



Willamette MBA Student Handbook 2022 - 2023

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Introduction

The Willamette University MBA Student Handbook is your guide to the expectations of academic and professional behavior, curricular requirements, regulations, policies, and procedures of the Atkinson Graduate School of Management.

The Willamette University MBA Student Handbook is to be used in conjunction with the [Willamette University Student Rights & Responsibilities](#), which is your guide to the standards of conduct, policies, and procedures governing all Willamette University graduate and undergraduate students.

The content of the 2022-23 MBA Student Handbook applies to all MBA, BA/MBA, JD/MBA, MBA/MSDS, MBA for Professionals (MBA-P), and other students enrolled in an MBA course during any of the following semesters: fall semester 2022, spring semester 2023, and summer semester 2023.

The content of the *Willamette University MBA Student Handbook* is updated in mid-August each year. The handbook is subject to change based on administrative decisions and faculty governance.

Mission, Values, and Motto

I. Atkinson School Mission and Values

a) Mission Statement

The Atkinson Graduate School of Management is committed to providing world class management education to U.S. and international students in all stages of their careers. We help our graduates acquire life-long learning skills and become outstanding leaders and managers in business, government, and nonprofit organizations worldwide by offering an intimate learning and practice environment, an integrated, cross-sectoral approach to management education, and dedication to quality teaching, instructional development, basic and applied research, and exceptional, customized career services.

b) Values

The Atkinson Graduate School of Management (AGSM) maintains that the purpose of all managerial activity is to create value. "Value" is worth as judged by someone other than the manager. It necessarily entails respecting human dignity, improving the welfare of the community through integration, and acting with integrity and competence. We expect our curriculum, pedagogy, internal governance, service, teaching, research and modeling will lead our graduates to pursue these values.

- Human Dignity: Treat people as ends and not means. Respect individuals, encourage participation, explore and resolve differences collaboratively.
- Integration: Seek and synthesize diverse interests, backgrounds, and knowledge. Act in accord with the common good. Foster trust. Pursue social responsibility and sustainability on the part of the enterprise.
- Integrity: Accept responsibility for our actions. Be transparent and act in accord with principles of substantive and procedural justice.
- Excellence: Promote excellence, competence, and continuous improvement.

II. Willamette University Mission, Values, and Motto

a) Mission Statement

Willamette University provides rigorous education in the liberal arts and selected professional fields. Teaching and learning, strengthened by scholarship and service, flourish in a vibrant campus community. A Willamette education prepares graduates to transform knowledge into action and lead lives of achievement, contribution and meaning.

b) Values

Influenced by its historic roots in The United Methodist Church, Willamette University is an independent, nonsectarian institution that embraces:

- The dignity and worth of all individuals;
- A commitment to diversity, service, leadership, and sustainability in communities and professions;
- The ethical and spiritual dimension of education; and

- Education as a lifelong process of discovery, delight, and growth, the hallmark of a humane life.

c) Motto

- i. "Non nobis solum nati sumus" — Not unto ourselves alone are we born"

1. Throughout Willamette’s history, our motto has meant much more than valuing community service. The motto asks us to develop our full potential and to use our talents and abilities to engage meaningfully with the world. Our motto resonates deeply in the life of our community, across all campus programs and with generations of alumni. We focus our talents and resources on preparing students for meaningful lives of personal and professional achievement and civic contribution.

Resources and Tips for a Successful MBA Experience

I. Introduction

As a member of Willamette University and Atkinson School community, it is important to understand the resources and services available to help you when you need assistance.

The Willamette MBA is a rewarding and demanding professional and academic experience. It will require you to: learn new concepts; apply what you learn to organizations; effectively manage yourself, others and clients; develop new interpersonal, professional and leadership behaviors; adapt to change; and successfully manage your time, energy and stress. Each of these skills is critical to your personal and professional success.

The MBA experience is incredibly rewarding and also mirrors real life. There will be many times when you and your classmates will experience the difficulties of having multiple demands and roles in your life. When this happens, be sure to utilize your Atkinson School/Willamette network of people and support resources. We have people and services available to help you thrive during your educational, professional and life-changing journey as an MBA student.

II. Personal Support Services

a) Atkinson School Faculty and Staff

The Atkinson School faculty and staff are happy to listen to you and talk with you. Faculty and staff are also able to refer you to other School and University resources.

b) Bishop Wellness Center

[The Bishop Wellness Center](#) provides holistic services, in partnership with students, to promote optimal well-being through:

- Providing confidential services in a caring, comfortable, safe atmosphere
- Respecting and cultivating student diversity
- Reducing wellness-related barriers to learning, retention, and student success
- Empowering students to be self-directed wise consumers in the health care system, accessing services that will enhance their lifelong well-being

- Offering educational programming to the broader campus community to promote health and wellness
- Serving as a community consultant for physical and mental health emergencies on our campus
- Advocating for a safe, just, and accessible community

c) Office of the Chaplains

The [Office of the Chaplains](#) offers a wide variety of opportunities which foster spiritual growth and understanding as well as religious commitment and action. The chaplains work with persons of all religious persuasions—and of none. Proselytizing is not part of the program; progress along one's own path is. The chaplains provide confidential assistance in a caring, comfortable and safe environment.

d) Campus Safety

The goal of the [Office of Campus Safety](#) is to protect the Willamette University campus. Students should report emergencies, suspicious activity and criminal behavior to Campus Safety at 503-370-6911, safety@willamette.edu, or visit the Campus Safety office in the University Services Building. Campus Safety also offers safety escorts on campus, and up to two blocks off campus, during all hours of darkness.

e) Interpersonal Violence, Sexual Assault, Stalking, Dating Violence, Safety and Reporting Gender-Based Harassment

Willamette University continually strives to foster a safe environment in which students can pursue their academic goals free from the detrimental effects of [interpersonal violence, sexual assault, gender-based harassment, stalking and dating violence](#). These issues are in every community, and Willamette University is committed to being at the forefront of institutions confronting these issues. [interpersonal violence, sexual assault, gender-based harassment, stalking and dating violence](#) in any form is a direct violation of this commitment and will not be tolerated, whether it occurs on campus or off campus and regardless of who is involved (students, staff, faculty, university community and guests).

It undermines the trust and respect essential in an institution of higher learning, can create a hostile learning, working, and/or living environment, and represents a breach of specific provisions of the Standards of Conduct.

If you think you have been a victim of [interpersonal violence, sexual assault, gender-based harassment, stalking or dating violence](#) before coming to the Atkinson School or during your time as a Willamette MBA student, you have choices, and Willamette has services and resources to help you. We strongly encourage students to [obtain immediate medical attention and seek support and care](#) by disclosing incidents to someone who can connect them to support resources. This may be achieved by connecting with one of our [Support Resources](#), or simply by completing the online [reporting form](#).

A student seeking support for these issues has multiple options, described at <http://www.willamette.edu/sexualmisconduct/> and in [policy](#). The university is committed to helping students connect with the resources they want and need while respecting the student's wishes regarding what next steps they choose to make. Students have access to resources that are totally confidential, as well as resources to assist with filing a report with the university, law enforcement, with both, or neither.

Confidential support resources include Bishop Wellness Center Counseling Services (503-370-6471), Bishop Wellness Health Services (503-370-6062), the University's Chaplain and Assistant Chaplain (503-370-6213), and the Weekend Hotline (503-851-4245) sponsored by SARAs (Sexual Assault Response Allies) who are specially trained Willamette student volunteers.

III. Academic Support Services

a) Atkinson School Faculty and Staff

The Atkinson School faculty and staff are happy to listen to you and talk with you. Faculty and staff are also able to refer you to other School and University resources.

b) Advising

The Sr. Associate Dean serves as the advisor for all MBAP students and can assist students with professional and academic questions, and can also assist with general issues and assistance related to academic policies and issues, campus resources, services and procedures. The Career Management staff advises students in regard to the process of career management and planning. The Atkinson School Recorder, Karen Arthur, assists students with registration and graduation audits. In addition, MBA students are always welcome to talk with any member of the faculty, staff, or administration.

c) Tutors

Students are encouraged to utilize the free tutor program and to talk with the instructor of any course in which they are experiencing difficulty. The tutor program is available for core courses. Tutors are second-year students who specialize in tutoring specific subject areas. Each tutor is available for a minimum of four hours per week of regularly scheduled sessions for drop-in assistance. In addition, tutors will arrange individual appointments with students who need individualized tutoring. The names of the tutors and their hours for tutoring will be announced at the beginning of fall and spring semesters.

Students are expected to utilize tutors in a manner that falls well within school and course policies in regard to collaboration, academic honesty and ethical behavior. The tutor's job is to help the student understand the concepts and processes involved in the course so the student can successfully complete their own work. Contact Alex Subert, Sr. Associate Dean, if you have questions about the tutor program.

d) Course Difficulties

Students are expected to be professional and proactive in discussing difficulties with course concepts, completing course work as assigned, grades, and other issues with the faculty member. The accepted process for discussion of course issues at the Atkinson School is as follows. First, talk to the faculty member involved in the concern. If talking to the faculty member does not solve the concern, then the student should talk to Sr. Associate Dean, Alex Subert.

e) Accessible Education Services

Willamette University is committed to the full access and inclusion of all qualified students in its programs. The Willamette Accessible Education Services office facilitates reasonable accommodations for students with a qualifying disability or temporary medical condition while maintaining institutional standards. Students with

a disability should contact [Sue Minder](#) at the [Willamette University Accessible Education Services Office](#).

IV. Providing Feedback

a) Communicate Your Concerns

Students are always invited to communicate their concerns. Students are also always expected to be professional and proactive in discussing their concerns. The accepted process for communicating your concerns at the Atkinson School is as follows. First, talk to the student, faculty or staff member involved in the concern. If talking to the faculty or staff member involved does not solve the concern, then the student should talk to Sr. Associate Dean, Alex Subert.

b) Course Evaluations

Every Atkinson School course is evaluated every year to stimulate improvement in the quality of teaching and learning in the MBA program. The information provided by students helps pinpoint specific strengths, weaknesses, and potential improvements. Students are encouraged to discuss a course with the professor at any time and do not have to wait until the conclusion of the semester to provide input about a course. Course evaluations are administered online near the end of the semester to ensure as many students as possible complete and submit the evaluations. Students are notified in advance when course evaluations will be available.

Results are distributed to the faculty member after the recorder receives final grades for the course. Original copies of the evaluations are kept on file for three years by the Dean of the Atkinson School and remain confidential. In accordance with the School's Faculty Personnel Policies and Procedures, course evaluations are made available to the Personnel Committee in assessing the faculty member's contributions to the School's mission. During regularly scheduled personnel reviews, the faculty member is invited to respond to the evaluations by explaining actions he or she has taken or plans to take to improve the course. These reviews also influence decisions to retain, promote, tenure, and allocate resources to the faculty member. The School takes course evaluations seriously.

Expectations of Academic and Professional Behavior

I. Introduction

Willamette MBA students are expected to conduct themselves with academic integrity, ethical conduct, and professionalism in all aspects of their MBA education and in all interactions with students, faculty, staff, clients, and guests of the Atkinson School and Willamette University.

Academic and professional behavior is governed by the Atkinson School Honor Code, Willamette University Student Rights & Responsibilities, Willamette University Standards of Conduct and Willamette University Selected Policies and applicable laws and regulations. The information on this page is your guide to the Atkinson School's expectations of student behavior.

In the absence of a specific notation of expectations and policy, the Honor Code standards of professionalism and excellence are the default Atkinson School policy:

- To not seek an unfair advantage over other members, including but not limited to giving or receiving unauthorized aid during completion of academic and professional requirements;
- To honestly represent one's self and facts at all times;
- To respect the personal and property rights of all members of the Atkinson community; and
- Uphold the Honor Code by fully cooperating with and protecting the confidentiality of the proceedings.

II. Expectations of Academic Honesty

a) Be Proactive, Ask Questions, Use Your Resources

- ii. Graduate school is difficult and everyone needs help at some time. Lack of sleep, illness, discouragement, family and personal issues, and/or feeling stressed will happen to everyone. The Atkinson School and Willamette University have many people and services to help you manage the transitions you will experience during your MBA program. People and resources available to help you include: Atkinson school faculty, administrators and staff; mentors, peer career advisors and PACE teaching assistants; the Atkinson tutoring program; the health and counseling services of the Bishop Wellness Center; the Office of Chaplains, Sparks Center fitness classes and activities; the services of the International Education Office, and others.

b) Never Cheat, Plagiarize, Use Unauthorized Academic Materials, or Misrepresent Facts

Think before you act—it is never necessary to violate expectations of academic honesty and integrity. If you are tempted to violate expectations of academic honesty remember you always have other choices. In all cases, it is better to do your own work and present yourself honestly - even if you get a lower grade on a test or assignment - than to experience the personal, academic and professional consequences associated with violating the Honor Code. Put yourself in a good position for your development and growth and don't let short term issues like lack of sleep, feeling panicked about your course work, etc. cloud your thinking.

c) Understand the Allowable Degree of Collaboration for Each Assignment

Be sure you understand the level of collaboration allowed for each deliverable, exam and project. The allowable level of collaboration will vary with each faculty member, course and assignment. If you have a question or do not understand the level of collaboration allowed on a given assignment, check the syllabus or ask the professor for clarification.

In general (unless otherwise presented by the faculty member, syllabus or assignment), you may discuss ideas with each other as a means of maximizing learning opportunities and understanding the issues involved before you prepare your individual work product for submission. However, you should complete your assignment on your own, as an individual with your own analysis, recommendations, solutions, information etc. Your written or presentation work product must be your own work and not that of others.

In the absence of information about the allowable degree of collaboration, always assume the assignment or work product is to be done individually and on your own.

d) Cite Your Sources

Atkinson students are required to submit only their original work, or the properly cited work of others. Whenever using the ideas, words, or work of another person, you must acknowledge the source. In written work, proper acknowledgment includes a comment in the text, a footnote, or both, and includes listing the source in the bibliography. In oral presentations, an explicit statement about the work's source is required.

e) Prioritize Learning, Honesty and Integrity

Learning, honesty and integrity matter. If a person can't trust your choices or the decisions you make, your grades and your degree won't matter.

Expectations of Professional Behavior

a) Learn and Grow

- Choose behaviors that represent your best professional self;
- Accept accountability for your professional and personal actions;
- Recognize and learn from your mistakes;
- Maintain professional behavior under stress;
- Present your most professional self in all interactions;
- Take initiative and meet your commitments and responsibilities;
- Seek help when you need assistance.

b) Attend and Participate in Classes

- Attend all classes and learning activities;
- Withdraw from a course if you cannot meet the attendance requirements;
- Participate in class and in class discussions;
- Complete assignments (reading, case studies, etc.) prior to the class session;
- Arrive on time for class, return from class breaks on time, and remain for the duration of the class;
- Notify the professor before the class begins if you cannot attend;
- Notify the professor before the class begins if you must arrive late or leave early;
- Respect the rights of other students to fully participate in the class;
- Students who miss a class are responsible for all material covered in the missed class;
- Student who miss a class may be asked by the professor to complete additional work.

c) Communicate with Courtesy and Respect

- Courteous and respectful communication is expected in all school activities: classes, team meetings, student organizations, events, guest speakers, career treks, email, voice mail, texting, and social media;
- Show professional courtesy and personal respect to others. Actively participating with courtesy and respect in spirited interactions is part of a professional learning experience. Threats, harassment, name-calling, and use of profanity are not acceptable professional communication behaviors and are violations of the Atkinson School and Willamette University codes of conduct;

- Read your @willamette.edu email and respond to messages promptly. The Atkinson School and the University use email as a primary communication source for official information. Students are assumed to have knowledge of the content of official emails and announcements;
- Compose emails with care. Be sure your emails communicate what you want to say, and show good professional behavior and judgment before you push "send;"
- Be professional and proactive when you have concerns. The accepted process for communicating at the Atkinson School is as follows. First, talk to the student, faculty or staff member involved in the concern. If this does not resolve the concern, talk to Sr. Associate Dean, Alex Subert.

d) Contribute to Group and Team Process

- iii. Group and team projects are essential components of the Atkinson School experience and directly contribute to the development of a student's interpersonal and soft skills including: communication, listening, teamwork, leadership, coaching and mentoring, conflict management, time management, etc. Each member of a group or team is expected to positively contribute to the effective and successful functioning of the team. Each member is also expected to take an active role in helping to resolve disagreements and dysfunction that may negatively influence the team's ability to succeed.
 - Clearly communicate team expectations, roles, responsibilities and quality of work expected;
 - Actively participate in group and team projects;
 - Each member of a team is responsible for enhancing the professional development and effectiveness of the team, the value provided to the client or course, and the reputation of the Atkinson School and Willamette University;
 - Do your part and meet the standards and expectations of the team;
 - Don't free-ride. Free-riding (not dedicating the time or quality of effort expected of all members of a team) is not acceptable. Free-riding disrupts the value of the educational experience for the group, and can be processed as a breach of academic or professional behavior through the Honor Code;
 - Respect other points of view and talents;
 - Encourage all members of the team to share their ideas and concerns, then listen;
 - Focus on opportunities for action to solve problems rather than complaining;
 - Commit to influencing positive change. View every person as "part of the solution;"
 - Develop a team culture of valuing and learning from one another instead of a culture that is judgmental about differences in opinions or ideas;

e) Represent Yourself and the Atkinson School Professionally at Company Presentations, Speakers, Networking Opportunities and Events

- MBA students have many opportunities to interact with alumni, employers, and other stakeholders. In fact, the Willamette and Atkinson School network is one of the most valuable lifelong resources you can have. You represent yourself and the school in everything you do. Conduct yourself in a professional manner in all circumstances;

- Professional guests who donate their time to speak and meet with students expect and deserve your full attention and respect. In all interactions with our guests, be sure to ask questions and communicate in a professional manner. Close your laptop (unless otherwise directed by the speaker), turn your cell phone off, refrain from participating in side-conversations, be on time, dress appropriately, bring your business cards, and be prepared to take notes with paper/pen and pencil;
- Keep your commitment to attend events for which you submitted an RSVP to attend. Companies and speakers are planning on your attendance. Failure to meet your commitments hurts your professional reputation, the reputation of Atkinson students in general, and the reputation of the School and University;
- If you have questions about how to communicate with or respond to an alum or member of the business community contact the Career Management staff or your peer career advisor.

f) Use Electronic Devices Appropriately

- Use laptops and similar electronic devices in class only when they are contributing to the class learning experience. Do not use your device for email, texting, social media websites, video gaming, web browsing, reading materials not related to class, or any other activity that distracts you, other students or faculty during class;
- Turn your cell phones "off" when in class, meetings, presentations or interviews.

g) Dress Appropriately

- The general daily atmosphere of the Atkinson School is casual. However, there are many events on-campus and off-campus for which business or business casual attire should be worn;
- Students should wear business or business casual attire for events such as company site visits, meetings of professional organizations, guest speakers, mentor receptions, final class presentations, interviews, etc. As a general rule, business casual attire is required for all Career Management events unless otherwise specified. Students are encouraged to obtain information about appropriate attire prior to attending any event. General guidelines for levels of professional dress:
 - Business Formal: Business attire typically means a jacket for both men and women. A tie for men, button down shirt, matching slacks and dress shoes. For women, business attire would typically mean wearing skirt or slacks, jacket, button down shirt or shell, nylons and dress shoes.
 - Business Casual: Business casual typically means men and women can leave the jacket, tie and nylons at home. Men can wear polo or golf shirts and slacks. Women can wear slacks or skirt and a professional looking shirt. Business casual does not include sweat suits, jeans, t-shirts, tennis shoes or flip-flops.

h) Use Social Networking Sites Effectively

- Social networks such as Facebook and LinkedIn can be very helpful or very detrimental to your reputation and professional opportunities. Always represent yourself in a professional manner to be sure that your online presence helps you reach your personal and professional goals;

- As an MBA student you are investing significant energy, time and money in your future. Think twice about the words and pictures you choose to communicate yourself to the world. Recognize that many employers research applicants online and what they find influences their perception of your personal and professional judgment... which in turn influences their hiring decisions.
- i) Alcohol
- Alcohol may not be served or consumed in Willamette University buildings unless the event has been approved for alcohol through the formal University approval process. If an event has been approved for alcohol, a third-party vendor will be present to distribute the alcohol and a security officer will be present;
 - Alcohol may not be served or consumed in any outdoor areas of the campus during the academic year unless at an event that has been approved for alcohol through the formal University approval process;
 - Individuals not of legal drinking age (not yet 21 years old) are not permitted to consume, or be under the influence of alcohol;
 - [Willamette University alcohol policy](#) is a campus wide policy. Failure to observe University policies may subject the individual(s) or group(s) to sanctions outlined in [Willamette University Student Rights & Responsibilities - Standards of Conduct](#).

