ATTENTION:

AN ONLINE VERSION OF THIS MANUAL MAY BE FOUND AT:

https://olin.wustl.edu/docs/Olin%20Resources/FacultyStaffHandbook.pdf
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SECTION 1 - WELCOME FROM THE DEAN

Welcome to Olin Business School and Washington University! You have joined a renowned academic institution, distinguished by its longstanding and active commitment to scholarly research, excellence in teaching, and the highest level of service to students, alumni, business and each other. Our vision at Olin is to be recognized as one of the world's best business schools, and each year we proudly and enthusiastically welcome outstanding new faculty to the Olin team of energized, inspiring and committed people who will get us there.

We are pleased to provide you with this Olin Business School Faculty Handbook, which is designed to provide useful background and information about Olin's programs, resources, policies and more. In addition to this helpful reference, the entire team of faculty and staff are eager to answer your questions, support your work and draw you into this caring, collaborative community.

In the days and months ahead, you will learn much about Olin Business School. Most importantly, we trust your experiences will illuminate over and over again the mission that defines us and drives our ultimate success:

Create knowledge…Inspire individuals…Transform business.

Again, welcome to Olin Business School, and please feel free to call, e-mail or stop by my office at any time.

Kurt Dirks
Interim Dean
SECTION 2 - GENERAL INFORMATION
I. **BENEFITS AND SERVICES**

**New Employee Orientation Sessions**

**Faculty:** Sessions are scheduled periodically during the summer and early fall.

**Staff:** Sessions are scheduled every two weeks throughout the year.

Benefits and services available to University employees are discussed at these sessions. New employees must enroll in health insurance within 30 days of employment for automatic coverage and may enroll in other benefit plans at any time. To enroll in benefits, please set an appointment with a Human Resource representative during orientation or by calling the Human Resources Office at 5-5907.

If you have general questions, please contact Joyce Montgomery, Bauer Hall, Room 448, extension 5-6327.

For more information concerning health, dental or life insurance, tuition benefits, child and elder care services or numerous other University benefits, please visit the Human Resources Web site at https://hr.wustl.edu.

**Key Human Resources Personnel**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tr>
<td>Joyce Montgomery</td>
<td>Olin, Manager of Payroll, HR and Academic Affairs</td>
<td>5-6327</td>
</tr>
<tr>
<td>Jennifer Gang</td>
<td>Benefits Coordinator</td>
<td>5-7745</td>
</tr>
<tr>
<td>Legail Chandler</td>
<td>Vice Chancellor for Human Resources</td>
<td>314-362-4900</td>
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II. **BUILDING HOURS**

The main doors of all Olin academic buildings, Bauer Hall, Knight Hall, and Simon Hall, are open 7:00 a.m. – 9:30 p.m., Monday through Friday, from 8:00 a.m. to 6:00 p.m. on Saturday, and from 12:00 p.m. to 5:00 p.m. on Sunday. When the main doors are locked, they may be accessed by security I.D. card only. Monday through Thursday, the entrance to the faculty wing on the second floor of Simon Hall and the faculty floors of Knight/Bauer Hall are open from 7:00 a.m. – 7:00 p.m. On Friday, this areas are open from 7:00 a.m. – 5:30 p.m. At all other times the faculty areas are accessible by security card only, including weekends.
III. BUSINESS CARDS

To order business cards, please contact an administrative support staff member. A copy of the template is shown below.

![Business Card Template]

Your Name
Title
Campus Box _________
One Brookings Drive
St. Louis, MO 63130-4899
(314) 935-_______
FAX: (314) 935-_______
username@wustl.edu

Business cards are printed at Fed-Ex Kinko's and all fees will be paid from faculty STAR or departmental accounts.

IV. CLASSROOMS

All classrooms are equipped with: computer with wireless mouse, laptop network connection, overhead projector, projection unit, and wireless microphone. A single control panel controls the equipment in all classrooms. May Auditorium and all classrooms on the lower level of Simon Hall are “pooled” University space, not controlled by Olin. May Auditorium and the basement classrooms have state-of-the-art technology which will be managed by University Teaching Center staff. If you are using a shared campus classroom, with a location outside of Simon Hall, use of a laptop may be necessary.

