

BABSON CALIFORNIA
CATALOG 2015
(January 1, 2015 thru December 31, 2015)



Babson College
(Main Campus)
231 Forest Street
Babson Park, MA 02457
<http://www.babson.edu/>

California Class Sessions Held At:

Babson College –San Francisco
135 Main Street, 3rd Floor
Sand Francisco, CA 94105
(415) 957-0415

CATALOG TABLE OF CONTENTS

CALIFORNIA BUREAU FOR PRIVATE POSTSECONDARY EDUCATION

Information around Enrollment Agreement and School Performance Fact Sheet	page 5
Notice Concerning Transferability of Credits and Credentials	page 5
Student Tuition Recovery Fund (STRF)	page 5

INSTITUTIONAL INFORMATION

Mission Statement	page 7
Accreditation	page 7
Campus Locations	page 8
San Francisco Campus Facilities and Equipment	page 8
Governance	page 8
<ul style="list-style-type: none">• <i>Board of Trustees</i>• <i>President's Cabinet</i>• <i>Officers of Corporation</i>	<i>page 10</i> <i>page 11</i> <i>page 11</i>
Administrative Staff	page 12
Faculty	page 12
Academic Calendars	page 15
Semester Definition	page 15
<ul style="list-style-type: none">• <i>Blended Learning MBA Calendar</i>	<i>page 15</i>
San Francisco Location/Facility	page 16
Undergraduate Semester in San Francisco Program	page 16

ADMISSION AND APPLICATION

Admission Application Process	page 17
<ul style="list-style-type: none">• <i>Blended Learning MBA</i>	<i>page 17</i>
English Language Proficiency	page 17
Instructions for Reapplying	page 18
Credit Policies	page 18
<ul style="list-style-type: none">• <i>Advanced Standing Credit</i>• <i>Post-Matriculation transfer Credit</i>• <i>Transferability of Credits to Other Institutions</i>	<i>page 18</i> <i>page 18</i> <i>page 18</i>
Articulation and Transfer Agreements	page 19
International Applicants	page 19
Ability to Benefit Students	page 19
Gainful Employment Applicable Codes	page 19

PROGRAM AND CURRICULUM

Course Numbering System	page 19
Credit Hour	page 20
Blended Learning MBA Overview	page 20
Blended Learning MBA Course Descriptions	page 21
Blended Learning MBA Learning Goals	page 25
Attendance Policy	page 26

HOUSING

Housing

- *Blended Learning MBA Program* page 26

TUITION, PAYMENT POLICIES, AND REFUND POLICY

Tuition

- *Blended Learning MBA Program* page 26

Financial Aid Programs

page 27

Loan Programs

page 28

Billing and Payment

page 30

Methods of Payment

page 30

Cancellation and Refund Policy Blended Learning MBA

page 31

- *Deadlines for Dropping or Withdrawing from Courses* page 31
- *Cancellation and Refund Policy* page 31
- *Refund Policy* page 31
- *Refunds of Credit Balances* page 31
- *Withdrawal from the College* page 31

STUDENT SERVICES AND RESOURCES

IT Support

page 32

Office of Graduate Academic Services

page 32

Graduate Center for Career Development

page 33

Library and Technological Resources

page 33

Student Financial Services

page 34

The Learning Center

page 35

Glavin Office of Multicultural & International Education

page 35

Retention of Student Records

page 35

ACADEMIC POLICIES

Grading System

page 36

- *Course Syllabi* page 36
- *Assignments and Grading* page 36

Academic Requirements for Blended Learning MBA

page 37

Failing Grades for Blended Learning MBA

page 37

Satisfactory Academic Progress	page 37
• <i>Blended Learning MBA Program</i>	<i>page 37</i>
Leave of Absence	page 37
• <i>Blended Learning MBA Program</i>	<i>page 37</i>
Dismissal Policy for Blended Learning MBA	page 38
Degree Time Limits for Blended Learning MBA	page 38
Graduation Requirements for Blended Learning MBA	page 38

GUIDELINES AND STUDENT RIGHTS & RESPONSIBILITIES

Academic Integrity and Honesty Policy	page 38
Student Conduct Process	page 40

The Babson California Catalog is updated annually.

CALIFORNIA BUREAU FOR PRIVATE POSTSECONDARY EDUCATION

Babson College is a private institution and it is approved to operate by the California Bureau for Private Postsecondary Education (the "Bureau"). The Bureau's website can be found at www.bppe.ca.gov. Babson College's approval to operate as a private postsecondary school in the State of California is based on provisions of the California Private Postsecondary Education Act (CPPEA) of 2009, which was effective January 1, 2010. The Act is administered by the Bureau for Private Postsecondary Education, under the Department of Consumer Affairs.

As a prospective student, you are encouraged to review this catalog prior to signing an enrollment agreement. A copy of this catalog will be sent to you electronically after you have submitted your application. An electronic copy is also available on our website. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an enrollment agreement.

Babson College does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

NOTICE CONCERNING TRANSFERABILITY OF CREDITS AND CREDENTIALS EARNED AT OUR INSTITUTION

Blended Learning MBA:

The transferability of credits you earn at Babson College is at the complete discretion of an institution to which you may seek to transfer. Acceptance of the degree you earn in the Blended Learning MBA program is also at the complete discretion of the institution to which you may seek to transfer. If the credits or degree that you earn at this institution are not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason you should make certain that your attendance at this institution will meet your educational goals. This may include contacting an institution to which you may seek to transfer after attending Babson College to determine if your credits or degree will transfer.

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program."

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed

to the Bureau for Private Postsecondary Education, 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833, (916) 431-6959 or (888) 370-7589.

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law, or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of non-collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833 or P.O. Box 980818, West Sacramento, CA 95798-0818, www.bppe.ca.gov, (888) 370- 7589 or by fax (916) 263-1897.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet web site (www.bppe.ca.gov).

INSTITUTIONAL INFORMATION

Mission Statement

Babson has a clearly articulated mission with solid roots in entrepreneurship, as follows:

- Babson College educates entrepreneurial leaders who create great economic and social value – everywhere.

To achieve this mission, Babson provides programs at the undergraduate, graduate, and executive levels, each filling a specific need in the educational marketplace and attracting highly qualified and diverse students and faculty. Our key strategic initiatives are aligned with the goal of marshaling all of Babson’s resources – human, physical, and capital – to achieve our objectives. Taken together and as discussed throughout this Report, Babson believes these programs and initiatives establish the College’s depth and credibility as a comprehensive provider of high-quality management education with strong international and corporate connections.

Accreditation

Babson holds accreditation from NEASC (New England Association of Schools and Colleges), AACSB International (Association to Advance Collegiate Schools of Business), and EQUIS (EFMD Quality Improvement System).

- **New England Association of Colleges and Schools**
 - NEASC provides accreditation services for more than 2000 public and private institutions in the six state region—Pre-K through university.
- **Association to Advance Collegiate Schools of Business**
 - Babson College has maintained its business accreditation by AACSB International. Founded in 1916, AACSB International is the longest serving accrediting body for business schools that offer undergraduate, master’s, and doctoral degrees in business. There are 681 business schools in 45 countries and territories that maintain AACSB accreditation.
- **EQUIS**
 - Babson College has received full five-year EQUIS accreditation. Currently, only three U.S. schools are accredited by EQUIS. Worldwide, there are 147 EQUIS-accredited schools in 40 countries.
- Babson College is authorized by the Washington Higher Education Coordinating Board (HECB) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Babson College to advertise and recruit for the following degree program: Master of Business Administration. Authorization by the HECB does carry with it an endorsement by the board of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the HECB at P.O. Box 43430, Olympia, WA 98504-3430.

Babson College –Statement Regarding Pending Petition in Bankruptcy

The institution does not have a pending petition in bankruptcy, is not operating as a debtor in possession, has not filed a petition within the preceding five years, and has not had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

Campus Locations

Currently Babson has 4 locations within the United States with the main campus be located in Wellesley, Massachusetts.

Babson College (Main Campus) 231 Forest Street Babson Park, MA 02457	Babson College 100 High Street Boston, MA 02110	Babson College 135 Main Street, 3 rd Floor Sand Francisco, CA 94105	Babson College CIC Miami 1951 NW 7 th Avenue Miami, Florida 33136
---	---	--	---

San Francisco Campus Facilities and Equipment

Babson occupies the third floor of 135 Main Street. The 7,293-square foot campus consists of two large classrooms, one reception area, two small conference rooms, and four staff offices.

Each classroom is equipped with a computer, projection system, microphones, Crestron control system, integrated webcams, and one of the classrooms has a telepresence system.

Classes at Babson’s San Francisco campus are delivered face to face, via streaming technologies and online.

Governance

As a private, independent institution, Babson College is organized as a non-profit corporation. The Corporation holds title to the assets of the College and is directed by a Board of Trustees that constitutes the governing body of the College and is responsible for the fulfillment of the educational mission to which these assets are dedicated. The Board of Trustees is composed of the President, Chairperson of the Board of Overseers, the President of the Babson College Alumni Association (all of whom serve ex officio) and more than thirty elected Trustees drawn from business, the non-profit sector, and professional practitioners such as lawyers, accountants, educators and consultants. The composition of the Board of Trustees is diversified by occupation, age, gender, ethnicity, educational degrees, geography, length of service, and relationship with the College. Members of the Board of Trustees serve voluntarily, without compensation. The authority, duties, and responsibilities of the Board of Trustees in carrying out the mission and purposes of the institution are guided by a set of Bylaws that were adopted in March of 1969, and restated as of October, 2013. There are also two advisory boards, the Board of Overseers and the Global Advisory Board, each comprised of members from a broad range of corporate interests.

The Board of Trustees has adopted a committee structure for carrying out its duties and responsibilities. Standing committees include the Executive Committee, Governance Committee, Audit Committee, Finance Committee, Investment Committee, and Academic Affairs Committee. The Board of Trustees meets as a body three times per year, with additional meetings of the Executive Committee called during the year as deemed necessary by the Chairperson of the Board of Trustees. During the intervals between meetings of the full Board, the Executive Committee has general superintendence of the affairs of the Corporation and may exercise the authority of the full Board of Trustees.