Honor Code, Academic Honesty, and Professional Behavior

I. Introduction

As a member of the Willamette University community, it is important to understand your rights and responsibilities, University protocol and procedures, and University services available to help you when you need assistance. Willamette University policies govern all graduate and undergraduate students of Willamette University except where specifically noted within the description of a policy or procedure. University-wide policies and procedures are available online: Willamette University Student Rights and Responsibilities and Willamette University Standards of Conduct.

The Atkinson School Honor Code applies to issues of academic honesty and professional behavior of students enrolled in Atkinson School courses. The Honor Code is intended to create and sustain an environment of honor and trust, encourage each person to develop to his or her full potential, and promote a positive set of values and behaviors that distinguish members of the Atkinson School community in their personal and professional lives. The Honor Code also gives students an important role in resolving issues of academic honesty and professional behavior.

It is the desire of the Atkinson School community to have a culture of honesty that prevents violations of the Honor Code before they occur, rather than to impose sanctions after a violation. This calls for all members of the community to encourage compliance with the Honor Code, whether it be in regard to their own actions or the actions of others. To encourage awareness, compliance and the positive effects of the Honor Code system, every student enrolled in an MBA course, every faculty

member and every staff member is asked to acknowledge the Atkinson School Honor Code.

All members of the Atkinson community should feel empowered to address Honor Code violations and potential Honor Code violations. If a member of the community is aware that a student or group of students is considering violating the Honor Code, it is appropriate to remind those considering violating the Code that they have other choices, and that it is always better for a student to do their own work even if it means they will get a lower grade on a test or assignment than to experience the personal, academic and professional consequences associated with violating the Honor Code. If the student has already violated the Honor Code, it is appropriate to encourage the person to tell the professor or the Honor Code Officer of their violation. If the concerned member or the Atkinson Community does not feel comfortable talking with the student who violated the code, the person may talk to the professor or the Honor Code Officer. The Honor Code Officer for the MBA program is Alex Subert, Sr. Associate Dean.

The Atkinson Honor Code supplements, but does not replace, Willamette University policies related to student conduct. Incidents of conduct involving interpersonal violence, harassment, sexual misconduct, discrimination, dating violence, domestic violence, threats of violence, theft, damage to property, weapons, illegal use or abuse of alcohol or drugs, failure to comply with the terms of any agreement or sanctions imposed in accordance with the [Willamette University Student Rights & Responsibilities](#) or [Willamette University Standards of Conduct](#) will generally be processed through the Willamette University conduct process. However, the Atkinson School reserves the right to perform a preliminary investigation and consult with the University's Director of Student Rights & Responsibilities to determine whether the process for any given situation will reside within the conduct procedures of the Atkinson School, the University, or both. Atkinson students who are involved in a Willamette University conduct process are required to meet with the Atkinson School Associate Dean/Director of Admission (or other designated administrator) to discuss the conduct process and the professional behavior expected of the student while moving through the University conduct process.

A discussion of expected academic and professional behavior of Atkinson School students is available in the segment of the Student Handbook titled "[Expectations of Academic and Professional Behavior](#)."

II. The Atkinson Graduate School of Management of Honor Code

The Atkinson Graduate School of Management (Atkinson) develops ethically responsible managers and leaders through a culture honoring the highest standards of academic integrity, ethical conduct, and professionalism. The Atkinson Honor Code sustains an environment of honor and trust in the Atkinson community.

Atkinson advocates for the values of Integrity, Human Dignity, Integration, and Excellence in fulfilling its mission of providing a premier management education for aspirants to management in the private, not-for-profit, and public sectors. Atkinson's adherence to Willamette University's motto—Non nobis solum nati sumus (Not unto ourselves alone are we born)—exemplifies a commitment to its stakeholders and community.

Honesty and integrity are essential qualities to the practice and profession of management and ought to guide all individual members in fully developing his or her

potential. Atkinson's distinct culture demands a community of members who accept individual responsibility and excellence, compassion, professional and personal integrity, teamwork, drive, and passion.

All members must therefore agree to abide by and promote the following standards of professionalism and excellence that constitute our Honor Code:

- Not seek an unfair advantage over other members, including but not limited to giving or receiving unauthorized aid during completion of academic and professional requirements;
- To honestly represent one's self and facts at all times;
- To respect the personal and property rights of all members of the Atkinson community; and
- Uphold this Honor Code by fully cooperating with and protecting the privacy of the proceedings.

Atkinson members are expected to adhere to all policies and requirements of Willamette University and abide by all applicable laws and regulations.

Each member is responsible for his or her behavior in the academic and professional communities. For members of the Atkinson community, any violation of this Honor Code should result in disciplinary action.

III. Academic Integrity Policy

- a. Willamette University students should act with academic integrity in all matters associated with their learning and assessment. Academic integrity is a commitment by all members of the academic community to act with honesty, trust, fairness, respect, truthfulness, and responsibility, and requires instructors to fairly assess how successfully those receiving academic credit have achieved learning outcomes. Academic integrity is undermined when a student receives credit, assists another with receiving credit, or interferes with another's ability to receive credit for academic work in a manner that does not fairly represent the learning that the instructor expected the assessed student to demonstrate in order to receive credit for that work.
- b. These standards comprise the University's Academic Integrity policy for all students; individual colleges and programs may have specific policies around academic integrity, which will be found in course syllabi and/or in college- or program-specific catalogs or handbooks. It is a student's responsibility to confer with their faculty if they are unsure whether a particular college- or program-level policy applies to a given course or project.

Violations of the Academic Integrity Policy include, but are not limited to:

1. *Cheating*: the use of unauthorized assistance, time, technologies, and/or other material or resources in the completion of work evaluated for credit, including:
 - a. Work or collaboration with another student without instructor approval.
 - b. Possessing, selling, purchasing, or sharing (without permission) any unauthorized notes, study sheets, or other information concerning the content of an examination or other information concerning the content of an examination or other graded course material.

- c. Submitting substantially similar work for two or more courses without explicit approval from each instructor.
 - d. Consulting materials or information not authorized by the instructor to complete projects, exams, or other assessments.
 - e. Violating time limits or any other time-related restrictions provided for an exam. This may include beginning before the stipulated time or by answering exam questions after the time set for completion.
2. *Misrepresentation, including plagiarism*: the intentional or unintentional representation of someone else's words, ideas, or work as one's own, including:
- a. Copying the work of another student or permitting another student to copy your work during an examination or other academic exercise.
 - b. Using the published or unpublished ideas, words, or work of another person in any form—either by reference, paraphrase, or direct inclusion or quotation—without full and clear acknowledgement or citation in a manner consistent with instructor expectations or professional standards (including the use of quotation marks, when appropriate).
 - c. Using—without acknowledgement—materials prepared by another person or agency engaged in the selling of term papers or other academic materials.
 - d. Fabricating or inventing sources of information.
 - e. Falsifying information, records, or documents—including attendance rosters or other course-related materials.
 - f. Falsely representing the completion of a course requirement.
3. *Interference*: preventing an instructor from accurately assessing a student's abilities in an academic setting, including:
- a. Taking an examination or completing an assignment for another student, or allowing another student to take your examination or complete your assignment.
 - b. Communicating to a grader the identity of a student who has taken an exam or other course-required project that is to be anonymously graded before grading has been completed.
 - c. Stealing, destroying, or altering another's academic work (such as an artwork, a computer program, a lab experiment/report, or a paper).
 - d. Hiding, mis-shelving, mutilating, or otherwise abusing library materials to keep others from using them.

It is the responsibility of students to confer with their instructor to clarify a) any course-specific policies regarding proper source materials, b) the scope of proper collaboration or consultation with other students, c) the ability to use technological assistance in completing academic work, and d) how to best represent the work, assistance, or collaboration with others in each project, assignment, exam, or other course deliverable. Pleading ignorance about what constitutes improper collaboration, consultation, or representation shall not be considered a valid

defense. If students are uncertain as to what constitutes academic integrity for a particular assignment, they should assume the assignment or work product is to be completed through their own independent work or consult the instructor for clarification.

Although students are ultimately responsible for clarifying these matters, potential violations of this policy will be considered within the context of a particular student's acts—including the culture of academic collaboration and consultation that governs a particular course or the academic field in which the student is working.

IV. Applying the Honor Code to Professional Behavior

- a. The Atkinson School values integrity, ethical conduct, teamwork, and professional behavior as essential elements of personal and professional growth. As such, all members of the Atkinson School community are expected to conduct themselves according to these tenets in all aspects of the Atkinson School experience and all interactions with peers, faculty, clients, staff, and guests of the Atkinson School.

Students are expected to engage in professional behavior that contributes to their academic and professional development as well as the good of the entire Atkinson community. While the definition of professional behavior may vary with different industries, an overview of professional behavior generally includes the following qualities:

- i. Behaving with integrity and honesty;
 - ii. Communicating with courtesy and respect;
 - iii. Meeting your commitments and responsibilities;
 - iv. Recognizing and learning from your mistakes;
 - v. Respecting the personal and property rights of others;
 - vi. Accepting and providing feedback for continuous improvement;
 - vii. Maintaining professional behavior under stress.
- b. Honor Code violations of professional behavior pertain to a student's conduct within the educational process, learning environment, use of University facilities and resources, group process and team responsibilities, student activities, school guests, client interactions, on-campus and off-campus events, internship supervisors, places of employment, career management activities, and communication with others, etc.

A discussion of expected professional behavior of Atkinson School students is available in the segment of the Student Handbook titled "[Expectations of Academic and Professional Behavior](#)."

- c. In the absence of a specific policy or regulation within the area of professional behavior, the Honor Code standards of excellence will be the default Atkinson School policy. As such, students are expected to:
 - i. not seek an unfair advantage over other members, including but not limited to giving or receiving unauthorized aid during completion of academic and professional requirements;

- ii. honestly represent one's self and facts at all times;
 - iii. respect the personal and property rights of all members of the Atkinson community.
- d. Atkinson School students, faculty and staff are encouraged to be proactive in discussing and resolving their general concerns, differences, and misunderstandings with individuals informally. The accepted informal process for people concerned about the professional behavior of a student is to communicate with the student involved in the concern. If this step is not possible or if it does not resolve the issue, communicate with the Atkinson professor or staff member connected with the course or activity in which the issues are occurring.
- e. If the informal process does not resolve the concern, or if the concern is deemed to be of a serious nature, the concerned person should talk to the Honor Code Officer about the concern.

V. The People Involved in Investigating and Resolving an Alleged Violation of the Honor Code or Academic Integrity Policy

- a. The people involved in the Honor Code process are the Honor Code Officer, the Honor Code Council, the respondent, and the reporter.
- i. Respondent: The respondent is the student accused of violating the Honor Code.
 - ii. Reporter: The reporter is any person who speaks to the Honor Code Officer about their concerns that a violation of the Honor Code has occurred.
 - iii. Honor Code Officer: The Honor Code Officer will meet with any person who wishes to report an incident believed to be a violation of the Honor Code. The Honor Code Officer is a member of the full-time faculty or administrative staff who has been appointed by the Dean to serve for a period of three consecutive semesters: fall, spring and summer.
 - 1. The Honor Code Officer is a neutral fact-finder who is responsible for investigating reported violations of the Honor Code, working with the reporter and the respondent to determine a resolution, forwarding cases to the Honor Council and appeals to the Dean, communicating decisions to the reporter and respondent, and documenting Honor Code cases.
 - a. At the beginning of each academic year the Honor Code Officer will inform the Atkinson School community of their appointment and the honor code process. The Honor Code Officer for the '22 – '23 academic year is Alex Subert, Senior Associate Dean.
 - iv. Honor Council: The Honor Council promotes a culture of honor at the Atkinson School, informs students about the Honor Code, and reports to the Atkinson School Student Affairs Committee. The Honor Council is composed of seven members: five students, who are voting members of the Council; one member of the full-time faculty who is an advisory non-voting member of the Council; and one member of the administrative staff who is an advisory non-voting member of the Council. Student members of

the Honor Council are selected during the fall semester of each academic year. Advisory members (one member of the full-time faculty and one member of the administrative staff) are appointed by the Dean.

- b. When an alleged violation is formally referred to the Honor Council via the Honor Code process, the council investigates the case, conducts the hearing of the case, and determines whether the respondent is responsible or not responsible for violating the Honor Code. If the respondent is found responsible for violating the Honor Code, the Council determines consequences commensurate with the incident. The Council seeks to make its decisions by consensus. When consensus is impossible, a majority vote determines the decision.

VI. The Process for Investigating and Resolving a Violation of the Honor Code or Academic Integrity Policy

- a. The process involved in investigating and resolving violations of the Honor Code or Academic Integrity Policy are as follows:
 - i. Any person who thinks a student or group of students has violated the Honor Code must meet with the Honor Code Officer within 20 working days of the incident to discuss the alleged violation and identify the student(s) involved. Based on the discussion, the Honor Code Officer will decide whether an Honor Code investigation is merited. If the decision is not to investigate, the process is complete and no further actions are taken. If the decision is to investigate, the process moves to (ii).
 - ii. The Honor Code Officer will meet with the respondent within five (5) working days of receiving the report. Following this meeting the Honor Code Officer will gather evidence and meet with witnesses to determine the validity of the report. The Honor Code Officer will be in communication with the reporter and the respondent throughout this period. The respondent may not withdraw from any course involved in the formal charge for the purpose of circumventing the process.
 - iii. After completing the investigation, the Honor Code Officer will propose a resolution to the reporter and the respondent, and attempt to reach consensus in regard to the resolution. The resolution may or may not involve a formal charge of violating the Honor Code.
 1. If a formal charge of violating the Honor Code is made, the consequences for a respondent found “responsible” for the violation may include (but are not limited to) one or more of the sanctions listed below:
 - a. verbal or written warning
 - b. verbal or written reprimand
 - c. required written statement by the student found responsible, acknowledging the violation and reaffirming his/her commitment to follow the Honor Code
 - d. required submission of additional course work
 - e. assignment of the grade of “F” for a course deliverable or test
 - f. assignment of the grade of “F” for a course

- g. withdrawal from the course
 - h. loss of scholarship assistance
 - i. restitution to others harmed by the conduct
 - j. required skill-building or training
 - k. monitored probation requiring specific behaviors and outcomes during the probation period
 - l. exclusion from participating in specific class or leadership activities, career management programs, courses involving travel to another site, and other activities in which the respondent would be seen as a representative of the University
 - m. suspension from the MBA program
 - n. permanent dismissal from the MBA program
2. The consequence for violating the Honor Code should reflect the following considerations:
- a. whether the respondent's conduct was purposeful, knowing, reckless or merely negligent
 - b. whether the respondent has been previously found responsible for violating the Honor Code
 - c. any need to protect the learning environment from repeated violations from the respondent or other students
 - d. the removal of any unfair advantage gained by the conduct
 - e. restitution to another person if injured by the respondent's conduct
 - f. sensitivity to the impact upon the respondent's reputation and future
- iv. If the reporter, respondent and Honor Code Officer reach consensus on the resolution from (iii), the Honor Code Officer will document the file accordingly. If a formal charge of violating the Honor Code was part of the resolution, the Honor Code Officer will discuss the potential consequences of a 2nd violation of the Honor Code and the file-documentation process with the respondent. This ends the process.
- 1. Reporters and respondents who agree to the resolution give up the right to an Honor Council hearing or appeal for this charge.
 - 2. Documentation will be removed from the respondent's file at graduation except in the case where a violation of academic honesty constitutes part of the case for permanent dismissal of a student.
- v. If the Honor Code Officer is unable to reach consensus with the reporter and the respondent, the Honor Code Officer will forward the case to the Honor Council within five (5) working days. The Honor Code Officer will meet with the respondent and reporter to explain the Honor Council process. The process will move to (vi): The Honor Council hearing.
- vi. The Honor Council will contact the respondent and the reporter within five (5) days of the referral by the Honor Code Officer. If necessary, the Honor

Council shall conduct a private hearing (closed to the public) within ten (10) days of that referral. The respondent, reporter, the Honor Code Officer, as well as any witnesses may address the Honor Council and present documentation.