Additional chalk, dry erase markers, and erasers are kept in the supply closet across the hall from Room 220 in Simon Hall or on the 5th floor of Bauer Hall. See an administrative assistant for help.

Equipment needing repairs should be reported to General Services at services@olin.wustl.edu. Staff is also available to assist with the use of any audio visual equipment. To reserve computer or audio visual equipment, please e-mail General Services.

Also available for use in all classrooms:
1. Videotaping
2. Document camera
3. Portable Projection Unit to project computer or video images

Please note that the equipment and rooms are reserved on a first-come first-serve basis and ample time should be given when making these reservations. Requests for Business School classes are given priority above all other reservations. All equipment requests will be set up by the General Services Department if the class is located in Simon Hall. In Knight or Bauer Hall, the Knight Center A/V staff will be available should you need assistance. For day classes, any equipment not housed in the
presentation desk will be picked up. A/V technicians are available during the following hours during the school year:

<table>
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<th>Day</th>
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<tr>
<td>Monday – Thursday</td>
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<tr>
<td>Friday</td>
<td>7:30 a.m. – 5 p.m.</td>
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<tr>
<td>Saturday</td>
<td>As needed for weekend courses</td>
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A technician is on-call and in the building during these hours. They can be reached by calling the A/V service number posted on the classroom podium. If emergency service is required during use of a shared campus classroom, please call General Services at 314-503-0422.

Events requiring other hours may be scheduled with prior notice by e-mail at services@olin.wustl.edu.

**Audiovisual Instructions for Simon Hall**

| First: a caution! | ✓ Do NOT place beverages on desk. |
|                   | ✓ AMX control panel and screen cannot be fully sealed. |
|                   | ✓ Spilled beverages can damage or destroy the system. |
|                   | ✓ The best way to get familiar with the teaching desk is to practice! |
|                   | ✓ To start the system, press the “on” button (on left side of desk, in the panel door section) and the “start” button on the AMX panel on top of the desk. |

| Where do I find the wireless microphone? | ✓ Use your WU “S29E” key to unlock desk if locked. |
|                                          | ✓ Spare AA batteries are also located in the desk drawer. |

| How do I start the system? | ✓ Touch the AMX control panel (the raised box) at any spot on the screen: Start button appears. |
|                           | ✓ Touch Start. |

| Can I still use the light controls on the wall? | ✓ Yes. The Light Control buttons are the same on the wall and AMX control panel. |
|                                                 | ✓ However, when you touch VCR, Computer, or Doc Cam, the AMX control panel automatically alters the lights. |

| Is there an electrical outlet on the desk? | ✓ Yes, it is under the monitor on the left-hand side. |

| How do I use the wireless microphone (if I need one)? | ✓ The microphone is in the desk. Use key: “S29E” to open the desk. |
|                                                       | ✓ Clip the box to your waistband and the small microphone to your shirt or jacket (about midpoint on your chest). |
|                                                       | ✓ Turn the button on the box to on. |

| How do I shut the system down? | ✓ Touch System Off (see note below). |
| Note: If you forget to do this, the system automatically goes into “sleep” mode after 15 minutes of no motion in the classroom. If you remember, you extend the life span of the system. |
| Note: If projection unit is turned off, it takes 10 minutes to turn back on due to the cool-down cycle. |
V. **CLASSROOM LIGHTS**

Device 1 is a 7-button keypad that has many automated lighting functions that control all lighting in Simon Hall classrooms. Its primary purpose is to allow the user to select a preset automated lighting scene to coincide with the “type” of presentation being made. Each button is marked with the following nomenclature:

- **ALL ON:** Turns all of the lighting fixtures “on.”
- **OVERHEAD:** Presets lighting levels for overhead slide presentations.
- **VIDEO:** Presets lighting for the video projector. This would include a computer or videotape presentation.
- **SLIDES:** Presets lighting for slide presentations.
- **MARKER:** This is a manual “on” & “off” switch for the lighting fixtures above the chalkboards. Depressing this button will affect only these lights and will not affect any of the preset scenes.
- **FLUOR:** This is a manual “on” & “off” switch for fluorescent lights. Depressing this button will not affect any of the selected preset scenes.
- **ALL OFF:** This is a preset button that turns off all of the lighting fixtures.

