable to drive to or from class safely, then we ask that he or she contact the professor via e-mail as well as the Flex MBA Program Staff to inform us of the decision.
Delayed Opening

Should the College of William & Mary experience a delayed opening, students should report to the first regularly scheduled class *beginning after the College opens* (for example, if the College opens at 10:00am, students would report to their 10:00am or 11:00am class, not to any class which began before 10:00am.) Full-time MBA students will receive their revised class schedule from full-time MBA Program staff. Students may also obtain updated delayed opening information by dialing (757) 221-1SNO (221-1766.) For further information and a complete list of radio and television stations, please visit the College's Inclement Weather Policy at [http://www.wm.edu/provost/weather.php](http://www.wm.edu/provost/weather.php). EMBA students should check with the Program Director for specific weekend delays.
The College reserves the right to make changes in its charges for any and all Programs at anytime, after approval by The Board of Visitors.

The Student Accounts Department (also known as the Bursar’s Office) provides current information on tuition rates, general student fees, payment due dates and other relevant information to assist students with their financial planning on their website at http://www.wm.edu/offices/financialoperations/sa/index.php.

Executive MBA students are billed separately and independently from the College’s Bursar’s Office.

**PAYMENT OF ACCOUNTS**

The Office of the Bursar is responsible for the collection and deposit of all College funds, management of student accounts, disbursement of financial aid and loans, account collections, and cashiering. Student payments of tuition, fees, meal plans, housing, telephone charges, miscellaneous late fines and fees are all collected in this office, located on the first floor of Blow Memorial Hall, with the exception of the Executive MBA Program that is billed separately and independently from the Office of the Bursar.

Charges for tuition and general fees, as well as fees for room and board, must be paid in full by the due date as established by the Bursar’s Office. Payment may be made by cash, personal check, money order or cashier’s check. Students should mail payments directly to the Bursars Office mailing address located on the eBill and include the student’s ID number with the payment. Checks should be made payable to The College of William & Mary. Payments may also be made in person at the Cashier’s window, located on the first floor of Blow Memorial Hall. The Bursar’s office also offers students the option of paying by credit card or electronic check through our payment plan provider, Tuition Management Systems (TMS); however, TMS does charge a convenience fee for these options. Additional information concerning payment options, etc. can be found on our website http://www.wm.edu/financialoperations/sa/sa.php.

The College of William & Mary in partnership with Tuition Management Systems (TMS) offers the option of an installment payment plan for the fall and spring semester. This option is available for payment of any charges that appear on the student account. For additional information please visit the TMS website at http://www.afford.com.

A student will not be permitted to complete registration if there is any unpaid balance or holds on the individual's account in the Bursar's Office. Checks returned by the bank for any reason will constitute non-payment of fees and may result in subsequent cancellation of registration.

The College of William & Mary’s method of billing is by eBill. Bills will only be available online and viewable through self service at myWM. **Paper billing statements will not be mailed.** When the bill for the semester is ready, the Bursar’s Office will send an email to the student’s W&M email account with instructions on how to open and view the bill. An email also will be generated to any eBill notification email address (third party address) that the student has provided to the College. The third party (usually the party that pays the bill) will not be able to view the billing statement, so it is up to the student to get the billing information to the appropriate person(s). If a student would
like additional information concerning a bill he or she should visit the student accounts website at http://www.wm.edu/financialoperations/ea/ebillfaq.php

A late fee of up to 10% of the outstanding account balance may be assessed if payment is not received by the published due date. Late payment may also result in cancellation of a student's registration and/or withholding of student grades, transcripts, and diplomas.

EXECUTIVE MBA PAYMENT OF ACCOUNTS

Executive MBA students are billed separately and independently from the College’s Bursar’s Office. The Executive MBA Program policy concerning late payments is a 5% late fee for all accounts more than 10 days past due and a restrictive hold may be placed on a student account preventing registration for the next semester for any accounts that remain past due at the time of registration. If a student has a particular concern or problem preventing payment in a timely manner, he or she should contact the Program Director. In addition, the Executive MBA program assesses a 1.5% fee for payments by credit card.

LATE PAYMENT POLICY

Students whose payments are received after the due date will be assessed a late payment fee of up to 10% of the outstanding balance (not to exceed $100) as prescribed in 2.2-4805 of the Code of Virginia. Failure to receive a bill does not waive the requirement for payment when due and will not prevent the application of the late fee.

WITHDRAWAL SCHEDULE AND REFUNDS

Full-time Students who withdraw from the College

Full-time students who withdraw from the College are charged a percentage of the tuition and fees based on the school week within which the withdrawal occurs. A school week is defined as the period beginning on Monday and ending on the succeeding Sunday. The first school week of a semester is defined as that week within which classes begin. Full-time students who withdraw from the College within the first school week of the semester are eligible for a refund of all payments for tuition and fees less the required enrollment deposit for entering students or a $50.00 administrative fee for continuing students. After week 1 of the semester, the amount of the tuition and fees charged/refunded will be determined based on the following schedule:

<table>
<thead>
<tr>
<th>Week</th>
<th>Percentage Charged</th>
<th>Percentage Refunded</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<td>40%</td>
</tr>
<tr>
<td>After week 6</td>
<td>100%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Students will not be eligible for any refund of tuition and general fees if required to withdraw by the College.
Refund of the room rent will be prorated based on the date the resident officially checks out of the room with required paperwork completed by a Resident Life staff member. Meal plan adjustments will be prorated on an actual usage basis given the last day of usage.

For students paying through a tuition payment plan, all refunds will be determined by comparing the amount eligible for refunding to the total monthly payments made to date. Any outstanding amounts owed the College for tuition, general fees, dormitory fees or meal plan charges after deducting the eligible refund will be due immediately upon withdrawal.

It is College policy to hold the enrolled student liable for charges incurred, therefore in the case of refunding any overpayment, refund checks will be issued in the name of the student.

**Flex Students who withdraw from the College**

Flex MBA students who withdraw from the College within the first school week of the semester are eligible for a full refund of tuition and fees less a $50.00 administrative fee. After the first week, the amount of the tuition and fees to be charged will follow the full-time withdrawal schedule. Students will not be eligible for any refund of tuition and general fees if required to withdraw by the College.

**Flex Students who withdraw from a course**

Flex students wishing to add or drop a course may do so in Banner Self Service through a 10-Calendar-Day Add/Drop period. The add/drop period begins on the first day of classes for the Fall and Spring semesters. After the 10-day add/drop period, an extended drop period for Flex students runs through the end of the third week of class. Flex students may drop courses in the extended drop period by contacting the Associate Director of Academic Affairs. Courses dropped through the end of the extended drop period are not displayed on the student’s transcript. The withdrawal period for Flex MBA students begins after the end of the third week of class. A Flex student who withdraws from a course after the third week of class but remains registered for other academic work will not be eligible for a refund.

**Withdrawal from a course during Summer Sessions**

For withdrawal refund information for summer session(s), students should contact Student Accounts at bursar@wm.edu or 757-221-1220.

**EMBA Refund Policy**

Please refer to the EMBA section of this catalog for the EMBA refund policy.
RETURN OF TITLE IV

The return of Title IV funds for students with Title IV Federal Aid (Federal PELL, Federal Subsidized and Unsubsidized Stafford, Federal SEOG, Federal Work Study, Federal Perkins, Federal PLUS) who withdraw from school will be calculated in compliance with Federal regulations. A statutory schedule is used to determine the amount of Title IV funds a student has earned as of the date the student withdraws or ceases attendance.

If a student withdraws from college prior to completing 60% of a semester, the Financial Aid Office must recalculate the student's eligibility for all Title IV federal funds. In addition, the same refund guidelines control all other aid funds, with the exception of private or alternative loans. Recalculation is based on a percent of earned aid using the following Federal Return of Title IV funds formula:
Percent of aid earned = the number of days completed up to the withdrawal date, divided by the total days in the semester. (Any break of five days or more is not counted as part of the days in the semester.)

Funds are returned to the appropriate federal program based on the percent of unearned aid using the following formula:

Aid to be returned = (100% minus the percent earned) multiplied by the amount of aid disbursed toward institutional charges.

Keep in mind that, when funds are returned, the student borrower may owe a balance to the College. If that is the case, the student should contact the Student Accounts/Bursar’s office to make payment arrangements.

EXAMPLE OF RETURN OF FUNDS CALCULATION

EXAMPLE 1: Virginia resident who lives on campus

Institutional Charges
Tuition $3215
Housing $1641

Financial Aid Package
Pell Grant $1500
Subsidized Loan $1887
State Grant $3086

The student withdraws on 10/20, which is day 57 out of 116 in the semester (57/116 = 49.1% of Title IV funds earned by the student.) Title IV funds = $3387 ($1500 Pell + $1887 Sub Stafford.) $3387 X 49.1% = $1663.02 of earned Title IV funds. The remainder of funds unearned $3387- $1663.02 = $1723.98 will be returned to Federal programs. The state grant will be reduced using the same formula; $3086 X 41.1% = $1268.35 earned and $1817.65 unearned.

William & Mary must return $1723.98 to the Subsidized Stafford Loan and $1817.65 of the state grant.

EXAMPLE 2: Out of state student not living on campus
**Charges**

Tuition $10608

**Financial Aid payments**

Sub Stafford $807
Unsub Stafford $1860
Perkins $750
FA Grant $9076

The student withdraws on 10/27 which is day 64 out of 116 in the semester (64/116 = 55.2% of Title IV funds earned by the student.) Title IV funds = $ 3,417 ($807 Sub Stafford + $1860 UnSub Stafford + $750 Perkins Loan.) $3,417 X 55.2% = $1886.18 of earned Title IV funds. The remainder of funds unearned $ 3,417 - $1886.18 = $1530.82 will be returned to Federal programs. The FA grant will be reduced using the same formula; $9076 X 55.2 % = $5009.95 earned and $4066.05 unearned.

William & Mary must return $1531 to the Unsubsidized Stafford Loan and $4066.05 of the FA grant.
STUDENT LOANS

Many students utilize student loans to finance all or a portion of their MBA or MAcc education. Loan eligibility for U.S. Citizens and Permanent Residents is evaluated by the College’s Office of Student Financial Aid, as determined by the information provided on the Free Application for Federal Student Aid (FAFSA), which is submitted to the U.S. Department of Education. The Office of Student Financial Aid manages all information regarding loan programs, and can provide information, if available, regarding loan options for international students. Student loans should be applied for and processed before the beginning of class each semester.

FINANCIAL AID AWARDED BY THE MASON SCHOOL OF BUSINESS

Full-time MBA Program

The Mason School of Business awards one type of financial aid to students who are enrolled in the full-time MBA Program in the form of graduate assistantships. All MBA Program aid award decisions are based on merit and do not include consideration of a student’s financial need. The College’s Office of Student Financial Aid administers a comprehensive financial aid program including a number of loan resources that are based on financial need. The Mason School of Business reserves the right to revise the information contained in this section at any time based on funding availability and restrictions, and enrollment goals.

Second-Year Aid – Full-time MBA Program

Unless a two-year award in the student’s acceptance letter, aid does not automatically renew. Information regarding second-year graduate assistantships are made available by e-mail to all first year students at the end of the academic year. Consideration for second-year graduate assistantships is based on a student’s academic performance and contributions to the program and community during the first year of MBA studies. Students will be required to submit an application to the Graduate Assistantship Committee for consideration for second-year graduate assistantships. Decisions regarding second-year aid awards are made by the Graduate Assistantship Committee, typically in late June after all final grades from first-year courses have been calculated. Students must achieve a minimum cumulative grade point average of 3.0 in the first year to be eligible for a graduate assistantship. Those students on exchange programs or not enrolled full-time in the MBA Program are not eligible to receive scholarships or hold graduate assistantships.

Master of Accounting Program

The Mason School of Business awards two types of financial aid to students who are admitted to and enrolled in the Master of Accounting Program: scholarships and graduate assistantships. All award decisions are based on merit and do not include consideration of a student’s financial need. The College’s Office of Student Financial Aid administers a comprehensive financial aid program including a number of loan resources that are based on financial need. The Mason School of Business reserves the right to revise the information contained in this section at any time based on funding availability and restrictions, and enrollment goals.
Joint-Degree Students

Joint-degree students in the MBA/MPP or JD/MBA programs and dual degree MBA/MAcc or MBA/MGM programs are eligible for consideration to receive Mason School of Business scholarships. Graduate Assistantships are typically not awarded to joint and dual degree students except on a limited basis.

MASTER OF ACCOUNTING SCHOLARSHIPS

Scholarships are the primary form of aid awarded to exceptional MAcc students. Scholarships are made possible through state and school funds, gifts and bequests and annual gifts from companies and organizations. Scholarship recipients will be expected to write a note of thanks to the donor, if applicable.

MASTER OF ACCOUNTING PROGRAM GRADUATE ASSISTANTSHIPS

The selection for graduate assistantship positions is a competitive process that is based on undergraduate academic performance and the match between faculty or administrative needs and student skills and interests.

Mason School of Business graduate assistantship assignments typically include activities such as working in a research capacity with a Mason School of Business faculty member, serving as a tutor or resource for undergraduate course(s), and/or working with one of the administrative offices in the School. A modest research stipend accompanies most graduate assistantships. Assistantship assignments are made in most cases based upon a match between project needs and student skills and interests; the availability of positions is dependent upon funding, resource allocation and input from business school faculty and staff and may change from year to year. In all cases, assignments are made at the discretion of the Scholarship and Graduate Assistantship Committee.

Unless otherwise specified in the award notification, graduate assistantship positions are established for consecutive fall and spring semesters. Typically, two types of graduate assistantships are offered:

1. A 5-hour per week assistantship (or the equivalent of 75 hours per semester for each of the fall and spring semesters), which pays an annual stipend of $2,000 ($1,000 per semester).

2. A 10-hour per week assistantship (or the equivalent of 150 hours per semester for each of the fall and spring semesters), which pays an annual stipend of $4,000 ($2,000 per semester). Occasionally, a 10-hour assistantship assignment may include working with two faculty members, or in two assistantship roles, for 5 hours per week each.

The assistantship assignment period includes fall, winter, and spring breaks; students may be required to work during breaks and should be prepared to do so if requested by their supervisor(s). Graduate assistants must be registered for 12 or more credit hours of graduate coursework per semester, with a minimum of 9 credit hours of graduate coursework in the Mason School of Business per semester. If a student’s registration falls below the levels described above, s/he does not fulfill their assistantship hours or assignment(s), or s/he resigns his or her assistantship before the end of the term, the student’s assistantship status and payment will be cancelled.
During the course of a graduate assistantship, a student may have access to information that is confidential or protected by privacy laws. Disclosure to unauthorized parties is not permitted. When accessing this information, graduate assistants should only access the information needed to complete a specific, authorized task. By accepting a graduate assistantship position, the student acknowledges receipt of this warning and accepts the associated responsibilities.
It’s hard to follow an ’A+’ and top 5 in the world. But not if you’re the Mason faculty.

For the second year in a row they received an ’A+’ in the Business Week ranking of faculty and they are perennially ranked among the best in the country by Princeton Review.

So we mean it when we say our faculty are some of the best in the world. Our Fulbright Scholars, entrepreneurs, consultants, and scholars are teachers, too. And they take the last one very seriously.

Ask any student, past or present, and you’ll immediately know that the faculty always bring their best game and don’t let you leave until they’re convinced you’ve brought yours. Because they know what real business is — they’ve studied it, they’ve consulted in it, and they won’t let you down.

They’re good. Really good.

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FIRST YEAR FULL-TIME MBA CORE COURSES

BUAD 501. Management Communications. (3.0 hours)
Builds skills and knowledge to be a successful managerial communicator. The first part covers topics relating to your personal awareness and development of basic communication abilities. As the course proceeds, topics include: communication strategy, presentation graphics, communication style and tone, structuring message content and argument, as well as, change, crisis, ethics, electronic, and intercultural communication, as well as news and media relations. Through the course, students learn to understand the importance of effective communication in managerial and leadership roles, appreciate the value of strategic organizational communication, and enhance their speaking, writing, and other communication abilities.

BUAD 510. Financial Accounting: Reporting and Analysis. (3.0 hours)
Analysis and interpretation of financial statements. Attention is given to contemporary issues in financial reporting and the economic consequences of accounting choices.

BUAD 521. The Technology Infrastructure. (1.0 P/F)
The focus of this introductory IT module is on the “technology” part of “Information Technology.” We will discuss hardware, software, databases, telecommunications, and the Internet, and will experience hands-on applications in each of these areas. For example, students will create a web site, develop a basic understanding of computer programming using Visual Basic For Applications, and design and construct a relational database.

BUAD 530. Financial Management. (3.0 hours)
This course emphasizes alternative approaches to valuation. Topics covered include financial markets; financial analysis and forecasting; approaches to risk and return; project evaluation; financial policy. Selected advanced topics, such as international financing transactions, new venture finance, and risk management will also be covered.

BUAD 540. Marketing Management. (3.0 hours)
Focuses on developing integrated marketing programs that address customer needs, competitive activity, channel and supplier behavior, macro environmental factors, and market evolution. Emphasis is placed on assessing the market and developing a responsive marketing mix: product policy, pricing, channels of distribution, integrated marketing communications, and support structure.

BUAD 550. Organizational Behavior and Process. (3.0 hours)
Designed to provide you with the analytic frameworks and tools to diagnose events in and to take effective action in today's changing organizations. The course draws on knowledge from the domains of Organization Behavior (OB), Organization Theory (OT), and Human Resource Management (HRM) to provide you with the understanding and skills that you need to be an effective manager of people in these changing organizations. OT, OB and HRM are concerned with developing understanding about how human beings act in organized settings and how organized systems affect human behavior through policies, structures and strategies. In addition to conceptual understanding, ongoing assessments and experiential exercises provide you opportunities to reflect on your own behavior in order to develop new and more effective ways of interacting with others to accomplish work.
BUAD 570. Applied Data & Economic Analysis I. (3.0 hours)
Covers the use of key economic concepts of demand and supply in managerial decision-making. Strong emphasis is placed on data analysis. Ties together important statistical tools with application to economic analysis through live data case work.