The President of Babson College is the principal executive officer of the Corporation and exercises active executive management of the operations of the College. Assisting the President in the overall administration of the College is the Executive Leadership Team, which meets twice per month, and the President's Cabinet, which meets once a month and includes senior administrators from academic, financial, and operational areas. Each of these officials is assisted by administrative staff (see Appendix 1-C: Organization Charts.) In addition, open "Town Meetings" are held twice annually, providing all members of the faculty, administration and staff an opportunity to hear updates and provide feedback on issues of common interest.

The Provost/Senior Vice President serves as the Chief Academic Officer of the College, providing overall leadership, administrative control and coordination for all academic policies, degree and non-degree programs. The Provost/Senior Vice President chairs the monthly meeting of the Academic Council, which plans, evaluates, and attends to the College's various academic initiatives. The Deans of the Graduate School, the Undergraduate School, and Babson Executive and Enterprise Education have the responsibility for managing and evaluating their respective programs, as well as developing new initiatives. The Dean of Faculty oversees all issues related to faculty, including hiring, development, and evaluation, and is head of the Chairs and Deans Group, which meets monthly to discuss policy issues and other matters broadly impacting on the academic programs and faculty. Ten academic Division Chairpersons report to the Dean of Faculty and are responsible for staffing courses, conducting divisional curriculum planning and review, and working closely with the Dean of Faculty on faculty mentoring and evaluation and recruitment of new hires.

In 2008, the Babson Faculty voted to adopt the shared faculty governance model of an elected Faculty Senate and established by-laws for its operation. The Senate provides a structure for faculty deliberation and decision-making that brings all relevant information and constituencies together for active discussion and policy resolution. The scope of the Babson Faculty Senate is organized around questions of curriculum and the composition of the Faculty Body with its work situated in Standing Committees on academic affairs, faculty workload and compensation, and research, among others. Additional faculty committees report to the Senate upon request. The Appointments Committee retains its autonomous decision-making authority regarding faculty appointments, rank, and tenure. The faculty also retains its representation on designated Board of Trustees committees.

Student governance is separated between the graduate and undergraduate schools; each school has its distinct student government with leadership being elected annually by the students. The student governments are responsible for a large part of the decision making around student life, including the disbursement of a student life budget. Both the Undergraduate and Graduate Academic Policy Committees have student representation

chosen by the student government bodies. In addition, students participate in Trustee Meetings, College task force committees, and the search process for College leadership positions.

Board of Trustees

Chairman of the Board
Joseph L. Winn M'74, MP'15

Michael J. Angelakis '86 Comcast Corporation	Craig R. Benson '77, H'03
Ettore V. Biagioni '80 Alathon Group, LLC	Howard S. Brown '88 Vixta Solutions
Marla M. Capozzi M'96 McKinsey & Company	Paul W. Chisholm M'82 MindSHIFT Technologies
Theodore A. Clark M'94 Qualitas Associates	Deborah L. DeSantis '85 Corporation for Supportive Housing
Gary T. DiCamillo Eaglepoint Advisors	Craig M. Donaldson '88 HgCapital
Harish M. Fabiani P'17 AMERICORP CAPITAL	Frank M. Fischer P'06 NeuroPace Inc.
Thomas F. Gilbane, Jr. '70 Gilbane Inc.	Brett A. Gordon M'98 HarbourVest Partners, LLC
Leonard C. Green The Green Group	Kerry Healey President - Babson College
James Herbert II '66 First Republic Bank	Bruce T. Herring '87 Fidelity Investments
Eric G. Johnson '72, P'08 Baldwin Richardson Foods Company	Fred S.C. Kiang '70, M'75 Sunrise Duty Free Ltd.
Carmella R. Kletjian SCK Enterprise, LLC	David F. Lamere '82
Suchitra Lohia P'06 '15 Indorama Ventures PCL	Michael S. Lorber '01 Douglas Elliman Real Estate
David L. Lucchino Entrega, Inc.	Manoj Narender Madnani '91 DSA Investments Inc.
Carlos J. Mattos M'76, P'17 Hyundai Colombia Automotriz, S.A.	Jeffrey J. McLane '96 Bank of America Business Capital
Richard K. Miller P'02 Franklin W. Olin College of Engineering	Richard A. Renwick '79 PRW Wealth Management
Kenneth G. Romanzi '82	James A. Rullo M'85
Carolina. Samsing M'15 Hubspot	Amanda G. Strong '87
Meaghan Toothaker '15 Clarkston Consulting	Martha D. Vorlicek '81 HarbourVest Partners, LLC
Robert E. Weissman '64, P'87 '90, H'94	Gary L. Zwerling P'06

President's Cabinet

Comprised of cross-institutional senior leadership, the President's Cabinet is established to identify and advise on opportunities and issues related to the College's strategic vision and operations, to champion and communicate to the community at large, and to implement the decisions and directives to advance the College's priorities.

Kerry Healey President	Donna Bonaparte Vice President, Human Resources
Sadie Burton-Goss Chief Diversity and Inclusion Officer	Edward Chiu Senior Vice President for Advancement
Katherine Craven Chief Administrative Officer	Ian Lapp Dean of the Undergraduate School
Jane C. Edmonds Vice President for Programming and Community Outreach	Michael D. Johnson Provost, Interim Dean, Babson Executive Education
Cheryl Kiser Executive Director, The Lewis Institute and The Babson Social Innovation Lab	Carolyn Hotchkiss Dean of Faculty
Kelly Lynch Vice President, Strategic Initiatives and Chief of Staff	Phillip Knutel Vice President and Chief Information Officer
Jonathan Moll Vice President and General Counsel	Mark Potter –Interim Dean of the Graduate School
Michael Johnson Provost	Marni D. Allen Deputy Chief of Staff, Operations and Governance
Greg Gordon, Vice President and Chief Marketing Officer	Mary Rose Vice President of Campus and Community Affairs
Diana Prescott Zais Vice President of Development	Lawrence P. Ward Vice President for Student Affairs and Dean of Students

Officers of the Corporation

Chair, Board of Trustees	Joseph Winn
Vice Chairs, Board of Trustees (2)	(1) Marla Capozzi (2) Bruce Herring
President	Kerry Healey
Treasurer	Martha Vorlicek
Provost	Michael Johnson
Chief Administrative Officer	Katherine Craven
Vice President for Campus & Community Affairs	Mary Rose
Senior Vice President for Advancement	Edward Chiu
Vice President and General Counsel/Secretary	Jonathan Moll

Administrative Staff

Name	Department	Email
Farah B. Asmussen, Program Specialist/Academic Advisor – Blended and CAM Programs	Graduate Academic Services	fasmussen1@babson.edu
Beth J. Bristol, Assistant Dean	Dean’s Office and Graduate Academic Services	ebristol@babson.edu
Jack Cahill, Information Technology/ Library Manager	Research & Instruction Services	jcahill@babson.edu
Laura Carfang, Associate Director, Part Time Programs	Graduate Academic Services	lcarfang@babson.edu
Jessica Hose, Sr. Associate Director, Part Time Programs	Graduate Academic Services	jhose2@babson.edu
Mark Potter, Associate Dean, Graduate School and Professor of Finance	Academic Affairs/ Finance Division	potterma@babsonn.edu
*Lynn Santopietro, Director, Babson San Francisco	Dean’s Office	lsantopietro@babson.edu
Melissa Shaak, Director	Student Financial Services	shaak@babson.edu
*Eiko Tsukamoto, Senior Assistant Director, San Francisco Programs	Graduate Academic Services	etsukamoto@babson.edu

**Staff Located at Babson College San Francisco*

Faculty

Last Name	First Name	Faculty Email	Degree Held	School
Ali	Abdul	alia@babson.edu	Ph D, Marketing	Purdue University
Carr	Lawrence	carr@babson.edu	Ph D, Business	Union College
Ceru	Dennis	dceru@babson.edu	Ph D, Psychology & Education	University of Southern California
Cleary	Rick	rcleary@babson.edu	Ph D, Statistics	Cornell University
Cohen	Allan	cohen@babson.edu	DBA, Organizational Behavior	Harvard University
Corbett	Andrew	acorbett@babson.edu	Ph D, Entrepreneurship & Strategic Management	University of Colorado
Cummings	Michael	mcummings@babson.edu	Ph D, Management	University College Dublin

Daniels	Caroline	cdaniels@babson.edu	Ph D, Strategic Information Technology Management	London Business School
Davenport	Thomas	tdavenport@babson.edu	Ph D, Social Science	Harvard University
Dhebar	Anirudh	dhebar@babson.edu	Ph D, Engineering-Economic Systems	Stanford University
Gale	Mary	mgale@babson.edu	MBA, Management	Harvard University
Gertz	Dwight	dgertz@babson.edu	MBA, Management	Harvard University
Gillan	Clare	cgillan@babson.edu	MBA, Business	Boston University
Guinan	Patricia	guinan@babson.edu	Ph D, Communication and Technology	Indiana University
Hanna	Richard	rhanna@babson.edu	DBA, Marketing and Statistics	Boston University
Iyer	Bala	biyer@babson.edu	Ph D, Information Systems	New York University
Juras	Paul	pjuras@babson.edu	Ph D, Accounting	Syracuse University
Karst	Nathaniel	nkarst@babson.edu	Ph D, Applied Mathematics	Cornell University
Khachatryan	Davit	dkhachatryan@babson.edu	Ph D, Management Science	University of Massachusetts Amherst
Kim	Philip	pkim1@babson.edu	Ph D, Sociology	University of North Carolina Chapel Hill
Kopcsó	David	kopcsó@babson.edu	Ph D, Mathematics	Rutgers University
Lamb	William	wlamb@babson.edu	Ph D, Business	Virginia Polytechnic Institute and State University
Langowitz	Nan	langowitz@babson.edu	DBA, Innovation	Harvard Business School
Majbouri	Madhi	mmajbouri@babson.edu	Ph D, Economics	University of South California Los Angeles
Marthinsen	John	marthinsen@babson.edu	Ph D, Economics	University of Connecticut