1. The respondent and/or reporter may bring a support advocate to the hearing. The advocate may talk to the person for whom they are providing support, but they may not speak on behalf of the person or address others at the hearing.
2. When the hearing begins, the Honor Council will direct questions to the reporter, listen to the answer and ask clarifying questions to the reporter. Then the Honor Council will direct questions to the respondent, listen to the answers and ask clarifying questions. The process continues until both parties have presented their full evidence. The respondent and the reporter may only address the Honor Council; there will be no direct communication between the reporter and respondent.
3. The Honor Council may also direct questions to the Honor Code Officer and witnesses. The Honor Code Officer and witnesses may communicate only with the Honor Council during the hearing.
4. Hearings will be audiotaped. The respondent and/or the reporter may listen to the recording in the company of the Honor Code Officer. The respondent and/or reporter may obtain a written copy of the transcript of the recording by paying for the cost of transcription.
5. The respondent and/or reporter may submit a written explanation in lieu of attendance. The Honor Council may ask the respondent and/or reporter to clarify any portion of a written explanation. If the respondent and/or reporter fails to attend the hearing, the Honor Council may decide the case on the information, evidence and witnesses present.
6. During the fall and spring semesters, all hearings must be attended by at least four out of the five student voting members of the Honor Council and one non-voting member of the Honor Council. Decisions rendered by the Honor Council must be supported by at least three of the voting members of the Honor Council who attended the hearing.
 - a. For summer semester and fall semester (prior to the fall selection of the new Honor Council) there must be at least three voting members and one non-voting member available for a hearing. If the minimum attendance cannot be achieved, the case will be postponed until the Honor Council selection process occurs in the fall semester.
- vii. The Honor Council will determine if the respondent is responsible for violating the Honor Code and determine the consequences according to the guidelines designated in (iii).

1. Within two (2) working days of completion of the hearing, the Chair of the Honor Council will communicate the Honor Council's decision(s) in writing to the Honor Code Officer and provide the audio recording of the hearing to the Honor Code Officer for storage.
 2. The Honor Code Officer will communicate the decision to the reporter and the respondent within two (2) working days of receiving the decision from the Honor Council.
- viii. The reporter and respondent may accept the Honor Council's decision or may appeal the decision to the Dean by notifying the Honor Code Officer. The appeal must be received by the Honor Code Officer in writing (email or paper document) within five (5) working days of the day the reporter and respondent received notification of the decision of the Honor Council. An appeal to the Dean may only be based on:
1. significant new evidence not presented in the Honor Council hearing which was unknown to the person making the appeal at the time of the original hearing,
 2. significant factual errors that have been rectified,
 3. significant demonstrated failure of the Atkinson School to follow its own processes and procedures,
 4. a clearly excessive consequence,
 5. misconduct on the part of the Honor Code Officer or Honor Council, or
 6. evidence of bias on the part of the Honor Code Office or member of the Honor Council
- ix. The Honor Code Officer will inform the Dean of the appeal within five (5) working days of receiving the appeal from the respondent and/or reporter.
1. The Dean will review the case, make a decision, and communicate the Dean's position to the Honor Council and the Honor Code Officer within five (5) working days of receiving the appeal from the Honor Code Officer. The Dean may uphold the Honor Council's decision or remand the decision back to the Honor Council. The Dean may include comments or issues to be considered further by the Honor Council.
 2. If the Dean upholds the Honor Council's decision, the Honor Code Officer will notify the reporter and the respondent within two (2) working days of the Dean's decision, and will implement the Honor Council's decision. The Honor Code Officer will document the respondent's file with the final disposition and provide written notification to the reporter, respondent and the Honor Council. This ends the process.
 3. If the Dean sends comments back to the Honor Council, the Honor Council will meet within five (5) working days to review the comments and move to (x).
- x. After review of the Dean's comments, the Honor Council shall reaffirm or alter its decision and notify the Honor Code Officer within five (5) working days. The Honor Code Officer will notify the respondent and the reporter of

the decision within five (5) working days of receiving the decision and will document the respondent's file with the final disposition. At this point, the decision of the Honor Council is final.

1. Documentation will be removed from the respondent's file at graduation, except in the case where a violation of academic honesty or professional behavior constitutes part of the case for permanent dismissal of a student.
 2. If the consequence for the violation is suspension or permanent dismissal, the Honor Code Officer will notify the respondent within one (1) working day. Seven (7) working days shall elapse before the suspension or dismissal of a respondent becomes effective, unless the Dean determines an otherwise appropriate period for the suspension or dismissal to take effect.
- xi. If for any reason the timeframes specified in sections (ii), (v), (vi), or (x) above are not met, the respondent, reporter, Honor Code Officer, or Honor Council may petition the Dean for an extension. After reviewing the circumstances leading to the delay, the Dean may grant a reasonable extension of time to hear or resolve the case. The Dean's decision regarding an extension will be communicated in writing to the respondent, reporter, Honor Code Office, and Honor Council; this decision is final.

VII. Effect of an Ongoing Honor Code Process on Graduation and Conferral of Degree

- a. If an Honor Code process is in progress at the time of the respondent's normal graduation date, the graduation date will be suspended until the process has been completed (including appeal). The respondent may appeal to the Dean to participate in graduation under the "degree subject to completion" category and will not receive the diploma at the graduation ceremony.

VIII. Honor Council Governance, Selection, and Responsibilities

- a. The Honor Council operates under the Atkinson Student Affairs Committee. The Atkinson Student Affairs Committee has the right to reprimand or dismiss Honor Council members who violate the Honor Council bylaws, supervise the operation of the Honor Council and approve proposed changes to the Honor Council bylaws.
- b. Composition of the Honor Council
 - i. The Honor Council is composed of seven members: five students, who are voting members of the Council; one member of the full-time faculty who is an advisory non-voting member of the Council; and one member of the administrative staff who is an advisory non-voting member of the Council.
 1. The preferred representative enrollment composition of the five student voting members of the Honor Council is:
 - a. two students enrolled in the Early Career/Career Change MBA program
 - b. two students enrolled in the MBA for Professionals program
 - c. one student at large from either the Early Career/Career Change or MBA for Professionals programs

2. The preferred enrollment composition of the five student voting members described above is not a requirement for the Honor Council. The enrollment representation of the student members of the Honor Council may vary based on the pool of applicants and the students selected as members of the Honor Council by the Student Affairs Committee.

c. Honor Council Selection Process

- i. The application, interview and selection process for student members of the Honor Council is governed by the Atkinson Student Affairs Committee. Faculty and administrative members of the Honor Council are assigned by the Dean.
- ii. Students interested in serving on the Honor Council shall apply to be a member of the Honor Council. Selection for the Honor Council occurs each spring semester. Additional selection processes may occur in fall or spring semester to replace vacancies that have occurred on the Council. The criteria for selection of student members shall include the following:
 1. a commitment to the philosophy of the Honor Code;
 2. a demonstrated commitment to fairness and high standards of ethical and professional behavior; and
 3. strong communication skills (verbal, written and listening).

d. Honor Council Responsibilities

- i. Honor Council members are responsible for communicating with students and faculty about the Honor Code and Honor Code process, ensuring the confidentiality of all information related to Honor Council cases and hearings, and suggesting improvements of the established process.
- ii. Student members of the Honor Council will determine among themselves who will be Chair, Vice Chair and Secretary.
 1. The Chair is responsible for arranging meetings and hearings, running all meetings and hearings and informing the Honor Code Officer about the Honor Council's recommendations and decisions.
 2. The Vice Chair is responsible for assisting the Chair in his/her duties. In case the Chair is absent, the Vice Chair will serve the Chair's duties. The Vice Chair is also responsible for the coordination of the communication efforts of Honor Council.
 3. The Secretary is responsible for taking minutes and recording Honor Council meetings and hearings. He/she will ensure that each hearing is audiotaped and that the confidentiality of all Honor Council documents and recordings during the hearing session are maintained. At the end of the hearing session, the Secretary will give the Chair the audio recording and any other documents used in the hearing. The Chair will give the audio recording and documents to the Honor Code Officer who will secure the tape and the documents as records of the hearing.

iii. Honor Council Term

1. The term of the Honor Council members starts when the members are selected and finishes either when the member graduates,

resigns from the Honor Council or is formally removed for cause by the Student Affairs Committee. The maximum term of service is two (2) academic years.

iv. Vacancy

1. If a student wishes to resign from the Honor Council or is removed from the Honor Council, the Student Academic Affairs Committee will replace the member using the selection process previously discussed.

v. Attendance

1. Council members are expected to attend all hearings and meetings unless a conflict of interest or emergency occurs. An Honor Council member may request to not participate in a hearing due to personal reason/conflict of interest. In this case the member must receive permission from the Atkinson Student Affairs Committee.

Graduation Requirements for Early Career/Career Change MBA Students Entering in Fall 2022

IX. MBA Graduation Requirements

- a. Each MBA degree-seeking student is responsible for a thorough knowledge of graduation requirements. The Willamette MBA for Business, Government and Not-for-Profit Management will be conferred on MBA students who satisfactorily complete all of the following requirements listed below within the policies and regulations of the Atkinson School:
 - i. Minimum credits required:
 1. MBA students must satisfactorily complete a minimum of sixty (60) credits of approved MBA course work and have no pending grades or grades of "Incomplete."
 2. The sixty (60) credits includes thirty-seven (37) credits of required courses (including the four credits of required experiential elective course work) and twenty-three (23) credits of additional elective course work.
 - ii. Required courses:
 1. The thirty-seven (37) credits of required course work includes a combination of first- and second-year courses as listed below. Generally, required courses numbered 5000 or above will be completed in the first-year and required courses numbered 6000 or above will be completed in the second-year of MBA study.

GSM 5103	Data Analysis, Modeling & Decision Making
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GSM 5104	Managing Individuals, Teams and Organizations
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GSM 5105	Accounting for Managers
GSM 5107	Marketing: Creating Satisfied Consumers
GSM 5108	PACE I: Practical Application for Careers and Enterprises
GSM 5109	PACE II: Practical Application for Careers and Enterprises
GSM 5111	Finance and Economics I
GSM 5112	Finance and Economics II
GSM 5114	Operations & Systems Management
GSM 6121	Politics & Public Policy for Managers
GSM 6123	Strategic Management
GSM 6xxx____	Experiential Elective

iii. Required Experiential Elective

1. A minimum of four (4) credits from Experiential Elective courses are required for graduation. Experiential Elective courses are special elective courses that include a meaningful interaction with organizations or environments, input from the organizations or environments that affects the completion of a deliverable for the class, and an opportunity for students to formally reflect on the factors which led to the success or failure of the experiential activity. Experiential Elective courses are designated by the faculty and are identified on the schedule of classes. Students can take more than one Experiential Elective if they so choose.

iv. Elective courses:

1. Twenty-three (23) credits of elective course work (in addition to the four credits of Experiential Elective coursework) are required for graduation. Generally, four (4) credits of elective course work are completed during the spring semester of the first year, three (3) credits are completed during the summer semester between the first and second year in conjunction with an internship, and twenty (20) credits of elective coursework are completed during the second-year of MBA study.

v. Integrated Knowledge Experience Week (IKEW) Exercises

1. MBA students must satisfactorily complete the IKEW requirement of the MBA program.

vi. Academic Concentrations:

1. Choosing a concentration is not required. Students may also choose to select elective courses based on their own needs and career goals.

- b. Minimum Cumulative Grade Point Average (GPA) Requirement
 - i. MBA candidates for graduation must have a cumulative Atkinson School grade point average of 3.00 (B) or higher, comply with requirements determined by the School's faculty, and be in Good Standing within all policies of the Atkinson School and Willamette University.
- c. Maximum Credits from Pass/Fail, Pass/No-Pass, Transfer and Waived Courses
 - i. A maximum of twenty-one (21) credits from Pass/Fail and/or Pass/No-Pass course work, credit waiver or transfer credits may be applied toward the 60-credit graduation requirement. Credits may be applied from a combination of courses/credits within the limits listed below, and may not exceed a total of twenty-one (21) credits. Credits from "GSM7261G - Global Study and International Experience" are not counted toward the limits described below:
 - 1. A maximum of fifteen (15) credits may be applied from International Exchange;
 - 2. A maximum of seven (7) credits may be applied from Internship for Management I,II, & III; and a maximum of six (6) credits may be applied from Independent Study and Research coursework;
 - 3. A maximum of six (6) credits may be applied from GSM 6290 Foreign Languages; and
 - 4. A maximum of seven (7) credits may be applied from a combination of approved transfer courses and Atkinson School courses waived for credit.
- d. GSM 6000-6099 Credit Limit
 - i. A maximum of eight (8) credits of elective courses numbered GSM 6000-6099 may be applied toward the 60 credit MBA graduation requirement.
- e. Course Exception for Students Who Successfully Complete an Atkinson Fall Semester Exchange program
 - i. Atkinson students who are selected for a fall semester International Exchange program and successfully complete the requirements for full-credit from the GSM Exchange course will be waived from the second year required course "GSM 6121 Politics and Public Policy for Managers." This is a substitution waiver and does not reduce the 60 credits required for graduation.
- f. Maximum time to complete degree
 - i. The candidate must complete the MBA degree within six (6) years from date of initial enrollment in the degree program.
- g. Submit Graduation Application
 - i. Candidates for graduation must submit a graduation application at the beginning of their final semester in the MBA program.
- h. Curriculum Changes

- i. In the event the curriculum is changed or graduation requirements are otherwise altered, the rules in effect at the time of the student's entry to the program will apply unless otherwise stated.

Graduation Requirements for BA/MBA Students Entering in Fall 2022

I. BA/MBA Students Generally

- a. BA/MBA students may be concurrently enrolled in CAS and the Atkinson School during the first year of MBA study. BA/MBA students who are concurrently enrolled will typically take a minimum of four MBA courses during the fall semester of the first year of MBA study, and a minimum of four MBA courses during the spring semester of the first year of MBA study. MBA courses and credits not completed during the first-year of MBA study must be completed during the second year of MBA study.
- b. First-year BA/MBA students who need to postpone a fall semester MBA core course to complete CLA requirements, will generally postpone GSM 5104 - Managing Individuals, Teams and Organizations (3 credits) until fall semester of the second-year of MBA study.
- c. First year BA/MBA students who need to postpone a spring semester MBA course to complete CLA requirements, should postpone an elective course until the second-year of MBA study.
- d. At the end of the first year of MBA study, first year BA/MBA students who have successfully completed all College of Arts and Sciences graduation requirements (including successful completion of MBA credits required for completion of the BA degree) are awarded the Bachelor of Arts degree.
- e. During the second year of MBA study, BA/MBA students complete the second year required courses, the elective component of the MBA degree and any remaining MBA first year course requirements. BA/MBA students who have met all graduation requirements for the BA and MBA programs are awarded the MBA after the second year of MBA study.

II. BA/MBA Graduation and Program Requirements

- a. Each BA/MBA student is responsible for a thorough knowledge of graduation requirements. The Willamette MBA for Business, Government and Not-for-Profit Management will be conferred on BA/MBA students who satisfactorily complete all of the following requirements listed below within the policies and regulations of the Atkinson School.
- b. Minimum Credits Required
 - i. BA/MBA students must satisfactorily complete a minimum of complete sixty (60) credits of approved MBA course work and have no pending grades or grades of "Incomplete." The sixty (60) credits for BA/MBA students includes forty (40) credits of required courses (including credits from the required internship and experiential elective courses) and twenty (20) credits of additional elective course work.

c. Required Courses

- i. The forty (40) credits of required courses includes a combination of first- and second-year courses as listed below. Generally, required courses numbered 5000 or above will be completed in the first-year of MBA study and required courses numbered 6000 or above will be completed in the second-year of MBA study.

GSM 5103	Data Analysis, Modeling & Decision Making
GSM 5104	Managing Individuals, Teams and Organizations
GSM 5105	Accounting for Managers
GSM 5107	Marketing: Creating Satisfied Consumers
GSM 5108	PACE I: Practical Application for Careers and Enterprises
GSM 5109	PACE II: Practical Application for Careers and Enterprises
GSM 5111	Finance and Economics I
GSM 5112	Finance and Economics II
GSM 5114	Operations and Systems Management
GSM 6121	Politics & Public Policy for Managers
GSM 6123	Strategic Management
GSM 6xxx_____	Experiential Elective
GSM 7251	Internships for Management I

d. Required Experiential Elective

- i. A minimum of four (4) credits from Experiential Elective courses are required for graduation. Experiential Elective courses are special elective courses that include a meaningful interaction with organizations or environments, input from the organizations or environments that affects the completion of a deliverable for the class, and an opportunity for students to formally reflect on the factors which led to the success or failure of the experiential activity. Experiential Elective courses are designated by the faculty and are identified on the schedule of classes. Students can take more than one Experiential Elective if they so choose.

e. Required GSM 7251 Internships for Management

- i. BA/MBA students are required to complete GSM 7251 Internships for Management as shown in the table above. The internship course is generally completed during the summer between the first and second year of study.

f. Elective Courses

- i. BA/MBA students are required to complete twenty (20) credits of elective course work in addition to the required Internship (3 credits) and experiential elective (4 credits) required for graduation. Generally, four (4) credits of elective course work will be completed during spring semester of the first-year of MBA study and the remaining credits of elective course work will be completed during the second-year of MBA study.
- g. Integrated Knowledge Experience Week (IKEW) Exercises
 - i. BA/MBA students must satisfactorily complete the IKEW requirement of the MBA program.
- h. Academic Concentrations
 - i. Choosing a concentration is not required. Students may also choose to select elective courses based on their own needs and career goals.

III. Specific Requirements

- a. Minimum Cumulative Grade Point Average (GPA) Requirement
 - i. BA/MBA candidates for graduation must have a cumulative Atkinson School grade point average of 3.00 (B) or higher, comply with requirements determined by the School's faculty, and be in Good Standing within all policies of the Atkinson School and Willamette University.
- b. Maximum Credits from Pass/Fail, Pass/No-Pass, Transfer, and Waived Courses
 - ii. A maximum of twenty-one (21) credits from Pass/Fail and/or Pass/No-Pass course work, waived credits or transfer credits may be applied toward the 60-credit graduation requirement. Credits may be applied from a combination of courses/credits within the limits listed below, and may not exceed a total of twenty-one (21) credits. Credits from "GSM7261G - Global Study and International Experience" are not counted toward the limits described below.
 1. A maximum of fifteen (15) credits may be applied from International Exchange;
 2. A maximum of seven (7) credits may be applied from Internship for Management; and a maximum of six (6) credits may be applied from Independent Study and Research coursework;
 3. A maximum of six (6) credits may be applied from GSM 6290 Foreign Language; and
 4. A maximum of six (6) credits may be applied from a combination of approved transfer course work and Atkinson School courses waived for credit.
- c. GSM 6000-6099 Credit Limit
 - i. A maximum of eight (8) credits of elective courses numbered GSM 6000-6099 may be applied toward the 60 credit MBA graduation requirement. Course titles for GSM 6000-6099 vary with current topics.
- d. Course Exception for Students Who Go on Exchange for Fall Semester

- i. Atkinson students who are selected for a fall semester International Exchange program and successfully complete the full requirements for the GSM exchange course will be waived from the second-year required course "GSM 6121: Politics and Public Policy for Managers." This is a substitution waiver and does not reduce the 60 credits required for graduation.
- e. Maximum Time to Complete Degree
 - i. The candidate must complete the MBA degree within six (6) years from date of initial enrollment in the degree program.
- f. Submit Petition for Degree
 - i. Candidates for graduation must submit a "petition for degree" at the beginning of their final semester in the MBA program.
- g. Completion of all MBA and BA Graduation Requirements
 - i. BA/MBA students must meet all academic regulations and graduation requirements governing the MBA program unless specifically described in these regulations. BA/MBA degree candidates must have also completed all graduation requirements of the BA degree as stipulated by the undergraduate degree granting institution to be eligible for MBA graduation from the Atkinson School.
- h. Other Regulations
 - i. Regulations governing related CAS courses and all MBA courses shall apply unless they are inconsistent with these BA/MBA degree regulations.
- i. Curriculum Changes
 - i. In the event the curriculum is changed or graduation requirements are otherwise altered, the rules in effect at the time of the student's entry to the program will apply unless otherwise stated.