BUAD 511. Accounting for Managerial Decision Making. (2.0)
Emphasis on managerial decision-making and control of operations using accounting information systems. Included are basic accounting concepts, accounting for manufacturing and investment decisions, and designing management control systems to implement strategies (e.g., transfer pricing, balanced scorecard.)

BUAD 522. IT-Enabled Technological Transformations. (2.0)
The focus of the second IT module is on the “information” part of “Information Technology.” Through readings and case discussion, students will gain an understanding of how IT is enabling fundamental transformations in firms, markets, products, and business processes. These transformations have important implications for the way companies organize (both internally and with customers and suppliers) and compete. Accordingly, this course addresses the management issues surrounding the impact of information technology in organizations. It is designed with the line and general managers in mind, rather than the managers of the IS function.

BUAD 560. Design and Control of the Modern Operations Function. (3.0 hours)
Provides an introduction to the responsibilities and decisions facing the modern operations manager. The course is decision making and tool focused, with emphasis on the acquisition of information for decision-making. It covers the topics most associated with today’s complex operation management activities: planning and scheduling, process selection and design, managing the supply and value chains, decision tools, day-to-day control (quality, inventory, demand management, capacity planning, etc.), and managing and controlling complex projects.

BUAD 571. Applied Data and Economic Analysis II. (3.0 hours)
Continues the economic and statistical analysis begun in 570 into applications to industrial structure. The dynamic nature of industries' competitive nature is explored through live data cases.

BUAD 594. Business, Government, and the Global Economy. (2.0 hours)
This course introduces the basic macroeconomic concepts in the global economy for both industrialized and developing countries. Students are encouraged to analyze business and economic policies and money and capital markets.

BUAD 580. Ethics. (1.5 hours)
Business Ethics is the study of ethical perspectives and values in management decision-making. Through cases, readings and exercises, students explore the nature of ethical dilemmas faced by managers in making decisions and in exercising their responsibilities to society, to stakeholders, and to themselves. Emphasis is placed on the students’ becoming aware of their own values system, taking accountability for their own professional development, and recognize their own personal and professional responsibilities as ethical managers.

BUAD 595. Leadership Development Experience. (0 hours, P/F)
The Leadership Development Experience accelerates students’ development of personal and interpersonal competencies critical to early career success. This program is comprised of
ongoing assessment and feedback, personal development planning and activities, and executive coaching.

**BUAD 595. BRS - Global Issues Discussion Group.** (1 credit hour per discussion group P/F)  
This offering provides students the opportunity to engage in meaningful discussions on important topics of the day with a small group of classmates. Students select the topics for each group and develop the resources, which may include books, business publications, speakers, faculty, etc. Students organize these weekly meetings in order to explore and expand their understanding of the particular topic. Course progress is recorded weekly in a group wiki, and each group will present a summary of what they have learned to the class and core faculty as the end of each Module. Grading is pass/fail, based on the value of each student’s contribution to the group.

**SUMMER COURSES – FULL-TIME MBA**

**BUAD 500. Internship Issues.** (1.0 hours P/F)  
This course is for international students completing CPT or students needing educational credit for a summer internship. Two parts will include: a mandatory written paper evaluating the internship due in the Fall, and two class sessions in the Fall semester of your second year.

**SECOND YEAR FULL-TIME MBA REQUIRED COURSES**

**BUAD 590. Global Competitive Strategy.** (3.0 hours)  
Covers analysis for decision making at industry, firm and business levels, focusing especially on multi-business firms and global industries. Firm resources and competencies, business and environmental demands, and the sources of competitive advantage are the major focus points of this course, which stresses practical applications of theory.

**BUAD 596. Field Consultancy.** (4.5)  
Students participate in all phases of consulting engagements for actual client firms: problem definition, proposal, research and implementation recommendations. Lectures and speakers are included with emphasis placed on field work and professional presentations. (Spring semester)

**BUAD 598. Career Acceleration Module.** (6.0 hours)  
Students are required to select two Career Acceleration Module (CAM) offerings in their second year. Size limits may be placed on individual CAMs to enhance the educational experience of participants. Availability of CAM offerings are dependent upon faculty resources.

**CAREER ACCELERATION MODULE DESCRIPTIONS**

**BUAD 598A. Enterprise Engineering** (6.0 hours)  
The Agile Enterprise considers the current turbulent business environment where managers must negotiate highly disruptive technologies, globalization, hyper-competitive markets, shrinking product life cycles, increased product variety, increasing regulation, and new organizational and collaborative structures. This Module is intended to provide students with an integrated set of practical skills and experiences, from an Operations and Information Technology standpoint, that will allow them to take a leadership role in the design and operation of flexible, responsive value-creating activities that are capable of surviving and flourishing in this highly dynamic business environment.
BUAD 598B. Brand Management (6.0 hours)
The “Customer-Driven Decision Making” module focuses on preparing students for careers in marketing management, primarily in product and brand management for consumer goods (B2C marketing.) The module is organized around the structure and content of a basic marketing plan, with the goal that students will develop a rich understanding of the tools and frameworks of product or brand management as they are applied in the contemporary customer-driven organization.

BUAD 598C. Corporate Finance (6.0 hours)
The module in Corporate Finance is designed to prepare students for careers in corporate financial decision-making, consulting, and financial analysis. The module aims to develop students’ understanding of financial analytical tools and to improve students’ ability to interpret and analyze issues typically faced by corporate controllers, treasurers, CFOs, and their staffs.

BUAD 598D. Entrepreneurship (6.0 hours)
The Entrepreneurship and Small Businesses module focuses on three particular areas: The creation, financing, valuation and management of both smaller enterprises and new businesses; Working with or managing the smaller enterprise or family business, and thoroughly understanding the strategies and structures of investing and financing through both Venture Capital and Private Equity sources. Students prepare business plans and complete entrepreneurial internships with local companies. This module incorporates continuous participation by Executive Partners and community business leaders.

BUAD 598F. Business-to-Business Marketing (6.0 hours)
Participants in the Business-to-Business (B2B) marketing module will prepare for careers in brand management, sales, and sales management. The module includes learning firsthand the current best practices in B2B marketing through intense interaction with B2B company executives at every level. Career activities will focus on skill set practice and application through developing B2B marketing strategies, relationship management, strategic pricing in a competitive marketplace, sales force and distribution management, and negotiation.

BUAD 598G. Financial Instruments and Markets (6.0 hours)
The Investments and Finance Services module will focus on developing successful careers in investment banking or related financial services by learning through interactions with current business leaders. Participants will practice and apply the skills needed for careers in investments and financial services by exploring the public equity offering process, private placements, securitization, acquisitions, corporate restructuring, research-driven sales, and trading.

BUAD 598H. Consulting (6.0 hours)
The Consulting CAM will focus on the major components of consulting to include: 1) how to respond to request for proposals (learn skills for eliciting, specifying, and validating proposal requirements), 2) making presentations to clients, 3) conducting effective organizational diagnosis/analysis to include the development and use of various consulting tools (face-to-face-interviews, facilitation of focus groups, survey questionnaire, analyzing archival data, preparing for and giving feedback and asking good questions), 4) effective client relationship management (contract setting, negotiation, effective collaboration and partnering, executive briefings, and so on), 4) developing and successfully implementing, in cooperation with clients, consulting projects (change plans), 5) evaluating change consulting efforts (develop metrics that assure improved consulting performance), and 6) completion of final consulting reports. The course will rely on case analyses, guest speakers who are experts in consulting, and on-site visits to various consulting firms to learn first-hand how they conduct their consulting engagements and run the business side of the firm.
BUAD 598I. Real Estate (6.0 hours)
This CAM will provide students with an essential understanding of the key forces underlying real
estate development and entrepreneurship. Students will be provided with the key analytical tools and
foundational knowledge required to be an effective stakeholder in the real estate development and
entrepreneurship processes. The course will bring in leading real estate professionals who will reflect
on their experiences and offer their perspectives on current and recent events. The course emphasizes
practical and applied skills. Topics will include Types of Real Estate Investment Properties, Real
Estate Cycles, Portfolio Analysis, Real Estate Investment Trusts, Redevelopment Opportunities,
Turnaround Strategies, Brownfield Redevelopment, Smart Growth, New Urbanism, Public-Private
Partnership, Sustainability, Green Development, and other timely entrepreneurship issues.

MAcc CORE COURSES

The curriculum for the MAcc program consists of core courses, which all students must take;
required courses, which must be taken if an equivalent course has not been completed prior to
enrolling in the MAcc program; and elective courses.

FALL SEMESTER

Financial Markets Module:
The courses in the Financial Markets Module are required courses and must be completed as part of
the degree requirements. Students who have successfully completed an equivalent course prior to
enrollment will be waived from this course with the approval of the Director and will take an elective
in place of the waived course.

BUAD 504. Equity Valuation and Financial Statement Modeling. (1.5)
Reviews theories of equity valuation and applies these theories by building valuation models using
financial statements.

BUAD 507. Fixed Income Securities and Securitizations. (1.5)
Introduces characteristics and valuation of fixed income securities, including the effects of the term
structure of interest rates on pricing. Examines bonds, mortgage securities, and more complex fixed
income structures. Explores the repackaging of financial assets via securitization.

BUAD 508. Derivatives and Risk Management. (1.5)
Introduces credit risk, market risk, liquidity risk and operations risk. Examines characteristics and
valuation of options, futures, forwards, and swaps and how they are used to manage risk. Explores
the concept of an effective hedge and general methods of measuring risk.

Professional Accounting Module:
The courses in the Professional Accounting Module are core courses and must be taken by all
students without exception.

BUAD 502 - 503. Professional Accounting I; Professional Accounting II. (6.0)
Focuses on expanding and integrating knowledge of generally accepted accounting and auditing
standards in rigorous study of the selection, substantiation and consequences of specific accounting
choices and auditing procedures in private and public sector enterprises; extensive use of cases and
simulation. Also focuses on the role of financial reporting in capital allocation and contracting
decisions in the U.S. and internationally, considering the perspectives and incentives of both
preparers and users. Graduate accounting students are given the opportunity to use their expertise in the areas of accounting, finance, and statistics to estimate credit risk, equity risk, and firm value. Students apply statistical tools and analytical methods increasingly used in business, including those related to hedge accounting, bankruptcy prediction, stock option valuation, and fraud detection. Assignments equip students to effectively research issues in financial reporting using a variety of resources accessible on-line and resident in Mason databases. In addition, students develop communication skills through class discussion and negotiations, as well as written assignments directed toward actively participating in the accounting standard setting process.

Professional Development Module:
Communications and Professional Development is a core course and must be taken by all students without exception. The remaining courses in this module are electives. Students may choose electives in the Professional Development Module according to their educational background and career goals.

BUAD 506. Communications & Professional Development. (1.5)
Emphasizes writing, presentation, interpersonal and interview skills through a combination of individual assessment and group exercises.

BUAD 595. Modeling & Analysis Modeling & Sim for Acctg. (3.0)
Designed to introduce students to basic modeling techniques that can be implemented with MS Excel. This course begins with an introduction to problem identification and formulation, sensitivity analysis, and the use of spreadsheets for constructing models. Includes the use of numerous internal Excel functions, as well as add-ins that can be found in Excel or purchased from outside vendors (Solver, @Risk®, Crystal Ball®, PHStats2, etc.) Techniques will also be developed that permit investigation of problems containing uncertainty by employing simulation- Monte Carlo simulation, discrete event simulation, what-if analysis, Scenarios and Goal Seeking. The course is about modeling and the subsequent analysis that is too often ignored.

BUAD 595. Negotiation for Financial Professionals. (3.0)
Covers the basics of negotiation and game theory. It focuses on recognizing and understanding different negotiation situations and the strategic implications of each. The goal is to obtain successful and satisfactory outcomes from negotiations rather than allowing one’s self to get bogged down in confrontational haggling.

BUAD 595. Eth 1 – Prof Values, Actg & Gov. (1.5)
This course is designed to allow you to critically examine your values and commitments and how they impact you, the organization for which you work, the profession, and the larger society. As a business person, your values will influence your use of resources, your decision-making processes, and your leadership endeavors. Business is a powerful force for change and influence. If you listed the world's largest economies, fifty are corporations. The opportunities for influence and leadership carry responsibilities.

Fall Required Accounting Courses:
Required courses must be completed as part of the graduation requirements. Students who have successfully completed equivalent courses prior to enrollment will be waived from these courses and are expected to take electives in their place.
BUAD 595. Federal Taxation. (1.5)
An analysis of federal tax laws, with specific reference to individual income taxes. Development of conceptual awareness of the federal income tax structure, tax planning opportunities, and special topics affecting individual taxpayers.

BUAD 595. Cost Management. (1.5)
Introduces standard cost systems and cost variance analysis, profit planning and budgets, cost-volume-profit analysis, cost allocation and transfer pricing, and cost analysis for corporate planning and control.

SPRING SEMESTER

Spring Professional Accounting Module:
The courses in the Professional Accounting Module are core courses and must be taken by all students without exception.

BUAD 512. Professional Accounting III. (3.0)
Enhances the understanding of the intersection between business and accounting issues. Selected industries will be studied, focusing on key players and primary business models, significant operating and market risk exposures, critical accounting and reporting issues, the most significant auditing issues and the most relevant tax issues. Students will select an industry not already studied in the course and will conduct research and present findings about the drivers critical to that industry. A strong emphasis will be placed on refining written and presentation skills.

MBA/MAcc ELECTIVES

Second year full-time MBA students, Flex MBA and MAcc students may register for MBA electives. During the second year in the full-time MBA program, in addition to the required second year courses, and two six-credit hour CAMs, students are able to select 9 (or more) credit hours of electives. Because the MBA degree connotes breadth of study, we encourage the desire to balance a concentration with the need to broaden one’s perspectives in the world of business. A student wishing to take more than 15 hours of elective courses in a specific area must receive approval from the Program Director. Electives are grouped into seven areas. Availability of electives is dependent upon faculty resources. Every effort is made to accommodate student requests. By the end of add/drop, it is very rare for a student not to have his schedule of preference. The EMBA Program has its own set of electives that students choose from.

BUAD 595. BRS – Lean Toolkit (1.5 hours)
In this course, students learn the Lean methodology, which is used to reduce process lead time, improve responsiveness to customers, increase efficiency, and reduce inventory. Specifically, students learn how to identify inefficiencies in processes using a particular type of business process mapping (value stream mapping) and, subsequently, lean tools aimed at reducing those inefficiencies. This course would not qualify a student for Green Belt Certification.

BUAD 595. BRS – Six Sigma Toolkit (1.5 hours)
In this course, students are introduced to the many tools and techniques for establishing quality in products, processes, and services. Six Sigma techniques are widely accepted as the Best Practices for achieving quality. This course would not qualify a student for Green Belt Certification.
BUAD 595. BRS – Lean Toolkit & Lean Six Sigma Project (3 credit hours)
This course teaches Lean and Six Sigma business process improvement methodologies, which improve the quality and responsiveness of business processes. Completion of the course with a satisfactory grade will qualify a student for a “Lean Six Sigma Green Belt Certification,” which is a recognized business credential. A portion of a student’s effort in this course will be learning the tools of Lean (see course description for Lean Toolkit) and Six Sigma (see course description for Six Sigma Toolkit) through classroom lecture, discussion, and homework assignments. The remaining part of the course is spent completing a process improvement project.

ACCOUNTING AND CONTROL

BUAD 515. The Influence of Taxation on Business Decisions. (3.0 hours)
The course provides the student with an overview of the influence of Federal income taxation on the business decision-making process. A conceptual foundation is established that links Federal income taxation and cost/benefit analysis in terms of the impact on business decisions. The student will understand tax terminology, develop and awareness of tax reduction techniques, and utilize tax planning in applying these techniques in a business setting. Differences in financial reporting objectives and the related financial statements versus those associated with tax reduction techniques are identified.

BUAD 518. Tax Compliance Research and Planning (3.0 hours)
The objective of this course is to broaden the ability of the student to engage in tax compliance, tax research, and tax planning in a team-oriented environment. Group communication opportunities, both oral and written, are emphasized.

FINANCE

BUAD 532. Corporate Financial Policy. (3.0 hours)
This course is intended to give the students a forum to investigate both the theory and practice of finance in a corporate setting. It covers a broad spectrum of issues facing a financial manager including: planning and financial control; working capital policy; analysis of financing alternatives; capital structure and equity management policy; investment analysis; resource allocation policy; and corporate restructure and merger analysis.

BUAD 536. Portfolio Management. (3.0 hours)
This course is designed to give students an understanding of the principles of portfolio management in a global capital market. Emphasis is placed on mutual fund management. Topics include individual and institutional investor behaviors, international diversification, latest developments in trading, fundamental analysis and technical analysis, performance measurement, mutual fund structures and management, risk management and hedging. Students will emerge from this course with an understanding of the portfolio management process, and with the ability to evaluate the performance
of portfolios with respect to different investor objectives and to articulate recommendations for changes.

**BUAD 538. International Financial Management.** (3.0 hours)
Covers important concepts in international economic and financial analysis, and stresses their use in the financial management of multinational corporations, in international portfolio management, and foreign direct investment decisions.

**MARKETING**

**BUAD 542. Marketing Strategy.** (3.0 hours)
Focuses on analyzing market threats and opportunities, assessing competitive advantages, forecasting patterns of market evolution and developing marketing strategies that are consistent with these assessments.

**COMMUNICATIONS**

**ORGANIZATIONAL MANAGEMENT**

**BUAD 553. Leadership Advantage II.** (1.5 hours)
The LeAd Program accelerates students’ development of personal and interpersonal competencies critical to early career success. This program spans a student’s residency in the MBA Program, and is comprised of ongoing assessment and feedback, action planning, and development activities, and executive coaching.)

**BUAD 557. Leadership and Planned Change.** (3.0 hours)
Examines current issues in leadership and managerial strategies for successfully implementing, institutionalizing and evaluating change initiatives.

**OPERATIONS MANAGEMENT**

**BUAD 562. Project Management.** (1.5 hours)
This course focuses on the management of complex projects and the rules and techniques, which have been developed in the past 25 years to assist managers with such projects. All three phases of project management - Planning, Scheduling, and Control are explored in detail. In addition to studying various scheduling techniques for projects, this course explores issues dealing with project selection methods, project risk assessment, project team dynamics, new product development projects, runaway projects, and monitoring and control of projects.