VI. **CUSTODIAL**

A. **Simon Hall**

WFF Building Maintenance Company is responsible for cleaning Simon Hall and provides services based on the schedule listed below. If you need your trash emptied other than on your regularly scheduled night, please place your trash can and recycling boxes outside your office door. If you have any questions or concerns regarding custodial care, please contact General Services at services@olin.wustl.edu. In an emergency, call 314-604-0533.

**Cleaning Schedule**

WFF’s primary cleaning program consists of five porters working from 11 p.m. – 7:30 a.m., Sunday through Thursday. If needed, a day porter is available for emergency clean up between 7 a.m. and 6 p.m. Contact General Services at services@olin.wustl.edu for this service.
General cleaning* of faculty offices includes:

- **Trash service**: emptying of trash cans. If boxes or other trash needs to be removed, items must be clearly labeled and/or pulled out to the hallway.
- **Vacuuming**: vacuum flooring clear of objects and furniture.

*To arrange additional cleaning or more detailed cleaning, please contact General Services.*

General office cleaning is done once or twice per week on the schedule as shown below:

**Daily Cleaning**
- **Lower Level**: Taylor Lab
- **First Level**: Open areas of BSBA Lounge, BSBA Programs Office, WCC/MCC Office
  - All Classrooms 103, 104, 106, 107, 108, 109, 110, 112, 113, and 122
- **Second Level**: Library, Library Offices, Faculty Lounge (200), 191, 220, 224, 241, 242
- **All Floors**: restrooms, reception areas, hallways

**Weekly**
- **T** - 238, 239, 240, 243, 244, 245, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 256A, 257

**Weeks 1 and 3**
- **S** - 248, 249, 250, 251, 252, 253, 254, 255, 256, 256A, 257
- **M** - 268, 269, 270, 271, 272, 273, 274, 275
- **T** - 200A, 202, 203, 204, 205, 206a, 206b, 207, 208, 209
- **W** - 210, 211, 212, 213, 214, 215, 216, 217
- **Th** - 229, 230, 231, 232, 233, 234, 235, 236

**Weeks 2 and 4**
- **S** - 259, 261, 262, 263, 264, 265, 266, 267
- **M** - 276, 277, 278, 279, 280, 280B, 281, 282
- **T** - 283, 284, 284A, 285, 287, 288, 289, 291
- **W** - 218, 219, 221, 222, 223, 225, 227, 228
- **Th** - 237, 238, 239, 240, 243, 244, 245, 247

Should removal of trash be necessary before designated day, please place trash bin just outside the office door before leaving for the evening.

**Recycling**
For your convenience, large blue recycling containers located in the Faculty Support office #242 will be emptied by Aramark custodians on Thursday of each week. Contact General Services at services@olin.wustl.edu if you would like to have an individual recycling container placed in your office. Please empty individual containers into the large containers in room 242. WFF will not be responsible for emptying individual containers.
Shredding
A large, locked container is available in Simon Hall room 242 to deposit confidential items for shredding. The bags in the containers are frequently removed and items disposed of by an outside firm.

B. Knight and Bauer Halls

Cleaning Schedule
Aramark Building Maintenance Company is responsible for cleaning Knight and Bauer Halls and the Knight Center. Aramark provides services based on the schedule listed below. If you need your trash emptied other than on your regularly scheduled night, please place your trash can and recycling boxes outside your office door. If you have any questions or concerns regarding custodial care, please contact General Services at services@olin.wustl.edu. In an emergency, call 314-604-0533.

Cleaning Schedule
Aramark’s primary cleaning program consists of eight porters working from 3:00 p.m. – 11:30 p.m., Monday through Friday. Day porters are also employed to keep common areas and restrooms clean. If needed, a day porter is available for emergency clean up.