Graduation Requirements for JD/MBA Students Entering in Fall 2022

I. JD/MBA Students Generally

- a. The JD/MBA joint degree program enables students to obtain the Doctor of Jurisprudence (JD) and the MBA degree in four (4) years.
- b. Students must apply and be admitted to both the College of Law and the Atkinson Graduate School of Management and be in good academic standing in the MBA and law programs to be considered joint degree candidates.
- c. Students may begin the program at either the Atkinson School or the College of Law. During the first two years of the program, students complete the required first-year curriculum of each school (one academic year is spent at each school). During years three and four, students fulfill additional required and elective courses in both the College of Law and the Atkinson School.

- d. MBA students may apply for admission to the Joint Degree Program by applying to the College of Law during the first year at the Atkinson School. If accepted by the College of Law, the student should advise the Office of Admission of the Atkinson School.

II. JD/MBA Graduation and Program Requirements

- a. Each JD/MBA student is responsible for a thorough knowledge of graduation requirements. The Willamette MBA for Business, Government and Not-for-Profit Management will be conferred on JD/MBA students who satisfactorily complete all of the following requirements as listed below within the policies and regulations of the College of Law and Atkinson School.
- b. Minimum Total Credits Required for Joint Degree
 - i. JD/MBA joint degree candidates must complete a total of 120 semester credits of coursework. These 120 semester credits include 72 semester hours of coursework in the College of Law and 48 semester credits of Atkinson School course work.
- c. Minimum Law Credits Required by the College of Law
 - i. As per College of Law regulations, all Joint Degree students must complete at least 72 semester hours of course work at WUCL. Students should check College of Law requirements pertaining to the number of Law credits that must be completed with a letter grade.
- d. Minimum MBA Credits Required by the Atkinson School
 - i. JD/MBA students must satisfactorily complete a minimum of 48 approved credits of MBA course work and have no pending grades or grades of "Incomplete." The 48 credits of MBA course work, must include thirty-seven (37) credits of required courses (including 4 credits of Experiential Elective course work) and eleven (11) additional credits of elective course work.
- e. Required MBA courses
 - i. The thirty-six (37) credits of required courses includes a combination of first- and second-year courses as listed below. Generally, required courses numbered 5000 or above will be completed in the first-year of MBA study and required courses numbered 6000 or above will be completed during years of concurrent enrollment in the MBA and Law programs.

GSM 5103	Data Analysis, Modeling & Decision Making
GSM 5104	Managing Individuals, Teams and Organizations
GSM 5105	Accounting for Managers
GSM 5107	Marketing: Creating Satisfied Consumers
GSM 5108	PACE I: Practical Application for Careers and Enterprises
GSM 5109	PACE II: Practical Application for Careers and Enterprises

GSM 5111	Finance and Economics I
GSM 5112	Finance and Economics II
GSM 5114	Operations and Systems Management
GSM 6121	Politics & Public Policy for Managers
GSM 6123	Strategic Management
GSM 6xxx	Experiential Elective

f. Required Experiential Elective

- i. A minimum of four (4) credits from Experiential Elective courses are required for graduation. Experiential Elective courses are special elective courses that include a meaningful interaction with organizations or environments, input from the organizations or environments that affects the completion of a deliverable for the class, and an opportunity for students to formally reflect on the factors which led to the success or failure of the experiential activity. Experiential Elective courses are designated by the faculty and are identified on the schedule of classes. Students can take more than one Experiential Elective if they choose.

g. Elective Courses

- i. JD/MBA students are required to complete twelve (11) credits of elective course work (in addition to the four-credit Experiential Elective requirement) for graduation. Generally, four (4) credits of elective course work will be completed during spring semester of the first-year of MBA study and the remaining credits of elective course work will be completed during the years of concurrent enrollment at Atkinson and the College of Law.

h. Integrated Knowledge Experience Week (IKEW) Exercises

- i. JD/MBA students must satisfactorily complete the IKEW requirement of the MBA program.

i. Academic Concentrations

- i. Choosing a concentration is not required. Students may also choose to select elective courses based on their own needs and career goals.

III. Specific Requirements

a. Minimum Cumulative Grade Point Average (GPA) Requirement

- i. JD/MBA candidates for graduation must have a cumulative Atkinson School grade point average of 3.00 (B) or higher, comply with requirements determined by the School's faculty, and be in Good Standing within all policies of the Atkinson School and Willamette University.

b. GSM 6000 - 6099 Credit Limit

- i. A maximum of eight (8) credits of elective courses numbered GSM 6000-6099 may be applied toward the 48 credit MBA graduation requirement.

- c. Minimum and Maximum Time for Degree
 - i. The JD/MBA joint degree program must be taken over no less than four academic years. An academic year consists of a fall semester and a spring semester. In addition, the candidate must complete the MBA degree within six (6) years from date of initial enrollment in the degree program.
- d. Minimum Semester and Course Load Residency Requirement
 - i. As a condition of graduation, the College of Law requires joint degree students to be enrolled for six (6) semesters of course work totaling ten (10) credit hours for each of those semesters. After year two of the program, Joint Degree students may combine Atkinson School and Law credit hours in the same semester to fulfill the residency requirement of ten (10) credit hours per semester.
- e. MBA Independent Study and Internship for JD/MBA Students
 - i. maximum of six (6) credits from a combination of GSM Internship for Management, Independent Study and Research courses may apply toward MBA graduation requirements. Credits from "GSM7261G - Global Study and International Experience" are not counted toward this limit.
- f. Submit Petition for MBA Degree
 - i. Candidates for graduation must submit a "petition for degree" at the beginning of their final semester in the JD/MBA program.
- g. Completion of all MBA and Law graduation requirements
 - i. JD/MBA students must meet all academic regulations and graduation requirements governing the MBA program unless specifically described in these regulations. JD/MBA degree candidates must have also completed all graduation requirements of the JD degree as stipulated by the College of Law to be eligible for MBA graduation from the Atkinson School.
- h. Other Regulations
 - i. Regulations governing the courses for the degree program at either school (Law and Atkinson) shall apply unless they are inconsistent with these JD/MBA joint degree regulations.
- i. Curriculum Changes
 - i. In the event the curriculum is changed or graduation requirements are otherwise altered, the rules in effect at the time of the student's entry to the program will apply unless otherwise stated.

Graduation Requirements for MBA/MSDS Students

I. MBA/MSDS Students Generally

- a. The MSDS joint degree program enables students to obtain a Masters of Data Science and a Masters of Business Administration degree in two years (6 semesters).
- b. Students must apply and be admitted to both Data Science and the Atkinson Graduate School of Management and be in good academic standing in the MBA and Data Science programs to be considered a joint degree candidate.
- c. Students may begin the program with either the Atkinson School or with Data Science.

II. MBA/MSDS Graduation and Program Requirements

- a. Each MBA/MSDS student is responsible for a thorough knowledge of graduation requirements. The Willamette MBA for Business, Government and Not-for-Profit Management will be conferred on MBA/MSDS students who satisfactorily complete all of the following requirements as listed below within the policies and regulations of Data Science and the Atkinson School.
- b. Minimum Total Credits Required for Joint Degree
 - i. MBA/MSDS joint degree candidates must complete a total of 80 semester credits of coursework. These 80 semester credits include 28 semester hours of coursework in Data Science and 52 semester credits of Atkinson School course work.
- c. Minimum MBA Credits Required by the Atkinson School
 - ii. MBA/MSDS students must satisfactorily complete a minimum of 52 approved credits of MBA course work and have no pending grades or grades of "Incomplete." The 52 credits of MBA course work, must include thirty-seven (37) credits of required courses (including 4 credits of Experiential Elective course work); eight (8) additional credits of MBA elective course work; three (3) credits from an MBA Internship.
- d. Required MBA courses
 - iii. The thirty-six (37) credits of required courses includes a combination of first- and second-year courses as listed below. Generally, required courses numbered 5000 or above will be completed in the first-year of MBA study and required courses numbered 6000 or above will be completed during years of concurrent enrollment in the MBA and Data Science programs.

GSM 5103	Data Analysis, Modeling & Decision Making
GSM 5104	Managing Individuals, Teams and Organizations
GSM 5105	Accounting for Managers
GSM 5107	Marketing: Creating Satisfied Consumers
GSM 5108	PACE I: Practical Application for Careers and Enterprises
GSM 5109	PACE II: Practical Application for Careers and Enterprises
GSM 5111	Finance and Economics I
GSM 5112	Finance and Economics II
GSM 5114	Operations and Systems Management
GSM 6121	Politics & Public Policy for Managers
GSM 6123	Strategic Management
GSM 6xxx	Experiential Elective

e. Required Experiential Elective

- i. A minimum of four (4) credits from Experiential Elective courses are required for graduation. Experiential Elective courses are special elective courses that include a meaningful interaction with organizations or environments, input from the organizations or environments that affects the completion of a deliverable for the class, and an opportunity for students to formally reflect on the factors which led to the success or failure of the experiential activity. Experiential Elective courses are designated by the faculty and are identified on the schedule of classes. Students can take more than one Experiential Elective if they so choose.

f. Elective Courses

- i. MBA/MSDS students are required to complete eight (8) credits of elective course work (in addition to the four-credit Experiential Elective requirement) for graduation. Generally, four (4) credits of elective course work will be completed during a student's final summer semester while the student completes their capstone in Data Science.

g. Integrated Knowledge Experience Week (IKEW) Exercises

- i. MBA/MSDS students must satisfactorily complete the IKEW requirement of the MBA program.

h. GSM 7251 Internship for Management

- i. MBA/MSDS students are required to complete a GSM 7251 Internship for Management for three (3) elective credits. The internship course is

generally completed during the summer between the first and second year of study.

- i. Academic Concentrations
 - i. Choosing a concentration is not required. Students may also choose to select elective courses based on their own needs and career goals.

III. Specific Requirements

- a. Minimum Cumulative Grade Point Average (GPA) Requirement
 - i. MBA/MSDS candidates for graduation must have a cumulative Atkinson School grade point average of 3.00 (B) or higher, comply with requirements determined by the School's faculty, and be in Good Standing within all policies of the Atkinson School and Willamette University.
- b. GSM 6000 - 6099 Credit Limit
 - i. A maximum of eight (8) credits of elective courses numbered GSM 6000-6099 may be applied toward the 48 credit MBA graduation requirement.
- c. Minimum and Maximum Time for Degree
 - i. The MBA/MSDS joint degree program must be taken over no less than two academic years. An academic year consists of a fall semester, spring, and summer semester. In addition, the candidate must complete the MBA degree within six (6) years from date of initial enrollment in the degree program.
- d. MBA Independent Study and Internship for MBA/MSDS Students
 - i. A maximum of six (6) credits from a combination of GSM Internship for Management, Independent Study and Research courses may apply toward MBA graduation requirements. Credits from "GSM7261G - Global Study and International Experience" are not counted toward this limit.
- e. Submit Petition for MBA Degree
 - i. Candidates for graduation must submit a "petition for degree" at the beginning of their final semester in the MBA/MSDS program.
- f. Completion of all MBA and MSDS graduation requirements
 - i. MBA/MSDS students must meet all academic regulations and graduation requirements governing the MBA program unless specifically described in these regulations. MBA/MSDS degree candidates must have also completed all graduation requirements of the MSDS degree as stipulated by Data Science to be eligible for MBA graduation from the Atkinson School.
- g. Other Regulations
 - i. Regulations governing the courses for the degree program at either school (Data Science and Atkinson) shall apply unless they are inconsistent with these MBA/MSDS joint degree regulations.
- h. Curriculum Changes

- i. In the event the curriculum is changed or graduation requirements are otherwise altered, the rules in effect at the time of the student's entry to the program will apply unless otherwise stated.

Academic Regulations for EC/CC, JD/MBA, MBA/MSDS and BA/MBA Students

I. Grades

- a. Good standing
 - i. All students must maintain 'Good Standing' for continued enrollment and graduation. "Good Standing" is defined as adhering to the academic policies, standards of conduct and financial policies of the Atkinson School and Willamette University.
- b. Good Academic Standing
 - i. All students must maintain a cumulative Atkinson School grade point average of 3.00 (B) or better and make satisfactory progress toward degree completion to be in "Good Academic Standing."
- c. Full-time and Part-time Enrollment Status
 - i. MBA students who are enrolled in nine or more credits of graduate level course work in a given semester are considered full-time students. MBA students enrolled in one to eight credits of graduate level course work in any semester are considered part-time students. All academic and conduct regulations of Willamette University and the Atkinson School govern full-time and part-time students.
- d. Letter Grades
 - i. It is the responsibility of the instructor to assign grades. The Atkinson School uses a letter grade system consisting of seven regular grades. Their grade point values are:

A = 4.00

A- = 3.70

B+ = 3.30

B = 3.00

B- = 2.70

C = 2.00

F = 0.00

- ii. Other grades in the Atkinson School MBA grading system are listed below. Each grade shown below has specific requirements and implications.

I = Incomplete

P = Pass for a Pass/Fail or Pass/No-Pass course

N = No Pass for a Pass/No-Pass course

T = Grade pending continuation of a full-year course

CR = Credit

W = Withdrawal from course

e. Regulations Regarding "I" Grades

- i. A grade of Incomplete (I) may be assigned at the discretion of the course instructor when an unexpected emergency, event, or situation precludes a student from completing the course as planned. To receive an incomplete grade, all coursework must be complete except for a final assignment or exam. If more than a final assignment or exam is required to complete the course, it is necessary to withdraw from the course.
- ii. A student requesting a grade of "Incomplete" must enter into an agreement with the faculty member to document remaining requirements and establish the timeline for completion. A copy of the agreement signed by the student and the faculty member is provided to the Atkinson School Recorder, Karen Arthur, at the time the "Incomplete" grade for said student is submitted by the faculty member.
- iii. "I" grades must be cleared from the transcript by completing the required coursework within the timeline contained in the agreement — which shall be no later than the end of the next regular academic semester. (*Fall or spring semester.*) Failure to clear an "I" by the mutually agreed-upon date contained in the agreement will result in the "I" becoming a grade of "F."
- iv. It is the student's responsibility to complete the requirements stipulated in the agreement and take the initiative to stay in contact with the faculty member of the course for which the "I" grade was received.
- v. If a student formally withdraws from school before the end of the next regular academic semester, the "I" grade will not be converted to an "F," however, the student must complete the course by the end of the first semester in which they return to the Atkinson School.

f. Regulations Regarding "F" Grades

- i. "F" grades are calculated in the grade point average and result in zero credits earned toward graduation.
- ii. A student who receives an "F" in a required course must repeat the course and earn a grade of "C" or higher in the repeated course. A student who receives an "F" grade in an elective course may repeat the course.

- iii. When a course is repeated, both the "F" grade and the grade received in the repeated course appear on the transcript, and both grades are calculated in the grade point average.

g. Grade Changes

- i. Changes in grades already recorded on a transcript are determined by the faculty member and permitted only under the following conditions:
 - 1. Error by the instructor in computing or reporting a grade;
 - 2. Completion of work in a course for which the grade of "I" has been recorded; or
 - 3. Administrative error in the reporting or recording of a grade.

h. Grade Appeal

- i. The Atkinson School recognizes two different situations which can initiate a grade appeal, and prescribes a different process for each.
- ii. If a student believes a grade was issued in violation of the University's Discriminatory Misconduct Policy (http://willamette.edu/offices/hr/policies/policy_harassment/index.html), the student should immediately notify the Dean or Human Resources and the appropriate procedures will be followed.
- iii. If a student does not believe a grade was issued in violation of the University's Discriminatory Misconduct Policy, but feels the grade represents a prejudiced, arbitrary, or capricious academic evaluation, the Atkinson School has a four-stage grade appeal process. The stages must be completed in order:
 - 1. The student communicates directly with the professor. Most grade issues can be quickly resolved by respectful discussion at this level. If the issue is not resolved between the student and professor, the next step for the student is to begin the written grade appeal process.
 - 2. The student prepares a written appeal. The appeal must provide clear documentation showing the grade represents a prejudiced, arbitrary, or capricious academic evaluation. A prejudiced, arbitrary, or capricious academic evaluation means the assignment of a grade on some basis other than a student's performance in the course. No other criteria for grade appeal will be considered. The student must submit two (2) copies of their appeal in writing to an Associate Dean/Director of Admission (the arbitrator). The arbitrator shall then decide whether the written appeal meets the standard of "a prejudiced, arbitrary or capricious academic evaluation." If the arbitrator believes that it does not meet this standard the student may appeal the decision to the Dean of the Atkinson school. The Dean's decision at this stage will be final and binding.
 - a. Written grade appeals must reach the arbitrator within forty-five (45) days of the posting of grades by the registrar,

otherwise the grade will stand as posted and no further appeal will be available.

3. Once the appeal has been approved by the arbitrator or the Dean, the written appeal will then be distributed as follows: one (1) copy to the Student Affairs Committee (SAC) Chair and one (1) copy to the instructor involved. If the faculty member involved with the grade appeal is the chairperson of the SAC, the arbitrator shall distribute the appeal to the previous chairperson. It is the arbitrator's responsibility to notify both the SAC Chairperson and the instructor in question about the appeal.
4. Upon receipt of the written appeal, the SAC Chairperson will make a written request for the involved instructor's position, also to be submitted in writing. The SAC Executive Committee will then meet to review and discuss the appeal including but not limited to interviewing the parties involved in the appeal. If a conflict of interest arises within the SAC Executive Committee, the SAC Chairperson will replace the said compromised individual with an ad-hoc member of similar standing.
 - a. The process of appeal will occur during the regular academic semester (fall or spring) following the initial filing of the appeal. The decision of the SAC shall be rendered in writing and distributed to the student and to the instructor in question.
5. If either party is dissatisfied with the Committee's decision, they may make a written appeal to the Dean, whose decision is final and binding.