**APPLIED ECONOMICS AND MANAGEMENT**

**BUAD 574. Principles of Negotiation.** (3.0 hours)
This course uses Game Theory to provide a theoretical foundation for understanding negotiation, and it provides first hand experience in different bargaining situations. A number of tools are developed that are useful in planning and preparing for a negotiation.
ENVIRONMENT OF BUSINESS

BUAD 581. Global Business Analysis & Immersion (1.5 or 3.0 hours)
The objectives of this course are: 1) to introduce students to the interactive concepts of marketing and culture, 2) to enable students to understand the cultural issues at the corporate, national and transnational levels, 3) to provide insights on effective marketing and management decision making in unfamiliar or cross-cultural settings, particularly with respect to various international contexts, and 4) most importantly to give students unique experiences with cultural immersion. This year the course focuses on Southeast and East Asia.

BUAD 583. Non-Profit Organizations. (3.0 hours)
The objective of this course is to analyze the role of non-profit organizations as economic entities in a market economy (for example, methods of financing these organizations.) The course will also explore the liability, application of strategic planning to identify potentially useful market niches of these organizations, the legal obligations of management, and portfolio management appropriate for these organizations.

BUAD 584. Entrepreneurship and the Law (1.5 hours)
This course will familiarize business students with the bodies of law, legal issues, vocabularies, legal reasoning and the orientation of lawyers that impact business decisions and their implementation. Students will also gain an understanding of how business executives and lawyers can work together to deal efficiently and effectively with matters inextricably part business and part legal.

BUAD 587. Managing & Financing a Small Business Enterprise. (3.0 hours)
Designed for those who wish to undertake a career journey in the direction of running a smaller business enterprise or a family business. It is structured to allow the students to develop an alternative to a large company or professional service firm. Every aspect of a business is covered, from the legal entity utilized through the management and financing of the enterprise. The creation and review of individual Business Plans will be required.

BUAD 588. Private Equity and Venture Capital. (3.0 hours)
Covers the essential principles of the risks and rewards associated with Private Equity and Venture Capital. Financial analysis of a business and risk/return characteristics, business valuation methods, and the financing sources are covered to better understand the required returns to risk investors. Other topics include: fundraising, early stage, middle stage, and ultimately late stage investments; buyouts and exit strategies; the structuring of the “deal”; the creation of term sheets, negotiation strategies, and human capital and resources.

INDEPENDENT STUDY

BUAD 597. Independent Study in Business. (1.5 - 3.0 hours)
This course is designed to allow interested MBA students to pursue advanced study in some area of business for which there is no formal course. A qualified member of the faculty shall supervise the study. Students must have a 3.0 GPA or better. Please see the Associate Director of Academic Affairs for appropriate paper work.

RECENT TOPICS COURSES (indicated by “Business Research Seminar” or “BRS”)
BUAD 595. BRS - Supply Chain Management. (3.0 hours)
This newly designed elective offering primarily deals with the design and operation of logistics networks or supply chains, and the flow of materials and information on them. Students in this course will be exposed to both the strategic and operational aspects of managing today’s complex supply chains. Specific topics include Vendor managed inventory; efficient customer response; collaborative planning, forecasting and replenishment; planning distribution and supply; managing product variety; transportation; supply chain planning software; eMarketplaces; inter- and meta-mediaries and design & optimization of supply networks.

BUAD 595. BRS – International Study Trip India (1.5 hours)

BUAD 595. BRS – Contracts/Corp/Bankr & Reorg (3.0 hours)
This course is designed specially for the student who is active in the business world. We will study the law of contracts—offer, acceptance, consideration, capacity to contract, mistake, fraud, duress, when a writing is required, performance, breach, and remedies.

In the second phase of the course we will study partnerships, corporations, and limited liability companies. We will cover topics such as the formation of a partnership, partnership property, a partner’s liability; officer’s and director’s liability, promoter’s liability, shareholder rights; and mergers and acquisitions.

The final segment of the course will be devoted to the study of business and consumer bankruptcy. Some of the topics will include chapters 7, 11, and 13 of the United States Bankruptcy Code, the automatic stay, the trustee’s avoiding powers, fraudulent transfers, voidable preferences, claims of secured and unsecured creditors, nondischargeable debts, adequate protection, financing the debtor in possession, executory contracts and unexpired leases, plan confirmation, and cramdown. During the 2009 calendar year, 1,473,675 bankruptcy cases were filed, and these cases affected millions of creditors.

BUAD 595. BRS – Business Ethics (1.5 hours)
This course is designed specifically for MAcc students who need additional credit hours in ethics. Business Ethics is the study of ethical perspectives and values in management decision-making. Through cases, readings and exercises, students explore the nature of ethical dilemmas faced by managers in making decisions and in exercising their responsibilities to society, to stakeholders, and to themselves. Emphasis is placed on the students’ becoming aware of their own values system, taking accountability for their own professional development, and recognize their own personal and professional responsibilities as ethical managers.

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BUAD 595. BRS – Estate and Financial Planning (3.0 hours)
This course provides an introductory knowledge of the principles of estate and financial planning, with specific reference to estate, gift and individual income tax laws. Selected topics include property ownership, insurance, trusts, and planning for the closely-held business with emphasis on awareness of federal tax concepts and laws; identification of tax and financial planning issues; tax, financial, debt management, investment and retirement planning techniques; and communication of creative solutions to financial planning solutions.

BUAD 595. BRS – Advanced Modeling Techniques (3.0 hours)

BUAD 595. BRS – Negotiations (3.0 hours)
This course will develop confidence in negotiation by exposing you to different types of negotiating situations "first-hand." Students will develop analytical tools for dissecting past negotiations and for devising strategies to cope with future ones. Course interest will be in the anatomy--the underlying structures--of negotiations.

BUAD 595. BRS – Applied Decision Theory (3.0 hours)

BUAD 595. BRS – Lean Toolkit (1.5 hours)
In this course, you will learn the Lean methodology, which uses a particular type of business process mapping in order to document and understand business processes (values stream mapping). This course would not qualify a student for Green Belt Certification.

BUAD 595. BRS – Six Sigma Toolkit (1.5 hours)
In this course, you will learn the Lean methodology, which uses a particular type of business process mapping in order to document and understand business processes (values stream mapping). This course would not qualify a student for Green Belt Certification.

BUAD 595. BRS – Lean Toolkit & Lean Six Sigma Project (3 credit hours)
This course teaches Lean and Six Sigma business process improvement methodologies, which improve the quality and responsiveness of business processes. Completion of the course with a satisfactory grade will qualify a student for a “Lean Six Sigma Green Belt Certification,” which is a recognized business credential. A portion of a student’s effort in this course will be learning the tools of Lean and Six Sigma through classroom lecture, discussion, and homework assignments. The remaining part of the course is spent completing a process improvement project.

BUAD 595. BRS – Teams: Design, Selection and Development (3.0 hours)
Working in teams has become the norm in most organizations (Sundstrom) yet most people have many misconceptions about what makes groups effective. We will cover work in a variety of teams including: project teams, self-directed teams, research teams, consulting teams, and multinational teams. Groups can be exhilarating or maddening. This course is designed to develop the knowledge and skills to enable you to improve the performance of most teams. The course includes arefresher on practical theories of group effectiveness, application of human resource management techniques to teams: selecting team members; developing the team and its members; applying appropriate rewards, and coverage of skills and tools designed to diagnose and improve team functioning.

BUAD 595. BRS – Doing Business in Brazil (1.5 hours)
The objective of this course is to learn about Brazil and it’s role in the global business environment. The program focuses of business and economy, politics, culture, and business practices. The students
have the opportunity to visit Brazilian corporations that are world benchmarks, and to participate in classes with Brazilian MBA students to talk about current global business issues.

**BUAD 595. BRS – Forecasting** (1.5 hours)
This course offers insights about how to be an effective forecaster. You will become familiar with the major considerations and pitfalls involved in the selection, use, and interpretation of a variety of forecasting approaches. Practice is essential — to develop experience and judgment in applying the tools and processes. Judgment includes recognizing when and why to override or adjust a forecast – because you are the forecaster who gets the praise or blame, not the methodology or model.

**BUAD 595. BRS – Real Estate Management** (3.0 hours)

**BUAD 595. BRS – Futuring** (1.5 hours)
Futuring is “the act, art, or science of identifying and evaluating possible future events.” [Cornish, E. (2004). Futuring is a different, broader mindset than traditional forecasting, uses a variety of tools developed and applied over the last 40+ years, explores multiple alternative futures, from three years to decades ahead and is increasingly used and valued by corporations in strategic planning. This course flows from applying futuring methods to your personal future over the next decade to applications at the regional, national, and global level.

**FLEX MBA CORE COURSES**

**BUAD 601. Communication for Managers** (3.0 hours)
The need to communicate well is a critical part of a manager’s professional development. This course helps prospective and practicing managers assess and develop their communication abilities to be a successful managerial communicator. Through course activities, students will understand the importance of effective communication in managerial and leadership roles, appreciate the value of strategic organizational communication, and enhance their speaking, writing, and other communication abilities. Special topics in the course include: presentation graphics, ethics, intercultural communication, and media relation.

**BUAD 602. Financial Accounting** (3 hours)
Concepts and principles of financial and administrative accounting essential to the interpretation and analysis of accounting information, including financial reports, bankruptcy analysis, budgeting, control, production and costing, stock options, and board governance.

**BUAD 603. Managerial Accounting** (3 hours)
This course deals with the use of accounting information for decision-making, planning, and control. The goal is to acquaint the student of management with the fundamentals of internal accounting, better known as management accounting. The emphasis is on using accounting information in managing an organization, rather than product costing and income determination. *Prerequisite: 602*

**BUAD 604 Organizational Behavior** (3 hours)
Designed to provide you with the analytic frameworks and tools to diagnose events in and to take effective action in today's changing organizations. The course draws on knowledge from the domains of Organization Behavior (OB), Organization Theory (OT), and Human Resource Management (HRM) to provide you with the understanding and skills that you need to be an effective manager of people in these changing organizations. OT, OB and HRM are concerned with developing understanding about how human beings act in organized settings and how
organized systems affect human behavior through policies, structures and strategies. In addition to conceptual understanding, ongoing assessments and experiential exercises provide you opportunities to reflect on your own behavior in order to develop new and more effective ways of interacting with others to accomplish work.

**BUAD 605 Quantitative Methods** (3 hours)
Role and application of statistics in the analysis of business problems including estimation, statistical measures, hypothesis testing analysis of variance, simple and multiple linear regression and time series analysis.

**BUAD 606 Modeling and Simulation** (1.5 hours)
This course is designed to introduce students to basic modeling, analysis, and simulation techniques. Emphasis will be placed on problem identification and formulation, sensitivity analysis, and model construction. Tools such as MS Excel, Solver, Crystal Ball, and @Risk will be used to solve business problems across all business functional areas: Finance, Accounting, Operations, Marketing, Information Systems, Policy, and Human Resource Management.  
*Prerequisite: 605*

**BUAD 607 Marketing** (3 hours)
Examination of marketing from a managerial viewpoint; emphasis on evaluating marketing alternatives and in choosing from these alternatives.

**BUAD 608 The National and Global Economies** (3 hours)
This course is intended to provide information that can be used to interpret economic events and assess their impact on the economy and an organization. Part of this information concerns not just economics but an understanding of how some political choices are made in various countries. This knowledge is critical for risk assessment and a realistic planning of business operations over the next year. You leave the course with some fundamental “rules of thumb” that allow you to assess potential large scale economic risks to your organization.  
*Prerequisite: 609*

**BUAD 609 Managerial Economics** (3 hours)
This course studies economic analysis applied to managerial decision making. Besides basic topics of demand, cost and production, and market structures, this course also covers demand forecasting, pricing strategies, game theory, and information economics.  
*Prerequisite: 605*

**BUAD 610 Operations Management** (3 hours)
Study of the design, operation, and control of production and operating systems from a managerial standpoint, with emphasis on quantitative methods of analysis.  
*Prerequisites: 602, 605*

**BUAD 611 Finance** (3 hours)
The course covers basic principles and theories of financial valuation, risk pricing and risk management. These principles are applied to corporate finance topics such as: how a firm decides to invest its resources in long term assets and growth opportunities; how a firm will manage its sources of capital and raise funds to finance chosen investments; and how the firm will plan and control funds flow.  
*Prerequisites: 602, 609*
BUAD 612 Management of Information Systems (3 hours)
The focus of Management of Information Systems is on the technology that enables its use in the business and organizational setting. Issues such as hardware, software, databases, telecommunications, and the Internet will be discussed. Students will experience hands-on applications in some areas. An understanding of how Information Technology enables fundamental transformations in firms, markets, products, and business processes will be gained. This course addresses the management issues surrounding the impact of information technology in organizations. It is designed with the line and general managers in mind, rather than the managers of the IS function.
Prerequisites: 602, 605

BUAD 614 Core Capstone-General Manager (1.5 hours)
This course encourages participants to apply the concepts and skills they have learned in the core courses through work on an actual business application or project. Effective presentation of serious, creative recommendations for action is strongly emphasized. Course topics will vary as new projects and business events present themselves.
Prerequisites 602,609,610,611.

BUAD 590 Global Competitive Strategy. (3 hours)
Covers analysis for decision making at industry, firm and business levels, focusing especially on multi-business firms and global industries. Firm resources and competencies, business and environmental demands, and the sources of competitive advantage are the major focus points of this course, which stresses practical applications of theory.
Prerequisites: Complete Phase II courses and two electives

EMBA PROGRAM CURRICULUM

First Semester

BUAD 701 Accounting - Reporting and Analysis (2.5 Credits): This course introduces the basic concepts of financial accounting necessary to generate financial statements and reports. It examines strategies used to master the economic subtleties of business, and provides the managerial skills needed to analyze and interpret financial statements for internal and external use.

BUAD 703 Statistics for Business (2.5 Credits): This course focuses on data analysis and how managers use data to make better business decisions. We will examine the role and application of statistics in the analysis of business problems including estimation, statistical measures, hypothesis testing, analysis of variance, and regression models.
Professor Bill Stewart
http://mason.wm.edu/faculty/directory/operations/stewart_w.php

BUAD 707 Marketing Management (2.5 Credits): This course focuses on the problems of building an integrated marketing program in light of external forces, such as the consumer, the trade, the competition and the regulatory environment. Specific emphasis is placed on the marketing concept, the marketing mix, market definition and dynamics, segmentation and positioning, and product/market evolution.
Professor Larry Ring
http://mason.wm.edu/faculty/directory/marketing/ring_1.php
BUAD 709 Leadership in an Uncertain Era: Understanding Organizational Behavior and Processes (2.5 Credits): This course is designed to improve your effectiveness as a manager by deepening your understanding of how organizations work. To succeed in the business world, you must (a) analyze organizational events and processes and (b) design and implement actions to increase organizational effectiveness. These critical leadership skills are even more important today, as organizations enter a period of enormous upheaval and change. The course begins with an intensive two-day leadership forum that focuses on heightening your awareness of leadership challenges and enhancing your ability to address them. As the semester continues, we build upon that seminal experience by exploring how the structure, power relations, and culture of organizations shape and constrain the behavior of individuals within them. The course culminates in a project in which you apply both conceptual tools and leadership skills to events in your current organization. 
Professor Inga Carboni
http://mason.wm.edu/faculty/directory/organizationalbehavior/carboni_i.php

Second Semester

BUAD 702: Accounting for Decision Making and Control (2.5 Credits): This course continues the accounting series with cost accounting, activities analysis, profit planning and budgetary systems, cost allocations, transfer pricing, and performance evaluation. 
Professor Bill Geary
http://mason.wm.edu/faculty/directory/accounting/geary_w.php

BUAD 704: Quantitative Models for Business (1.5 Credits): This course is designed to introduce students to basic modeling, analysis and simulation techniques. Emphasis will be placed on problem identification and formulation, sensitivity analysis and model construction. Spreadsheet tools will be used to solve business problems across various business functional areas.

BUAD 706: Managerial Economics and Public Policy (2.5 Credits): This introductory applied economics class examines the basic concepts and applications of demand and supply analysis. The course also explores topics of production and pricing in both domestic and international markets. Furthering the understanding of different market structures, this course focuses on the causes and consequences of market failures, the application of game theory to corporate decision-making, and the impact of technological change, international competition and government regulation.
Professor Bud Robeson
http://mason.wm.edu/faculty/directory/economicsfinance/robeson_f.php

BUAD 710: Communications for Executives (1.5 Credits): This course is designed specifically for the communication needs of executives. Building on skills and knowledge essential for successful communication, the course will focus on the value of effective managerial communication, provide an understanding of strategic organizational communication, and enhance speaking, writing, and other communication abilities.
Professor: Bob Stowers
http://mason.wm.edu/faculty/directory/managementcommunications/stowers_r.php

Third Semester

BUAD 705: Global Environment of Business (2.5 Credits): This course focuses on how domestic and international product and financial markets operate. Students will develop expertise in applying models to generate qualitative forecasts of economic growth, interest rates, exchange rates and inflation. Through the analysis of case studies, the students will develop an understanding of policy
decisions at the Federal Reserve and the effect that these policies have in the money and exchange rate markets.