Mathaisel	Dennis	mathaisel@babson.edu	Ph D, Aeronautical Engineering	Massachusetts Institute of Technology
Metzger	Peg	mmetzger@babson.edu	JD, Law	The George Washington University
Mukherjee	Kankana	kmukherjee@babson.edu	Ph D, Economics	University of Connecticut
Mulligan	Paul	mulligan@babson.edu	Ph D, Management	Boston University
Nanni	Alfred	nanni@babson.edu	Ph D, Business Administration	University of Massachusetts - Amherst
Ottley	Gary	gottley@babson.edu	Ph D, Business and Socially Conscious Marketing	Bentley University
Pachamanova	Dessislava	dpachamanova@babson.edu	Ph D, Operations	Massachusetts Institute of Technology
Parise	Salvatore	sparise@babson.edu	DBA, Information Systems	Boston University
Potter	Mark	potterma@babson.edu	Ph D, Finance	University of Massachusetts - Amherst
Rollag	Keith	krollag@babson.edu	Ph D, Industrial Engineering	Stanford University
Shankaranarayana n	Ganesan	gshankar@babson.edu	Ph D, Management Information Systems	University of Arizona
Sinnott	Sharon	sinnott@babson.edu	MA, Speech Communication	Emerson College
Staveley-O'Carroll	James	jstaveleyocarroll1@babson.edu	Ph D, Economics	Georgetown University
Tosti-Kharas	Jennifer	jtostikharas@babson.edu	Ph D, Management	Stern School of Business, NYU
Ussery	Randall	russery1@babson.edu	MBA, Management	Babson College
Wilson	Peter	pwilson@babson.edu	Ph D, Accounting	University of North Carolina

Academic Calendars

Semester Definition

In defining a semester, Babson aligns with U.S. Department of Education rules as monitored by our regional accreditor, NEASC, regarding the federal credit-hour and semester definition: Babson defines a credit as the equivalent of one hour of direct faculty instruction and a minimum of two hours of out-of-class student work per week over the course of 14 weeks for one semester plus an additional weeks' time for final exams totaling 15 weeks. The standard for courses or other credit-bearing activities which grant different numbers of credits or which meet for concentrated time periods is the above standard adjusted accordingly.

Blended Learning MBA Program Calendar

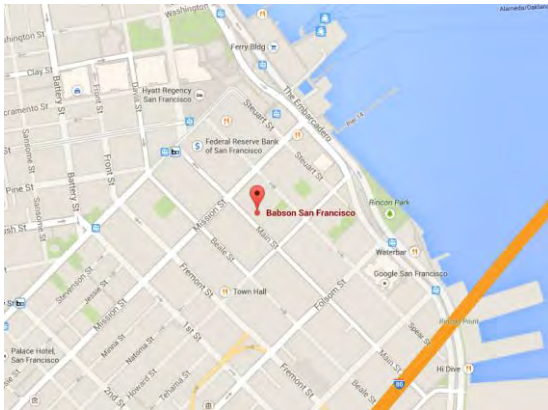
 			
BABSON MBA BLENDED LEARNING PROGRAM / 2015–2017			
FALL 2015 COHORT: WELLESLEY & SAN FRANCISCO			
Courses		Course Dates	Face-to-face Dates
STARTUP	StartUp Foundations	October 27–31, 2015	October 27–October 31, 2015 (Tuesday – Saturday)
CORE 1	Entrepreneurship and Opportunity Creating and Leading Effective Organizations	November 1–December 19	December 4–5
	Winter Break	December 20–January 16, 2016	
2016			
CORE 2	Financial Reporting Managing Talent: Your Own and Others	January 17–March 5	February 19–20
	Spring Break	March 6–March 19	
CORE 3	Strategy Data, Models, and Decisions	March 20–May 7	April 22–23
	Break	May 8–14	
CORE 4	Introduction to Financial Management Law	May 15–July 2	June 17–18
CORE 5	Marketing Managerial Economics	July 3–August 20	August 5–6
	Break	August 21–27	
CORE 6	Managing at the Crossroads: International Economics, Business, and Government Global Connections Through Technology	August 28–October 15	September 30–October 1
	Break	October 16–October 29	
CORE 7	Technology and Operations Management Measuring and Managing Strategic Performance	October 30–December 17	December 2–3
	Winter Break	December 18–January 7, 2017	
2017			
SLE	Signature Learning Experience	January 8–21	January 11–13* *MLK Weekend
ELECTIVE SET I		January 22–March 11	February 10–11 (F2F #1) March 10–11 (F2F #2)
	Break	March 12–25	
ELECTIVE SET II		March 26–May 13	April 14–15* (F2F #1) May 12–13 (F2F #2) *Easter falls on April 16
CAPSTONE		May 14–August 25	June 23–24 (F2F #1) July 28–29 (F2F #2) August 24–25 (F2F #3)
Prospective students are encouraged to note the mandatory Face-to-Face dates and plan their work and personal schedules accordingly. Dates are tentative and are subject to change.			
<small>Updated 1/11/2016</small>			

San Francisco Location/Facility

Babson occupies the third floor of 135 Main Street. The 7,293-square foot campus consists of two large classrooms, one reception area, two small conference rooms, and four staff offices.

Each classroom is equipped with a computer, projection system, microphones, Crestron control system, integrated webcams, and one of the classrooms has a telepresence system.

Classes at Babson’s San Francisco campus are delivered face to face, via streaming technologies and online.



The campus is located in the South of Market (SoMa) area of San Francisco, one block south of the Embarcadero Muni/BART station on Market Street.

Location Details	Building Hours
135 Main Street, Third Floor San Francisco, CA 94105 415-957-0415 babsonsf@babson.edu	Monday–Friday 9 a.m.–5 p.m. <i>A key card is required for after-hours access</i>

Undergraduate Semester in San Francisco Program

Each spring semester, Babson College offers undergraduate students the opportunity to study at Babson’s San Francisco campus. Babson students may apply for the Undergraduate Semester in San Francisco Program as early as their sophomore year and through their senior year, and if selected, they spend four months in the spring semester living and studying in San Francisco. Students enroll in four classes taught by Babson faculty, earning 16 credits that count toward their Babson degree. Classes are delivered face to face, via streaming technologies and online. As part of the academic experience, students participate in alumni networking events, company treks, consulting projects, and neighborhood tours. The Undergraduate Semester in San Francisco program is one option for Babson students enrolled in the Bachelor of Science program. Students do not enroll directly in this program, nor do students participating in this program graduate from this program.

As a result, the Bureau of Private Postsecondary Education has concluded that Babson College's Bachelor of Science degree program (in its current form) is not subject to licensure by the Bureau.

ADMISSION AND APPLICATION

Admission Application Process

A completed application for the **Blended Learning MBA** includes the following items:

- Online Application <http://www.babson.edu/admission/graduate/apply/Pages/default.aspx>
- Students must have an undergraduate degree and an average of 7 – 10 years of work experience
- Essays
- Two Letters of Professional Recommendation
- Résumé
- Official Transcripts from all institutions, undergraduate and graduate
- Face to face interview is required –this can be done via Skype
- If applicant is international, students will need to submit the following: TOEFL iBT or IELTS test scores (Babson Admissions team generally looks for TOEFL iBT = 100 and IELTS = 7) and Official English translations of all required academic documents (translation service students must use is WES services: <http://www.wes.org/>)
- \$50 Application Fee
- Date of Birth and Social Security Identification Number
- All applicants must be 18 years of age or older
- Laptops are required. Babson currently operates in a Windows 7 environment, using Microsoft Office 2010, which is available for free through Babson's Information Technology Service Center (ITSC).

English Language Proficiency

Babson College does not provide English as a second language (ESL) instruction, Thus, undergraduate applicants whose native language is not English must prove sufficient English proficiency by submitting results of either the TOEFL (Test of English as a Foreign Language) or IELTS (International English Language Testing Service) examination. The admission committee will look at these examinations when assessing your SAT or ACT scores to best understand your level of proficiency. We recommend a minimum score of 600/100 (paper/Internet-based) on the TOEFL exam and require a minimum IELTS score of 7 to be considered for admission to Babson. While we typically do not waive this requirement, we will do so for students who have earned a score of 600 or higher on the Critical Reading portion of the SAT (27 or higher on the English portion of the ACT). Institutional TOEFL results, while helpful, do not satisfy the Babson requirement. The admission office must receive standardized test scores directly from the Educational Testing Service (ETS) and TOEFL to be considered official. Babson's reporting code is 3075. This information is available to students on the admission criteria webpage at:

All courses at Babson are taught in English, with the exception of foreign language classes that are only offered at the Undergraduate School.

Instructions for Reapplying

Candidates are not permitted to reapply to the same (or another) Babson graduate program in the same term for which they have been denied. Those interested in reapplying must wait until the next academic term and complete the below steps.

- **APPLICATION:** Complete the application in full. Make sure you have checked the box that asks if you have previously applied.
- **APPLICATION FEE:** Submit the application fee of U.S. \$100.
- **ESSAYS:** In the optional question, please describe any new personal and professional developments since you previously applied and how your career goals may have evolved. Please clarify how Babson can help you achieve your short and long term professional goals.
- **RÉSUMÉ:** Please provide an updated copy of your résumé.
- **RECOMMENDATIONS:** You are required to submit **one new** letter of recommendation.
- **TRANSCRIPTS:** If you have taken additional courses since the time of your last application, please submit only the corresponding transcript(s).
- **GMAT, GRE, TOEFL/IELTS:** It is not necessary to submit another copy of these test scores unless you have taken them again since the time of your last application or unless the scores have expired. GMAT and GRE scores are valid for five years, while both TOEFL and IELTS are valid for two years.

Credit Policies for: Blended Learning MBA

Advanced Standing Credit

- Blended Learning MBA students are not eligible to receive advanced standing credit.
- We do not award credit for prior experiential learning, including assessment policies and procedures, provisions for appeal, and all charges that a student may be required to pay, at either the graduate or undergraduate program level.

Post-Matriculation Transfer Credit

- Students in the Blended Learning MBA program are expected to complete all program requirements at Babson College.