All common areas are cleaned each evening (atrium, group study rooms, open areas of the first, second and third floors). General office cleaning is completed on the following schedule:

Monday and Thursday: 4th floor (All Faculty offices, Dean’s Suite, Faculty Support, Conference Rooms)
                     3rd floor (MBA Offices)
                     1st floor (Knight Center)

Tuesday and Friday: 5th floor (All Faculty and Staff offices, Faculty Support, Conference Rooms)
                     2nd floor (WCC Offices)
                     3rd floor Knight Center

Should removal of trash be necessary before designated day, please place trash bin just outside the office door before leaving for the evening.

Recycling
For your convenience, all offices have been equipped with a small recycling bin. This bin will be emptied by Aramark on the same evening that trash is emptied. Contact General Services at services@olin.wustl.edu if you temporarily require a large recycling bin.

Shredding
A large, locked container is available in Knight Hall offices KH 455 and KH 551 (the Faculty Support offices) to deposit confidential items for shredding. The bags in the containers are frequently removed and items disposed of by an outside firm.
VII. DINING ON CAMPUS

The Washington University campus offers a wide variety of eatery options, from coffee and doughnuts to full-scale restaurants. All venues accept cash, though only the venues in the Danforth University Center, the Law School Café at Anheuser-Busch Hall and the Knight Center dining hall accept credit cards. Dining options near Simon Hall are outlined below.

A. Einstein Brothers Bakery
Located on the first floor of Simon Hall, Einstein’s serves coffee, bagels, muffins, yogurt, and various other items during the morning hours and has a variety of sandwiches and salads for purchase at lunch. Einstein’s is open from 8:00 a.m. to 6:30 p.m. Monday through Friday.

B. Starbucks
Starbucks is located in Knight/Bauer Hall on the third floor (campus exit level). Starbucks serves specialty coffee, a variety of pastries, and various breakfast or lunch items. It’s open from 7:45 am to 6:30 pm, Monday through Thursday, and until 1:30 pm on Friday.

C. Knight/Bauer Hall Café
The Café in Knight/Bauer Hall offers a variety of sandwiches, a salad bar, and a daily hot plate special. The café is located on the third floor of Knight/Bauer (the campus exit level) and is open from 7:45 am to 6:30 pm, Monday through Thursday, and until 1:30 pm on Friday.

D. The DUC
The William H. and Elizabeth Gray Danforth University Center (the DUC), the building just east of Simon Hall, offers a food court featuring Asian, Italian, Tex-Mex, and specialty grill favorites. It also houses a café, which is a convenient stop for coffee, cappuccino, and cold drinks, as well as pastries, salads, sandwiches, and smoothies. Another dining option in the Danforth University Center is Ibby’s, a bistro offering a unique selection of menu items. For Ibby’s reservations (recommended), please call (314) 935-3940.

E. Knight Center
Located next door to Knight/Bauer and due north of Simon Hall (across the soccer field), the Charles F. Knight Executive Education Center offers private dining room facilities and the Anheuser Busch Dining Hall, which serves a buffet lunch. For reservations (recommended), please call (314) 933-9478. If paying by cash or personal credit card, the buffet is $10 per person. When having lunch for a business-related event, the meal may be charged to a departmental or STAR account at a rate of $15 per person.

F. The Whittemore House
The Whittemore House is a conference center and private club for faculty, staff and friends. Located at 6440 Forsyth Blvd., it is just east of Simon Hall and within walking distance. The venue is a great location for business meetings and private lunches. Reservations are required and the expense can be automatically charged to faculty STAR accounts or departmental accounts, if appropriate. Please consult your administrative assistant for further information. See http://www.whittemorehouse.org/ for menu options and hours of operation.
G. Other Nearby Choices

A Subway™ sandwich shop is located in the Mallinckrodt Center (across from the campus book store). Holmes Lounge is a popular spot for sandwiches, wraps, baked goods, coffee, and cold drinks. While eating, you can enjoy the ambiance of this magnificently restored room from the 1904 World's Fair era. Whispers Café in Olin Library provides an eclectic selection of sandwiches, salads, and pastries. Enjoy gourmet coffee while checking your e-mail or surfing the Web in the café’s wireless environment.

VIII. EMERGENCIES (WHERE TO GO)

Washington University in St. Louis is committed to protecting the safety and security of our community. Emergencies or disasters can happen at any time and usually occur without warning. When an emergency strikes at Washington University, our safety and prompt recovery will depend on existing levels of preparedness and a thoughtful response among students, faculty, staff, and visitors.