Professor John Boschen
http://mason.wm.edu/faculty/directory/economicsfinance/boschen_j.php

BUAD 713: Marketing Strategy (2.5 Credits): This course focuses on the formulation of marketing strategy, including balancing market opportunities and threats with available resources and alternative responses, as well as analysis of markets, product and pricing strategies.
Professor Larry Ring
http://mason.wm.edu/faculty/directory/marketing/ring_l.php

BUAD 714: Financial Management (2.5 Credits): This course is structured on the concepts and tools of valuation. It covers financial and project analysis, financial forecasting, risk and return, cost of capital, mergers and acquisitions, and valuation.
Professor: John Strong
http://mason.wm.edu/faculty/directory/economicsfinance/strong_j.php

BUAD 715: Operations and Supply Chain Management (2.5 Credits): To achieve competitive advantage, managers must understand how to design and control products and services, as well as the systems for their delivery. To reach that understanding, this course focuses on issues of planning and control of complex products and services, managing quality and continuous improvement, and control of the supply chain.
Professor Hector Guerrero
http://mason.wm.edu/faculty/directory/operations/guerrero_h.php

Fourth Semester

BUAD 716: Leading Change in Organizations (2.5 Credits): Building on the concepts from Leadership in an Uncertain Era, this course examines the leader's role in diagnosing, anticipating, planning, implementing, and evaluating change within organizations. Case studies and group projects focus on organizational analysis, barriers to change, overcoming resistance to change, change intervention strategies and methods, and change evaluation.
Professor Ron Sims
http://mason.wm.edu/faculty/directory/organizationalbehavior/sims_r.php

BUAD 717: Corporate Financial Policy (2.5 Credits): Building on the topics in Financial Management, Corporate Financial Policy covers advanced topics in financial markets and financial strategy, including debt and equity management policy, financing, derivatives and risk management, and international finance.
Professor John Strong
http://mason.wm.edu/faculty/directory/economicsfinance/strong_j.php

BUAD 719: Business Policy (1.5 Credits): This course is the study of the management of organizations with special focus on the roles and tasks of individual managers. The course deals with analyzing external and internal environmental forces; formulating organizational objectives; understanding the often conflicting needs and expectations of customers, employees, investors and other stakeholders; defining and appraising alternative courses of action; formulating and executing action plans; and establishing systems for monitoring and measuring results.
Professor Brent Allred
http://mason.wm.edu/faculty/directory/strategicmanagement/allred_b.php
BUAD 721: Managing Information Systems (2.5 Credits): The course focuses upon strategic influence of information technology (IT) within organizations. Designed primarily for non-IT executives, the course will prepare for understanding of technological vocabulary, emerging technologies and how they enhance core business functions, and demonstrating the business value of IT investment. Practice based exercises will augment the learning experience through modeling IT choices and information utilization.

BUAD 722: Ethical Accountability (1.0 Credits): Course description in progress.

Professor Ed Felton
http://mason.wm.edu/faculty/directory/strategicmanagement/felton_e.php

BUAD 721: Managing Information Systems (2.5 Credits): The course focuses upon strategic influence of information technology (IT) within organizations. Designed primarily for non-IT executives, the course will prepare for understanding of technological vocabulary, emerging technologies and how they enhance core business functions, and demonstrating the business value of IT investment. Practice based exercises will augment the learning experience through modeling IT choices and information utilization.

Professor Rajiv Kohli
http://mason.wm.edu/faculty/directory/operations/kohli_r.php

Fifth Semester

BUAD 720: Global Strategy Management (3.0 Credits): An examination of the distinctive management issues that arise when firms are either contemplating or already doing business across national boundaries. This course requires the integration and application of knowledge and skills learned in earlier courses and also introduces the critical business skills of understanding and managing strategic issues in international settings.

Advanced Business Electives I, II, III (2.0 Credits Each): Past electives have included topics such as Management and Financing of Smaller Enterprises, Negotiations Strategy and Leadership Communication.
ACADEMIC CALENDAR

2011 FALL SEMESTER

August 11-19 REQUIRED Orientation for First Year students (Thursday - Friday)
August 17-18 Business Skills Workshop – First Year students (Wednesday-Thursday)
August 22 Beginning of classes for All MBA Students (Monday)
Beginning of Add/Drop period
August 23 REQUIRED Re-Orientation for Second Year students (Tuesday)
August 31 Last day to add/drop courses (Wednesday)
September 6 Notice of Candidacy forms for January and August 2012 Graduates (Tuesday)
September 30 Notice of Candidacy forms for May 2012 Graduates due
October 8-11 Fall Break (Saturday - Tuesday)
October 14 Last day of CAM I – Second Year students (Friday)
October 17 Beginning of CAM II – Second Year students (Monday)
Nov. 23-27 Thanksgiving Holiday (8:00 a.m. Wednesday-Sunday)
December 9 Last day of CAM II – Second Year students (Friday)
December 16 End of First Year MBA classes (Friday)
December 17-21 Examination Period First year MBA students (Saturday - Wednesday)

2012 SPRING SEMESTER

January 2 Fall Grades due (Monday 9:00am.)
January 16 Martin Luther King Holiday- NO CLASS (Monday)
January 17 Beginning of Classes for ALL MBA students (Tuesday)
Add/Drop period begins (8:00 am Tuesday)
January 26 Last day for Add/Drop classes (Thursday)
January 31 Notice of Candidacy forms for January 2013 graduates (Tuesday)
March 3-11 Spring Break (Saturday – Sunday)
April 30 End of Second year MBA classes (Monday)
May 1-7 Examination Period for Second year students (Tuesday – Monday)
May 9 End of MBA Classes and Examination Period for First year students (Wednesday)
May 9 Graduating students Spring semester grades due (Wednesday)
May 13 Commencement (Sunday)
May 15 Continuing students grades due (Tuesday)
### DEGREE REQUIREMENTS

#### FIRST YEAR

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit hours</th>
<th>Module</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2011</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buad 501</td>
<td>Management Communication</td>
<td>1.5</td>
<td>1, 2, 3</td>
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<tr>
<td>Buad 510</td>
<td>Financial Accounting: Reporting &amp; Analysis</td>
<td>3.0</td>
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<td>Buad 521</td>
<td>The Technology Infrastructure</td>
<td>1.0 P/F</td>
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<tr>
<td>Buad 530</td>
<td>Financial Management</td>
<td>1.5</td>
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<tr>
<td>Buad 540</td>
<td>Marketing Management</td>
<td>1.5</td>
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<tr>
<td>Buad 550</td>
<td>Organizational Behavior</td>
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<td>1</td>
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<tr>
<td>Buad 570</td>
<td>Applied Data &amp; Economic Analysis I</td>
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<tr>
<td>Buad 571</td>
<td>Applied Data &amp; Economic Analysis II</td>
<td>1.5</td>
<td>2</td>
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<tr>
<td>Buad 580</td>
<td>Ethics</td>
<td>1.5</td>
<td>1, 2, 3</td>
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<tr>
<td>Buad 595</td>
<td>Leadership Development Experience</td>
<td>0</td>
<td>1, 2, 3</td>
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<tr>
<td>Buad 595</td>
<td>Global Issues Discussions Groups</td>
<td>1.0</td>
<td>1, 2</td>
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<td><strong>Total First Year Hours:</strong> 34.5</td>
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#### Spring 2012

<table>
<thead>
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<th>Course #</th>
<th>Course Title</th>
<th>Credit hours</th>
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<tbody>
<tr>
<td>Buad 501</td>
<td>Management Communication</td>
<td>1.5</td>
<td>1, 2, 3</td>
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<tr>
<td>Buad 511</td>
<td>Accounting for Managerial Decision Making</td>
<td>2.0</td>
<td>3</td>
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<td>Buad 522</td>
<td>IT Enabled Technological Transformations</td>
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<td>Buad 530</td>
<td>Financial Management</td>
<td>1.5</td>
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<td>Buad 540</td>
<td>Marketing Management</td>
<td>1.5</td>
<td>2</td>
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<tr>
<td>Buad 560</td>
<td>Design &amp; Control of the Modern Operations Function</td>
<td>3.0</td>
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<tr>
<td>Buad 571</td>
<td>Applied Data &amp; Economic Analysis II</td>
<td>1.5</td>
<td>2</td>
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<tr>
<td>Buad 594</td>
<td>Business, Government and the Global Economy</td>
<td>2.0</td>
<td>3</td>
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<td>Buad 595</td>
<td>Global Issues Discussions Groups</td>
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<td><strong>Total First Year Hours:</strong> 34.5</td>
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#### SECOND YEAR

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit hours</th>
<th>Semester</th>
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<tbody>
<tr>
<td>Fall 2012</td>
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<tr>
<td>Buad 595</td>
<td>Career Acceleration Module (elective)</td>
<td>6.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Fall</td>
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<tr>
<td>Buad 595</td>
<td>Career Acceleration Module (elective)</td>
<td>6.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Fall</td>
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<td>Buad 596</td>
<td>Field Consultancy (inc. Batten Fund)</td>
<td>1.5</td>
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#### Spring 2013

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit hours</th>
<th>Semester</th>
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<tr>
<td>Buad 590</td>
<td>Global Competitive Strategy</td>
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<td>2&lt;sup&gt;nd&lt;/sup&gt; Spring</td>
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<tr>
<td>Buad 596</td>
<td>Field Consultancy (inc. Batten Fund)</td>
<td>3.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Spring</td>
</tr>
<tr>
<td>Buad xxx</td>
<td>Elective</td>
<td>3.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Spring</td>
</tr>
<tr>
<td>Buad xxx</td>
<td>Elective</td>
<td>3.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Spring</td>
</tr>
<tr>
<td>Buad xxx</td>
<td>Elective</td>
<td>3.0</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Spring</td>
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</table>

**Total Second Year Hours:** 28.5

**Total Required for Degree:** 63 hours

**NOTE:** All students in the Full-time MBA Program must have a minimum of 9 credit hours each semester to maintain your full time status.

Joint Degree (JD/MBA, MBA/MPP) students must complete the entire first year curriculum, and the equivalent of half of the second year requirements for a total of 49.5 credit hours to earn the MBA to be conferred simultaneously with the joint program. Second year required courses include 590 and 12 hours of electives. MBA/MGM and MBA/Macc students should see the Program Director for more information.
The Mason School of Business offers a two-year, full-time program leading to the degree of Master of Business Administration. In order to earn the full-time MBA degree, Class of 2013 students and beyond must satisfactorily complete 63 credit hours of approved graduate course work on a full-time basis to include the entire first year of lock-step courses, required second year courses (see below), and the balance in approved electives (see below). A cumulative grade point average of 2.75 on a 4-point scale is required for graduation.

<table>
<thead>
<tr>
<th>MODULE 1</th>
<th>MODULE 2</th>
<th>MODULE 3</th>
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</thead>
<tbody>
<tr>
<td>August 25 – November 7</td>
<td>November 10 -February 19</td>
<td>February 23 -May 8</td>
</tr>
<tr>
<td>Applied Data and Economic Analysis I (3)</td>
<td>Applied Data and Economic Analysis II (3)</td>
<td>Business, Government &amp; the Global Economy (2)</td>
</tr>
<tr>
<td>Financial Accounting (3)</td>
<td>Marketing (3)</td>
<td>Design/Control of Operations Function (3)</td>
</tr>
<tr>
<td>The Technology Infrastructure Finance Management (3)</td>
<td>IT Enabled Technological (1.5) Transformations (1.5)</td>
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</tr>
<tr>
<td>Organizational Behavior (3)</td>
<td>Ethics (1.5)</td>
<td>Managerial Accounting (2)</td>
</tr>
<tr>
<td>Management Communications (3)</td>
<td></td>
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<tr>
<td>Career Prep</td>
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</tbody>
</table>

Students must complete all degree requirements no later than the end of the third consecutive spring term following commencement of study (to include, if necessary, a maximum of one-year leave of absence from the program.) Joint degree students could also be granted up to a one year leave of absence from the program, with approval of the partner program, for a maximum of five years to complete for JD/MBA students, and four years for MBA/MPP students.

Students who fail to complete the degree requirements within the time period set forth above may petition the Graduate Academic Status Committee for an approval of an extension to complete degree requirements under such terms and conditions as may be imposed by the Graduate Academic Status Committee.

GRADUATE ASSISTANTSHIPS

Graduate assistantships are the primary form of aid to second-year MBA students. The selection for graduate assistantship positions is a competitive process that is based on academic performance and contributions to the program and community during the first year of MBA studies, and the match between faculty or administrative needs and student skills and interests.

Mason School of Business graduate assistantship assignments typically include activities such as working in a research capacity with a Mason School of Business faculty member, serving as a tutor or resource for a first-year MBA course(s), and/or working with one of the administrative offices in the School. A modest research stipend accompanies most graduate assistantships. Assistantship assignments are made in most cases based upon a match between project needs and student skills and interests; the availability of positions is dependent upon funding, resource allocation and input from business school faculty and staff and may change from year to year. In all cases, assignments are made at the discretion of the Graduate Assistantship Committee.

Unless specified otherwise in the award notification, graduate assistantship positions are established for consecutive fall and spring semesters. Typically, two types of graduate assistantships are offered:
1. A 5-hour per week assistantship (or the equivalent of 75 hours per semester for each of the fall and spring semesters), which pays an annual stipend of $2,000 ($1,000 per semester.)

2. A 10-hour per week assistantship (or the equivalent of 150 hours per semester for each of the fall and spring semesters), which pays an annual stipend of $4,000 ($2,000 per semester.) Occasionally, a 10-hour assistantship assignment may include working with two faculty members, or in two assistantship roles, for 5 hours per week each. Students paying tuition at the out-of-state level may be permitted to pay tuition at the in-state rate if they earn a $4,000 assistantship stipend; the Graduate Assistantship Committee will determine whether in-state tuition status will accompany an assistantship award.

The assistantship assignment period includes fall, winter, and spring breaks; students may be required to work during breaks and should be prepared to do so if requested by their supervisor(s). Graduate assistants must be registered for 12 or more credit hours of graduate coursework per semester, with a minimum of 9 credit hours of graduate coursework in the Mason School of Business per semester. If a student’s registration falls below the levels described above, s/he does not fulfill their assistantship hours or assignment(s), or s/he resigns his or her assistantship before the end of the term, the student’s assistantship status and payment will be cancelled. Students receiving in-state tuition status as the result of an assistantship must complete the full year assignment in order to be eligible for in-state tuition status. Thus, the student will be required to pay out-of-state tuition charges (including retroactive payments if applicable) if their assistantship is cancelled.

During the course of a graduate assistantship, a student may have access to information that is confidential or protected by privacy laws. Disclosure to unauthorized parties is not permitted. When accessing this information, graduate assistants should only access the information needed to complete a specific, authorized task. By accepting a graduate assistantship position, the student acknowledges receipt of this warning and accepts the associated responsibilities.
Full-time MBA:
The William & Mary Full-time MBA exposes students to a wide array of complex, real-world business experiences. To be successful you must be able to address the intricacies of the business world where opportunities and challenges impact multiple functional areas in an organization. The structure of our program mirrors the complexities of the business world by combining theory with practice. As an MBA student, you will utilize our ever-expanding network of business resources to achieve your potential. You will refine your business acumen through core courses, electives, Career Acceleration Modules (CAMs), the Field Consultancy Program, and our Leadership Development Program.

Length of Program:
Two years (21 months)

Format:
Your first year of studies is divided into three modules, each composed of core courses. You will also begin fostering mentorships in the Leadership Development Program. Following a summer internship, your second year brings you into the business world. You will take part in two Career Acceleration Modules during the fall semester, followed by your Field Consultancy project, and a mixture of core and elective courses in the spring.

Joint/Dual Degree Programs:

JD/MBA: Joint degree program with the William & Mary School of Law, Juris Doctor and Master of Business Administration. (4 years)

MBA/MPP: Joint degree program with the William & Mary Thomas Jefferson Program in Public Policy. (3 years)

MBA/MGM: Dual degree program with the Thunderbird School of Global Management. (2.5 years)

MBA/MAcc: Dual degree program within the Master of Business Administration and a Master of Accounting Programs. (2.5 years)

Admissions Requirements:
William & Mary is looking for candidates who intend to do great things and make a difference in the world. Successful applicants come from a variety of academic, professional and cultural backgrounds. We require submitted online application form and application fee, academic transcripts from any colleges/universities attended, GMAT or GRE, TOEFL, IELTS or PTE, essays, resume, letters of recommendation and interview offered by invitation (on-campus, via Skype or phone).

Application Deadlines:
Admissions deadlines are divided into four rounds:

Round 1: November 1, 2011
Round 2: January 10, 2012
Round 3: March 6, 2012
**Round 4:** May 15, 2012
Applications are reviewed on a rolling basis after Round 4.

**Website:** [http://mba.wm.edu](http://mba.wm.edu)

**Sample Class Profile:**
- Average GMAT: 616
- 80th Percentile Range: 570-680
- Average GPA: 3.2
- Average age: 28
- Average months work experience: 48
- Women: 33%
- International Students: 33%
- Average TOEFL: 100 (ibt)
- Countries Represented (2012 and 2013): Brazil, China, Colombia, Congo, Dominican Republic, Georgia, Ghana, Hong Kong, India, Iraq, Japan, Jordan, Kazakhstan, Korea, Mexico, Nigeria, Russia, Taiwan, Thailand, Turkey, Ukraine, United States

**Top Recruiters:** Companies that consistently recruit at W&M include: Amazon, Amerigroup, LifeNet Health, Booz Allen Hamilton, Deloitte Consulting, IBM, Johnson & Johnson, Ernst & Young, Bristol Myers Squibb, MeadWestvaco, SAIC, American Airlines, Reckitt Benckiser, Smithfield Foods and Darden Restaurants.