Transferability of Credits to other Institutions

- Transferability of credit is at the discretion of the accepting institution. It is the student's responsibility to confirm whether or not credits will be accepted by another institution of the student's choice. Notably, a Babson student can request a copy of his or her Babson transcript at anytime through the office of the Registrar:
 - Under the Family Educational Rights and Privacy Act (FERPA) of 1974, a completed and signed request is required to release a student's transcript records. Transcripts may be requested through our online form or through our PDF form.

- Transcripts may be requested by clicking on the Registrar’s link on the Babson Hub; in person by completing a Transcript Request form; by fax to 781-239-5618; or by writing to the Registrar’s Office, Hollister Hall, Babson College, Babson Park, MA 02457-0310. Students must date and sign requests not made via Portal. Requests will not be accepted by phone or email. There is no fee for this service; generally, requests are processed within five business days. Copies of official undergraduate transcripts sent to Babson as a part of the student’s graduate admission process cannot be released to the student without written permission from the registrar’s office of the undergraduate institution. Email: registrar@babson.edu
- <http://www.babson.edu/offices-services/registrar/Pages/transcript-requests.aspx>

Articulation and Transfer Agreements

The College has not entered into an articulation or transfer agreement with any other college or university.

International Applicants

Babson College provides immigration documentation for students who are admitted into a full-time graduate or undergraduate program. As the Blended Learning program is considered to be a part-time program, international applicants are **not** eligible for F-1 or J-1 student immigrant status. International students who are in the U.S. in another immigration status which permits part-time study may be eligible to enroll in the Blended Learning program

Ability to Benefit Students

The College does not accept ability to benefit students, as defined under California law.

Gainful Employment Applicable Codes

The following codes are job classifications that a graduate MBA degree could prepare students for:

11-0000 Management Occupations

13-0000 Business and Financial Operations Occupations

41-0000 Sales and Related Occupations

PROGRAM AND CURRICULUM

Course Numbering System

The system of course numbers is arranged to indicate the discipline/ location and or delivery format. The first three letters indicate the discipline; for example, EPS7200. The EPS indicates that the discipline is Entrepreneurship. Undergraduate course numbering distinguishes between liberal arts and management courses, as well as the course level as foundation, intermediate or advanced.

Credit Hour

- 1.5 credit 990 mins/semester
- 2 credit courses are 1560 mins/semester
- 3 credit courses are 1950 mins/semester
- 4 credit courses are 2470 mins/semester

Blended Learning MBA –Overview (46 credit program)

Babson's Blended Learning MBA – San Francisco program prepares the next generation of business leaders to think and act more effectively with an entrepreneurial mindset. The program embraces the cross-functional integration of curricular subjects, together with a significant emphasis on co-curricular activities, to facilitate students' ability to understand and tackle complex, multifaceted business problems and to be agents of change in an increasingly uncertain, interconnected, and volatile world. To achieve this our program emphasizes introspection and reflection, the development of behavioral and team skills, applied learning opportunities, ethical decision making, corporate social responsibility, and global awareness. This program focuses on developing the functional expertise and entrepreneurial skills (including creativity, opportunity recognition, collaboration, and implementation) necessary to succeed in leadership positions across diverse organizations around the globe.

The Blended Learning MBA is for prospective students with an undergraduate degree in any field. Designed for working professionals, the program combines face-to-face instruction and distance learning. Students typically have an average of 7-10 years of work experience prior to entry into the program and complete the degree in 21 months. The San Francisco offering of the Babson Blended Learning MBA program will combine online classes, face-to-face sessions at Babson's San Francisco location, and virtual collaboration, so students can make the most of their time, learning, and investment. The unique structure of this program allows students to complete their studies while maintaining full-time employment.

Students complete Babson's Blended Learning MBA as part of a cohort—a tight-knit group of students that take their courses together throughout the program in. San Francisco cohorts will launch each October. The San Francisco Blended MBA is designed to have face-to-face instructional sessions eight times over the 21 months. In the weeks when no face-to-face sessions occur, online learning averages 20 hours per week, and includes readings, case preparation, participation in asynchronous and real-time discussions, and active participation in team-based exercises and projects. Synchronous online learning via WebEx is also employed in each course. The Web-based elements are delivered via state-of-the-art distance learning tools.

Babson's approach to all subjects incorporates thorough coverage of the principles related to the entrepreneurial mindset. Courses are designed to provide students with a solid foundation in each of the business disciplines and skill sets that are fundamental to business analysis and effective decision making. The goal is to help the student develop his or her approach to creative and resourceful problem solving. This mindset is helpful not only to the student who wants to start a new business, but also to students who want to be more

innovative, creative, and forward-thinking at their current workplace. Ultimately, our aim is to produce future business leaders who excel at thinking and acting entrepreneurially.

BABSON BLENDED LEARNING MBA CURRICULUM

21 MONTHS, 46 CREDITS

STARTUP FOUNDATIONS <i>MBA7400</i> 4 days on Wellesley campus (0.5 credits*)	CORE 1 7 weeks Entrepreneurship & Opportunity <i>EPS7200</i> (2 credits) Creating and Leading Effective Organizations <i>MOB7200</i> (2 credits)	CORE 2 7 weeks Financial Reporting <i>ACC7200</i> (2 credits) Managing Talent: Your Own and Others <i>MOB7201</i> (1 credit)	CORE 3 7 weeks Strategy <i>MOB7202</i> (2 credits) Data, Models, and Decisions <i>QTM7200</i> (2 credits)	CORE 4 7 weeks Introduction to Financial Management <i>FIN7200</i> (2 credits) Law <i>LAW7200</i> (1 credit)	CORE 5 7 weeks Marketing <i>MKT7200</i> (2 credits) Managerial Economics <i>ECN7200</i> (2 credits)
CORE 6 7 weeks Managing at the Crossroads: Business, Government and the International Economy <i>ECN7201</i> (2 credits) Global Connections Through Technology <i>MIS7200</i> (2 credits)	CORE 7 7 weeks Technology and Operations Management <i>OPS7200</i> (2 credits) Measuring and Managing Strategic Performance <i>ACC7201</i> (2 credits)	SIGNATURE LEARNING EXPERIENCE Disruptive Change and Enterprise Transformation <i>MBA7401</i> 3 days on Wellesley campus** (1.5 credits*)	ELECTIVE SET I 7 weeks Elective (3 credits) Elective (3 credits)	ELECTIVE SET II 7 weeks Elective (3 credits) Elective (3 credits)	CAPSTONE 15 weeks Corporate Entrepreneurship <i>MBA7402</i> (6 credits)

* StartUp Foundations and Signature Learning Experience are each 1 credit courses for cohorts starting prior to fall 2015.
 ** Depending on when the student started the program, the Signature Learning Experience (SLE) may fall earlier in the curriculum. Check the cohort calendar for exact SLE placement.

Blended Learning Course Descriptions

MBA7400 StartUp Foundations

0.5 credits In-Person

Prerequisite –None

The StartUp Foundations will focus on Entrepreneurial Thought and Action, team building, and technology. In addition to sessions on Ideas and Barriers to Innovation, students will participate in a competitive, computer-based simulation (Techmark), develop processes that will support virtual and in-person teamwork, take their first classes in Entrepreneurship and Leadership, and attend a variety of networking events.

EPS7200 Entrepreneurship & Opportunity

2 credits Blended**Prerequisite –None**

This course provides an overview of the entrepreneurship method that will enable you to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations. The method, called Entrepreneurial Thought & Action® (ETA), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts.

MOB7202 Strategy**2 credits Blended****Prerequisite –None**

This course focuses on strategic and competitive analysis to enable entrepreneurial action. How should we position our business strategically to compete effectively? What sources of competitive advantage can we create, exploit and sustain? What capabilities do we need to launch the business, grow the business, and adapt successfully to changes in the environment?

MOB7200 Creating and Leading Effective Organizations**2 credits Blended****Prerequisite –None**

This course studies the core issues of entrepreneurial leadership: how to get things done when you cannot give orders, how to develop influence and build effective teams and organizations, and how to design and implement management structures and processes for high performance. There will be opportunity for practicing influence, stakeholder analysis and action planning skills.

QTM7200 Data, Models and Decisions**2 credits Blended****Prerequisite –None**

This course is concerned with identifying variation, measuring it, and managing it to make informed decisions. Topics include: numerical and graphical description of data, confidence intervals, hypothesis testing, regression, decision analysis, and simulation. Applications to Economics, Finance, Marketing, and Operations illustrate the use of these quantitative tools in applied contexts. The course utilizes spreadsheet, statistical, and simulation software.

MKT7200 Marketing**2 credits Blended****Prerequisite –None**

This course provides frameworks and analytical techniques that the enterprise should use to develop a discerning sense of the market and to engage the market in a way that distinctive value is created for and delivered to the customers.

ACC7200 Financial Reporting**2 credits Blended**

Prerequisite –None

Whether you are starting your own business, working in the not-for-profit sector, managing your personal finances, or working for a large corporation, you will need to be able to incorporate financial information into your decision making process. The purpose of this course is to review the concepts surrounding financial reporting and to emphasize the importance of being an informed user of financial information. Financial reports will also be analyzed across companies, industries, and countries, providing linkages to entrepreneurial and strategic decision making. The course also addresses the ethical responsibility managers have to carry out their fiduciary responsibility to all stakeholders of the company, including the growth in corporate social responsibility reporting and how companies are incorporating this information into their reports and websites.

MIS7200 Global Connections through Technology**2 credits Blended****Prerequisite –None**

This course is an information technology course that educates knowledge workers to use information and technology to think and act entrepreneurially to create and sustain social and economic value in a global environment

FIN7200 Introduction to Financial Management**2 credits Blended****Prerequisite –None**

This course introduces the managerial finance skills required of effective business managers operating in all functional areas of an organization as they seek to create shareholder value. This course covers basic corporate finance topics including financial analysis, construction of pro forma financial statements and forecasting cash flows, the relationship between risk and return, the cost of capital, discounting future cash flows, assessing the viability of projects and capital budgeting, financing and capital structure issues, and the valuation of stock, bonds, firms and other entities.