Washington University in St. Louis has developed a plan to deal with emergencies on campus. The "Where to go" symbol marks campus emergency assembly points. It also calls attention to vital emergency information:

1. Get help or report an emergency
   • Danforth Campus: WU Police — (314) 935-5555
   • Medical Campus: Protective Services — (314) 362-4357
   • North Campus /West Campus /South Campus — 9-911 then (314) 935-5555
   • Off campus — 911 then (314) 935-5555

2. Get information during an emergency
   • Visit http://emergency.wustl.edu
   • Call (314) 935-5000 or toll-free (888) 234-2863
   • Sign up for emergency cell phone text messages at: http://wustl.cleartxt.com/

3. View a map of emergency assembly points on campus at:
   http://ehs.wustl.edu/emergency/emergencies.htm

4. Learn how to prepare for and respond to common emergencies by visiting the event-specific links on http://ehs.wustl.edu/emergency/emergencies.htm

5. Learn more about preparedness at:
   http://www.dhss.mo.gov/Ready_in_3/
IX. EMERGENCY ILLNESS AND INJURY

In the event an employee becomes seriously ill or injured during working hours, contact the Campus Police by dialing 5-5555. When circumstances warrant, the individual may be taken to Barnes Hospital Emergency Room for immediate treatment at the employee’s expense.

In case of any injury, no matter how minor and whether the employee is treated in an emergency room or by a personal physician, First Aid, or not treated at all, a Washington University “Report of Injury of Illness” form must be completed without delay by the employee or, if the employee is unable to do so, by someone in charge of his or her department. Completed forms should be sent to the Occupational Safety & Health Office, Box 1069. Blank forms may be secured from the Occupational Safety & Health Office, Box 1069 or by phone 5-5547.

NOTE — Washington University will only pay medical bills for on-the-job injuries when the employee uses the Barnes Hospital Emergency Room service and the visit is pre-approved.

X. GENERAL SERVICES

A. Coffee and Tea Supplies
Complimentary coffee and tea supplies located in the Faculty Lounges of Simon Hall and Knight/Bauer Hall are replenished by General Services. If items are running low, please contact a Faculty Support administrative assistant, who will gladly contact General Services on your behalf. You may also contact General Services at services@olin.wustl.edu with your request. Please see “Lounges and Vending Machines,” in this section for information regarding location of complimentary items.

B. Emergency Maintenance Requests
For all emergency items, please call one of the General Services cell phones: 314-503-0422 (Simon Hall) or 314-625-6837 (Knight/Bauer Hall). Please use e-mail (services@olin.wustl.edu) or voice mail whenever possible.

C. Maintenance Requests
Requests for building repairs, maintenance, table/chair setups, moving of furniture, etc. should be sent via e-mail to General Services (services@olin.wustl.edu). Costs for special requests will be charged to departments or an individual Faculty STAR account.

D. Scheduling Rooms
Contact your administrative assistant for assistance in finding and scheduling a conference room, classroom, or other Olin venue. The assistant has access to room information for Simon Hall, Knight Hall, Bauer Hall, and contact information for the Knight Center and Cornerstone, and can find the best location for your event.

Should you choose to make reservations yourself, you can view available rooms and make a reservation request through the Virtual Event Management System (EMS) reservation system.
See the step-by-step PowerPoint slide presentation or the quick review “cheat sheet” linked below for instructions:

Make a Room Reservation at Olin

Make a Room Reservation (Cheat Sheet)

E. **Offices for Short- or Long-Term Faculty Visitors**

Each department has one available space for a visiting colleague. Due to space limitations, please discuss room or office requirements for any faculty visitors with Sandy Vaughn (5-6707), Senior Manager of Faculty Support.

**XI. HEALTH AND WELLNESS SERVICES**

A. **Emergency First Aid**

First aid kits are located in each of the main Faculty Support offices for treatment of very minor cuts or scrapes. In the event of an actual emergency, call 5-5555 to reach the Washington University Police. Paramedics or an ambulance will be sent to the site immediately.