Full-time Graduate Business Tuition rates for the 2011–2012 academic year:

<table>
<thead>
<tr>
<th>2011-2012 Tuition and Expenses</th>
<th>In-state</th>
<th>Out-of-state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>$27,200</td>
<td>$38,250</td>
</tr>
<tr>
<td>Room/Board (estimated)</td>
<td>$8,330</td>
<td>$8,330</td>
</tr>
<tr>
<td>Computer/Software (estimated)</td>
<td>$3,500</td>
<td>$3,500</td>
</tr>
<tr>
<td>Miscellaneous (transportation, medical, etc.)</td>
<td>$3,000</td>
<td>$3,000</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>$1,500</td>
<td>$1,500</td>
</tr>
<tr>
<td>Orientation Fee (one-time expense)</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td>MBAA Dues (one-time expense)</td>
<td>$400</td>
<td>$400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$44,330</strong></td>
<td><strong>$55,380</strong></td>
</tr>
</tbody>
</table>

The Full-time MBA program offers financial assistance through scholarships, graduate assistantships and student loans. All candidates are automatically considered for merit-based scholarships and graduate assistantships at the time of admission. The cost of room, board, a laptop, books and supplies will vary depending on individual needs.
# ACADEMIC CALENDAR

<table>
<thead>
<tr>
<th>Year</th>
<th>FALL SEMESTER</th>
<th>SPRING SEMESTER</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td><strong>August 13</strong> Orientation for New Entering Flex MBA students (Saturday)</td>
<td>MLK Holiday – NO CLASSES</td>
</tr>
<tr>
<td></td>
<td><strong>August 22</strong> Beginning of Classes and Add/Drop Period (Monday)</td>
<td>Monday, January 2</td>
</tr>
<tr>
<td></td>
<td><strong>August 31</strong> Last Day to Add a Class (Wednesday)</td>
<td>Monday, January 16</td>
</tr>
<tr>
<td></td>
<td><strong>September 30</strong> Notice of Candidacy Forms for May 2012 Graduates</td>
<td>Tuesday, January 17</td>
</tr>
<tr>
<td></td>
<td><strong>September 5</strong> Labor Day (CLASSES MEET)</td>
<td>Tuesday, January 17</td>
</tr>
<tr>
<td></td>
<td><strong>September 9</strong> Last Day to Drop a class</td>
<td>Tuesday, January 17</td>
</tr>
<tr>
<td></td>
<td><strong>September 10</strong> Withdrawal Period Begins</td>
<td>March 12</td>
</tr>
<tr>
<td></td>
<td><strong>October 8-11</strong> Fall Break (Saturday-Tuesday)</td>
<td>Thursday, January 26</td>
</tr>
<tr>
<td></td>
<td>See withdrawal policy</td>
<td>Friday, February 3</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tuesday, January 31</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Saturday, February 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>February 4</td>
</tr>
<tr>
<td></td>
<td></td>
<td>March 3-11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monday, March 12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>See withdrawal policy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monday, April 30</td>
</tr>
<tr>
<td></td>
<td></td>
<td>May 1 - 7</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wednesday, May 9</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sunday, May 13</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Wednesday, May 15</td>
</tr>
</tbody>
</table>
DEGREE REQUIREMENTS

Phase I- Foundation Core (18 hours)

**Semester I – Fall/Spring**
Buad 602 Financial Accounting (3 hours)
Buad 604 Organizational Behavior (3 hours)

**Semester II – Spring/Summer**
Buad 601 Communication for Managers (3 hours)
Buad 605 Quantitative Methods (3 hours)

**Semester III – Summer/Fall**
Buad 607 Marketing (3 hours)
Buad 609 Managerial Economics (3 hours)
Prerequisite: 605

Phase II- Professional Core (18 hours)

**Semester IV – Fall/Spring**
Buad 603 Managerial Accounting (3 hours)
Prerequisite: 602, 609
Buad 611 Finance (3 hours)
Prerequisite: 602, 609

**Semester V – Spring/Summer**
Buad 610 Operations Management (3 hours)
Prerequisites: 602, 605
Buad 612 Management of Information Systems (3 hours)
Prerequisites: 602, 605

**Semester VI – Summer/Fall**
Buad 606 Modeling & Simulation (1.5 hours)
Prerequisite: 605
Buad 608 The National & Global Economies (3 hours) Prerequisite: 605
Buad 614 Core Capstone-General Manager (1.5 hours)
Prerequisites: 602, 609, 610, 611

Phase III-Global Strategy and Electives (18 hours)

Buad 590 Global Competitive Strategy (3 hours) - Fall/Spring
Prerequisites: Complete Phase II and two electives.
Electives (15 hours)
FACT SHEET/TUITION

Degree Earned
- MBA from The College of William & Mary

Format
- Degree Completion Time – typically 3 years
- Flexibility – students may take up to 5 years to complete MBA – begin in January or August
- Attend class 2 evenings per week – 7:00 pm-10:00 pm, Monday through Thursday
- Credits required for MBA – 54

Location
- William & Mary Peninsula Center—11828 Fishing Point Drive, Suite 112 Newport News, VA 23606-4500

Admission Requirements
- Application
- Transcripts
- Two Letters of Recommendation
- GMAT
- 2+ years Professional Experience highly desirable

Application Deadlines*

June 15 for August start (May 15 deadline to waive $100 app. fee)
Dec. 1 for January start (Nov. 1 deadline to waive $100 app. Fee)
Rolling Admissions
*subject to change; correct deadlines will be on website

Cost
- $700/credit hour* (in-state tuition rate)
*correct for 2011-2012 academic year

Faculty
- Same award-winning professors who teach in our full-time MBA and Executive MBA Programs

Course Sequencing
- Phase I – Foundation Core – 18 hours (6 classes)
- Phase II – Professional Core – 18 hours (6 classes + capstone)
- Phase III – Global Strategy and Electives -- 18 hours (Global Strategy and 5 + elective classes)

Laptop Requirements
- Flex MBA students are required to have portable laptop computers.

Part-time Graduate Business Tuition rates per credit hour for the 2011–2012 academic year:

<table>
<thead>
<tr>
<th>Type</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-State</td>
<td>$700.00</td>
</tr>
<tr>
<td>Out-of-State</td>
<td>$1,100.00</td>
</tr>
</tbody>
</table>
ACADEMIC CALENDAR AND DEGREE REQUIREMENTS

Class 26 – Class of 2012
First Semester (Spring 2011) January 9 – April 29, 2011

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 701</td>
<td>Accounting – Reporting and Analysis</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 703</td>
<td>Statistics for Business</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 707</td>
<td>Marketing Management</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 709</td>
<td>Leadership in an Uncertain Era: Understanding</td>
<td>2.5</td>
</tr>
<tr>
<td></td>
<td>Organizational Behavior and Processes</td>
<td></td>
</tr>
</tbody>
</table>

Course load is 10 semester hours

Second Semester (Summer 2011) May 13 – August 6, 2011

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 702</td>
<td>Accounting for Decision Making and Control</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 704</td>
<td>Quantitative Models for Business</td>
<td>1.5</td>
</tr>
<tr>
<td>Business 706</td>
<td>Managerial Economics and Public Policy</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 710</td>
<td>Communications for Executives</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Course load is 8 semester hours

Third Semester (Fall 2011) August 22 – December 3, 2011

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 705</td>
<td>Global Environment of Business</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 713</td>
<td>Marketing Strategy</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 714</td>
<td>Financial Management</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 715</td>
<td>Operations and Supply Chain Management</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Course load is 10 semester hours

Fourth Semester (Spring 2012) January 10 – April 21, 2012

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 716</td>
<td>Leading Change in Organizations</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 717</td>
<td>Corporate Financial Policy</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 719</td>
<td>Business Policy</td>
<td>1.5</td>
</tr>
<tr>
<td>Business 721</td>
<td>Managing Information Systems</td>
<td>2.5</td>
</tr>
<tr>
<td>Business 722</td>
<td>Ethical Accountability</td>
<td>1.0</td>
</tr>
</tbody>
</table>

Course load is 10 semester hours

Fifth Semester (Summer 2012) May 1 – August 4, 2012

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Semester Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business 720</td>
<td>Global Strategy Management</td>
<td>3.0</td>
</tr>
<tr>
<td>Business 7xx</td>
<td>Advanced Business Elective I</td>
<td>2.0</td>
</tr>
<tr>
<td>Business 7xx</td>
<td>Advanced Business Elective II</td>
<td>2.0</td>
</tr>
<tr>
<td>Business 7xx</td>
<td>Advanced Business Elective III</td>
<td>2.0</td>
</tr>
</tbody>
</table>

Course load is 9 semester hours

Total Number of Executive MBA Semester Credit Hours is 47.
ACADEMIC CALENDAR AND DEGREE REQUIREMENTS
Class 27 – Class of 2013
First Semester (Spring 2012) January 8 – April 27, 2012

Business 701 Accounting – Reporting and Analysis 2.5 semester hours
Business 703 Statistics for Business 2.5 semester hours
Business 707 Marketing Management 2.5 semester hours
Business 709 Leadership in an Uncertain Era: Understanding Organizational Behavior and Processes 2.5 semester hours

Course load is 10 semester hours

Second Semester (Summer 2012) May 11 – August 4, 2012

Business 702 Accounting for Decision Making and Control 2.5 semester hours
Business 704 Quantitative Models for Business 1.5 semester hours
Business 706 Managerial Economics and Public Policy 2.5 semester hours
Business 710 Communications for Executives 1.5 semester hours

Course load is 8 semester hours

Third Semester (Fall 2012) August 20 – December 1, 2012

Business 705 Global Environment of Business 2.5 semester hours
Business 713 Marketing Strategy 2.5 semester hours
Business 714 Financial Management 2.5 semester hours
Business 715 Operations and Supply Chain Management 2.5 semester hours

Course load is 10 semester hours

Fourth Semester (Spring 2013) January 7 – April 20, 2013

Business 716 Leading Change in Organizations 2.5 semester hours
Business 717 Corporate Financial Policy 2.5 semester hours
Business 719 Business Policy 1.5 semester hours
Business 721 Managing Information Systems 2.5 semester hours
Business 722 Ethical Accountability 1.0 semester hours

Course load is 10 semester hours

Fifth Semester (Summer 2013) May 7 – August 3, 2013

Business 720 Global Strategy Management 3.0 semester hours
Business 7xx Advanced Business Elective I 2.0 semester hours
Business 7xx Advanced Business Elective II 2.0 semester hours
Business 7xx Advanced Business Elective III 2.0 semester hours

Course load is 9 semester hours

Total Number of Executive MBA Semester Credit Hours is 47.
FACT SHEET/TUITION

Web site: http://emba.wm.edu

Length of Program
- 20 months (January start)

Format
- Five semesters. Classes held two weekends a month (Friday/Saturday) including three domestic residency periods and one international trip.

Designed For
- Focused, hard-driving mid-career professionals without a minute to spare who want to go to the next level in their careers or start their own business.

Admissions Requirements
- Professional and managerial experience, application, transcripts, three letters of recommendation, GMAT score or GMAT waiver; interview may be required.

Application Deadlines
- Early Application Deadline: August 1 ($100 application fee waived)
- Final Application Deadline: November 15

Class Profile
- Average age: 35
- Average Work Experience: 12 years
- Average GMAT: 588
- Average GPA: 3.0
- Male: 88%; Female: 12%

Represented Companies

Program Cost $79,500*
- Tuition and fees
- Laptop computer and software
- All books and cases, delivered
- Catered meals and breaks on class days
- Mason Career Services
- Family Events
- Parking Fees
- Lodgings on Friday nights
- Domestic Residency Periods (lodging/meals)
- International Trip (airfare included)

Tuition Payment Schedule*
- November 15, 2011: $4,500 (Non-refundable deposit)
- December 15, 2011: $15,000
- May 7, 2012: $12,000
- August 13, 2012: $18,000
- January 4, 2013: $18,000
- May 3, 2013: $12,000

*Program Cost Subject to Change

TEAM GUIDELINES
Designing and leading effective teams is an essential skill for executives and, for this reason, teams are an integral component of the Executive MBA Program. Most of your learning of course material relies upon your active participation in assigned study teams. To support your learning and your effectiveness as a team player, the program includes a series of team assessment and feedback activities.

As part of your first-semester Leadership course, you will be asked to create a team contract, provide peer feedback to teammates mid-semester, complete a self assessment of team skills, participate in a facilitated team feedback session, and to submit a revised version of your team contract. These activities are intended to raise your awareness of team processes and to increase your effectiveness as a team player.

While it is very common for teams to experience growing pains and challenges as they develop an effective working style, occasionally issues arise that go beyond what should reasonably be expected and team performance is significantly impacted. If this happens, teams have several options.

The first step is for the team to address the problem on its own, using the revised team contract as a guideline for acceptable behavior and the first-semester facilitated team feedback sessions as a model for confronting unacceptable behavior. Teams should use this opportunity to renegotiate team contracts.

If members are unable to resolve problems on their own, the team should ask the Director to provide an External Facilitator to help the team resolve the problem. The External Facilitator will do an independent diagnosis of the problem and provide feedback to individuals and the team as a whole. On the basis of this feedback, members will be asked to submit individual personal development plans to the External Facilitator and Director detailing what steps they will take to address problematic behaviors and conform to agreed-upon acceptable behaviors.

If these steps are not successful, teams may disband entirely. Members of teams that disband will be reassigned to other teams by the Program Director, without consideration of geographic location. This option is strongly discouraged. As a last resort, teams have the option of “firing” a problematic member with the permission of the Program Director. If firing occurs, the individual will be removed from the team and have to complete all remaining course assignments on their own for the rest of the program.
REFUND POLICY

Initial Deposit: Nonrefundable

- If an individual does not attend the orientation program and cancels participation in the program, s/he will be considered ‘dropped’ from the College of William & Mary. The deposit will not be refundable, and “Tuition and Other Program Fees” will follow the refund schedule below.

- If a student completes orientation, begins classes, and then discontinues in the Executive MBA Program, they will be considered ‘withdrawn’ from the College of William & Mary. The deposit will not be refundable, and “Tuition and Other Program Fees” will follow the refund schedule below.

- Attendance is required for all elements of the program and no fees are transferable or refundable. If a student is unable to attend a part of the program, he or she must meet with the Assistant Dean and no refunds will be granted.

Refunds for Fall and Spring Academic Semesters: The chart below refers to the amount that can be refunded to a student for the “Tuition and Other Program Fees” portion of the overall cost of the Program.

<table>
<thead>
<tr>
<th>Class Day</th>
<th>Percentage Refund after operating cost deduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before classes begin</td>
<td>100</td>
</tr>
<tr>
<td>1</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>80</td>
</tr>
<tr>
<td>3</td>
<td>80</td>
</tr>
<tr>
<td>4</td>
<td>80</td>
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<tr>
<td>5</td>
<td>80</td>
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<td>6</td>
<td>80</td>
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<tr>
<td>7</td>
<td>70</td>
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<tr>
<td>8</td>
<td>60</td>
</tr>
<tr>
<td>9</td>
<td>50</td>
</tr>
<tr>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>After class day 11</td>
<td>0</td>
</tr>
</tbody>
</table>

Refunds for Summer Semesters: The chart below refers to the amount that can be refunded to a student for the “Tuition and Other Program Fees” portion of the overall cost of the Program.

<table>
<thead>
<tr>
<th>Class day</th>
<th>Percentage Refund</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>80</td>
</tr>
<tr>
<td>2</td>
<td>70</td>
</tr>
<tr>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td>4</td>
<td>50</td>
</tr>
<tr>
<td>5</td>
<td>40</td>
</tr>
<tr>
<td>After class day 6</td>
<td>0</td>
</tr>
</tbody>
</table>
ACADEMIC CALENDAR

2011  FALL SEMESTER
August 15-19  REQUIRED Orientation (Monday - Friday)
August 22  Beginning of classes for all MAcc Students (Monday)
          Beginning of Add/Drop period
September 5  LABOR DAY – Classes in session
August 31  Last day to add or drop courses (Wednesday)
October 8-11  Fall Break (Saturday -Tuesday)
October 14  End of 1st seven-week period
October 17  Beginning of Professional Accounting module/2nd seven-week period
October 24  Last day to add or drop from classes (Monday)
Nov. 23-27  Thanksgiving Holiday (8:00 a.m. Wednesday – Sunday)
November 30 – December 2  Veris CPA Trek (detailed schedule TBA)
December 9  End of classes (Friday)
December 12-16  Examination Period (Monday-Friday)

2012  SPRING SEMESTER
January 2  Fall Grades due (Monday 9:00am.)
January 16  Martin Luther King Holiday- NO CLASS
January 17  Beginning of Classes for all MAcc students (Tuesday)
            Add/Drop period begins (8:00 am Tuesday)
January 26  Last day to Add/Drop classes (Thursday)
March 2  End of 1st seven-week period
March 3-11  Spring Break (Saturday – Sunday)
March 12  Beginning of 2nd seven-week period
April 30  Classes end (Monday)
May 1-7  Examination Period (Monday – Monday)
May 13  Commencement (Sunday)
DEGREE REQUIREMENTS

The Mason School of Business offers a one-year, full-time program leading to the degree of Master of Accounting. In order to earn the MAcc degree, students must satisfactorily complete thirty (30) credit hours of approved graduate course work on a full-time basis comprised of core courses, required courses, and electives. A cumulative grade point average of 2.75 on a 4-point scale is required for graduation.

This program is designed to provide students with a core set of tools in the Fall Semester. In the Spring Semester, each student has the flexibility to design a program based on his or her educational and professional goals.

*Note:* The process of having coursework approved for graduation by W&M is separate from having coursework approved to satisfy the educational requirements that Virginia has set for eligibility to obtain the CPA license. Students need to contact their respective BOA for the requirements to sit for the CPA exam.

Students have the option of graduating with an *Emphasis in Taxation*. To do so, a student must complete 9 credit hours of tax courses beyond the introductory level.

Core courses, which all students must take, are:

- BUAD 502 Professional Accounting I (Fall Semester)
- BUAD 503 Professional Accounting II (Fall Semester)
- BUAD 506 Communications and Professional Development (Fall Semester)
- BUAD 512 Professional Accounting III (Spring Semester)

Required courses, which all students must take unless they have taken a similar course at the undergraduate level, are:

- BUAD 504 Equity Valuation and Financial Statement Modeling (Fall Semester)
- BUAD 507 Fixed Income Securities and Securitizations (Fall Semester)
- BUAD 508 Derivatives and Risk Management (Fall Semester)
- BUAD 595 Cost (MAcc Summer)
- BUAD 595 Taxation (MAcc Summer)

Subject to approval from the Director, students select the balance of their courses needed for 30 credits from accounting electives, MBA electives and Law electives. Please see the “Course Descriptions” section of this catalog for course descriptions.