LAW7200 Law**1 credits Blended****Prerequisite –None**

This course teaches students to create business structures and make business decisions that effectively manage legal issues in order to create and capture value for their business while managing law-related risks.

ECN7200 Managerial Economics**2 credits Blended****Prerequisite –None**

This course provides a framework for systematic analysis of consumer and firm's choices in light of global market dynamics to create and capture value given the firm's and industry's market structure. This framework is used to explain firm adjustment to changes in market conditions, as well as to changes in government policies and

laws. While the course focuses on understanding how the value of the firm can be increased, it also addresses broader questions of efficiency, equity and sustainability.

ECN7201 Managing at the Crossroads: Business, Government, and the International Economy

2 credits Blended

Prerequisite –ECN7200 is a prerequisite for ECN7201

This course focuses on domestic and international cause-and-effect relationships among credit markets, goods and services markets, and foreign exchange markets. This global framework is used to explain the effect that economic, social, and/or political shocks have on a nation's growth and prosperity.

MOB7201 Managing Talent: Your Own and Others

1 credit Blended

Prerequisite –MOB7200 is a prerequisite for MOB7201

The purpose of this course is to think strategically about the management of talent, your own in particular, but also the talents of those with whom you work. Talent management and development is the key to leveraging that most important of all business assets: people. This is an action-oriented course that will require you to self-assess, reflect, obtain feedback and create a development plan for attaining your career goals. Such an experience often equips individuals with the skills and desire to reassess how talent is managed and developed in their current organizations. In this course, you will learn how to effectively deploy your own talent and build the ability to identify and help to develop talent in others.

ACC7201 Measuring & Managing Strategic Performance

2 credits Blended

Prerequisite –ACC7200 is a prerequisite for ACC7201

This course is focused on the connection between strategy execution and profitability. Students develop skills in quantitatively-grounded logical analysis in order to be able to: a) judge the financial feasibility of plans for launching new businesses or for redesigning existing ones, b) grow profitable and sustainable ventures, and c) create business models that make money.

OPS7200 Technology & Operations Management

2 credits Blended

Prerequisite –None

This course introduces students to the fundamental components of a firm's operating systems, be it a mature enterprise or an early stage company. The course introduces the new methods and models to analyze, diagnose and improve operations activities for both manufacturing and service firms. We examine key issues for competitiveness including operations strategy, innovation, product and process design and development, global supply chain management, quality management, and sustainable operations. Developing a strong appreciation for the contribution of technology and operations to a company's market success is an essential element of effective decision-making for entrepreneurs and leaders of all types of organizations.

MBA7402 Capstone: Corporate Entrepreneurship

6 credits Blended

Prerequisite – MBA7400, EPS7200, MOB7200, ACC7200, MOB7201, MOB7202, QTM7200, FIN7200, LAW7200, MKT7200, ECN7200, MIS7200, OPS7200, ACC7201, MBA7601, MBA7602, MBA7603, MBA7604

The Corporate Entrepreneurship capstone course has three learning objectives:

- Integrate and apply accumulated learning experiences since the beginning of the Blended Learning MBA program
- Explore creativity, innovation, and entrepreneurship in greater depth—in corporate and in greenfield settings
- Develop a penetrating understanding of the process required to create something of significant value out of almost nothing

Students form teams and develop a business plan based on either a project identified within their companies or a greenfield project.

MBA7401 Disruptive Change and Enterprise Transformation

1.5 credits In-Person

Prerequisite –none

Rapid changes in technology (digital convergence of data, voice, and video), greater concern for the environment, significant productivity increases in manufacturing and globalization of services are all causing tectonic shifts in several industries— publishing, music, telecommunications, retail, health care, and even government and nonprofits. During a 30-year period of one’s career, a manager can easily expect to be involved in at least three or four significant business model changes, even within the same industry. During this 3½-day interactive, executive-style workshop, students will explore different approaches to developing new and innovative business models in for-profit, nonprofit, and social enterprise contexts. A multidisciplinary approach will be used that integrates concepts and tools from entrepreneurship, innovation, technology, finance, marketing, engineering, sustainability, and design thinking.

Learning Goals –Blended Learning MBA

The **student learning goals** for Babson’s Blended Learning MBA program are consistent with the College mission to educate entrepreneurial leaders who create great economic and social value everywhere. Babson regularly assesses these learning goals as part of its commitment to continuous program improvement.

- *Social, Environmental, and Economic Responsibility*: Babson MBA graduates make decisions based on an awareness of relevant stakeholders, ethical considerations, and an attempt to create and sustain social, environmental, and economic value.
- *Self and Contextual Awareness*: Babson MBA graduates understand their sense of purpose, identity, and context, and use this understanding to inform their decisions.
- *Functional Depth with Integrative Ability*: Babson MBA graduates draw upon deep functional knowledge and multiple functional skills and perspectives concurrently to shape comprehensive responses to business challenges and opportunities.

- Managing in a Global Environment: Babson MBA graduates recognize and evaluate global opportunities while incorporating cultural context and complexities associated with managing in a global environment.
- Leadership and Teamwork: Babson MBA graduates exercise appropriate leadership, value diverse perspectives and skills, and work collaboratively to accomplish organizational goals in a changing environment.

ATTENDANCE POLICY

Class attendance policy is at the instructor’s discretion and may be a component of students’ final grades. With regard to absence due to religious observance, Babson College welcomes and values people's religions and perspectives and respects the interests of all members of our community. Babson recognizes the breadth of religious observance among students, faculty, and staff, and the potential for conflict with scheduled components of the academic experience. Students are expected to review their syllabi and notify faculty members as far in advance as possible of potential conflicts between course requirements and religious observances. Any students who face a conflict between the requirements of a course and the observance of their religious faith should contact the instructor as early in the semester as possible.

HOUSING

Graduate Blended Learning MBA Program

Babson College does not provide housing for student participants in the part time Graduate Blended Learning MBA program. The Blended Learning MBA program is for working professionals who reside at a location of their choosing.

TUITION AND PAYMENT POLICIES

Tuition and Financing for: Blended Learning MBA

Tuition and Other Expenses

The total tuition for the Blended Learning Program will be approximately \$81,211.50. Tuition is charge on a per-credit basis, and rates are set annually by Babson College’s Board of Trustees.

Period Start Date: Fall 2015 Scheduled Completion Date: Summer 2017

Course(s)	# of credits	Term	Cost per credit	Tuition	Payment deadline
StartUp and Core 1	4.5	Fall 2015	\$1,729	\$7,780.50	October 20, 2015
Cores 2 and 3	7	Spring 2016	\$1,729	\$12,103	January 12, 2016

Cores 4 and 5	7	Summer 2016	\$1,729	\$12,103	May 10, 2016
Cores 6 and 7	8	Fall 2016	\$1,790	\$14,320	August 23, 2016
SLE + Elective Sets I and II	13.5	Spring 2017	\$1,790	\$24,165	January 3, 2017
Capstone	6	Summer 2017	\$1,790	\$10,740	May 9, 2017
Total	46			\$81,211.50	

The cost of books and other materials is separate and estimated at \$3,000 for the full program. Students also are responsible for the travel arrangements and expenses.

Financial Aid Programs

Babson College offers a variety of financial aid programs and financing options for undergraduate and graduate students. Approximately one-half of all students receive some form of assistance. The Student Financial Services staff works with students to review options, determine eligibility for specific programs, and help select the best possible means for financing their degrees at Babson.

Incoming students should follow these steps to apply for financial aid.

Students must meet Babson’s deadlines in order to receive full consideration for financial aid. These deadlines for our Undergraduate and Graduate programs can be found at: <http://www.babson.edu/admission/tuition-aid/Pages/default.aspx>.

STEP 1 – Complete the CSS PROFILE at www.collegeboard.org/profile to apply for Babson's need-based grants and scholarships.

- Be sure to include Babson College (#3075) on your list of schools.
- For students whose parents are self-employed or own a business or farm: You will be asked about the income, expenses, assets, and liabilities of your business. Please also fax or mail a copy of the most recent year's business tax return to Student Financial Services at Babson.
- For students whose parents are separated or divorced: You will receive an email notification to have your noncustodial parent complete the Noncustodial PROFILE. This email will provide you with a password, which should be forwarded to your noncustodial parent. Using your CSS ID and that provided password, your noncustodial parent should complete the form online.

STEP 2 – Complete the FAFSA at fafsa.ed.gov.

- Citizens and permanent residents of the U.S. must complete the Free Application for Federal Student Aid (FAFSA) to apply for federal aid.
- You must create a Federal Student Aid ID (FSA ID), made up of a username and password. Your FSA ID identifies you as someone who has the right to access your own personal information on the Department of Education websites, such as the [FAFSA](https://fafsa.ed.gov) and [Federal Student Aid](https://studentaid.ed.gov) sites. Parents of dependent students will also need to create their own FSA IDs in order to electronically sign the FAFSA. You can find more information about the FSA ID <https://studentaid.ed.gov/sa/fafsa/filling-out/fsaid>.
- Be sure to list Babson College (#002121).

STEP 3 – Review the [list of scholarships](#) at Babson that have additional application requirements and decide if you wish to apply.

STEP 4 – In order to finalize your financial aid package, submit all verification documents to the College Board's Institutional Documentation Service (IDOC) as soon as possible.

The following documents must be submitted with an IDOC cover sheet, which will be emailed to you by the College Board. For a duplicate Cover Sheet, go to <https://idoc.collegeboard.org> or call 1-866-897-9881.