II. Core Course Waivers

i. Credit Waiver vs Substitute Waiver

1. There are two types of core course waivers - the "Credit Waiver" and the "Substitution Waiver." Both waiver options are designed to help students work at advanced levels of study and get the most from their Willamette MBA education.
2. A "Credit Waiver" automatically applies credits from a waived core course toward graduation requirements and does not require a substitute course. A "Substitution Waiver" requires a specific elective course to replace the waived core course, and credits from the waived core course do not apply toward graduation.

ii. Maximum of 6 credits from a combination of waived and transferred courses

1. Eligible MBA students are limited to a maximum of six (6) credits from a combination of approved Credit Waivers or transferred course work. There is no limit to the number of core courses which can be waived via a Substitution Waiver. Students on academic probation are not eligible for course waivers.

iii. Waiver criteria

2. The criteria for granting a waiver for a core course are determined by the faculty member responsible for the course, and based on an assessment of whether the student meets the academic requirements for waiving the course. Students who waive a core course are responsible for the content of the waived course as it is applied in other MBA core and elective courses.
 - a. GSM 5103 - Data Analysis, Modeling and Decision Making
 - i. Cannot be waived
 - b. GSM 5104 - Managing Individuals, Teams and Organizations
 - i. Students who have completed ALL of the following may be eligible for a Credit Waiver for GSM 5104: a bachelor degree in business from an AACSB accredited program within five years of entry to the Atkinson School with a major in Organizational Behavior, Organization Theory or Human Resources; six or more undergraduate courses in HRM/Personnel (including course work in ethics) and earned a minimum grade of 3.0 (B) in each course; four or more junior/senior level courses in Organizational Behavior, Organization Theory, Leadership or Decision Making with a minimum grade of 3.0 (B) in each course; and have a cumulative undergraduate GPA of 3.0 or better. Qualified students must contact Alex Subert, Sr. Associate Dean, before the first week of fall semester.
 - c. GSM 5105 - Accounting for Managers
 - i. Students who have completed a course in *Financial Accounting* with a minimum grade of 3.0 (B), a course in *Cost or Management Accounting* with a minimum grade of 3.0 (B), and have a cumulative undergraduate GPA of 3.0 or better may be eligible to substitute an approved upper division accounting course for the core course Accounting for Managers. Qualified students must contact the professor during Compass Week to review their waiver options.
 - d. GSM 5107 - Marketing - Creating Satisfied Consumers
 - i. Students who have completed six credits or more of undergraduate course work in marketing with a minimum grade of B (3.0) in each of the marketing courses, have a cumulative GPA of B+ (3.3) or better in all marketing course work, and a cumulative undergraduate GPA of 3.0 (B) or higher may be eligible for a Substitution Waiver. Students granted a substitution waiver for GSM 5107 are required to complete either "GSM 6260 - Research for

Marketing Decisions" or "GSM 6261 Marketing Strategy" in place of GSM 5107. Qualified students must contact Alex Subert, Sr. Associate Dean, before the first week of fall semester.

- e. GSM 5108 - PACE I
 - i. Cannot be waived
- f. GSM 5109 - PACE II
 - i. Cannot be waived
- g. GSM 5111- Finance and Economics I
 - i. Students seeking a waiver for GSM 5111 must contact the professor of the course during Compass Week to review their waiver options.
- h. GSM 5112 - Finance and Economics II
 - i. Students seeking a waiver for GSM 5112 must contact the professor of the course prior to the start of the spring semester to review their waiver options.
- i. GSM 5114 - Operations and Systems Management
 - Operations and Systems Management
 - i. Cannot be waived

III. Transfer Credits

a. In general

- i. MBA students may be eligible to apply a maximum of six (6) semester credits of graduate course work earned from another university or college toward the MBA degree. The six-semester credit maximum includes any credits transferred at the time of entry to the program and any credits received (College of Law or other) while enrolled in the Atkinson School.
- ii. Grades earned in courses transferred to the MBA program are not used in calculating the student's grade point average. Students should also be aware that quarter credits and semester credits are not equal; six semester credits are equal to nine quarter credits.
- iii. Students are limited to a maximum of six (6) semester credits from a combination of approved transfer courses and courses waived for credit.
- iv. Students on academic probation (with a cumulative GPA less than 3.00) are not eligible for transfer credits.

b. Graduate School Credits Earned Prior To Enrolling in the Atkinson School

- i. Students may be eligible to transfer MBA graduate credits earned prior to enrollment at the Atkinson School, as part of the maximum allowable six credits of transfer or waived credits. Transfer credits earned prior to enrollment are evaluated on a case by case basis and require the approval of the Dean. To be eligible for transfer consideration courses must meet all of the following requirements:

1. Credits earned could not have been used to complete a previous degree
 2. Must have been completed within three (3) years of entry to the Atkinson School
 3. Must be graded at a level of B or better
 4. Must have been earned at an AACSB accredited MBA program or an NASPAA accredited MPA program
 5. Must meet criteria set by the faculty member of the selected course.
- ii. Students requesting evaluation of transfer credits earned prior to enrollment at the Atkinson School must submit a written request to the Associate Dean/Director of Admission. The written request must include a copy of the course syllabus. If approved, credits may be applied toward elective credits or toward completion of selected core courses.
- c. Graduate Course Work Completed at Willamette University College of Law during Enrollment at the Atkinson School
- i. MBA candidates who are not candidates for the MBA/JD joint degree may be eligible to receive elective credits for courses completed at the Willamette University College of Law as part of the maximum six (6) semester credits eligible for transfer. MBA students who take courses at the College of Law will be graded on an Honors/Credit/No Credit basis and not within typical curve of the JD program. If you have questions about the grading policy, please contact the Law School's Office of Student Affairs.
 - ii. Transfer of credits from the W.U. College of Law to the MBA program is governed by all of the following regulations:
 1. Up to six (6) semester credits of elective course work required for the MBA degree may be transferred from the Willamette University College of Law for College of Law course work completed with a grade of "Honors," "C", "Credit," or better.
 2. Willamette College of Law courses completed with grades below "C" or grades of "No Credit" are not eligible for transfer to the MBA program.
 3. Grades earned in law courses will not be used in calculating the MBA grade point average.
 4. Courses in the College of Law may not be taken by Atkinson students prior to the semester in which the student will have completed at least 24 hours of first year courses. If during that semester any MBA course is dropped, the law course must also be dropped at that time.
 5. MBA students who have waived six credits of core course work are eligible to transfer credits from the College of Law.
 6. Students on academic probation (with a cumulative GPA less than 3.00) are not eligible for transfer credits from the College of Law.
 - iii. MBA students registering for a law course must register at the College of Law. College of Law students are given priority for enrollment in Law

courses. College of Law credits will be recorded on the Atkinson School transcript. Students should inform Atkinson Recorder of their enrollment in a law course.

- iv. Students enrolling in elective course work at the College of Law should be aware of the attendance policy governing all College of Law courses that requires minimum attendance at 75% of regularly scheduled class hours. A student who does not satisfy this minimum, regardless of reason, at any point during the semester, will be dismissed from the College of Law course. Dismissal will be noted on the student's College of Law transcript. College of Law instructors may also impose a stricter attendance policy and additional sanctions for non-attendance, if students are informed at the start of the course of the instructor's attendance rules.
- i. Graduate Course Work Completed at Other Colleges or Universities during Enrollment in the Atkinson School
 - i. MBA students may be eligible to transfer pre-approved elective credits earned from another university as part of the maximum allowable six semester credits eligible for transfer.
 - ii. Students on academic probation (with a cumulative GPA less than 3.00) are not eligible for transfer credits.
 - iii. Credit for approved transfer course work will be entered on the transcript as credit toward graduation but will not be calculated into the GPA. Only credits completed with a grade of "B" or higher will apply toward the MBA degree. The combination of transferred credits from other universities and waived credits cannot exceed six (6) semester credits.
 - iv. A student desiring to take graduate course work at a college or university other than Willamette University must submit a written request for transfer credits to the Associate Dean/Director of Admission at least six (6) weeks prior to beginning the outside course (s). The written request must include a copy of the course syllabus and will be reviewed for transfer by the Associate Dean/Director of Admission. Guidelines for evaluating requests for transfer are:
 1. The student must provide evidence that the course is not available through the Atkinson School curriculum, including independent study.
 2. The student must provide evidence the requested course enhances his or her educational program and career plans.
 3. The course must be a graduate level elective course.
 4. The quality of the offering institution, program, and instruction is to be considered as well as the course content and level.
 - v. Upon completion of approved transfer credits, the student must provide the Atkinson School recorder an official transcript from the transfer institution. The Recorder will evaluate and convert the credits to Atkinson School semester credits. (Note: quarter credits and semester credits are not equal: 3 quarter credits equal 2 semester credits; 6 quarter credits equal 4 semester credits; 9 quarter credits equal 6 semester credits.)

- j. Transfer Credits from the Atkinson School Certificate in Public Management
 - i. Twelve credits earned through the CPM (Certificate in Public Management) prior to fall semester 2013 may be transferred towards credit for the MBA program. The Dean, in consultation with the Associate Dean/Director of Admissions, will determine the specific courses for which the CPM credits will be applied.

Registration Policies and Procedures for EC/CC, JD/MBA, MBA/MSDS, and BA/MBA Students

I. Registration Generally

- a. First-year Early Career/Career Change, MBA/JD, BA/MBA, MBA/MSDS, exchange and non-degree students will be registered by the Atkinson School Recorder for their first semester courses.
- b. Registration for currently enrolled students for spring semester occurs during November. Registration for returning students for fall semester occurs in April. Registration for a course reserves a place in the class and helps the Atkinson School order an adequate supply of textbooks. All students will register online via [SAGE](#).
- c. Waitlists are established when a course has reached its enrollment capacity. Students on the waitlist will be moved from the waitlist to enrollment in the course based on the date and time at which the student was added to the waitlist.
- d. First-year students are automatically registered for 15 credits for fall semester of their first year of study. First-year students may pre-register for a maximum of 19 credits via the online registration system for spring semester of the first year.
- e. Second-year students may pre-register for a maximum of 19 credits via the online registration system for fall semester of the second year of study and may pre-register for a maximum of 19 credits via the online registration system for spring semester of the second year of study.
- f. EC/CC, MBA/JD, BA/MBA, MBA/MSDS, exchange and non-degree students may not register for certain GSMPR courses in the MBA for Professionals program without prior approval.
- g. Although changes in registration may be made during the first week of a semester, students are encouraged to carefully consider their pre-registration choices.
- h. A student is considered officially registered only after fees have been paid or arrangements have been made with the Business Office.

II. Course Waitlist Procedures

- a. Waitlists are established when a course has reached its enrollment capacity. Prior to the beginning of classes, students on the waitlist will be moved from the waitlist to enrollment in the course based on the date and time at which the student was added to the waitlist.
- b. Once the semester begins, students who are on a waitlist for a course are expected to attend the first session of the course to receive waitlist priority for enrollment if space becomes available.
 - i. If space becomes available in the course during the first week of class, students will be moved from the waitlist to enrollment in the course based on their position on the waitlist of those students who attended the first class session of the waitlisted course. Waitlisted students who do not attend the first session of the course, may not be eligible to enroll in the course if a space becomes available.

III. Adding a Course During the First Week of the Semester

- a. Students who are considering adding a course during the first week of the semester, must attend the class during the first week to be eligible to register for the course. If you are considering two courses that meet at the same time, talk to the professor of each course for advice and instruction.
- b. Students may add a course during the first week of the via [SAGE](#). Students are responsible for initiating and completing the add process in a timely manner. Students on the waitlist receive priority for registration in the waitlisted course.

IV. Adding a Course After the First Week of the Semester

- a. MBA courses may not be added after the end of the first week of the semester, unless approved by instructor of the course. To add a course after the end of the first week of instruction, contact Karen Arthur, Recorder/Records Analyst at karthur@willamette.edu. Students are responsible for initiating and completing the add process in a timely manner.

V. Auditing Courses is Not Allowed

- b. Only students who are officially registered for a course may attend a course. Auditing a course (sitting in on a class without full participation, grades, and/or registration) is not an available option.

VI. Dropping a Course

- a. Students considering dropping a course are encouraged to talk to the professor, faculty advisor or the Assistant or Sr. Associate Dean prior to the decision. Students are responsible for initiating and completing the course withdrawal process in a timely manner.
- b. To drop a course, email the Atkinson School Recorder, Karen Arthur, at [<karthur@willamette.edu>](mailto:karthur@willamette.edu) and request to drop from the course. The email must be received by the Recorder before the deadline for dropping a course. Deadlines for dropping an MBA course are listed in the academic calendar.

VII. Withdrawing from a Course

- a. Students considering withdrawing from a course are encouraged to talk to the professor, faculty advisor or the Associate Dean/Director of Admission prior to the decision. Students are responsible for initiating and completing the course withdrawal process in a timely manner. For a complete list of add/drop dates by semester, see the [Academic Calendar](#).
- b. The deadline to withdraw from an AGSM course is prior to the last scheduled class session of the course. Withdrawal from a course is shown on the permanent transcript as a "W." A grade of "W" does not affect the grade point average, and no credit is granted
- c. To withdraw from a course, email Atkinson School Recorder, Karen Arthur, at karthur@willamette.edu and ask to withdraw from the course. The email must be received by Karen Arthur before the deadline for withdrawing from the course. The deadline to withdraw from a course is prior to the last scheduled class session of the course.

VIII. Full-Time and Part-Time Course Loads

- a. All Early Career/Career Change, BA/MBA, Accelerated, Exchange, JD/MBA (who are in their year of full-time enrollment in the MBA program) and non-degree students who are enrolled for at least nine (9) credits per semester are classified as full-time MBA students. The nine-credit minimum applies to any semester of enrollment, whether it be fall semester, spring semester or the optional summer semester.
- b. Although nine credits is the minimum requirement for full-time status in any given semester of the 60 credit MBA program, students generally complete 15 credits per semester (fall semester of the first year, spring semester of the first year, fall semester of the second year and spring semester of the second year) to complete the program in 21 months.
- c. Full-time students enrolling for more than 19 credits will be charged additional tuition beyond the flat rate charge for 9 to 19 credits.
- d. MBA students who are enrolled for less than nine (9) credits per semester are enrolled part-time. MBA students who are enrolled for 4.5 to 8 credits per semester meet the half-time enrollment requirement for federal loans.

IX. Course Prerequisites

- a. Students are required to meet the stated prerequisite for an Atkinson course prior to enrollment in the course.
- b. Students who have successfully completed or waived the course(s) listed as a prerequisite are considered to have met the prerequisite.
- c. Students who have not completed the stated prerequisite may request permission from the faculty member to enroll in the course. The student should discuss their qualifications for taking the course and present evidence as requested by the faculty member. If the faculty member approves the student's enrollment in the course, the faculty member will email Karen Arthur, Recorder and Records Analyst, who will register the student for the course.

- d. Approval to take a course without the required prerequisite does not constitute the waiver of any course or curricular requirement of the Atkinson School.

X. Class Attendance

- a. Active class participation and in-class discussions enhance the learning environment for all students. As such, students are expected to attend all classes and participate in all learning activities.
- b. The professor of the course sets the attendance policy for the course and students are expected to adhere to the attendance policy. Attendance, preparation and participation in classroom discussions may be used by faculty in determining course grades.
- c. Students who are aware of the need to miss an upcoming class should discuss their upcoming absence with the professor in advance of the absence and make alternative arrangements for completing any related class requirements.
- d. When a student is unable to attend class due to an unpredictable illness or an immediate personal/professional commitment, they should email or telephone the professor in advance.
- e. Whenever a student misses a class, the student is responsible for all material covered in the missed class and may be asked by the professor to complete additional work to make up for the missed class session. It is the student's responsibility to initiate, follow through, and complete all material and assignments related to a missed class.
- f. Students who must miss more classes than the professor has outlined as acceptable to meet the requirements of the course, should withdraw from the course for the given semester and re-enroll in the course at a later date.

XI. Discontinuing a Course

- a. The University reserves the right to discontinue any course for which the enrollment is insufficient.

XII. Accommodations for Students with Disabilities

- a. Willamette University is committed to the full access and inclusion of all qualified students in its programs. The Willamette University Accessible Education Services office facilitates reasonable accommodations for students with a qualifying disability or temporary medical condition while maintaining institutional standards. Students with a disability should contact the [Willamette University Accessible Education Services Office](#).

XIII. Immunizations Required to Attend Class

- a. Willamette University Immunization Policy requires every entering student enrolled at least half time (4.5 credits) who was born on or after January 1, 1957, must provide the university with evidence of having received two doses of measles vaccine on or after the first birthday with a minimum of 30 days between doses. Graduate students must be in compliance prior to the first day of classes, and will not be able to attend classes until the requirement is met. For more information

call the Bishop Health Center at 503-370-6062 or visit <http://www.willamette.edu/dept/health/>

- b. Beginning with the Fall '21 semester, all Willamette students are required to provide proof of vaccination for COVID-19 or receive an exemption from this policy. Students in violation of this policy are subject to Willamette's Student Code of Conduct and may face disciplinary action, up to and including termination of their enrollment. For more information see <https://willamette.edu/offices/wellness/coronavirus/index.html>.

XIV. Repeating a Course

- a. Students may not repeat a course previously completed unless the grade earned in that course was an "F." In the case of a core or required course, a course completed with a grade of "F" must be repeated. When a course is repeated, both the "F" grade and the grade received in the repeated course appear on the transcript, and both grades are calculated in the grade point average.

XV. Complete Withdrawal from All Courses During a Semester

- a. MBA students choosing to withdraw from all courses during a semester must complete and submit the Willamette University "[Complete Withdrawal Form](#)."
- b. Students are responsible for initiating and completing the withdrawal process in a timely manner. Submission of the online form will automatically email University administrators who need to know the information.
- c. The student's official withdrawal date is the date the online form is submitted, the date the student began the institution's withdrawal process and officially notified the institution of intent to withdraw, or the midpoint of the period for a student who leaves without notifying the institution. The official date of withdrawal is the date used for any tuition adjustments. Information about university tuition refund policies is available in the financial policy section of the handbook.

XVI. Medical Withdrawal or Medical Incomplete

- a. A medical withdrawal may be requested when a student has a documented medical or psychological condition preventing completion of the semester, or requiring a reduced course load. If approved, the student's transcript will reflect grades of "W" in all courses, and a comment of "Medical Withdrawal."
- b. Normally, a student withdrawing from all courses under this situation will receive a tuition refund according to the University's published refund schedule, or a student may request a tuition credit in lieu of a refund by contacting the Controller in the University Business Office. Contact the Business Office for a copy "Policy and Procedure for Requesting a Tuition Credit Following Approval of a Medical Withdrawal."
- c. If a student wants to complete his/her courses, but for documented medical or psychological reasons will need more time to complete one or more courses, a temporary grade of "Medical Incomplete" may be requested.
- d. AGSM students requesting a medical withdrawal or medical incomplete are encouraged to contact [Alex Subert](#), Sr. Associate Dean, or [Karen Arthur](#),

Recorder/Records Analyst, to discuss options. The Willamette University form for Medical Withdrawal is available at the University Registrar's Office.