As noted above, if a MAcc student has not taken courses in basic US tax policy and in basic cost accounting, then the student must take those courses while in the MAcc program. These one-week intensive classes are offered during the month of August each year before the fall semester begins.
For most students who did not pursue a major in Accounting during their undergraduate studies, the two-semester program will be as follows:

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit hrs</th>
<th>Course timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Summer Semester</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUAD 595</td>
<td>Federal Taxation</td>
<td>1.5</td>
<td>August</td>
</tr>
<tr>
<td>BUAD 595</td>
<td>Cost Accounting</td>
<td>1.5</td>
<td>August</td>
</tr>
<tr>
<td></td>
<td><strong>Total Summer Semester Hours</strong></td>
<td>3.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Fall Semester</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUAD 504</td>
<td>Equity Valuation and Financial Statement Modeling</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 506</td>
<td>Communications and Professional Development</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 507</td>
<td>Fixed Income Securities and Securitizations</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 508</td>
<td>Derivatives and Risk Management</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td></td>
<td><strong>Total required courses for first-half</strong></td>
<td>6.0</td>
<td></td>
</tr>
<tr>
<td>BUAD 502</td>
<td>Professional Accounting I</td>
<td>3.0</td>
<td>Second-half</td>
</tr>
<tr>
<td>BUAD 503</td>
<td>Professional Accounting II</td>
<td>3.0</td>
<td>Second-half</td>
</tr>
<tr>
<td></td>
<td><strong>Total required courses for second half</strong></td>
<td>6.0</td>
<td></td>
</tr>
<tr>
<td>BUAD xxx</td>
<td>Elective(s)</td>
<td>3.0 – 6.0</td>
<td>First-half and Full Semester</td>
</tr>
<tr>
<td></td>
<td><strong>Total Fall Semester Hours</strong></td>
<td>15.0 - 18.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Spring Semester</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUAD 512</td>
<td>Professional Accounting III</td>
<td>3.0</td>
<td>Full Semester</td>
</tr>
<tr>
<td>BUAD xxx</td>
<td>Elective</td>
<td>3.0</td>
<td>Full Semester</td>
</tr>
<tr>
<td>BUAD xxx</td>
<td>Elective</td>
<td>3.0</td>
<td>Full Semester</td>
</tr>
<tr>
<td>BUAD xxx</td>
<td>Elective (optional if fall credits exceed 15)</td>
<td>0-3.0</td>
<td>Full Semester</td>
</tr>
<tr>
<td></td>
<td><strong>Total Spring Semester Hours</strong></td>
<td>12.0 - 15.0</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Total Required Hours</strong></td>
<td>30.0</td>
<td></td>
</tr>
</tbody>
</table>

For most students who did pursue a major in Accounting during their undergraduate studies, the two-semester program will be as follows:

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit hrs</th>
<th>Course timing</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Fall Semester</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUAD 504</td>
<td>Equity Valuation and Financial Statement Modeling</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 506</td>
<td>Communications and Professional Development</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 507</td>
<td>Fixed Income Securities and Securitizations</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td>BUAD 508</td>
<td>Derivatives and Risk Management</td>
<td>1.5</td>
<td>First-half</td>
</tr>
<tr>
<td></td>
<td><strong>Total required courses for first-half</strong></td>
<td>6.0</td>
<td></td>
</tr>
</tbody>
</table>
MBA/MAcc candidates must meet the admission requirements for each program. Programs will share test score reports, recommendations and transcripts but a separate (online) application must be completed by the applicant for each program. In addition, applicants must file a separate application for In-State tuition privileges for each program.

The dual degree program requires 46.5 credit hours of coursework in the MBA program and 30 credit hours of coursework in the MAcc program. The MAcc and MBA degrees will be both be awarded at the conclusion of both degrees. Students will participate in graduation at the end of the second year.

The MAcc program requires seven prerequisite courses for admission. These courses are Principles of Accounting, Statistics, Introduction to Information Technology, Financial Management, Intermediate Accounting I and II, and Auditing. The first four of these prerequisites are fulfilled by courses taken by all MBA students during the first-year curriculum. The last three of these prerequisites -- Intermediate Accounting I and II and Auditing - must be taken as summer "bootcamp" intensive classes during either the summer preceding matriculation into the MBA program or the summer preceding matriculation into the MAcc program. These courses do carry extra fees and students will be billed for six credits at the summer tuition rate. (Intermediate Accounting I and II are taught as a single, 3-credit, class.)

Moreover, dual-degree students who have not had introductory courses in US tax and cost accounting must take Federal Taxation and Cost Accounting before they begin the Fall Semester of MAcc courses. These courses are required of any MAcc student who has not had the equivalent
courses as an undergraduate. These courses are offered in the MAcc Summer program each August in an intensive format. There is no additional charge for these classes as they are part of the standard MAcc curriculum.

All MAcc students are considered for academic awards based on their performance in the MAcc program. Dual-degree students will be evaluated according to their performance in the MAcc program only when such awards are judged: grades for courses taken during the MBA program will not be considered.
MASTER OF ACCOUNTING PROGRAM | 83

FACT SHEET/TUITION

The MAcc program is designed for high-caliber students committed to achieving individual success by contributing their knowledge, integrity and skills to the business world. Problem-solving ability and intellectual acuity are fostered via teamwork with student colleagues as well as via extensive interaction with faculty and leading experts in the accounting field today.

Website: http://mason.wm.edu/macc

Length of program
9 months with additional summer study sometimes required

Format
Full-time, two semesters; additional summer “bootcamp” classes in Financial Reporting and Auditing and MAcc Summer Federal Tax and Cost Accounting classes required for non-Accounting majors

Admissions requirements
- GMAT
- Transcripts
- Two letters of recommendation
- Application and fee
- Linda would like to use the same verbiage that the MBA program uses for waivers.
- Interview
- TOEFL or IELTS for non-native speakers of English who did not obtain their undergraduate degree at a university in an English-speaking country.

Prerequisites

Application deadlines (Class of 2012)
Rolling basis

Rankings

Class profile
- Average age: 23
- Average GMAT: 643
- TOEFL: 107 ibt
- IELTS: 8.0
- Average GPA: 3.4

Recruiters of MAcc graduates

**TUITION AND OTHER EXPENSES (2011-2012)**

<table>
<thead>
<tr>
<th>2011-2012 Tuition and Expenses</th>
<th>In-state</th>
<th>Out-of-state</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$27,460</td>
<td>$38,510</td>
</tr>
<tr>
<td>Room/Board</td>
<td>$8,500</td>
<td>$8,500</td>
</tr>
<tr>
<td>Computer/Software</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Miscellaneous (Transportation, Medical, Personal)</td>
<td>$2,500</td>
<td>$2,500</td>
</tr>
<tr>
<td>Books and Supplies</td>
<td>$800</td>
<td>$800</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$41,260</strong></td>
<td><strong>$52,310</strong></td>
</tr>
</tbody>
</table>

For information about financial aid, scholarships, or Graduate Assistantships, please see the section entitled “Student Financial Aid, Scholarships, & Graduate Assistantships” on page 33.
Directory of Administration Offices

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lawrence B. Pulley</td>
<td>Dean</td>
<td>757-221-2891</td>
</tr>
<tr>
<td>Franklin E. Robeson</td>
<td>Associate Dean, Faculty</td>
<td>757-221-1770</td>
</tr>
<tr>
<td>Jon Krapfl</td>
<td>Associate Dean, Programs and Administration</td>
<td>757-221-2885</td>
</tr>
<tr>
<td>Deborah Hewitt</td>
<td>Assistant Dean, MBA Programs</td>
<td>757-221-2064</td>
</tr>
<tr>
<td>Thomas G. White</td>
<td>Assistant Dean, Accounting Programs</td>
<td>757-221-2887</td>
</tr>
<tr>
<td>Bill Geary</td>
<td>Assistant Dean, BBA</td>
<td>757-221-2888</td>
</tr>
<tr>
<td>Helene Hale</td>
<td>Executive Assistant to the Dean</td>
<td>757-221-2991</td>
</tr>
<tr>
<td>Tricia Whisnant</td>
<td>Director, Academic Affairs</td>
<td>757-221-2943</td>
</tr>
<tr>
<td>Sara Gividen</td>
<td>Associate Director, Academic Affairs</td>
<td>757-221-2793</td>
</tr>
</tbody>
</table>

THE FULL-TIME MBA TEAM

The MBA Team consists of our Assistant Dean, Admissions, Program Services, Leadership Development Experience and Field Consultancy all of whom collaborate to assure that W&M MBA students have every opportunity to succeed while in the program, are exposed to unique and meaningful programs, and are given the tools necessary to succeed outside of the classroom. We offer academic support as well as individual support to help make this transition.

FULL-TIME MBA ADMISSIONS

Communicating the unique opportunities available in the full-time MBA Program with a commitment to marketing to and selecting from the top MBA candidates in the US and around the world.

Amanda Barth, Director, Full-time MBA Admissions
Amanda.Barth@mason.wm.edu

Laura Soerensson, Assistant Director, Full-time MBA Admissions
Laura.Soerensson@mason.wm.edu
757-221-2900

Lois Fraley, Full-time MBA Admissions Enrollment Coordinator
Lois.Fraley@mason.wm.edu

Emory Gunn, Coordinator, Full-time MBA Admissions and W&M MBA CareerPREP
Emory.Gunn@mason.wm.edu
757-221-7887

http://mason.wm.edu/programs/ftmba/admissions/ | 757-221-2900
FULL-TIME MBA PROGRAM
Leadership Development Experience

Patty Lalumiere, Associate Director of Leadership Development Experience, Rm. 2013
Patty.Lalumiere@mason.wm.edu
757-221-2928

Field Consultancy/Batten Fund

James Hewitt, Director of Field Consultancy, Rm. 2013 B
James.Hewitt@mason.wm.edu
757-221-2035

Teams of second-year MBA students work as consultants charged with identifying, researching and proposing a solution for a real business problem faced by their client organization. Each project focuses on different issues, based on the needs of our clients. All Field Consultancy Teams are assigned a Faculty Supervisor and two Executive Partner Advisors. The role of the Supervisor and Advisors is to provide counsel on the conduct and direction of the study, to advise how to interact effectively with the Client and to assist the Team in meeting its Work Plan objectives. Each Team is to select its own Team Leader, Assistant Leader and Scribe from among the Team members. The Team Leader is the primary contact between the Team, the Client, the Faculty Supervisor and Executive Partner Advisors. At the conclusion of the project, the Client and all members of the Team will be asked to provide performance evaluations of Team members.

Project assignments are distributed in October. Teams are assigned with the goal of balancing skills and career interests based on the Career Interest Forms completed at the Field Consultancy orientation and Client project needs. Assignment requests are taken into account, but are not guaranteed. Projects are chosen based on their ability to provide, as much as possible, cross-functional integration so that each project will provide a similar learning experience for all students.

During the course of the six months following the initial Client Meeting, Teams meet with the Client, prepare a Work Plan, work through the Plan, make an interim presentation midway through the project, and make a Final Report and Presentation of findings to the Client. During the course of the activity, Teams stay in regular contact with the Client, the Faculty Supervisor and Executive Partner Advisors. In early December, Teams are required to present their Work Plans to their Clients and receive the Client’s “sign-off” on the Work Plan. All Final Reports and Presentations are to be completed by mid April.
It is intended that the projects provide students with an opportunity to apply skills acquired during the first year and a half of study and introduce them to the complexities of working in a Team to solve a current business problem. For many, this is the type of assignment they are given shortly after starting employment. The networks and contacts created during the conduct of a Field Consultancy have led to many employment opportunities. Most Clients pay a fee plus expenses per project to support the program.

The Batten Fund project – named for a very generous supporter of William & Mary, Frank Batten, tasks fourteen to seventeen selected participants each year to research stocks in depth, develop an investment thesis, complete valuation analysis, sell the idea to fellow Batten analysts, then subsequently track the performance of stocks within the Fund if their stock is selected by the group.

**MASON CORPORATE RELATIONS AND CAREER PREP**

**Mason Corporate Relations**

Alan B. Miller Hall, Suite 1067  
T: 757-221-7887  
F: 757-221-2958  
Graduate.Career@mason.wm.edu  
http://mason.wm.edu/careers/

**Laura Kottkamp,** Director of Employer Relations  
Laura.Kottkamp@mason.wm.edu  
757-221-2955

**Betsy Shonka,** Associate Director of Corporate Relations  
Betsy.Shonka@mason.wm.edu  
757-221-7833

**Carlie Johnston,** Recruitment and Technology Manager  
Carlie.Johnston@mason.wm.edu  
757-221-2956

**Mason CareerPrep**

Alan B. Miller Hall, Suite 1067  
T: 757-221-7887  
F: 757-221-2958  
Graduate.Career@mason.wm.edu  
http://mason.wm.edu/careers/

**Peggy Gesing,** Director of CareerPREP  
Peggy.Gesing@mason.wm.edu  
757-221-2295

**Barbara Sadler,** Associate Director  
Barbara.Sadler@mason.wm.edu  
757-221-2957
Jennifer Barton, Associate Director of Mason Career Services
Jennifer.Barton@mason.wm.edu
757-221-7829

Emory Gunn, Coordinator, Full-time MBA Admissions and W&M MBA CareerPREP
Emory.Gunn@mason.wm.edu
757-221-7887

CareerPREP is a partnership where students and MBA CareerPREP & Corporate Relations take equal responsibility, utilizing a system of resources and tools specifically designed to facilitate the career development process. The core classes and workshops, along with the Personal Branding Toolkit will help students integrate the experiences of personal and professional development, resulting in a highly in-demand graduate.

The mixture of core class sessions, career fairs, networking opportunities, workshops and webinars are designed to provide students with opportunities to develop and practice their career management skills. The Personal Branding Toolkit provides 24/7 self-directed learning tools to use for lifelong career management. It can be found at http://mason.wm.edu/careers/mba/toolkit.

CareerPREP works closely with Corporate Relations to strengthen relationships with corporations and entities across Mason. These relationships include on campus visits, whether for recruiting or classroom presentations, networking events, and information sessions, to name a few. Corporate Relations coordinates with CareerPREP at the beginning of each semester to ensure that the requirements for the students align with the appropriate level of interaction and exposure to desired companies/organizations.

View Mason Career Prep’ Schedule of Programs online through MASONlink (http://mba-wm-csm.symplicity.com/students) or our current student website (http://mason.wm.edu/programs/ftmba/careers/current).

View the complete Job Search Timeline online at: http://mason.wm.edu/careers/documents/RIS_timelineUG.pdf

EXECUTIVE PARTNERS

Rik Rikkola, Executive Director, Rik.Rikkola@mason.wm.edu
Mike Picardi, Faculty Curriculum Lead, mdpicardi@earthlink.net
Charlie Raphael, Leadership development Experience Lead, craphael@cox.net
Peter Rapuzzi, Field Consultancy Lead, prapuzzi@cox.net
Brian Smith, Membership Lead smithbrianr@msn.com
Rick Spatz, BBA Lead, rickspatz@yahoo.com
John VanAken, Career Prep Lead, j.vanaken@cox.net
Tom Zeni, Admissions Lead, tgzeni@yahoo.com

Executive Partners is a service organization dedicated to enriching and expanding the educational experience of students enrolled in the Mason School of Business at The College of William & Mary. Executive Partners add to the effectiveness of the programs designed by faculty and administration and support their efforts to prepare the next generation of business leaders. This network of experienced senior business executives, volunteer their time, expertise and contacts to the Mason
School of Business and to all its constituencies. The School views the Executive Partners as a powerful resource that will enable its graduates to become the most skilled candidates possible for the challenges afforded by the business community.

Executive Partners is made up of about 120 volunteers with backgrounds in 36 diverse industries, management in both large and small companies, and multiple functional skills. Over 40% have international expertise. Executive Partners provide career guidance, coaching, placement and networking support. The Executive Partners also mentor students in their career selection and advise them on the skills required by their chosen industry and functional areas. Faculty members utilize Executive Partners in the classroom to share relevant experiences that augment and enhance the classroom-learning environment. In cases where special expertise is required, Executive Partners may be asked to teach a course. Executive Partners frequently judge competitions and critique students’ presentation skills.

Executive Partners are always seeking opportunities to respond to the interests and needs of students beyond their normal classroom experiences. The members offer Panel Sessions on topics that are of special interest to students and that complement curriculum offerings. The members also provide speaker support and program guidance to MBA Student Committees.

*The Executive Partners Knowledge Management System (KMS)* is an intranet site available for the exclusive use of Mason School of Business students, faculty, administrators and Executive Partners. It can be accessed through my.wm.edu. KMS is a database that includes photos and profiles of Executive Partners. It provides both a Directory and Query system to help users find the Partner who can best help them. All students have access to this system using their Mason ID and password.

**Instructions for students:**
Go to: my.wm.edu. Sign in using your campus ID. Click on Executive Partners Database under Quick Links. Sign on using your Mason ID.
You can click on "Directory" for an alphabetical listing of Executive Partners, or "Query System" if you want to search for an EP by industry, functional area or area of interest. If you are looking for contact information for a specific EP, go to "Directory." Click on the name of the person you want to contact. This will bring up contact information for that EP. If you wish to contact the entire group, that must be done by emailing your request to Julie.Hummel@mason.wm.edu. Once approved, it will be forwarded to the entire database.

**FLEX MBA PROGRAM**
**Rosanna Koppelmann,** Director of Flex MBA Program
Rosanna.Koppelmann@mason.wm.edu
757-221-2897

**Amy Blackburn,** Associate Director of Flex MBA Program
Amy.Blackburn@mason.wm.edu
757-221-2047
Ellen Sutton, Flex Program Coordinator
Ellen.Sutton@mason.wm.edu
757-221-2015

Martha Orr, Program Coordinator
Martha.Orr@mason.wm.edu
757-221-2054

EXECUTIVE MBA PROGRAM

Susan Hughes, Director of Executive MBA Program
Susan.Hughes@mason.wm.edu
757-221-2912

Tiffany Ray, Assistant Director of Executive MBA Program
Tiffany.Ray@mason.wm.edu
757-221-2913

Terry Hinders, EMBA Program Coordinator
Terry.Hinders@mason.wm.edu
757-221-2913

MASTER OF ACCOUNTING PROGRAM

Linda Espahbodi, Director of MAcc Program
Linda.Espahbodi@mason.wm.edu
Miller 2019; 757-221-2953

Martha Howard, Associate Director MAcc Program
Martha.Howard@mason.wm.edu
Miller 2019; 757-221-2875

Juarez, Midori, Assistant Director MAcc Program
Midori.Juarez@mason.wm.edu
Miller 2019; 757-221-2934

Barbara Brown, MAcc Enrollment Coordinator
Barbara.Brown@mason.wm.edu
Miller 2019; 757-221-2879
THE BUSINESS LIBRARY

Room 2020, Miller Hall

Charlotte Davis Brown, Director/Business Librarian
Charlotte.Brown@mason.wm.edu
757-221-2916

Joseph Deger, Library Technician
Joseph.Deger@mason.wm.edu
757-221-2916

A wealth of business information can be obtained from the resources located in the Business Library, which is a multi-purpose state-of-the-art information center serving the research, study, and curricular needs of the students, faculty, staff, and business community. The Business Library provides an invaluable facility for all to utilize the latest in technology for “real world” information researching.