- Signed Parent Federal Tax Return and schedules
- Parent W-2s or 1099 forms
- Signed Student Federal Tax Return and schedules
- Student W-2s or 1099 forms
- Verification Worksheet

Loan Programs

Federal Direct Loan Program

- The Federal Direct Loan is the most widely available student loan for U.S. citizens and permanent residents of the U.S.
- Students are eligible to borrow up to \$20,500 per year through the Federal Direct Loan Program
- Students must remain enrolled at least half-time, in 6 or more credits (Note: Blended Learning students enrolled in the standard number of credits for their cohorts are considered to be enrolled half time, and CAM and MSF students enrolled in 4.5 or more credits are considered to be enrolled half time.)
- You can find details about interest rates and federal loan fees via: <https://studentaid.ed.gov/sa/types/loans/interest-rates>
- The Standard Repayment term extends up to 10 years, with deferments available during unemployment, economic hardship, or continued education
- Interest begins accruing at the time of the loan disbursement. Students can elect to pay the interest while in school or have it capitalized into a repayment schedule that starts six months after you leave school
- Borrowers are required to sign a Master Promissory Note and to complete entrance and exit loan counseling

- Loan funds are issued in two disbursements each year, typically timed to coincide with the start of each semester. Students are notified via e-mail each time Federal Direct Loan funds are credited to their account

Federal Direct Graduate PLUS Loan Program

For graduate students who wish to borrow through the Federal Direct Graduate PLUS Loan, please complete the application, Master Promissory Note, and entrance counseling

Students must remain enrolled at least half-time, in 6 or more credits (Note: Blended Learning students enrolled in the standard number of credits for their cohorts are considered to be enrolled half time, and CAM and MSF students enrolled in 4.5 or more credits are considered to be enrolled half time.)

You can find details about interest rates and federal loan fees for the Graduate PLUS loan via <https://studentaid.ed.gov/sa/types/loans/interest-rates> .

Students can request to borrow up to their full cost of attendance, less any financial aid awarded

For students who need financing beyond what is available through the federal student loan programs, we offer a list of recommended loans and lenders:

Graduate Student Alternative Loan Options

Another resource is the Student Loan Market

Place <https://www.overturemarketplace.com/DataCollector/app?execution=e1s1> where you can submit information to determine whether you qualify and for what pricing terms for loans available through the Student Loan Market Place <https://www.overturemarketplace.com/DataCollector/app?execution=e1s1> participating lenders.

A co-signer with a strong credit history will increase your chances of being approved for an alternative/supplemental loan.

We use the following criteria in developing our list of recommended loans and lenders:

- Loan terms and cost to borrower
- Borrower benefits
- Differentiated options (fixed rate versus variable rate loans, for-profit versus nonprofit organizations, regional versus national lenders)

You are in no way limited to loans/lenders on our list of options. Babson will process a loan from any lender, and it is your right to apply for loans through the lender of your choice.

If a student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund, and that, if the student has received

federal student financial aid funds, the student is entitled to a refund of the moneys not paid from federal student financial aid program funds.

Billing and Payment

METHODS OF PAYMENT

Student account information and balances due are available online to enrolled students via the Babson Hub at hub.babson.edu under “Student Financial Services.” Use the Babson Hub to view your account, and make payments online. Students are notified of upcoming payment deadlines by email only; no hard-copy bills are sent. Late payment penalties are detailed in the Institution Catalog, including information about account holds and fees on accounts referred for collection. The following payment options are available:

EPAY

- You can make electronic payments on the Babson Hub under “Student Financial Services” using a U.S. checking/savings account or credit card.

BY MAIL

- You can send checks and money orders to Student Financial Services (SFS). Please make checks payable to Babson College and mail to Student Financial Services, P.O. Box 57310, Babson Park, MA 02457-0310. Checks must be drawn in U.S. dollars on a U.S. bank.

WIRE TRANSFER

- International wires can be processed with favorable exchange rates for most countries through babson.peertransfer.com. For direct international or domestic wires, please see the bank routing information on the Babson Hub under “Student Financial Services.”

EXTENDED PAYMENT PLAN FOR COMPANY-SPONSORED STUDENTS

- If your company pays tuition reimbursement benefits directly to you, you may defer two-thirds of the tuition payment until after the end of the semester with the Extended Payment Plan for Company-Sponsored Students.

COMPANY PURCHASE ORDER OR AUTHORIZATION

- If your company will guarantee payment directly to Babson College, you should arrange to get a company purchase order or letter of credit and submit it to Student Financial Services. You must submit a new purchase order or authorization from your employer each semester.

MONTHLY PAYMENT PLAN

- Babson College offers a monthly payment plan option through Tuition Management Systems (TMS). To enroll in this option please go online, please access TMS through the Babson Hub under “Student Financial Services” and registrar if you choose to take part in this option

CANCELLATION AND REFUND POLICY

Blended Learning MBA

Deadlines for Dropping or Withdrawing from Courses

Students ceasing class attendance after the last date to withdraw will receive a final grade based on the normal course requirements, with a numerical value of “0” calculated into the final grade for all course requirements not completed. Ceasing to attend class does not constitute an official withdrawal. Students must notify the Registrar’s Office by email (registrar@babson.edu) before the withdrawal date to withdraw from a course. The academic calendar lists the withdrawal dates for all full session courses. Students who withdraw from a course can no longer attend or participate in that course and will be removed from Blackboard. In the event the College suspends or dismisses a student, tuition and other charges will be calculated in the same manner described above for students withdrawing.

Cancellation and Refund Policy

Should a student’s enrollment be terminated or cancelled for any reason, all refunds will be made according to the following refund schedule:

Refund Policy

Drops in the first week of a module or course (first seven class days whether the course starts online or face to face) carry no academic or financial penalty. If the date of the withdrawal occurs between the end of the first week and the 60 percent point of the semester, tuition and fees will be prorated and the student will receive a grade “W” for the course in progress at the time of withdrawal. If a student withdraws after 60 percent of the semester no tuition will be refunded and a grade of “F” will be received. Dropping or withdrawing from a core course constitutes withdrawal from the program, except for an approved leave of absence request.

Refunds of Credit Balances

Students who wish to have credit balances refunded to them should submit refund requests online on the Babson Hub. Starting at the end of the add/drop period, requests for credit balance refunds received by Tuesday at noon generally will be refunded on Thursday by 2:00 p.m. EST. Refunds are not issued during the add/drop period. Refunds will be made within 30 days of the date that the College determines that a student has withdrawn. Refund checks are made payable to the student unless otherwise requested.

Withdrawal from the College

If the date of withdrawal is before or during the official drop/add period of the academic semester, the student will receive a full refund of tuition, less the non-refundable enrollment deposit in the case of an incoming student.

If the date of withdrawal is after the last day of the official drop/add period, and on or before the 60 percent point in the academic semester, the student’s tuition will be calculated on a pro rata basis, equal to the percentage of the semester that was completed before the student withdrew. The pro rata calculation will

determine the unearned, or refundable portion of the tuition that is equivalent to the period of enrollment that remains in the semester. That amount will be refunded to the student, less any unpaid charges owed by the student, less the non-refundable enrollment deposit in the case of an incoming student.

If a student withdraws after the 60 percent point of the semester no tuition will be refunded.

STUDENT SERVICES AND RESOURCES

Students in all programs use a dedicated student portal (the Hub) within Babson's IT architecture for web-based access to all information and services, including registration, student financial account information and balances, grades, and links to College offices, including IT Support, Office of Graduate Academic Services, Center for Career Development (CCD), Student Financial Services, Library, Glavin Office of Multicultural & International Education and the Learning Center.

IT Support

- Once enrolled, students will receive technical support from Babson's IT Service Center. Blended/Online-only students can receive technical support through email support@babson.edu or through 24x7 telephone coverage 781-2369-HELP, as do students in all our other programs, including blended learning. Students in CAM blended/online will complete the Babson System Check, an online diagnostic tool to ensure that a student's personal computer has the required hardware and software to participate in online classes.
- Babson supports computers running versions of the Microsoft Windows operating system. If you plan on using a personal laptop running an alternative OS such as MacOS or UNIX/Linux, our ability to assist you will be limited. ITSC can assist in connecting your computer to our network for Internet access, however you might encounter difficulties connecting to public printers, file shares, or other services which ITSC may be unable to help you resolve. Faculty frequently select textbooks with accompanying software that is not available in non-Windows versions. Babson's websites also are designed to be viewed using Chrome running on Windows. For these reasons, ITSC recommends that you use a Windows operating system for your time at Babson.
- If you are currently using a Mac, you will need to purchase, install, and license VMWare Fusion, preferably before coming to campus for orientation. This application will allow you to run Windows-based software from within OS X. VMWare Fusion is available for purchase and download at store.vmware.com.
- ITSC will provide a VMWare Fusion image for your use, which contains Windows 7, Office 2016 Professional, Palisades Decision Tools Suite 7, SPSS Statistics 23, SPSS Modeler 28, and Minitab 17. Simply visit the ITSC offices at your convenience for installation of this free VMWare image. As this image runs on top of OS X, the minimum computer specifications for Mac below are requirements for successful installation.

Office of Graduate Academic Services

- Each CAM, MSBA and Blended Learning MBA student is assigned an advisor from the Office of Graduate Academic Services who helps students make connections with partner offices and campus resources and advises on academic matters.

- Prior to starting any graduate program at Babson, students are required to participate in a StartUp orientation session. This session is organized by the Office of Graduate Academic Services. StartUp introduces new students to one another, to the curriculum, and to Babson’s approach to instruction. It includes a dedicated session on Academic Honesty and Integrity co-delivered by the Vice President and Dean of Student Affairs and the Graduate Director of Student Affairs. StartUp is currently offered in a mix of face-to-face and online sessions.
- Students in all Babson programs come from various backgrounds and have varying levels of online learning proficiencies, so students are required to complete the online Business and Social Communication non-credit course. Students must complete all six sections of the course before the start of their program, as follows:
 1. Blackboard
 2. Discussion Boards
 3. Google Apps
 4. WebEx Virtual Classroom
 5. Library Resources
 6. The Hub

Throughout the sections are “knowledge checks” where students must complete assignments and quizzes in order to demonstrate their proficiency.

In addition, Babson also provides tutorials on the Hub for students to refresh their skills throughout the program in key tools for the online experience, such as advanced discussion boards, Google Hangouts, etc.