XVII. Leave of Absence

- a. Officially admitted students who have completed at least one semester of course work at the Atkinson School, and intend to enroll in less than one (1) Atkinson course for two (2) or more consecutive semesters should apply for a Leave of Absence. Students applying for a Leave of Absence must complete the following procedure prior to the end of the semester preceding the leave or within two weeks of the beginning of the semester on leave:
 - i. Complete an exit interview with the Senior Associate Dean.

XVIII. Readmission Process for Students Who Leave the Program

- a. Officially admitted students who enroll for less than one (1) Atkinson School course (three credits) for two (2) consecutive semesters must apply for readmission to the MBA program through the Sr. Associate Alex Subert.
- b. Students who apply for readmission to the MBA program will be automatically readmitted by the Sr. Associate Dean if they meet the following six (6) criteria:
 - i. The student applied for and received a Leave of Absence; and
 - ii. The student has submitted a letter to the Associate Dean/Director of Admission requesting readmission to the program; and
 - iii. The student has a cumulative GPA of 3.00 or higher; and
 - iv. The six (6) year completion date for the degree is feasible at the time of readmission; and
 - v. There were no pending disputes, disciplinary actions, or appeals at the time of withdrawal; and
 - vi. The student has not previously applied for readmission.
- c. Readmission status of students who do not qualify for automatic readmission will be determined by the Dean, who will consider the standards listed below in the evaluation of whether to grant the readmission request.
 - i. The six (6) criteria listed for automatic readmission; and
 - ii. Quality of student's experience while absent from the program; and
 - iii. Performance in alternate classes attended while absent from the program; and
 - iv. Evidence of professional growth; and
 - v. Assessment of ability to successfully complete the program; and
 - vi. Evidence of commitment to complete the program within the six (6) year completion requirement period.
- d. Readmission requests involving an actual or predicted program completion date beyond the six (6) year completion period must include an appeal to the Dean for reinstatement of all course credit hours.

XIX. Final Exam Policy for First-Year Core Courses

- a. Final exams for first-year core courses are scheduled by the Atkinson School Recorder and will occur during Core Finals Week. No more than one core course exam will be scheduled each day. Final exam dates for first-year core courses are shown on the university's academic calendar.

Regulations and Processes Governing Specific EC/CC, JD/MBA, MBA/MSDS, and BA/MBA Elective Courses

I. Regulations for Specific 6000-level Courses

- a. Topics in Management: GSM 6000 to 6099
 - i. Courses with numbers between 6000 and 6099 are special "topics" courses. No more than six (6) credit hours of special "topics" courses with course numbers between 6000 and 6099 may be applied toward graduation requirements.
- b. Foreign Language: GSM 6290
 - i. Willamette University foreign language courses numbered 331, 332 or higher may be completed for Atkinson School credit through GSM 6290. Successfully completing a 331 foreign language course would allow you to say you are competent to conduct standard management activities in that language; 332 would allow you to say you are proficient.
 - ii. The language instructor has the right to assess and confirm the capacity of the student to take the course, and may require MBA students to complete additional course work not required of undergraduates.
- c. GSM 6290: Students should be aware of all of the following regulations regarding Foreign Language Study:
 - i. A maximum of 6 credits from GSM 6290 may be applied toward graduation requirements of the MBA degree.
 - ii. GSM 6290 is graded Pass/Fail. An Atkinson grade of "Pass" requires a grade of "B" or better in the language class.
 - iii. The maximum number of P/F and P/N credits that can be applied toward graduation requirements of the MBA degree is limited. See the Pass/Fail and/or Pass/No-Pass Credits note at the bottom of this page.
- d. Grant Administration: Concepts to Consequences: GSM 6013A and GSM 6013B
 - i. GSM 6013A (fall semester) and GSM 6013B (spring semester) is a year-long course. Students who successfully complete both the fall and spring semester will receive 3 credits for the year. Students who do not successfully complete both fall and spring semester will receive zero credits.
- e. Student Investment Fund: GSM 6292A and GSM 6292B
 - i. GSM 6292A (fall semester) and GSM 6292B (spring semester) are two separate three (3) credit courses. Students may complete GSM 6292A fall semester and choose to enroll or not enroll in GSM 6292B for spring

semester. However, students cannot enroll in the spring semester course GSM 6292B without having successfully completed the fall semester course GSM 6292A.

- f. Internships for Management: GSM 7251, 7252, 7253
 - i. The internship program is available for eligible students enrolled in the Early Career/Career Change MBA, BA/MBA, MBA/JD, Accelerated MBA formats.
 - ii. An internship is an on-the-job learning experience intended to supplement the MBA curriculum and provide an important educational and professional experience. Internships provide opportunities to strengthen interpersonal skills, use research design and methodology, organize and implement projects, and gain greater understanding of organizational realities. Employers benefit from the new problem-solving techniques and approaches brought by students. Students have the opportunity to test their interest in prospective employers.
 - iii. The majority of students secure a paid work experience during the summer between their first and second year of study. However, eligible students may participate in an internship in the summer between the first and second year of MBA study, during fall semester of the second year of MBA study, and during spring semester of the second year of MBA study.
 - iv. The school markets the internship program to employers and provides counseling and job search assistance to students. However; securing an internship remains the ultimate responsibility of the student.
 - 1. GSM 7251: Internships for Management I (3 credits)
 - a. Internship I is for students participating in their first semester of internship with an employer. This course provides students the opportunity to undertake professional level employment that applies and leverages their first year MBA studies and supports their career objectives while earning credits toward their degree.
 - b. Internship I requires students to complete a significant work experience of at least 135 hours over a minimum 6 week period. Internship students will interact closely with their Faculty Internship Coordinator (FIC). Coursework is designed to clarify goals, strategy, action steps, and metrics, to maximize integration of material, and to aid the student in communication of the implementation of their plan with the employer. This assures that the projects are completed on time and meet the expectations of the employer. The coursework includes a position plan, progress updates, mid-term paper, and final paper. A sampling of professional deliverables is required to be shared with the FIC. Internship for Management courses are graded on a "P/No Pass" (P/N) basis.
 - c. Prerequisite: Registration for Internship I requires official approval from the Director of Career Management,

completion of a at least 24 credits of the first-year curriculum, good standing, and a cumulative Atkinson grade point average of 3.00 or higher.

- d. Course registration: The Assistant Director of Career Management approves registration for GSM 7251. To prepare for registration, the student's internship proposal must be submitted via an online portal. To receive credit, an internship must demonstrate the application of MBA-level skills and knowledge. Students must be individually responsible for work products (i.e. completing projects instead of watching others do so). Approval to register conveys that the student's internship is credit-eligible. Actual credit is awarded based on fulfillment of all course requirements and receipt of a grade of P for the course.
- e. Students may take additional semesters of GSM 7251 provided the internship is with a different employer than any previous internships. However, students may only count a total of 6 credits from a combination of internship, independent study or research courses toward the total number of credits required for graduation. Students planning to take more than one semester of GSM 7251 should talk with Carly Pon, Assistant Director of Career Management , to learn about the requirements, processes and procedures for taking more than one semester of GSM 7251.
- f. Important note for international students: U.S. law applies to students on an F1 or J1 visa. Please see the GSM-7251 course syllabus for a summary of considerations and contact the Office of International Education staff, for complete details.

2. GSM 7252: Internships for Management II (2 credits)

- a. Internship II is for students participating in the second semester of internship with the same employer. Enrollment in Internship II is limited to students who successfully completed the requirements of Internship I who will be continuing a significant project or assignment started in Internship I, adding a new project or additional responsibilities to their Internship I experience, or working with a new supervisor or department. Internship II provides students the opportunity to undertake professional level employment that applies and leverages AGSM studies and supports career objectives while earning credit toward the MBA degree. This course requires students to complete a significant work experience of at least 90 hours over a minimum 6-week period.
- b. Internship II students will interact closely with their Faculty Internship Coordinator (FIC). Coursework is designed to clarify goals, strategy, action steps, and metrics, to

maximize integration of material, and to aid the student in communication of the implementation of their plan with the employer. This assures that the projects are completed on time and meet the expectations of the employer. A sampling of professional deliverables is required to be shared with the FIC. Internship for Management courses are graded on a "P/No Pass" (P/N) basis.

- c. Prerequisite: Successful completion of GSM 7251 with the same employer is a requirement for registration in this course. Registration for GSM 7252 requires official approval from the Director of Career Management, a passing grade of GSM-7251, AGSM good standing, and a cumulative Atkinson grade point average of 3.00 or higher.
- d. Course registration: The Assistant Director of Career Management approves registration for GSM 7252. To prepare for registration, the student's internship proposal must be submitted via the online portal. To receive credit, an internship must demonstrate the application of MBA-level skills and knowledge. Students must be individually responsible for work products (i.e. completing projects instead of watching others do so). Approval to register conveys that the student's internship is credit-eligible. Actual credit is awarded based on fulfillment of all course requirements and receipt of a grade of P for the course.
- e. Important note for international students: U.S law applies to students on an F1 or J1 visa. Please see the GSM-7252 course syllabus for a summary of considerations and contact the Office of International Education staff, for complete details.

3. GSM 7253: Internships for Management III (2 credits)

- a. Internship III is for students participating in their third semester of internship with an employer. Internship III is limited to students who successfully completed the requirements of Internship I and Internship II. In general, students in Internship III will be continuing a significant project or assignment from Internship II, adding a new project or additional responsibilities to their Internship II experience, or working with a new supervisor or department. This course requires students to complete a work experience of at least 45 hours over a six-week minimum period.
- b. Internship III students will interact closely with their Faculty Internship Coordinator (FIC). Coursework is designed to clarify goals, strategy, action steps, and metrics, to maximize integration of material, and to aid the student in communication of the implementation of their plan with the employer. This assures that the projects are completed on time and meet the expectations of the employer. A sampling

of professional deliverables is required to be shared with the FIC. Internship for Management courses are graded on a "P/No Pass" (P/N) basis.

- c. Prerequisite: Successful completion of GSM 7252 with the same employer is a requirement for registration in this course. Registration for GSM 7253 requires official approval from the Director of Career Management, a passing grade of GSM-7252, AGSM good standing, and a cumulative Atkinson grade point average of 3.00 or higher.
- d. Course registration: The Assistant Director of Career Management approves registration for GSM 7253. To prepare for registration, the student's internship proposal must be submitted via the online portal. To receive credit, an internship must demonstrate the application of MBA-level skills and knowledge. Students must be individually responsible for work products (i.e. completing projects instead of watching others do so). Approval to register conveys that the student's internship is credit-eligible. Actual credit is awarded based on fulfillment of all course requirements and receipt of a grade of P for the course.
- e. Important note for international students: U.S law applies to students on an F1 or J1 visa. Please see the GSM-7253 course syllabus for a summary of considerations and contact the Office of International Education staff, for complete details.

g. Academic Regulations Related to Internship for Management Courses

- i. Students should be aware of all of the following regulations regarding the "Internships for Management" courses:
 - 1. Prerequisite: Students must meet the prerequisites for the course.
 - 2. BA/MBA students are required to satisfactorily complete "GSM 7251 -Internships for Management I" for three credits.
 - 3. Internships for Management courses are graded on a "P/No Pass" (P/N) basis. The maximum number of P/F and/or P/N credits that can be applied toward graduation requirements of the MBA degree is limited.
 - 4. A maximum of seven credits from a combination of Internships for Management courses can be applied toward the graduation requirements of the MBA degree.
 - 5. A maximum of six credits from the combination of Internships for Management, Independent Study and Research courses can be applied toward the graduation requirements of the MBA degree.
 - 6. A student may enroll in and complete only one internship course per semester (7251 or 7252 or 7253). Exceptions to this policy require a formal appeal to the Director of Career Management.
 - 7. Students on academic probation are not eligible for Internships for Management courses. Students may appeal eligibility through submitting a formal written appeal to the Sr. Associate Dean Alex Subert who will take the appeal to the Dean for a decision.

II. Independent Study and Research Courses - GSM 7261 AND GSM 7262

- a. The elective curriculum includes opportunities for students to do individualized in-depth study with a professor about a management topic of interests. These courses include:
 - ii. Independent Study - GSM 7261 (1 to 3 credits)
 - iii. Research - GSM 7262 (1 to 3 credits)
- b. Enrolling in an Independent Study or Research course requires permission from the supervising professor. The supervising professor must be a member of the Atkinson School full-time faculty who is either tenured or on a tenure track.
- c. Students seeking to register for an Independent Study or Research course must obtain a registration form from the Atkinson Recorder, discuss the project with the full-time tenured or tenure track faculty member who will supervise the project, complete the form, obtain the signature of the faculty supervisor on the registration form, and return the form to the Atkinson Recorder.
- d. Academic Regulations Related to Independent Study and Research Courses
 - i. Students should be aware of all of the following regulations regarding Research and Independent Study courses.
 - 1. Prerequisite: Students participating in an Independent Study or Research course must have completed at least 24 credits of core/required first-year courses, must be in good standing, must have a cumulative Atkinson grade point average of 3.00 or higher, and must have the consent of the supervising professor.
 - 2. Independent Study and Research courses are graded on a P/F basis. The maximum number of P/F and/or P/N credits that can be applied toward graduation requirements of the MBA degree is limited. See Pass/Fail Credits note at the bottom of this page.
 - 3. A maximum of six credits from the combination of Internship for Management, Independent Study and Research courses can be applied to toward the graduation requirements of the MBA degree.
 - 4. The supervising professor for an Independent Study or Research course must be a member of the Atkinson School full-time faculty who is either tenured or in a tenure track position.

III. Global Study and International Experience - Independent Study - GSM 7261G

- a. Global Study is a one credit Independent Study course that involves global study and group site visits in a specific country. The course is graded P/N. GSM 7261G courses will include required pre-trip class meetings and meetings during or after the trip, and visits to numerous companies and other organizations in the country of travel. Students will study: fundamentals of international business, the environments and challenges of emerging markets, strategies and operations for succeeding in emerging markets, and specific aspects of business in the country to be visited. Participants in the course will pay charges as specified for the international trip (includes airfare, etc.). Tuition is not charged for this one-credit course. In addition, credits from GSM7261G will not be counted toward academic

regulations that limit the number of P/N, P/F, or internship, independent study and research credits that can be applied toward graduation.

IV. International MBA Exchange Programs - GSM 7240,7241,7242,7243,7244

- a. The Willamette Early Career/Career Change MBA program has graduate study exchange agreements with Copenhagen Business School in Denmark; KEDGE Business School in Bordeaux, France (previously named Bordeaux School of Management); Strasbourg School of Business in France; and Peking HSBC School of Business in Shenzhen, China. Students enrolled in the MBA, BA/MBA, Accelerated and MBA/JD program are eligible to participate. Depending on the exchange program chosen, Willamette MBA students who are selected to participate in an exchange program will study abroad during either:
 - ii. the summer semester between the first and second year of study, or
 - iii. the fall semester of the second year of study
- b. Complete information about the eligibility, application and selection process for the exchange programs is available at <http://www.willamette.edu/agsm/students/exchange>. Questions about our exchange programs should be directed to the Senior Associate Dean, Alex Subert, not the exchange institution.
- c. Academic Regulations Related to International MBA Exchange Program Courses: Students should be aware of all of the following regulations regarding International MBA Exchange courses
 - i. Atkinson exchange students will be enrolled at Willamette University while on exchange. Exchange students will register for the GSM MBA International Exchange course appropriate for their exchange program (GSM 7240, 7241, 7242, 7243 or 7244).
 - ii. Atkinson School International MBA Exchange courses are graded Pass/No-Pass. Passing grades received from the exchange university will be recorded as "Pass" by the Atkinson School. Non-passing grades received from the exchange university will be recorded as a "No Pass." The Atkinson School transcript will list the name of the exchange institution, courses completed and the P/N grade assigned.
 - iii. Accelerated MBA students who participate in MBA International Exchange must complete a minimum of 30 credits of Atkinson School elective course work in residence at the Atkinson School on the Willamette campus in Salem.
 - iv. Students participating in a fall semester exchange program at Copenhagen Business School, Strasbourg Business School or Peking HSBC University must successfully complete and pass a minimum of 30 ECTS credits or 15 semester credits at the exchange institution to complete the 15 credit GSM MBA International Exchange course. Students must complete at least one MBA level course in Ethics, Social Responsibility or Sustainability during their semester of study at their exchange school.
 - v. Students participating in a fall semester exchange program at KEDGE Business School must successfully complete and pass a minimum of 24 ECTS credits at the exchange institution to complete the 12 credit MBA International Exchange course for fall semester. Students must complete

at least one MBA level course in Ethics, Social Responsibility or Sustainability as part of their 24 ECTS credits while at KEDGE.

- vi. The required course "GSM 6121 - Politics and Public Policy for Managers" will be waived for students who successfully complete an AGSM Fall Semester Exchange program.
- vii. Students participating in a summer semester exchange program must successfully complete and pass a minimum of 12 ECTS credits at the exchange institution to complete the 6 credits International Exchange course for summer semester.
- viii. At the completion of the exchange semester, exchange students must order an official copy of their transcript from the exchange school be sent to the Associate Dean/Director of Admission at the Atkinson School.

V. Pass/Fail and Pass/No-Pass Courses and Credits

- a. The maximum number of Pass/Fail and/or Pass/No-Pass credits that can be applied toward graduation requirements varies with the program option.
- b. Credits from "GSM7261G - Global Study and International Experience" are not counted toward the maximum limits discussed below.
- c. Academic Regulations Related to Pass/Fail and Pass/No-Pass Credits for MBA and BA/MBA Students: A maximum of twenty-one (21) credits from a combination of Pass/Fail and/or Pass/No-Pass course work, waived credits or transfer credits may be applied toward graduation requirements. Credits may be applied from a combination of courses/credits within the limits listed below, and may not exceed a total of twenty-one (21) credits.
 - ix. A maximum of fifteen (15) credits may be applied from International Exchange courses.
 - x. A maximum of six (6) credits may be applied from a combination of Internship for Management, Research, Independent Study courses.
 - xi. A maximum of six (6) credits may be applied from the GSM course Foreign Language Study.
 - xii. A maximum of six (6) credits may be applied from a combination of approved transfer course work and Atkinson School waived credits.
- d. Academic Regulations Related to Pass/Fail and/or Pass/No-Pass Credits for Accelerated MBA Students:
 - xiii. Accelerated MBA students must complete a minimum of 30 credits of graded (A-F scale) Atkinson School course work at the Atkinson School.