The resources available include a selected reference collection, a preferred periodicals section, and business research materials in both print and electronic format. The Business Library maintains a collection of videocassette tapes and DVDs, and microfiche SEC company files from 1978 to 1998. Currently the Business Library has 16 computer workstations that patrons may use to access more than 15 business subject databases and the Internet for business research. This includes the Bloomberg terminal and Baseline database. All circulating business titles and most business references (print) can be found in the college’s main library, the Earl Gregg Swem Library. The business librarian will assist you in determining where to locate the resources you need.

Services include reference assistance, informal and scheduled tours, distribution of reserve materials, and bibliographic instructions. The Business Library has two photocopiers for convenient photocopying. The photocopiers accept the W&M Express card or cash may be used for payment.

Operating Hours of the Business Library:

- Weekdays: 8 am – 10 pm
- Fridays: 8 am – 5 pm
- Saturdays: 11 am – 6 pm
- Sundays: 2 pm – 10 pm
- Holidays: Closed

The business librarian is available for assistance Monday to Friday, 9:00 AM to 5:00 PM and other times by appointment.
Additional information and business research links may be found by visiting the Business Library’s website: http://mason.wm.edu/about/library/index.php.

USE OF CLASSROOMS AND MEETING ROOMS IN MILLER HALL

CLASSROOMS (MILLER):

- When classrooms in Miller Hall are open, they may be reserved for class project preparation, review sessions and officially recognized guest speakers.
- Students may reserve the classrooms through their respective program offices.
- Students may be required to move or reschedule their activity if the room is needed for a School of Business event.
- Please leave the room clean and tidy, with the technology turned off.

MEETING ROOMS:

There are thirteen team meeting rooms on the lower level and seven team meeting rooms available to graduate students on the first level of Miller Hall. Use of team meeting rooms is restricted to students, faculty, and staff of the Mason School of Business. Appropriate use of the team meeting rooms is on the honor system. Team meeting rooms are intended for collaborative group work and should not be used by a single group for more than two hours. Lower level team meeting rooms may be used by both undergraduate and graduate students, while team meeting rooms in the undergraduate and graduate wings are restricted for use by their respective students.

During the hours of 8:00 am – 5:00 pm, Monday-Friday, the first floor team meeting rooms are available to student groups on a first-come, first-served basis. During this time these meeting rooms cannot be reserved by students. Students are also not permitted to post signs of intended use.

During the hours outside of 8-5, M-F, first floor team meeting rooms can be reserved by student groups for up to seven days in advance by using the EMS reservation system on-line. There are no hour restrictions for reserving the lower level team meeting rooms.

- Meeting rooms may be reserved for groups of up to 10 people. The small meeting rooms are for small group student use only. Please respect other students’ needs for meeting space and limit use to two hour blocks of time. Do not leave belongings unattended in these rooms to “hold” the space.
- Miller Hall food and drink policies apply to team meeting rooms.
- Students must clean up after themselves and leave the room in excellent condition for the next group of students. Furniture should not be moved in or out of the team meeting rooms.

ACCESS/KEYS/SECURITY

Mason students’ WM ID cards will allow access from 6:00am-2:00am daily. After 2:00am the building will close and security officers will clear the building. Offices and suites are accessed by a key.
JAVA CAFE

The Java Café, located in Miller Hall, is open for breakfast and lunch during the academic year. Students can use their W&M Express cards to make purchases.

LOCKERS and LOCKER POLICY

Lockers are available for rent to MBA full-time and MAcc students at the beginning of the school year. These lockers are located on the lower level of the Miller Building. Materials kept in lockers are the responsibility of the user. The Mason School of Business takes no responsibility for lost, stolen or damaged materials while stored in lockers. The Mason School of Business reserves the right to inspect the contents of a locker at any time and will do so periodically. Food may not be kept in lockers.

To reserve a locker, contact the MAcc or Full-time MBA Program.

INFORMATION TECHNOLOGY DEPARTMENT

IT Help Desk
Room 2012, Alan B. Miller Hall
http://masonweb.wm.edu/it
757-221-3401
help@mason.wm.edu

Jay Noffsinger, Director of Information Technology
757-221-2045; Jay.Noffsinger@mason.wm.edu

Gerald Huther, Technology Support Analyst
757-221-2153; Gerry.Huther@mason.wm.edu

Terry Trojak, Senior Network Systems Analyst
757-221-1575; Terry.Trojak@mason.wm.edu

Karen Conner, Senior Software Developer
757-221-2927; Karen.Conner@mason.wm.edu

Bryan Buel, Computer/Classroom Support Specialist
757-221-7864; Bryan.Buel@mason.wm.edu

Dennis Carpenter, Computer/Classroom Support Specialist
757-221-7865; Dennis.Carpenter@mason.wm.edu

The Information Technology Department is committed to providing a high level of service to ensure that information technology is an effective enabling tool for all Mason School of Business departments and divisions.

The Information Technology Department’s service goals are to provide timely and effective technical support of computer hardware and software, technical tools that effectively support business needs,
support and implementation expectations that are appropriately met, secure and reliable electronic environments, and new technology solutions that are rapidly acquired and implemented.

Full-time MBA Students are required to have acceptable laptop computers (see our Laptop Specifications page, http://masonweb.wm.edu/it/Graduate%20Student%20Laptop%20Recommendations%200710.pdf, for more information). It is the responsibility of the student to obtain sufficient technical and warranty support on his/her laptop computer and all software not installed/supported by the Information Technology Department. The Information Technology Department cannot be responsible for supporting student hardware and will refer students to the hardware manufacturer or third-party repair facilities to deal with hardware problems or problems with software/operating systems not supported by Information Technology Department.

IT Department Help Desk

All requests for assistance should be directed to the Information Technology Department Help Desk. The Information Technology Department Help Desk serves as a centralized point of contact for all computer issues for the Mason School of Business staff, faculty, and students.

The Help Desk can be reached by calling: (757) 221-3401 between 8:00 AM and 5:00 PM weekdays (except holidays) and Saturdays when Executive MBA classes are in session. Non-emergency, scheduled, or access requests to the Help Desk may also be submitted using e-mail. The Help Desk can be reached via e-mail at: help@mason.wm.edu.

Walk-in service is also available in Alan B. Miller Hall, room 2012 (north wing, 2nd floor), for problems that require immediate attention, the drop-off of equipment, or scheduling of project work. The Help Desk will be manned weekdays (except holidays) and Saturdays when Executive MBA classes are in session.

All requests to the Help Desk are monitored to improve customer service and the timeliness of their services. If a student experiences problems in a Mason School of Business classroom, he or she should refer to our Classroom Troubleshooting FAQ on our Web site before contacting the on-call technician. For further information, please browse After-Hours Support on our Web site, http://mason.wm.edu/it/.

The Help Desk prioritizes all requests according to their urgency to ensure appropriate response time to the multitude of service requests received. Service requests with a large impact or problems that prevent individuals from performing their work completely are given a higher priority than requests for new software or hardware installations. Immediate resolution of service requests by telephone is always desirable.
CAMPUS IT

The Campus IT office located in Jones room 208 (http://www.wm.edu/it/ or 757-221-HELP) is responsible for the following systems on campus:
• Blackboard
• Banner
• myWM (my.wm.edu)
• Campus e-mail
• Campus computer labs
• Campus network

Please see The College of William & Mary IT Department under William & Mary Student Resources.
OFFICE OF THE DEAN OF STUDENTS

Patricia M. Volp, Dean of Students, pmvolp@wm.edu  
Nancy Everson, Assistant Dean of Students and Academic Support Services, naever@wm.edu  
Mark Sikes, Associate Dean of Students and Director of Orientation, smsike@wm.edu  
Lisa Colligan, Director of Disability Services and Assistant Dean of Students, lbcoll@wm.edu  
Dave Gilbert, Associate Dean of Students and Director of Student Conduct, dmgil2t@wm.edu  
Ben Boone, Assistant to the Dean of Students and Transfer Student Support Services, biboon@wm.edu  
Donna Haygood-Jackson, Senior Assistant Dean of Students and Director of Health Education, dhhayg@wm.edu  
Sarah Menefee, Health Educator, seirwi@wm.edu  
Trisha Hunsaker, Sexual Assault Educator, trhuns@wm.edu

The Office of the Dean of Students is here to assist and support students in achieving their academic and personal goals. They are here to answer questions, to help resolve issues or concerns, and to refer students to the appropriate College or community resources.

The staff members of the Office of the Dean of Students provide a variety of programs and services for undergraduate and graduate students. These include new student orientation, academic support services and study skills education, student contact services, services for students with disabilities, and other personal success programs, services, and resources.

Student Conduct

The Office promotes appropriate standards of conduct for the College community as reflected in the Honor and Conduct Codes. Staff members are available to discuss the community’s standards, the systems by which they are maintained, or concerns related to the conduct of students or student groups. Any member of the community may submit reports about student conduct to this office. Leadership opportunities exist for students who wish to serve the William & Mary community as members of the Student Conduct and Honor Graduate School of Business Councils.

Academic Support Services

Students who wish to acquire, or improve, strategic learning or time management techniques may benefit from an appointment with a staff member to explore academic enhancement skills on an individual basis. Student groups may schedule a strategic learning or time management workshop to learn skill enhancing tips in a group setting. Students may call the Dean of Students Office to schedule an appointment or workshop.

Disability Services

Students who wish to discuss disability-related issues or services may meet individually with a staff member. Our staff members assist qualified individuals with counseling and other referral services, work closely with College departments and individual faculty to identify
appropriate accommodation options, and act as a liaison to other community, state, and federal resources.

Students with documentation of disability are eligible for reasonable and appropriate accommodations such as textbook recording services, additional time on tests, peer note takers, adaptive technology, and sign language interpretation. Students requesting accommodation should provide supporting documentation well in advance to allow for adequate planning. All documentation and recommendations from outside experts will be reviewed to determine eligibility.

Heath Education

The Office of Health Education (OHE) is committed to enhancing the overall health and wellness of the William & Mary Tribe by helping students make the healthiest and safest choices during their time here. The OHE focuses on prevention of issues concerning alcohol, mental health, sexual health and sexual assault and dating violence. Students concerned about any health issue or how to help a friend with one, can contact OHE staff at ohe@wm.edu or 221-2198.

Assistance in Unexpected or Difficult Circumstances

Staff members are available to consult with students who are experiencing unexpected or difficult circumstances, such as class absences resulting from illness or personal emergency. If a student has questions about an academic regulation, a deadline or a procedure, he or she may make an appointment to talk with one of our staff members. In addition, staff members are available to work with graduate students who may need to take medical withdrawals and/or leaves of absence.

CENTER FOR STUDENT DIVERSITY

Center for Student Diversity
Room 157 - 158, Campus Center
http://www.wm.edu/studentdiversity

Vernon Hurte, Director – 757-221-2301
Margie Cook, Assistant Director – 757-221-2155
Jacqueline Griffin-Allmond, Office Manager, 757-221-2300
Ashley Heilprin, Graduate Assistant, 757-221-1588

The Center for Student Diversity (CSD) strives to foster inclusion, collaboration, and relationship-building within our campus community. The Center provides academic, social, and transition support for underserved and underrepresented students, including students of color, LGBTQ students, and students from diverse religious backgrounds. The CSD also promotes exchange and dialogue between individuals of diverse backgrounds and identities. We also serve as an information center, providing training and resources to the campus and local Williamsburg community regarding multicultural and diversity topics. Throughout the year, the Center sponsors campus-wide dialogues, speakers, performances, and other programs that highlight diverse perspectives. The Staff in the Center for Student Diversity also serves as the administrative liaison to numerous student organizations.
THE WENDY AND EMERY REVES CENTER FOR INTERNATIONAL STUDIES

International Students, Scholars, and Programs (ISSP)

Stephen Sechrist, Assistant Director for International Students, Scholars, and Programs, sjsech@wm.edu (Faculty, scholar, and student visas; state and federal agencies)

Eva Wong, International Student and Scholar Advisor ywong@wm.edu (First point-of-contact for international students; handles all aspects of immigration, travel documents, helping students adjust to life in the U.S. and W&M)

Emily Hogge, Global Education Services Assistant echogge@wm.edu (Basic immigration advising, paperwork, official letters, I-20s)

Debi DeBacco, Coordinator Global Education dvdeba@wm.edu (J1 VISAS, EXCHANGE STUDENTS, AND THE INTERNATIONAL SPOUSE NETWORK: LINK)

Wendy Couch, Graduate Assistant globe@wm.edu (Programming, trips, events)

Founded in 1989, the Wendy and Emery Reves Center serves as the international “hub” of the College of William & Mary supporting international scholarship and research. International Students, Scholars, and Programs (ISSP), housed on the second floor of the Reves Center, provides services to international students and scholars.

Immigration and Visa Services: ISSP provides comprehensive immigration and visa services to the international community at William & Mary. These include immigration/visa advising; issuance of immigration documents (i.e., I-20s and DS-2019s) for international students; authorizing/filing applications for CPT, OPT and AT work authorization; filing applications for H1B status and coordination of permanent residency (greencard) services for international faculty.

Cultural Programming and Education: Beginning with international student orientation each August, ISSP seeks to enhance the cultural education of our international community. This is achieved through a variety of W&M and community programs (e.g., Global Friends Program, The International Spouse Network, etc.), trips to regional areas of interest (Monticello, Virginia Beach, Baltimore), and sponsored events.

Navigating Life in the US: Understanding the practical challenges international students and scholars may face in the U.S., ISSP is a resource for information on SSNs, driver’s licenses, and also serves as an advocate for their needs and concerns.

THE COUNSELING CENTER

Room 240, Blow Memorial Hall
Hours: 8:00 am-12:00 noon and 1:00-5:00 pm Monday through Friday
www.wm.edu/counselingcenter
The Counseling Center offers a wide range of psychological and counseling services free of charge to enrolled students seeking assistance with personal concerns, interpersonal issues or crisis intervention. Staff members are available to discuss a student’s concerns and work with that student to develop new ways to resolve the problem or manage the concern. Students are initially seen by an individual counselor, and continuing services, if needed, may be offered in the form of individual, couples, or group meetings, depending on staff availability and a student’s needs. Psychiatric consultation can be arranged if needed. The Counseling Center staff includes both male and female mental health professionals. All are trained and experienced in dealing with the problems of college students.

Counseling is confidential. Because therapy is most effective when a student can be direct and honest with a counselor without fearing personal information will be inappropriately shared, information about a student is not released without that student’s written permission, except in cases required by law. Notations of counseling are not a part of a student’s college record. Appointments may be made by calling or visiting the Counseling Center in person and will be scheduled as soon after a request as possible, depending on the urgency of the situation and staff time available. Appointments are usually scheduled within a week of the initial request. After an initial evaluation, a student continuing in counseling will be assigned to a counselor. If appropriate, students may be referred to other sources of help after an initial evaluation.

STUDENT HEALTH CENTER

Gooch Drive, south of the Zable Stadium and University Center
www.wm.edu/health

Office Telephone – (757) 221-4386, (757) 221-2998
E-mail – vdwell@wm.edu
Dr. Virginia Wells, Director

Fall/Spring Hours:
Monday, Tuesday, Thursday, Friday 8:00 am - 5:00 pm; Wednesday 10:00 am - 5:00 pm and Saturday 9:00 am – 1:00 pm (urgent conditions only)
Fall, Spring, Winter Break and Summer Hours:
Monday, Tuesday, Thursday, and Friday 7:45 am - 4:00 pm; Wednesday 10:00 am - 4:00 pm; No weekend hours

Mailing address:
The College of William & Mary Student Health Center
#1 Gooch Drive
Williamsburg, Virginia 23185

After Hours Assistance:
Call MyNurse Line @ 1-866-458-4966

The Student Health Center provides high-quality, primary medical care for students who become ill or experience minor emergencies while away from home. The Health Center delivers a wide variety of services, many of which are covered by the Student Health Fee included in the Tuition and General Fee. There is a small copay for office visits, as well a fee for certain services, labs, pharmacy and medical supplies. A list of fees can be found on our website. All matters between a student and the Health Center staff are confidential. Except in the case of life threatening situations, medical emergencies, severe emotional or psychological distress, or when required and/or permitted by law, information will not be released without the student’s written consent.

Medical services are provided for all full-time students and for those graduate students certified by the Dean of their school to be doing the “equivalent of full-time work.” In order to be eligible for medical care, graduate and undergraduate students must have paid a Health Fee for the current semester and met the Health Evaluation Form requirements including a physical examination and submission of an official immunization record.

Our professional staff includes licensed physicians, nurse practitioners, nurses, certified lab technologists, a pharmacist, health educators, administrative, business and medical records personnel.

CAMPUS IT DEPARTMENT

Monday – Friday: 8:00 AM – 5:00 PM, Jones Hall

http://www.wm.edu/it/

Office Telephone – (757) 221-4357 (1-HELP)

support@wm.edu

The College of William & Mary’s Information Technology department provides a wide range of computing support for students, from connecting personal computers to the campus network, to nearly 300 computers in Public Access Labs across campus. Our staff is available to assist students in person, on the phone, and via email for their technology needs. Students should browse the IT website for tech help and troubleshooting notes. For more information, students may call the support line for personal service at 221-4357 (1-HELP) or email support@wm.edu. Walk-in support is available in the TSC (Jones Hall, room 7.)
myWM (http://my.wm.edu)

This campus portal provides the College of William & Mary community with access to online services including Banner, Blackboard, web-based email, and campus-wide announcements.

Students log in to myWM using their WMuserid and password. The WMuserid and randomized password will be sent in a secure mailer to Graduate Admission for distribution. Students will need to activate their accounts by visiting this website: http://www.wm.edu/it/changepassword and entering their WMuserid and randomized password. They will then follow the instructions for activating their accounts. Changing the temporary, randomized password for an account is a required part of the account activation process. If a student has trouble activating his or her account or logging in, he or she should contact the Technology Support Center at (757) 221-HELP or support@wm.edu.