Graduate Center for Career Development for Blended Learning MBA

- Career exploration is not an overnight process, nor a linear one. The Babson Center for Career Development (CCD) supports each stage of our students’ journey in a variety of ways.
 - The Office offers individual career counseling to students, including advice on CVs, resumes, and other job search materials; assistance with preparing for interviews; and discussions on career planning strategies.
 - The Babson Center for Career Development strives for open access and connections between students and employers. CCD Career Connection job posting database is provided free of charge to employers and to student job seekers.
 - EMPLOYMENT ASSISTANCE: Babson College has not made and will not make any guarantees of employment or salary upon my graduation. Babson College will provide me with placement assistance, which will consist of identifying employment opportunities and advising me on appropriate means of attempting to realize these opportunities.
 - The Graduate Center for Career Development is open from Monday – Friday between 8:30 am – 4:30 pm EST. CCD asks that students schedule their online/phone appointments in advance by calling 781-239-4210 or emailing gradrecruiting@babson.edu.

Library and Technological Resources

- The College’s library, located at the main campus in Wellesley, provides remote access to a wide range of business applications and extensive web-based academic information resources. To date, over 90 percent of the more than 160 research databases available to the Babson community are remotely

accessible. Horn Library is staffed by 11 full time and 2 part time professionals. The Research & Instruction Librarian Team is comprised of 5 librarians, all of whom hold professional library degrees from American Library Association accredited institutions. The Research and Instruction librarians are responsible for all of the reference services the library provides to undergraduate and graduate students as well as serving as liaisons to all of the academic divisions on campus.

All students in all programs are required to participate in a library resource information session, delivered by a Babson instructional service librarian, during StartUp orientation. As noted in the section above, a fully online version of this session is in development. Research librarians provide resource support and instruction to graduate students for course assignments, business plans, career exploration, and other projects and are available through the “Book Now” service on the library homepage. This is an online reservation system that allows students to book a one-on-one meeting with a librarian via WebEx, telephone, or on campus during weekday business hours.

The Horn Library webpage provides remote research resources via PowerSearch, Databases, e-Journal Finder, Research FAQs, and Research Guides. Other relevant information about remote access to library resources and services is linked from the library’s landing webpage.

- **Books, Electronic Books, Videos, and Library Reserves:** The catalog includes print and electronic collections available at Babson. Students may check out items with their Babson OneCard.
- **Articles:** Resources for searches include EBSCOhost, Factiva, InfoTrac, JSTOR, ProQuest, ScienceDirect, and more. Searching by subject or periodical title also can be done on the library website.
- **Company Information:** Resources include Capital IQ, EBSCOhost, Morningstar, and Mergent Online.
- **Industry Information:** Market research sources include BizMiner, BMI Research, Forrester, Gartner, and IBISWorld, among many others.
- **Global Information:** This includes Euromonitor Passport, Global Insight, and Emerging Markets Information Service.
- **Online Research Guides:** Online tutorials for starting research and using databases.
- **On-Site and Webex Research Consultations:** Individual consultations with a research librarian, in person or online, can be scheduled by clicking the Book Now icon on the library site.

Student Financial Services

- The goal of Student Financial Services (SFS) is to make students’ undergraduate and graduate degrees financially possible. SFS staff will work with students to review financing options, determine eligibility for specific programs, and help students select the best possible means for securing your degree. Please

email Student Financial Services with specific questions about programs and procedures or to discuss more generally your options for financing your degree.

- Student Financial Services
781-239-4219 (phone)
781-239-5510 (fax)
sfs@babson.edu

The Learning Center

- The Learning Center works to ensure that individuals with learning, hearing, vision, mobility, medical, and psychiatric disabilities have access to all of the programs and activities that Babson College offers. In compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA Amendments Act 2008), the College's Office of Disability Services provides reasonable accommodations to qualified undergraduate and graduate students. The director of disability services is located in the Learning Center, Hollister Hall, Suite 122, and can be reached at 781-239-4508. For more information, please visit
 - <http://www.babson.edu/Academics/advising-support/disability-services/Pages/default.aspx>.

Glavin Office of Multicultural & International Education

- The mission of the Glavin Office of Multicultural & International Education is to provide high-quality education abroad opportunities in new cultural contexts to enhance the Babson experience. As educators, we facilitate holistic learning that encourages the development of entrepreneurial leaders with a global mindset during all stages of education abroad. Notably, this office also wants to provide access to education abroad for all. The office wants education abroad to be a central component of the Babson experience to further students' understanding of economic and social value in a global context.
- http://educationabroad.babson.edu/index.cfm?FuseAction=Abroad.ViewLink&Parent_ID=0&Link_ID=6BF3B94C-5056-A212-94F6191216D9FA13

Location of General Education Records Maintained by the College

Babson College maintains the following general records:

- Admission and current education status records are maintained in the undergraduate graduate and academic services unites. These records are open to students and may be reviewed by appointment. In compliance with FERPA and other applicable state and federal statutes, records may be redacted for the review. Babson students will be provided copies of Babson transcripts, degree audits, and their original student essays. Should a student require a transcript, he or she must complete a transcript request online through the Babson Hub or in writing at the Registrar's office.
- Security and law enforcement records are retained by the director of public safety. Students may request copies of law enforcement records from the director of public safety. Certain legal restrictions may limit or prohibit the ability to grant such a request. The dean of student affairs and the director of public safety maintain final discretion in the consideration of any such request.
- Medical records are maintained by Health Services. These records also are exempted from the provision of the law and are not normally available to students for inspection.

- Disciplinary records, including College Honor Board records, are generally maintained by the Office of Community Standards. Students may review these by appointment. In compliance with FERPA and other applicable state and federal statutes, these records may be redacted for the review.
- Financial aid records are maintained by Student Financial Services. Students may review these by appointment. Students are not permitted to review their parents' financial records, unless the documents were jointly signed and submitted by the parents and the student, or if the parent has given written permission.
- Residence Education maintains residence life records and Student Activities and Leadership maintains student involvement and activities records.

Student transcripts and degrees are maintained indefinitely and all other records are maintained for 5 years.

ACADEMIC POLICIES

Grading System

Babson College uses one grading system for all programs. The official grades and their numerical values are:

A 4.00	A- 3.67	B+ 3.33
B 3.00	B- 2.67	C+ 2.33
C 2.00	C- 1.67	F 0.00

Course Syllabi

Every course taught at Babson is structured around a syllabus. The syllabus helps students understand what the course is about, why they are doing the work they are doing, and how they will be evaluated. All Babson Course Syllabi will contain the following:

- Course Title and Number
- Instructor Name, Phone and E-mail
- Virtual Office Hours
- A Brief Description of the Course
- Course Learning Objectives
- Teaching Methodologies

Assignments and Grading

- List the tests, quizzes, assignments, projects, and other elements that make up the student's grade for the course, with the weight of each element toward the total grade. Below is the scale for tests, quizzes, assignments, projects and class participation:
 - A = 93-100; A- = 90-92.99; B+ = 87-89.99;
 - B = 83-86.99; B- = 80-82.99; C+ = 77-79.99;
 - C = 73-76.99; C- = 70-72.99; F = < 70
- Grading Criteria.

- Policies on granting extensions and lateness with assignments.

Academic Requirements for Blended Learning MBA

Blended Learning MBA

To be eligible for the MBA degree, students must attain a minimum 2.80 cumulative grade point average (GPA), based on a 4.00 scale, on all credits earned in the F.W. Olin Graduate School of Business. To be eligible for the MBA the required number of credits earned is 46 credits (minimum).

Failing Grades for Blended Learning MBA

Blended Learning MBA

Students must earn passing grades in all required courses. If a grade of “F” is earned in a required course, that course must be repeated. In any case where a student receives an “F,” the original “F” grade and any subsequent passing grade are both factored into the student’s cumulative GPA. The original “F” grade will show up on the student’s transcript. MBA students who complete all course requirements with a GPA slightly below 2.8 will be permitted to take up to two additional courses to raise it.

Satisfactory Academic Progress

Blended Learning MBA

After each semester and module, the Academic Standards Committee (ASC) reviews the standing of all students whose cumulative GPA is below 2.80, or who receive a failing grade or an incomplete grade in a course, or who receive a deliverable and/or course grade adjustment due to ineffective teamwork or failure to demonstrate collaborative teamwork. The ASC may in its discretion dismiss or issue a warning to any student in these cases. If a student is issued a warning they are given a minimum of one grading period to demonstrate satisfactory academic progress toward the minimum GPA required. During this grading period the student is considered to be on academic probation. Students have the right to appeal the dismissal decision of the ASC, and will be given notice before the decision of dismissal is made. The ASC also may mandate that the student take more course work during the elective portion of the program to prove proficiency in the areas where the faculty has determined the student has not mastered the core skills. The committee will determine the criteria and conditions for continued study in all instances and communicate these in writing to the student.

Leave of Absence

Blended Learning MBA

Students are eligible to take a leave of absence for a period of up to two consecutive years. The application for a leave must be submitted to the Office of Graduate Academic Services, at least eight weeks before the start of the semester in which the leave would begin, except in the event of an emergency that would preclude the giving of such advance notice. All leaves will carry a specific expiration date. Students who return on or before the expiration date will be subject to all academic and graduate policies accorded a Babson graduate student as of the date of his or her initial enrollment. Students who wish to return early must inform the Registrar’s Office in writing at least four weeks (email registrar@babson.edu) before the desired date of return.

Any student on leave who does not return on the specified date or is not registered for courses and is not on an approved leave of absence will be removed from all mailing lists. Any student who has not enrolled in courses for more than two consecutive years will be withdrawn from the F.W. Olin Graduate School of Business and must petition the Office of Graduate Academic Services in writing for readmission.

Dismissal Policy: Blended Learning MBA

The decision to dismiss a student can occur at any time in the course of his or her studies if it is the consensus of the ASC in its discretion that continued study is not advisable. Students have the right to appeal the dismissal decision of the ASC to the Graduate School dean, whose decision is final. Contact the appropriate program manager in the Office of Graduate Academic Services for details.

Members of the ASC are the associate and assistant deans of the F.W. Olin Graduate School of Business, the respective faculty director, and the designated staff member(s) from Office of Graduate Academic Services.