Graduation Requirements for MBA for Professionals Students Entering in Fall 2022 or January 2023

I. MBA for Professionals (MBAP) Graduation Requirements

- a. Each MBA for Professionals student is responsible for a thorough knowledge of graduation requirements.
 - b. The Willamette MBA degree will be conferred on MBA for Professionals students who satisfactorily complete all of the requirements as listed below.

c. Minimum credits required

- i. MBA for Professionals students must satisfactorily complete a minimum of forty-eight (48) credits of approved MBA for Professionals course work and have no pending grades or grades of "Incomplete" at the time of graduation. All courses listed below are four credit courses.
- ii. The forty-eight credits include all of the following courses:

GSMPR 621	LEAD: Leadership Effectiveness and Development
GSMPR 622	Data Analysis, Modeling and Decision-Making
GSMPR 623	Accounting for Managers
GSMPR 624	Managing Organizations
GSMPR 625	Creating and Implementing Market Driven Strategies
GSMPR 626	Finance and Economics for Managers
GSMPR 627	Operations and Information Management
GSMPR 6xx*	MBA Elective
GSMPR 6xx*	MBA Elective
GSMPR 6xx*	MBA Elective
GSMPR 631	Strategic Management
GSMPR 632	IMAP (Integrative Management Project) Capstone Course

*May be substituted with any approved 4-credit GSM 6xxx elective course in the Early Career / Career Change program or Master of Data Science program.

d. Integrated Knowledge Experience Week (IKEW) Exercises

- i. MBAP students must satisfactorily complete the IKEW requirement of the MBA program.

e. Maximum time to complete degree

- i. The candidate must complete the MBA for Professionals degree within six (6) years from date of initial enrollment in the degree program.

f. Submit petition for degree

- i. Candidates for graduation must submit a "Graduation Application" during their final semester in the MBA for Professionals program.

g. Curriculum changes

- i. In the event the curriculum is changed or graduation requirements are otherwise altered, the rules in effect at the time of the student's entry to the program will apply unless otherwise stated.

II. MBA-P Academic Regulations

a. Grades

i. Good Standing

1. All students must maintain 'Good Standing' for continued enrollment and graduation. "Good Standing" is defined as adhering to the academic policies, standards of conduct and financial policies of the Atkinson School and Willamette University.

ii. Good Academic Standing

2. All students must maintain a cumulative Atkinson School grade point average of 3.00 (B) or better and make satisfactory progress toward degree completion to be in "Good Academic Standing."

b. Full-time and Part-time Enrollment Status

- i. MBA for Professionals students are considered full-time when enrolled in eight credits of Willamette MBA course work during a semester. Students who are enrolled in one to seven credits of Willamette MBA course work in any semester are considered part-time students. Part-time students must meet all academic and conduct regulations governing full-time students in the Willamette University MBA for Professionals program.

c. Letter Grades

- i. It is the responsibility of the instructor to assign grades. The Atkinson School uses a letter grade system consisting of seven regular grades. Their grade point values are:

A = 4.00

A- = 3.70

B+ = 3.30

B = 3.00

d. Other Grades

- ii. Other grades in the Atkinson School MBA grading system are listed below. Each grade shown below has specific requirements and implications.

B- = 2.70

C = 2.00

F = 0.00

I = Incomplete

P = Pass for a Pass/Fail or Pass/No-Pass course

N = No Pass for a Pass/No-Pass course

T = Grade pending continuation of a full-year course

CR = Credit

W = Withdrawal from course

e. Regulations Regarding "I" Grades

- i. A grade of Incomplete (I) may be assigned at the discretion of the course instructor when an unexpected emergency, event, or situation precludes a student from completing the course as planned. To receive an incomplete grade, all coursework must be complete except for a final assignment or exam. If more than a final assignment or exam is required to complete the course, it is necessary to withdraw from the course.
- ii. A student requesting a grade of "Incomplete" must enter into an agreement with the faculty member to document remaining requirements and establish the timeline for completion. A copy of the agreement signed by the student and the faculty member is provided to the Atkinson School Recorder, Karen Arthur, at the time the "Incomplete" grade for said student is submitted by the faculty member.
- iii. "I" grades must be cleared from the transcript by completing the required coursework within the timeline contained in the agreement — which shall be no later than the end of the next regular academic semester. (*Fall or spring semester.*) Failure to clear an "I" by the mutually agreed-upon date contained in the agreement will result in the "I" becoming a grade of "F."
- iv. It is the student's responsibility to complete the requirements stipulated in the agreement and take the initiative to stay in contact with the faculty member of the course for which the "I" grade was received.
- v. If a student formally withdraws from school before the end of the next regular academic semester, the "I" grade will not be converted to an "F," however, the student must complete the course by the end of the first semester in which they return to the Atkinson School.

f. Regulations Regarding "F" Grades

- i. "F" grades are calculated in the grade point average and result in zero credits earned toward graduation.
- ii. A student who receives an "F" in a required course must repeat the course and earn a grade of "C" or higher in the repeated course. A student who receives an "F" grade in an elective course may repeat the course.
- iii. When a course for which an "F" was received is repeated, only the grade received in the repeated course appears on the transcript and is used in calculating a student's grade point average.

g. Repeating a Course

- i. MBAP students may not repeat a previously completed course unless the grade earned in that course was an "F" or a "C." To receive credit for the repeated course, the student must complete all requirements of the course as designated for the semester of repeat, and a significant additional deliverable assigned by the instructor of the repeated course.
- ii. When a course with a "C" is repeated, the credits from the repeated course cannot be applied to the minimum number of credits required for graduation.

- iii. An MBAP student who wishes to repeat more than one course needs to obtain a written approval from the Assistant Dean of Admission for the MBAP program or the Senior Associate Dean.
- h. Grade Changes
- i. Changes in grades already recorded on a transcript are determined by the faculty member and permitted only under the following conditions:
 1. Error by the instructor in computing or reporting a grade
 2. Completion of work in a course for which the grade of "I" has been recorded
 3. Administrative error in the reporting or recording of a grade.
- i. Grade Appeal
- i. The Atkinson School recognizes two different situations which can initiate a grade appeal, and prescribes a different process for each.
 - ii. If a student believes a grade was issued in violation of the University's Discriminatory Misconduct Policy (http://willamette.edu/offices/hr/policies/policy_harassment/index.html), the student should immediately notify the Dean or Human Resources and the appropriate procedures will be followed.
 - iii. If a student does not believe a grade was issued in violation of the University's Discriminatory Misconduct Policy, but feels the grade represents a prejudiced, arbitrary, or capricious academic evaluation, the Atkinson School has a four-stage grade appeal process. The stages must be completed in order:
 1. The student communicates directly with the professor. Most grade issues can be quickly resolved by respectful discussion at this level. If the issue is not resolved between the student and professor, the next step for the student is to begin the written grade appeal process.
 2. The student prepares a written appeal. The appeal must provide clear documentation showing the grade represents a prejudiced, arbitrary, or capricious academic evaluation. A prejudiced, arbitrary, or capricious academic evaluation means the assignment of a grade on some basis other than a student's performance in the course. No other criteria for grade appeal will be considered. The student must submit two (2) copies of their appeal in writing to an Associate Dean/Director of Admission (the arbitrator). The arbitrator shall then decide whether the written appeal meets the standard of "a prejudiced, arbitrary or capricious academic evaluation." If the arbitrator believes that it does not meet this standard the student may appeal the decision to the Dean of the Atkinson school. The Dean's decision at this stage will be final and binding.
 - a. Written grade appeals must reach the arbitrator within forty-five (45) days of the posting of grades by the registrar,

otherwise the grade will stand as posted and no further appeal will be available.

3. Once the appeal has been approved by the arbitrator or the Dean, the written appeal will then be distributed as follows: one (1) copy to the Student Affairs Committee (SAC) Chair and one (1) copy to the instructor involved. If the faculty member involved with the grade appeal is the chairperson of the SAC, the arbitrator shall distribute the appeal to the previous chairperson. It is the arbitrator's responsibility to notify both the SAC Chairperson and the instructor in question about the appeal.
4. Upon receipt of the written appeal, the SAC Chairperson will make a written request for the involved instructor's position, also to be submitted in writing. The SAC Executive Committee will then meet to review and discuss the appeal including but not limited to interviewing the parties involved in the appeal. If a conflict of interest arises within the SAC Executive Committee, the SAC Chairperson will replace the said compromised individual with an ad-hoc member of similar standing.
 - a. The process of appeal will occur during the regular academic semester (fall or spring) following the initial filing of the appeal. The decision of the SAC shall be rendered in writing and distributed to the student and to the instructor in question.
5. If either party is dissatisfied with the Committee's decision, they may make a written appeal to the Dean, whose decision is final and binding.

j. Course Waivers

- i. MBA for Professionals courses are not easy to waive and most courses not eligible for a waiver. However, students who have attained a professional credential that matches the content of the relevant GSMPR course may submit a written request for a waiver review to the Senior Associate Dean. Students who are granted a waiver for a course are responsible for the content of the waived course as it is applied in other GSMPR courses.

1. Written requests

- a. A written request must be submitted at least six weeks before the beginning of the relevant course and must include: 1) a written rationale for the waiver, and 2) supporting information that includes a copy of the relevant credential attained and a complete discussion of the educational process required for completion of the credential.

- i. The submitted request will be reviewed by the faculty member of the related course and then reviewed by the Dean. Decisions will be made on a case-by-case basis. The decision of the Dean is final.

2. Maximum credits waivable

- a. A maximum of four (4) MBA for Professionals course credits may be waived for eligible students. Students on academic probation in the MBA for Professionals program are not eligible for waivers.
- b. In addition, the combination of waived credits and transferred credits from other universities (see policy below) cannot exceed (8) semester credits.

k. Transfer Credits

i. Generally

1. MBA course work completed at a program accredited by AACSB International prior to enrollment in the MBA for Professionals may be considered for transfer. Requests for transfer credit are evaluated on a case by case basis and require the approval of the Dean.
2. Approved transfer credits are applied toward credits required for graduation. Grades earned in courses transferred to the MBA program are not used in calculating the student's grade point average. Students who are granted transfer credits for a course are responsible for the content of the Willamette course as it is applied in other GSMPR courses. Students on academic probation in the MBA for Professionals program are not eligible for transfer credits.

ii. Eligibility Requirements

1. To be eligible for transfer consideration, previous course work must meet all of the following requirements:
 - a. Be a graduate level MBA course from an AACSB International accredited program;
 - b. Completed within three (3) years of entry to the Atkinson School;
 - c. Show a grade of B (3.00) or higher;
 - d. Credits earned cannot have been used to complete a previous degree;
 - e. Credits earned must equal a minimum of 4 semester credits of related course work (4 semester credits are equal to 6 quarter credits); and
 - f. Meet the criteria set by the faculty member of the selected coursework.
2. Written requests for transfer credit articulation
 - a. Students requesting evaluation of transfer credits earned prior to enrollment at the Atkinson School must submit a written request to the Assistant Dean of Admission, MBAP, who will take the request to the Dean. The written request must include a rationale for the transfer credits, a copy of the course syllabus for the MBA course previously completed, and an official copy of transcript showing

completion of the course and the grade received. Decisions will be made on a case-by-case basis. The decision of the Dean is final.

3. Maximum transferable credits
 - a. No more than 8 semester credits of course work may be approved for transfer to the MBA for Professionals program. In addition, the combination of transferred credits from other universities and waived credits cannot exceed (8) semester credits.
4. Transfer credits from the Atkinson School Certificate in Public Management
 - b. Eight credits earned through the CPM (Certificate in Public Management) prior to fall semester 2013 may be transferred towards credit for the MBA for Professionals program. The Dean, in consultation with the Assistant Dean of Admission, MBAP, will determine the specific courses for which the CPM credits will be applied.

MBA-P Registration Policies and Procedures

I. MBA for Professionals (MBA-P) Registration

- a. MBAP students are automatically registered for all non-elective courses (GSMPR 621 through 627, GSMPR 631 and GSMPR 632) prior to each semester.
- b. MBAP students have the option to choose elective courses during semesters 3, 4, and 5. Students will receive a list of their elective options during the prior semester and work with the the Atkinson Recorder to choose and register for their electives. Specific process details are shared each semester.
- c. A student is considered officially registered only after fees have been paid or arrangements for payment have been made with the Student Accounts Office.
 - i. The Atkinson School and various office within Willamette University (i.e. Student Accounts, Bishop Health Center, etc.) may place a hold on a student's registration for failing to comply with university policy.

II. Course Sequence and Prerequisites

- a. The MBA for Professionals curriculum is sequenced within three groups of courses: Foundational Knowledge courses; Functional Knowledge courses; and Synthesis and Integration courses. As such, the order in which the courses are taken is pre-determined for each cohort. Course groupings are as follows:
 - i. Foundational Knowledge Courses
 1. LEAD: Leadership Effectiveness and Development
 2. Data Analysis, Modeling and Decision Making
 3. Accounting for Managers

- 4. Managing Organizations: Individuals, Teams and Organizations
- ii. Functional Knowledge Courses
 - 5. Creating and Implementing Market-Driven Strategies
 - 6. Finance and Economics for Managers
 - 7. Operations and Information Management
- iii. Synthesis and Integration Courses
 - 8. Special Topics in Management or an equivalent MBA elective
 - 9. Strategic Management IMAP (Integrative Management Project) Capstone Course
- b. MBAP students are generally required to complete each course in a group before proceeding to the next group. For example, prior to enrolling in any course in the Functional Knowledge group, students must complete the five courses in the Foundational Knowledge group.

III. General policies

- c. Full-time and Half-time Course Loads
 - i. MBA for Professionals students who are enrolled for at least eight (8) MBA for Professionals credits (2 courses) per semester are classified as full-time MBA for Professionals students. The 8 credit per semester requirement for full-time status applies to any semester of enrollment, whether it be fall semester, spring semester or summer semester.
 - ii. The 48 credit MBA for Professionals program is designed to include an 8-credit load for six consecutive semesters.
 - iii. MBA for Professionals students who complete at least four (4) MBA for Professionals credits (1 course) per semester are classified as part-time students and meet the half-time enrollment requirement for federal loans.
- d. Discontinuing a Course
 - i. The Atkinson School reserves the right to discontinue any course for which the enrollment is insufficient.
- e. Immunizations Required to Attend Class
 - i. Willamette University Immunization Policy requires every entering student enrolled at least half time (4 credits) who was born on or after January 1, 1957, must provide the university with evidence of having received two doses of measles vaccine on or after the first birthday with a minimum of 30 days between doses. Graduate students must comply with this vaccination requirement prior to the first day of classes, and will not be able to attend classes until the requirement is met. For more information call the Bishop Health Center at 503-370-6062 or visit <http://www.willamette.edu/dept/health/>.
 - ii. Beginning with the Fall '21 semester, all Willamette students are required to provide proof of vaccination for COVID-19 or receive an exemption from this policy. Students in violation of this policy are subject to Willamette's Student Code of Conduct and may face disciplinary action, up to and

including termination of their enrollment. For more information see <https://willamette.edu/offices/wellness/coronavirus/index.html>.

- f. Adding a Course
 - i. MBA for Professionals courses may not be added after the first course session of the semester, unless approved by instructor of the course. To add a course after the end of the first week of the semester, contact the Atkinson School Recorder. Students are responsible for initiating and completing the add process in a timely manner.
- g. Dropping or Withdrawing from a Course
 - i. Students considering dropping a course are encouraged to talk to the professor and the Atkinson School Recorder prior to the decision. Students are responsible for initiating and completing the drop process in a timely manner.
 - ii. The deadline to withdraw from an MBAP course is prior to the last scheduled class session of the course. Withdrawal from a course is shown on the permanent transcript as a "W." A grade of "W" does not affect the grade point average, and no credit is granted.
 - iii. To drop or withdraw from a course in the MBA for Professionals program, email the Atkinson School Recorder karthur@willamette.edu.
 - iv. Complete Withdrawal From all Courses During a Semester
 - 1. MBA for Professionals students choosing to withdraw from all courses during a semester must complete and submit the MBA students choosing to withdraw from all courses during a semester must complete and submit the Willamette University "[Complete Withdrawal Form](#)."
 - 2. Students are responsible for initiating and completing the withdrawal process in a timely manner. Submission of the online form will automatically email University administrative who need to know the information.
 - 3. The student's official withdrawal date is the date the online form is submitted, the date the student began the institution's withdrawal process and officially notified the institution of intent to withdraw, or the midpoint of the period for a student who leaves without notifying the institution. The official date of withdrawal is the date used for any tuition adjustments. Information about university tuition refund policies is available on the financial policies page of the handbook.
- v. Medical Withdrawal or Medical Incomplete
 - 1. A medical withdrawal may be requested when a student has a documented medical or psychological condition preventing completion of the semester, or requiring a reduced course load. If approved, the student's transcript will reflect grades of "W" in all courses, and a comment of "Medical Withdrawal."
 - 2. Normally, a student withdrawing from all courses under this situation will receive a tuition refund according to the University's published refund schedule, or a student may request a tuition credit

in lieu of a refund by contacting the Controller in the University Business Office. Contact the Business Office for a copy "Policy and Procedure for Requesting a Tuition Credit Following Approval of a Medical Withdrawal."

3. If a student wants to complete his/her courses, but for documented medical or psychological reasons will need more time to complete one or more courses, a temporary grade of "Medical Incomplete" may be requested
4. The Willamette University form for Medical Withdrawal is available at the University Registrar's Office.

vi. Leave of Absence

1. Officially admitted students who have completed at least one semester of course work at the Atkinson School, and intend to enroll in less than one (1) Atkinson course for two (2) or more consecutive semesters should apply for a Leave of Absence. Students applying for a Leave of Absence must complete an exit interview with the Assistant Dean of Admission, MBA-P within two weeks of the beginning of the semester on leave.
2. Readmission process for Students Who Leave the Program
 - a. Officially admitted students who enroll for less than one (1) Atkinson School course (four credits) for two (2) consecutive semesters must apply for readmission to the MBA program.
 - b. Students who apply for readmission to the MBA program will be automatically readmitted by the Sr. Associate Dean if they meet the following six (6) criteria:
 - i. The student applied for and received a Leave of Absence; and
 - ii. The student has submitted a letter to the Assistant Dean of Admission, MBA-P requesting readmission to the program; and
 - iii. The student has a cumulative GPA of 3.00 or higher; and
 - iv. The six (6) year completion date for the degree is feasible at the time of readmission; and
 - v. There were no pending disputes, disciplinary actions, or appeals at the time of withdrawal; and
 - vi. The student has not previously applied for readmission.
 - c. Readmission status of students who do not qualify for automatic readmission will be determined by the Dean, who will consider the six (6) standards listed below in the evaluation of whether to grant the readmission request. The Dean's decision is final, and no further Atkinson appeal is available.