Blackboard

Blackboard is a web-based application which allows faculty, if they choose to use it, to post course information online for class use. Courses will appear in Blackboard 24 hours after students register in Banner. Students should check Blackboard before classes begin, as syllabi, booklists, and assignments due the first day of classes may be posted therein. Students are expected to arrive at their first class fully prepared.

WILLIAM & MARY POLICE DEPARTMENT

201 Ukrop Way
Hours: 24 hours a day, 7 days a week
http://www.wm.edu/WMPD

Office telephone – (757) 221-4596
In an emergency dial 911 from any campus phone. A 911 call placed from a cellular phone will put the caller in contact with the Williamsburg Police Department.

Donald Challis, Chief of Police

All William & Mary Police officers are fully sworn law enforcement officers under Virginia law. The department provides the full range of police services, security services, and lost and found at William & Mary. The Department enforces College rules and Virginia law in a manner sensitive to the interests and needs of the College community.

The William & Mary Police Department is also responsible for maintaining the security access to William & Mary buildings through the use of the Student ID card. If a student experiences problems accessing buildings, he or she should contact the Department.

PARKING SERVICES

201 Ukrop Way
Hours: Monday - Friday, 7:45 am to 4:30 pm
Enforcement Hours: 24 hours a day
www.wm.edu/parking/
E-mail: parked@wm.edu
Registration of Motor Vehicles

All motor vehicles, including motorcycles and motorbikes, parked on College property must be registered with Parking Services located at 201 Campus Drive. This registration can also be accomplished at the Watermen's Hall Registration Desk for those individuals at the York River Campus. The operator of each vehicle will be issued an appropriate decal or permit. The purchase of a decal entitles individuals to park only in those areas designated for the respective decal. The purchase of a decal does not guarantee a specific parking space. Decals are effective for the school year which runs from date of issue through August 31 of the following calendar year. Temporary permits are issued as necessary for durations appropriate with their purpose.

Parking Passes are NOT required for parking at the Peninsula Center location in Newport News.

Acceptance of a decal or permit by an individual attests to that person's complete understanding of the College of William & Mary Motor Vehicle Regulations and his/her responsibility to adhere to those regulations. Additionally, it is a violation to purchase additional decals and distribute these to other individuals.

Motorist Assistance Program (MAP)

The Parking Services Office operates an on-campus Motorist Assistance Program (MAP) that provides the following services: jump starts, assistance with keys locked in vehicles, access to an air pump, gas can and transportation to the nearest gas station, if needed. Call 221-4764 and assistance will be provided as soon as possible. This service is available 8:00 am to 4:00 pm Mon - Fri.

SWEM LIBRARY

Office Telephone -- (757) 221-INFO
Dean of University Libraries
http://www.swem.wm.edu

Mission and Services

The Earl Gregg Swem Library actively participates in the teaching and research missions of The College of William & Mary by providing services, collections, staff, and facilities that enrich and inform the educational experience, and promote a lifelong commitment to learning. The library fulfills this mission by helping students, faculty, staff, and visitors find information and learn research skills; selecting and acquiring the best resources for the College’s curricular and research needs; and organizing, preserving, and providing access to these resources efficiently and effectively.

Information Commons

Approximately 120 high-end PCs, each loaded with a large suite of productivity applications and specialized course software are located on the first floor. Computers in the adjacent Learning Center classroom are available for use when classes are not scheduled. There are numerous open network ports for laptop connections, and each floor is configured for wireless access. Thirty group rooms are scattered throughout the library for group collaboration and presentation practice. Students, faculty and staff may borrow wireless laptops, Ethernet cables and iPods. The student e-SWAT team answers
technology questions, fixes problems, and manages the iPod circulation service on evenings and weekends. Student consultants from the campus Writing Center provide onsite writing consultants.

Collections

Swem Library’s collection includes 1,356,481 cataloged volumes; 1,497,290 microforms; 456,369 government publications; 23,341 maps, extensive bound periodical holdings, 19th-21st centuries; 5,561 current periodicals and serials; 32,827 multi-media materials; and 7,485 linear feet of manuscripts and archives. In addition to the main library, Swem Library has separate libraries for Biology, Chemistry, Geology, Music, and Physics.

The library offers many electronic resources, including an online catalog and access to more than 200 databases and over 18,000 electronic journals. These are available through Swem’s home page http://swem.wm.edu. For more information, visit the library’s home page or contact the Reference Department at (757) 221-3067 or sweref@wm.edu.

Reference Services

Reference librarians, available most hours that the library is open, can help identify library resources that are potentially useful for a particular project, explain the use of specific information tools, assist with searching electronic databases, offer group instruction to classes, and provide general advice on using the library. Contact the Reference Department at (757) 221-3067, sweref@wm.edu, or by visiting the Reference Department’s web page at http://www.swem.wm.edu/services/reference.

Government Information Services

Swem Library provides access to federal, state, and international documents and is a depository for publications issued by the United States and Virginia governments. Access to electronic government information on the World Wide Web is provided at http://swem.wm.edu/resources/government-information/. For assistance with government information, contact Swem Library’s Reference Department at 221-3067.

Circulation and Reserves Services

The Circulation and Reserves Department helps patrons identify and locate materials in the library; answers questions about library policies, procedures, and equipment; checks out books, video and audio recordings, laptops, iPods, headphones, internet cables, calculators, etc.; and manages course reserves. All of the library’s materials are available for use within the library, and most items can be borrowed for use outside the building. The W&M ID card serves as the library card for students, staff, and faculty. All patrons have access to their library account by visiting swem.wm.edu and opening “My Account.” For more information, please visit swem.wm.edu/services/circulation or contact the Circulation and Reserves Department at (757) 221-3072 or swcirc@wm.edu.

Interlibrary Loans

If a book, journal article, or other item is not available at William & Mary, it can usually be borrowed from another library. Request for such materials, may be submitted at http://swem.wm.edu/services/ill. Students should allow a minimum of two weeks for an interlibrary loan request to be filled, although most will arrive much sooner. Contact the Interlibrary Loan Department at (757) 221-3089 or sweill@wm.edu.
Media Center

Swem Library’s Media Center production and related services are available to W&M students, staff and faculty. These studios are equipped with a wide array of software and hardware for the creation of multimedia-based projects. With a full-time staff, loanable production equipment, and the Media Studios’ array of industry-standard software, the Media Center is capable of supporting a wide range of multimedia projects from pre-production, production, post-production to digital / analog distribution.

Contact the Center at http://swem.wm.edu/services/media/ or (757) 221-1378.

Special Collections Research Center

Swem Library’s Special Collections Research Center includes the University Archives, Manuscripts and Rare Books, as well as the Warren E. Burger Collection. The University Archives documents the history of the college from its founding in 1693 to the present through collecting publications, photographs, official records, artifacts, memorabilia, and other materials relating to the College. Manuscripts and Rare Books include books dating back to 1479, eighteenth and nineteenth century Virginia family papers, papers of distinguished alumni and Virginia political leaders, travel accounts, and local history materials. These books and manuscripts can be located through Swem’s online catalog. The Warren E. Burger collection consists of the lifetime professional and personal papers and memorabilia of the late Chief Justice Warren E. Burger, as well as other related acquisitions, collected by the College. NOTE: In accordance with the donor agreement, the Warren E. Burger Papers will be closed to researchers until 2026. For the latest information on Special Collections, please visit http://swem.wm.edu/scrc/.

Library Hours

Hours for the library, various departments, and branch libraries are posted at swem.wm.edu/hours. Because these hours may vary, especially during interim periods and holidays, individuals should check the web page or call (757) 221-INFO to confirm hours prior to visiting.

Swem Departmental Libraries

In addition to the main library, Swem Library has separate libraries for Chemistry, Geology, Music, and Physics and a reading room of current journals in Biology.

- Biology Library, 112 Millington Hall, http://swem.wm.edu/libraries/biology/
- Chemistry Library, 1022 Integrated Science Center, (757) 221-2094, http://swem.wm.edu/libraries/chemistry/
- Geology Library, 219 McGlothlin-Street Hall, (757) 221-2094,
Other William & Mary libraries include:

- Business/Professional Resource Center (757) 221-2916, http://mason.wm.edu/Mason/Our+School/Business+Library/
- Education/Learning Resource Center (757) 221-2311, http://www.wm.edu/lrc/

THE COLLEGE OF WILLIAM & MARY BOOKSTORE

345 Duke of Gloucester Street
http://wm.bookstore.com

Telephone: 253-4900
E-mail address: wmbook@wm.edu or wmtext@wm.edu

Located on Merchants Square in Colonial Williamsburg, The College of William & Mary Bookstore, by Barnes & Noble, offers both new and used textbooks, as well as over 125,000 general book titles, school and dorm supplies, and William & Mary clothing and gifts. New and used textbooks can be sold back to the store through the buyback program and the Bookstore is also the source for official class rings, graduation regalia and announcements. Additionally, the Bookstore features a vast selection of magazines and periodicals, a diverse music and DVD section, an extensive children’s department and a cyber-café featuring Starbucks coffee. A variety of author appearances, book signings, children’s occasions and other special events are held throughout the year. The Bookstore accepts cash, personal checks with a valid ID, the William & Mary Express Card, Visa, Master Card, Discover, American Express and Barnes & Noble gift cards. Students can enjoy a 20% discount on all William & Mary clothing every day with a valid student ID.

STUDENT ID CARDS

ID Office, Campus Center 169
Hours: 8:00 am – 5:00 pm Monday through Friday
www.wm.edu/auxiliary/idoffice
Office Telephone – (757) 221-2105
www.wm.edu/idoffice

The William & Mary student identification card serves as the College's official form of identification prepared by the ID Office for each student. It provides access to a variety of campus wide services and systems. It serves as the meal plan card, library card, facility access card to residence halls, recreational facilities, the Student Health Center, some academic buildings, campus bus transportation, and access to athletic events. Student ID cards are not transferable and are intended for the sole use of the student to whom it is issued. An ID used by anyone other than its owner may be confiscated and the person using the ID may be subject to disciplinary action. Because cards provide
access to secured buildings and financial accounts, lost cards should be reported immediately to the ID Office during business hours, and to Campus Police evenings and weekends. These offices can issue temporary replacement cards at no charge to allow students time to search for misplaced ID's without losing access to accounts and buildings. This process also ensures that misplaced cards cannot be used by others. Temporary replacement cards must be returned to re-activate a new or found ID card and a $20 charge is assessed for lost or damaged cards and temporary cards not returned. If an ID card has been stolen and a police report has been filed, the replacement charge is $5.00.

WILLIAM & MARY EXPRESS ACCOUNT
ID Office, Campus Center 169
Hours: 8:00 am – 5:00 pm Monday through Friday
Email: wmexp@wm.edu
Office Telephone – (757) 221-2105

Also associated with the William & Mary ID is the The WM Express account. The WM Express account is a debit account linked with the W&M ID. It provides a secure method of handling transactions both on and off campus, without the concerns of carrying cash or change. Once a deposit is made into the WM Express account, it is easy for students to draw upon the funds. The student only needs to present or swipe the William & Mary ID card at locations on and off campus. The card can be used to make purchases at the Bookstore, the Student’s X-Change, the Candy Counter, Dining Services, the Tennis Center, the Student Recreation Center, Swem Library, Telecommunications, Parking Services, vending machines located throughout the campus, laundry machines, copiers, and at multiple locations off campus, which are listed on our website. No cash withdrawals may be made. For the protection of the Express account, vending readers will only display up to $10 of an account balance. Any amount over $10 will not display on readers. Full balances are shown on printed receipts.

The William & Mary Express Account is a debit account linked to every student’s ID card. When deposits are made to the account, students can use their ID cards to purchase a variety of goods and services on campus and off-campus. Deposits to the Express account may be made in person at the ID Office, the Bursars, Parking Services, the Student’s X-Change in the University Center, the Copy Center located on the second floor of Swem Library, and the Value Transfer Station (VTS) located in the main lobby of Swem Library, online at http://www.wm.edu/idoffice/wmexpress.php, and via the phone at (757) 221-2105.

PRINTING AND COPYING ON CAMPUS AND IN MILLER HALL

There are two printers in on the 1st floor of Miller Hall adjacent to the Graduate Gathering Area, (Room 1035A), two printers in the Business Library on the 2nd floor and two printers in the Business Services Center (Room 0018 in the basement). Included in tuition and fees are 2000 pages printed from these School of Business printers only (printing from printers anywhere else on campus, including SWEM library, the GradPlex and the Law School, will result in a 5¢ per page charge which will show up on the student account and will need to be paid at the end of the semester.) Beyond those 2000 pages, students may purchase more printing by contacting the MBA Program Coordinator.
Students will need to use the William & Mary Express Account to use the copy machine in Miller Hall which is for Business School use only. As with the other copy machines on campus, students will need to put money onto their William & Mary Express Card, which is also their Student ID. Then, they will swipe the card and the cost of the copies will be debited.

TELEPHONE CODES

Telephone codes are required for making off-campus telephone calls from campus phones and for the student fax machine in Miller Hall. Telephone codes may be obtained by visiting http://www.wm.edu/it/bill. Students will need to sign in to this site using their campus-wide ID, and then follow the links to “Authorization Code and Voicemail Information.” Everyone is automatically issued such a code, whether they live in Graduate Student Housing or off-campus. If a student has difficulties with his or her campus log in, he or she should call the Campus IT Help Desk at 221-4357 or visit them in Jones Hall.

STUDENT LIFE

Graduate Housing

212 Campus Center
Hours: Monday - Friday, 8:00 am to 5:00 pm
757-221-4314
http://www.wm.edu/offices/residencelife
E-mail: living@wm.edu

The College of William & Mary offers a limited number of apartment spaces for graduate students in The Lettie Page Whitehead Evans Residences (referred to as the Graduate Complex.) These spaces are single occupancy housing in two, three and four bedroom apartments. Payment arrangements can be made on a per semester or payment plan basis (semester payments can be broken down into four payments per semester.) Students who are engaged in courses or research through the summer may request housing arrangements by completing the online graduate summer housing application. Consideration for graduate housing is contingent on submission of a housing application. Upon acceptance to a graduate program, a student can submit an application on-line.

Housing is offered on a first come first served basis beginning in the month of May until all the allotted spaces for the various graduate schools have been filled. Once a housing assignment has been offered and accepted, a housing agreement will be mailed to the student. This is a legally binding agreement for the full academic year. A Room Reservation Deposit of $200 and a room damage deposit of $75 is required. The room damage deposit will be refunded to the student upon leaving college housing provided there are no damages to the premises and the student’s college account is current. NOTE: Failure to pick up a key will NOT release the student from the signed housing agreement. Students who leave college housing for any reason, but continue to be enrolled, will NOT be eligible for a refund of their rent charge.

Roommates and Off-Campus Housing

The College provides a website for housing listings, roommates, sublets, furniture, carpools, and more. Go to http://offcampushousing.wm.edu. Information may also be available for new graduate
students through their departments for housing possibilities including opportunities to share accommodations with other graduate students.

Recreational Sport Activities

The Recreational Sports program provides a well-balanced group of activities for the entire campus community. With informal recreation, 25 intramural sports, 45 club sports, fitness and wellness programs, and the largest student employment force on campus, Recreational Sports is THE activity hub of the campus, involving more than 80% of students annually.

Adair Gym is open for informal recreation and provides facilities for swimming, badminton, volleyball, and basketball. Recreational swimming is available in its pool. The College provides fourteen tennis courts, jogging trails, and exercise trail and numerous other playing fields.

The Office of Recreational Sports is located in the trailer across the street from the Student recreation Center. The program provides a wide variety of leisure pursuits to all students through intramural, sport club, informational recreation, fitness/wellness and outdoor programs. Facilities include the Recreation Center, Adair Gymnasium, William & Mary Hall, and various other outdoor facilities. Equipment may be checked out with a student ID card. Facilities are open seven days per week during the academic year and often during the break periods. Facility schedules are available at any recreational facility or the Campus Center.

Intramurals are separated into co-educational, men’s and women’s division activities for most activities. Intramural Play is held for each of over 30 sports/activist during the year, including basketball, volleyball, softball, floor hockey, flag football, soccer, kickball, tennis, racquetball, and several races to name a few. Fitness classes are available for a minimal cost. A few examples of those classes are aerobics, boot camp, yoga, kickboxing, floor/bar and spinning. We also have 44 sport clubs most of which are available to graduate students. For more information on Recreation please go to our web site at www.wm.edu/rec.

Cary Field at Zable Stadium (seating capacity 15,000) provides a stadium for intercollegiate football and track. Busch Stadium provides a facility (seating capacity of 2,500) with artificial turf and lights and grass practice field. Soccer, lacrosse, and field hockey teams compete on this facility. The McCormack-Nagelsen Indoor Tennis Center, located beside the School of Law, houses six additional tennis courts. The baseball team uses Plumeri Park (seating capacity 1000), a lighted baseball stadium, for its games. William & Mary Hall has indoor seating capacity for 10,000 for basketball. There are auxiliary areas for aerobic exercise, gymnastics, and adopted sports, plus a modern, fully equipped training room and strength and conditioning center for intercollegiate athletics.

Graduate students who pay the full tuition and general fee are admitted to all athletic contests by presenting their ID cards.

Campus Publications

The Flat Hat is a weekly paper published and edited by students. The William & Mary Review, published at least twice a year by a staff of student editors, is the College’s literary publication. The College yearbook, The Colonial Echo, is published annually by a student staff. In addition, there are several other campus publications, including journals and reviews from the School of Law. The financial administration of all student publications is under the jurisdiction of the Publications
Council. Student publications are funded primarily by student fees. Graduate students who pay full tuition and general fees may request copies of The William & Mary Review and The Colonial Echo, and may obtain copies of the other publications mentioned above at their appropriate paces of distribution.

Religious Life

The College of William & Mary, though a Church of England foundation, has been since 1799 entirely non-sectarian. Students of the College avail themselves of the many services provided by the places of worship in the Williamsburg area. Students may also participate in collegiate religious organizations, many of which are sponsored by local churches. The religious organizations represented at the College can be found on the Students Activities web site at www.wm.edu/studentactivities.