Degree Time Limit: Blended Learning MBA

Students entering the Blended Learning MBA program and the Master of Science in Business Analytics programs must complete the requirements for the degree within eight years of their entry date. Students eligible to take a leave of absence should keep in mind the program-specific time limit (eight years for Blended Learning MBA Program and Master of Science in Business Analytics) is still in effect. Students in the Certificate in Advanced Management program must complete the requirements for the certificate program within three years of their entry date. Students eligible to take a leave of absence should keep in mind the program specific time limit of three years is still in effect while on leave.

Graduation Requirements for Blended Learning MBA

An “application for degree” is available electronically to all active students on student portal.babson.edu in the Registrar subsection. Any student who is a degree candidate should complete this application before the beginning of the semester in which the student plans to complete degree requirements. Please note that the degree will be granted in the semester in which the student has met all academic course requirements and where the student is in good standing in all respects. Any course work completed after the semester in which a student earns his or her degree will be considered postgraduate work. If a student earns enough credits in the first or second summer session to complete the degree requirements, and would like to walk in Commencement, he or she will need to register and pay for any outstanding courses required to meet degree requirements. Only course work that can be completed in the first or second summer sessions can be considered. Students should contact the Registrar’s Office at 781-239-4519 to determine whether they are eligible to walk at Commencement and what the appropriate deadlines are.

GUIDELINES AND STUDENT RIGHTS & RESPONSIBILITIES

Academic Integrity and Honesty Policy

Essential to the mission of Babson College is the commitment to the principles of intellectual honesty and integrity. Academic integrity is important for two reasons. First, independent and original scholarship ensures that students derive the most they can from their educational experience and the pursuit of knowledge. Second, academic dishonesty violates the most fundamental values of an intellectual community and diminishes the

achievements of the entire college community. Accordingly, Babson views academic dishonesty as one of the most serious violations of the code of conduct that a student can commit while at Babson College.

All members of the Babson College community—students, faculty, and staff—share the responsibility to bring forward known acts of apparent academic dishonesty. Any member of the academic community who witnesses or otherwise becomes aware of an act of academic dishonesty should report it to the appropriate faculty member or to the assistant dean of Community Standards. The charge will be investigated, and, if sufficient information is presented, the case will be referred to the student conduct process for adjudication.

The specific procedural guidelines for handling academic dishonesty complaints are outlined in the *Guide to the College Student Conduct Process* published by Community Standards and Student Affairs. Students will not be permitted to withdraw from a course while they have a pending academic integrity complaint.

Outcomes for Academic Integrity Violations

Each case involving an academic honor violation is evaluated on the unique set of facts and circumstances. The Babson College Honor Code does not use a single-sanction approach for academic honor violations. The current list of possible sanctions for academic integrity violations include, but are not limited to, the following: expulsion; suspension; failure in a course, paper, project, or examination; or grade reduction in final course grade. Grade penalties are coupled with a transcript notation indicating an academic integrity violation was committed involving that class. Students can petition for removal of the transcript notation after the successful completion of an educational project focused on ethical decision making.

Procedure for Handling Complaints, Disciplinary Actions and Appeals

Academic Disputes and Reporting

Any requests for a review of a grade in any course, regardless if a final exam was given or not, must be presented to the faculty member by the last day of classes of the fall or spring semester immediately following the semester in which the grade was earned. This policy applies to all students, regardless of the student's status in that following semester. Please note a different policy applies to incomplete grades.

Reporting an Academic Dispute/Grievance

The following procedure should be followed in a grade dispute:

- The student should first contact the faculty members involved to discuss the matter. The purpose of the meeting is to check the accuracy of the grading process (confirming how the final grade was determined and the percentage of each deliverable in the final grade; and catching errors, if any, in the faculty member's grade sheet) and for the student to learn about his or her inadequacies or strong points. This procedure does not require the professor and student to agree on the final result. The obligation simply is to help the student understand the faculty member's process in determining the grade.
 - Timing: The students must contact the faculty by the last day of classes of the fall or spring semester immediately following the semester in which the grade was earned

- If the issue is not resolved, the student should then contact the respective division chair and file a written appeal explaining the student’s position. The division chair will consider the appeal and issue a decision with reasonable promptness.
 - Timing: Once the Division Chair receives the grade dispute he/she will respond to the student within 3 business days.
- If the issue remains unresolved, the student should then appeal to the associate dean, whose decision is final and not subject to appeal.
 - Timing: Once the Associate Dean receives the grade dispute he/she will respond to the student within 3 business days.

Additionally, students may file a complaint at any time with the Bureau for Private Postsecondary Education at 2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833 or P.O. Box 980818, West Sacramento, CA 95798-0818, www.bppe.ca.gov, (888) 370- 7589 or by fax (916) 263-1897.

Student Conduct Process

Overview

Responsibility for the overall administration of undergraduate and graduate student conduct matters at Babson College has been delegated by the College’s president to the vice president of student affairs/dean of students who is responsible for the management of the process. The vice president of student affairs/dean of students has designated authority for direct management of the process to the assistant dean of community standards. The vice president of student affairs/dean of students reserves the right to designate this responsibility to others when necessary.

While most community members never need to make use of the Student Conduct Process, familiarity with established policies and procedures is important. In particular, you should understand your rights and responsibilities as a member of the Babson community as outlined in Part II and IV of this document, the Babson website, and other relevant documents and policies.

You also should understand the purpose, function, and procedures of the College’s processes for resolution and adjudication of disputes and disciplinary questions. This section will help you understand the Student Conduct Processes: Administrative Hearing, College Honor Board, and Mediation. Information about the College’s Gender-Based Misconduct Policy and related procedures can be found in Part V of this document.

In addition, this section will assist in your understanding of your rights and responsibilities in each of the processes as well as identify resources available on campus in order to facilitate meaningful participation. Babson College reserves the right to review any matter that it feels may represent a violation of its policies. Students should be aware that there is no prescribed path a given matter may take to resolution. If a matter is to be reviewed, it will be the sole discretion of the assistant dean of community standards to determine the appropriate process. Once the process has been determined, the student will be bound by the procedures both for the original hearing and any appeal procedures that are applicable to that process. The assistant dean of community standards reserves the right to determine if the incident can be disposed of by alternative means of resolution by mutual consent of the parties involved, on a basis acceptable to the staff member. Such disposition shall be final and there shall be no subsequent proceedings.

Below is a general outline of the types of cases heard by each hearing body.

- Honor Board Hearing
 - All academic cases
 - Informal Reviews may be used only if the respondent accepts responsibility for the alleged violation
 - Non-academic cases where it is determined by the assistant dean of community standards that due to the seriousness or type of the alleged violation that input from the larger community is needed.
 - Cases where expulsion is determined by the assistant dean of community standards to be a possible outcome (except in the case of gender-based misconduct allegations).
- Administrative Hearing
 - Matters in which the relevant facts appear to be without dispute, in the view of the assistant dean of community standards.
 - When a student:
 - Accepts responsibility for alleged policy violation(s) and admits to the specific facts that comprise the violation.
 - Does not wish to have the incident further investigated.
 - Violations that, in the discretion of the assistant dean of community standards, will result in a sanction up to and including suspension from the College. Cases that could result in expulsion will not typically be assigned to an administrative hearing.
- Mediation
 - An option for students involved in a dispute who both are seeking a mutually agreeable resolution (subject to the standards below).
- Gender-Based Misconduct
 - Process to resolve complaints involving gender-based misconduct. Information about this process is available via <http://www.babson.edu/student-life/community-standards/Documents/community-standards.pdf> .

Students involved in any of the College’s Student Conduct Processes should be clear that these proceedings are not intended to rise to the level of civil or criminal proceedings. In all proceedings, formal rules of evidence and/or procedure are not used.

When an incident cannot be assigned to one of the processes due to school recess, summer session, leave of absence, prior suspension of key individuals, or some other extraordinary circumstance, the decision regarding the appropriate process will be made by the assistant dean of community standards. The assistant dean of community standards has sole discretion in determining the process to be followed and/or any appropriate modifications to each process.

Bias Incident Response Policy and Reporting –At Babson College, we believe that the diversity of our academic community makes for a richer educational experience and provides the necessary context to prepare our students to respectfully engage as leaders in business and life.

As an inclusive global institution, we welcome and value diversity of all kinds and believe that all members of our community deserve to feel safe, supported, and respected on our campus.

Accordingly, Babson College will not tolerate acts of bias and/or hate that violate our core values and cause harm to our collective sense of community.

The College defines a bias incident as any act, conduct, or communication that reasonably is understood to demean, degrade, threaten, or harass an individual or group based on an actual or perceived characteristic such as race, color, national or ethnic origin, ancestry, religion, sex, sexual orientation, gender identity, gender expression, age, genetics, physical or mental disability, and veteran or other protected status. An act of bias can occur whether intentional or unintentional and may not violate college policy or state or federal law.

Although a bias incident may not rise necessarily to the level of a crime, violation of state law, or College policy, it nevertheless may create an unsafe, negative, or unwelcoming environment for the affected person(s); anyone who may identify with and/or support the affected persons; or other members of the campus community.

The College will respond appropriately by providing support to community members who have been impacted by an incident and educating our community about the importance of maintaining a healthy, respectful, and inclusive campus and workplace. Whenever necessary, the College also will investigate reported incidents and hold people and/or student organizations accountable for actions that violate college policies or the law.

Reporting a Bias Incident

Babson strongly encourages members of the community to report all bias incidents that occur on or near campus, online, or off-campus involving members of the Babson community. Reporting is important even if the offending person(s) cannot be identified. Reporting allows the College to best support and assist those in need, track patterns of bias and create educational interventions to help improve our campus' climate.

Students who may feel uncertain or uncomfortable about whether or how best to report an incident are encouraged to seek guidance from a trusted faculty member, resident assistant, or other professional staff member. That person can provide assistance in formally reporting a bias incident to the College.

All formal reports of an alleged bias incident may be directed to one of the following:

- Vice President and Dean of Students
- Chief Diversity and Inclusion Officer
- Vice President of Human Resources
- Dean of Faculty

Report a bias incident online using the report form.

- https://cm.maxient.com/reportingform.php?BabsonCollege&layout_id=4