- i. The six (6) criteria listed for automatic readmission [supra]; and
 - ii. Quality of student's experience while absent from the program; and
 - iii. Performance in alternate classes attended while absent from the program; and
 - iv. Evidence of professional growth; and
 - v. Assessment of ability to successfully complete the program; and
 - vi. Evidence of commitment to complete the program within the six (6) year completion requirement period.
- d. Readmission requests involving an actual or predicted program completion date beyond the six (6) year completion period must include an appeal to the Sr. Associate Dean for reinstatement of all course credit hours. The Dean's decision is final, and no further appeal is available

Academic Probation, Suspension, and Termination

I. Academic Probation

- a. All students must maintain a cumulative Atkinson School grade point average of 3.00 (B) or better and make satisfactory progress toward degree completion to be in "Good Academic Standing."
- b. MBA students who, after completion of a minimum of twelve (12) MBA credits, have a cumulative GPA below 3.00 (but greater than 2.40), will be placed on probation and receive written notification from the Sr. Associate Dean, Alex Subert. Academic probation is noted on the student's transcript until a student raises his or her cumulative GPA to 3.00 or better.
- c. Students on academic probation are generally not eligible for the following while on academic probation:
 - i. school sponsored internships;
 - ii. transfer of credits;
 - iii. waivers; and
 - iv. new scholarship awards.
- d. After being placed on academic probation the student has two (2) semesters (Fall/Spring or Spring/Fall) to attain good academic standing with an overall cumulative GPA of 3.00 or better; otherwise he/she will be ineligible for further course work. Appeals must be submitted in writing to the Sr. Associate Dean who will confer with the Dean for a decision. The appeal will be judged by the four criteria shown below. The Dean's decision is final, and no further appeal is available.

- i. Quality of student's performance and experience while at Atkinson;
 - ii. Evidence of academic and professional growth;
 - iii. Assessment of ability to successfully complete the program; and
 - iv. Evidence of commitment to complete the program within six-year requirement.
- e. Students will be placed on academic probation or removed from academic probation based on the review of their most recent semester's cumulative grade point average by the Sr. Associate Dean. The review of fall semester grades occurs after the completion of fall semester and before the beginning spring semester. The review of spring semester grades occurs after completion of spring semester and before the beginning of summer semester. The review of summer semester grades occurs after completion of summer semester and before the beginning of fall semester. Students who have questions about academic probation should contact Sr. Associate Dean, Alex Subert.

II. Academic Termination

- a. MBA students who, after completion of a minimum of twelve (12) MBA credits, have a cumulative GPA of 2.40 or less will be automatically terminated from the Atkinson School and receive written notification from the Dean.
- b. The termination of enrollment may be appealed to the Dean by the student within the time limit stated in the email and letter of notification. Appeals to the Dean must be submitted in writing to the Sr. Associate Dean who will confer with the Dean for a decision. Appeals will be judged by the four criteria shown below. The Dean's decision is final, and no further appeal is available.
 - i. Quality of student's performance and experience while at Atkinson;
 - ii. Evidence of academic and professional growth;
 - iii. Assessment of ability to successfully complete the program; and
 - iv. Evidence of commitment to complete the program within six-year requirement.
- c. Academic termination will also occur when a student on probation for three consecutive semesters does not receive approval of their appeal for continued enrollment.
- d. Students will be academically terminated based on the review of their most recent semester's cumulative grade point average by the Sr. Associate Dean. The review of fall semester grades occurs after the completion of fall semester and before the beginning spring semester. The review of spring semester grades occurs after completion of spring semester and before the beginning of summer semester. The review of summer semester grades occurs after completion of summer semester and before the beginning of fall semester. Students who have questions about academic termination should contact Alex Subert, Sr. Associate Dean.

Commencement Ceremony Policies and Procedures

I. Generally

- a. Candidates for graduation must submit a "Graduation Application" at the beginning of their final semester in the program.
 - i. Candidates for graduation from the MBA for Professionals program will receive directions from the Atkinson School Recorder, Karen Arthur, with details for completing a "Graduation Application" prior to completion of their final semester of study.
- b. It is the student's responsibility to be certain that he or she has completed all graduation requirements and is in good standing within the policies of the Atkinson School and Willamette University. Graduation requirements are listed in the Academic Regulations section of this handbook. Each student has online access to their official graduation audit and is expected to communicate in a timely manner with Karen Arthur, Atkinson School Recorder, about any questions pertaining to their graduation audit.
- c. The Willamette University Master of Business Administration for Business, Government and Not-for-Profit Management (MBA) degree will be conferred on MBA students who have satisfactorily completed all requirements of the MBA degree and all requirements of any concurrent degree (BA/MBA or MBA/JD) as determined by the registrar's office.

II. Participation in the Commencement Ceremony - Graduating Students

- a. MBA students who are in good standing within the policies of the Atkinson School and Willamette University and have satisfactorily completed all the requirements of the MBA degree and all requirements of any concurrent degree (BA/MBA, MBA/JD, or MBA/MSDS) as determined by the registrar, and have no outstanding grades of "Incomplete," may fully participate in the Atkinson School Commencement Ceremony. Graduating students who participate in the Commencement Ceremony:
 - i. Will have their name called and may walk across the stage;
 - ii. Will receive their diploma cover and diploma at the Commencement Ceremony;
 - iii. May be considered and selected for academic honors; and
 - iv. Will be listed in the official Willamette University Commencement publication distributed at the Willamette University Commencement Ceremonies in May.

III. Participation in the Commencement Ceremony: Walking Students

- a. MBA students who have not completed all of the requirements for the MBA degree, are in good standing within the policies of the Atkinson School and Willamette University and for whom one of the following circumstances has been verified and approved by the Dean, may "walk" with their class at the Commencement Ceremony.
 - i. The student is within 6 credits (two courses) of completing the total MBA course work required for graduation and will complete the remaining 6 credits during the summer or fall semester following the Commencement Ceremony.

1. MBAP students must be within eight (8) credits of the 48 credits required to graduate. These remaining two (2) courses must be completed within two semesters following the Commencement Ceremony.
 - ii. The student's cumulative grade point average is below the 3.0 minimum required for graduation as a result of a grade received in the final semester.
 - iii. The student received a failing grade in a required course taken during the final semester.
- b. Students eligible to "walk" with their class who participate in the Commencement Ceremony
 - i. Will have their name called and may walk across the stage;
 - ii. Will not receive their diploma at the Commencement Ceremony;
 - iii. Will temporarily receive a diploma cover when they walk across the stage. The diploma cover must be returned to Atkinson School personnel at the end of the Commencement Ceremony. Students will receive their diploma and diploma cover in the mail, at a later date, after they officially graduate;
 - iv. Will not have an opportunity to be selected for academic honors for the ceremony in which they walk. Will have the opportunity for consideration for academic honors as a member of their actual graduating class.
 - v. Will be listed in the official Willamette University Commencement publication distributed at the Willamette University Commencement Ceremonies in May with the notation "on completion."
- c. Students who have questions about participating in the Commencement Ceremony should contact Karen Arthur, Atkinson School Recorder.

IV. Academic Honors at Graduation

- a. Only students who are "graduating students" may be considered for academic honors at graduation
 - i. Graduating Student with the Highest GPA
 1. The graduating student with the highest Atkinson School cumulative grade point average will receive a Beta Gamma Sigma Honor Stole to be worn during the Commencement Ceremony.
 - ii. Atkinson Honors
 1. Atkinson Honors is bestowed upon graduating students who have achieved a cumulative grade point average of 3.8 or higher in all Atkinson course work. Students who receive Atkinson Honors will receive white honor cords to be worn during the Commencement Ceremony and "Honors" will be noted on their diploma.
 - iii. Beta Gamma Sigma
 1. Beta Gamma Sigma is an international honor society that recognizes outstanding academic achievement of students enrolled in business and management programs. Willamette's chapter of Beta Gamma Sigma limited to full-time MBA students whose Atkinson cumulative grade point average ranks in the top 20% of

the graduating class. The grade point average utilized for eligibility for membership is the cumulative grade point average at the end of the third semester (fall semester-2nd year) of coursework at the Atkinson School for Early Career, Career Change and BA/MBA students. The grade point for JD/MBA students is the cumulative grade point average at the end of fall semester of the 4th year of JD/MBA study). Members of Beta Gamma Sigma will receive blue & gold honor cords to be worn during the Commencement Ceremony.

iv. Pi Alpha Alpha (awarded to EC/CC students only)

1. A national honorary society that recognizes and promotes excellence in the study and practice of public affairs and administration. Willamette's chapter of Pi Alpha Alpha is limited to full-time MBA students with a minimum cumulative grade point average of 3.7 who rank in the top 20% of the graduating class. The cumulative grade point average utilized for eligibility for membership is the cumulative grade point average at the end of the third semester (fall semester-2nd year) of coursework at the Atkinson School for Early Career, Career Change and BA/MBA students. The grade point for JD/MBA students is the cumulative grade point average at the end of fall semester of the 4th year of JD/MBA study). Members of Pi Alpha Alpha will receive light blue & gold honor cords to be worn during the Commencement Ceremony.

v. Dean's Awards (awarded to EC/CC students only)

1. Dean's Awards are given in honor of one man and one woman who have contributed greatly to the development of the Atkinson community. The award is symbolic of their efforts to foster citizenship and fellowship among the members of the Atkinson community. These are based on consistent efforts to enrich the Atkinson student experience.

Financial Policies and Procedures

I. Early Career/Career Change (MBA, JD/MBA, BA/MBA, MSDS/MBA) Tuition and Fees

- a. Atkinson School tuition for MBA students enrolled in 9 to 19 credits per semester was \$23,415 for fall semester 2022 and \$23,415 for spring semester 2023, for a total of \$46,830 for the academic year. *Tuition for AY22/23 will be available in November 2022.*
- b. Tuition for summer semester 2022 was charged on a per credit basis of \$1,871 per credit. *Tuition for AY22/23 will be available in November 2022.*
- c. Variations to the standard tuition amounts include:
 - i. All students enrolled in more than 19 credits of course work for fall or spring semester 2022-23 were charged an additional tuition rate of \$1,871 for

each credit above the 19-credit flat rate limit. *Tuition for AY22/23 will be available in November 2022.*

- ii. Tuition for students enrolled in less than 9 credits for fall or spring semester 2022-23 were charged on a per credit basis of \$1,871 per credit for the 2022-23 academic year. *Tuition for AY22/23 will be available in November 2022.*
- iii. No tuition is charged for the course "GSM 7251 - Internships for Management I" (3 credits) when taken during the summer semester by a student who is completing their first AGSM three credit internship experience. The maximum number of free credits from summer internship experiences through the course GSM 7251 is three.
- iv. No tuition is charged for the one credit course ""GSM7261G - Global Study and International Experience." The course includes other expenses paid by the student (such as travel, airfare etc.), but tuition is not charged for the course.
- v. MBA/JD students pay the Atkinson School tuition rate for their one year of full-time enrollment in the MBA program. MBA/JD students pay the tuition rate of the College of Law for the other three years of the four-year program.
- vi. MBA/MDS students pay the Atkinson School tuition rate for their one year of full-time enrollment in the MBA program. MBA/MSDS students pay the tuition rate for the Data Science program for their second year of study.
- vii. Exchange students from Copenhagen Business School, Strasbourg Business School, Peking University or KEDGE School of Management pay tuition to their home school and not to Willamette University.
- viii. Willamette MBA alumni, graduate of the Willamette MBA may take Atkinson School MBA elective courses free of charge through the [Willamette MBA for Life](#) program.

d. Fees

- i. Mandatory Student Fee: MBA students registered for 9 or more credits of course work pay a mandatory student fee of \$195 per semester. Students registered for less than 9 credits of course work, pay a mandatory student fee of \$185 per semester.
- ii. Graduation Fee: Graduating MBA students will be billed a \$75 graduation fee on their final semester billing. If the student decides not to participate in the commencement/hooding ceremonies, the amount will be refunded after commencement

II. MBA for Professionals (MBAP) Tuition and Fees

- a. MBA for Professionals students pay a set tuition rate determined by their semester of entry. Tuition covers the cost of all course offerings, and required books. Personal supplies are not included. Laptop computer and software purchases are the responsibility of the student.
- b. The tuition rate of the semester of entry remains consistent for MBA Professionals students throughout the six (6) consecutive semesters of the program.
- c. MBA for Professionals students, who remain enrolled in the program after the six consecutive semesters of enrollment, will pay the tuition rate of the current

academic year. Once a student's tuition increases, it will remain consistent for an additional six (6) consecutive semesters.

- d. Tuition rates change each year with new rates becoming effective in September. Tuition rates are based on the guidelines of the Willamette University Board of Trustees.
- e. As alumni of the Willamette MBA, graduates of the MBA for Professionals program may take select Atkinson School MBA courses free through the Willamette MBA for Life Program.
 - iii. MBA for Life students are responsible for paying for all required books and materials.

III. Scholarships

- a. Scholarships are awarded to MBA students enrolled full-time in the MBA program (MBA, BA/MBA, MBA/MSDS, JD/MBA, Accelerated MBA) on the basis of merit. Fifty percent of the scholarship award for the academic year is dispersed for fall semester and 50% is dispersed for spring semester. Scholarship awards are not available for summer semester. Students enrolled in a dual degree program (MBA/MSDS and JD/MBA) receive a scholarship from the school in which they are enrolled full-time. Students should contact Sr. Associate Dean, Alex Subert, with any questions they have about scholarships or scholarship awards.

IV. Cancellation of Scholarships

- a. Scholarship recipients may lose their scholarship as a consequence of being found responsible for violating the Atkinson School Honor Code. See the [conduct section of this handbook](#) for information about consequences for violating the Honor Code and the Honor Code process the process.

V. Renewal of Scholarships Awarded by the Atkinson School

- a. Atkinson School scholarships and named scholarships awarded to Early Career/Career Change and BA/MBA students for the first year of MBA study are automatically reviewed for renewal after spring semester grades are received.
- b. The total dollar amount of scholarship assistance received by a student from the Atkinson School during the first year of study is generally automatically renewable for the second year of full-time MBA study if the student meets all of the following eligibility requirements:
 - iv. is in good standing within the academic policies and expectations of conduct of the Atkinson School and Willamette University, and
 - v. maintains full-time enrollment in the Atkinson School and completes a minimum of 9 Atkinson School credits per semester.
- c. Students who do not meet all of the requirements for renewal of their scholarship may appeal the renewal of their scholarship to Alex Subert, Sr. Associate Dean, who will confer with the Dean in making all appeal decisions.
- d. Students will be notified of their scholarship renewal status (including the appeal process) via an email from Alex Subert following the first-year of study and after all grades have been submitted for spring semester. This email generally occurs in June.

- e. Scholarships awarded by the Atkinson school to MBA/JD students for the one year of full-time enrollment in the Atkinson School are not renewable.

VI. Scholarship Award Maximums

- a. The annual dollar amount of scholarship assistance a qualified MBA student may receive from the Atkinson School cannot exceed the general Atkinson School tuition amount announced for the given academic year. In addition, the dollar amount of scholarship assistance for a given semester may not exceed the tuition charged to the individual student recipient for that semester.
- b. The maximum number of semesters for which a student may receive scholarship assistance from the Atkinson School are as follows:
 - vi. Early Career/Career Change and BA/MBA students who qualify for Atkinson School scholarship assistance may receive scholarship assistance for a maximum of four (4) semesters.
 - vii. MBA/JD students who qualify for Atkinson School scholarship assistance may receive scholarship assistance for a maximum of two (2) semesters during the year of full-time enrollment in the Atkinson School. MBA/JD students may receive named scholarship awards for a year of concurrent MBA and JD enrollment if selected as a scholarship recipient.

VII. Health Insurance Requirement

- a. Because good health and access to health care are essential to student learning and academic success, Willamette University requires all domestic students enrolled half time or more to have health insurance coverage. All international students must also carry health insurance to study at Willamette University. Please refer to the Student Insurance Requirements section of the [Student Insurance webpage](#) for additional information regarding credit requirements and excluded programs.

VIII. Billing Process for Tuition and Fees

- a. While attending Willamette University, you will be billed each semester for tuition, fees and other incurred charges. You will receive your billing electronically through Willamette University's electronic billing and payment system. When the billing is posted, you will receive an e-mail notification at your university e-mail address.
- b. If you have any questions please call the Office of Student Accounts and Loans at (503) 375-5308 or email student-accounts@willamette.edu.

IX. Willamette University Withdrawal Refund Policy

- a. In compliance with the Higher Education Amendments of 1998 (Section 668.22), [Willamette University's refund policy](#) is as follows:

Willamette University Policies

As a citizen of the Willamette University community, it is necessary that you understand your responsibilities to the whole and your rights as an individual. Willamette University policies govern all graduate and undergraduate students of Willamette University except where specifically noted within the description of a specific policy or procedure. University wide policies and procedures are available online at the links below:

[Willamette University Student Rights & Responsibilities](#)

Statement of Equal Opportunity Compliance
Statement of Title IX Compliance
Willamette University Guiding Principles
Mission, Motto, Message from Dean of Campus Life
Non-Discrimination Policy
Location of other University Selected Policies
Student Rights and Responsibilities
Purpose
Jurisdiction
Application of Law
Student Rights and Responsibilities
Standards of Conduct
Enforcement and Resolution Procedures
Appeal Procedures
Sanctions
Restricted Contact Orders
Behavioral Concern
Health Concern
Immediate Restriction of a Student's Access to Campus
Immediate Suspension of a Student Organization
Publication and Notification of the Standards of Conduct
Hazing - Policy and Protocol

[Willamette University Policies Related to Students](#)

Student Disability Accommodation Procedures
Emergency – Medical or Psychological
Non-Discrimination Policy
Publicity Policies for Students and Student Organizations
Sexual Misconduct Policy & Protocol for Students
Standards of Conduct and Related Procedures
Student Grievance Policy
Student Refund Policy
Telephone Harassment

[Willamette University Selected All Campus Policies](#)

Alcohol Policy
Alcohol and Drug Abuse

Candle/Open Flame Policy
Dogs on Campus
Duty to Report Suspected Child Abuse and Sexual Assault/Harassment
Family Educational Rights and Privacy Act
Fire Alarm Response
Firearm/Weapons Policy
Responsibilities of Skateboarders and Bicyclists
Identification
Inclement Weather
Name and Logo Imprint Policy
Promotion and Publicity
Parking Regulations
Prohibition of Harassment Including Sexual Harassment
Raffles
Scheduling Policy
Smoking Policy
Student Right-To-Know and Campus Security Act
Student Travel Procedures & Best Practices
Willamette Integrated Technology Services Policies

--[Read about Equal Opportunity, Security and Student-Right-to-Know Policies](#)--

iv.