B. **Health Services and Annual Flu Shots**

Student Health Services is located at the Health and Wellness Center in The Nathan Dardick House (terrace level) at the corner of Shepley Drive and Big Bend Boulevard, offers services to anyone on campus in emergency situations. When a faculty member, employee, visitor, etc., is on campus and becomes ill or injured, they may go to Student Health Services for treatment. In severe cases, Health Services may refer a person to Barnes Emergency Room.

Once per year, Health Services also offers free influenza vaccinations to all faculty and staff. The flu shots are usually given in October and all Washington University employees will be provided with necessary information to register to receive a vaccination.

C. **Athletic Complex and McWilliams Fitness Center**

The Athletic Complex is located just west of Simon Hall and offers the following:

- A recreational gym with adaptable basketball, tennis, and volleyball courts
- An eight-lane pool with adjustable bulkhead and diving well
- Eight handball/racquetball courts; two squash courts
- Indoor and outdoor tracks
- A full weight room and sauna
- The McWilliams Fitness Center (required fee for use)

Faculty and staff may use certain areas of the Athletic Complex free of charge, but locker fees may apply. An annual fee is required for use of the McWilliams Fitness Center. The full year membership fee is $140 and an academic year membership (September 1 – May 31) costs $120.

For further information, see the Athletic Complex website

http://bearsports.wustl.edu/Facilities/Pages/AthleticComplex.aspx
D. **Olin Health and Wellness**

Olin faculty and staff members are invited to join Olin’s “Running Club.” Runners typically meet at 11:30 am on Monday, Wednesday and Friday for a lunch hour run. Times are occasionally adjusted due to summer weather. A typical course is through the WU Campus and Forest Park before returning to the Athletic Complex. Please contact Glenn MacDonald at macdonald@wustl.edu for further information.

Olin also offers free yoga sessions. Join Olin staff member and volunteer instructor, Molly Mulligan (mulligan@wustl.edu), at noon on Monday and Wednesday for an hour-long class taught in Simon Hall, Room 241.

**XII. HOLIDAY SCHEDULE**

Washington University offices are closed on the following dates:

<table>
<thead>
<tr>
<th>Holiday</th>
<th>Dates Observed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Day</td>
<td>September 5, 2016</td>
</tr>
<tr>
<td>Thanksgiving</td>
<td>November 24 and 25, 2016</td>
</tr>
<tr>
<td>Christmas Day</td>
<td>December 26, 2016 (Recognized on the Monday following December 25)</td>
</tr>
<tr>
<td>New Year's Day</td>
<td>January 2, 2017 (Recognized on the Monday, following January 1)</td>
</tr>
<tr>
<td>Martin Luther King, Jr. Day</td>
<td>January 16, 2017</td>
</tr>
<tr>
<td>Memorial Day</td>
<td>May 29, 2017</td>
</tr>
<tr>
<td>Independence Day</td>
<td>July 4, 2017</td>
</tr>
</tbody>
</table>

**XIII. IDENTIFICATION (I.D.) CARDS**

All employees are issued a personal photo ID card (identification card). At your earliest convenience after hire, visit the Campus Card Center located in the Women’s Building (#128 on the campus map) to have your ID created. You will need to visit the Women’s Building in person for your first ID. These cards are “swipe cards” and provide authorized access to security sections of the school and campus parking garages. After receiving your ID, contact Facilities and Operations employees, Carolyn Gerber and Shante Redden, via the Room Reservations email (olin-room-request@olin.wustl.edu) with your name as it appears on your ID card and your ID number to have your card programmed for after-hours access to Olin Buildings.

Employees should carry their ID with them for purposes of identification and to obtain special University privileges and external discounts.

A. **Check Cashing**

Bank of America located on the second floor of the Mallinckrodt building will cash: Personal checks not exceeding $100 per day, two forms of identification are required, including a Washington University ID. Currently, Bank of America does not charge a fee for this service. Payroll checks may be cashed; two forms of identification are required, including a Washington University ID. Bank hours are 9 a.m. – 4 p.m. Monday – Friday.
B. **Olin Library (Main Campus Library) and the Kopolow Business Library**
Faculty and staff members are granted library privileges subject to the regulations. For information about the University’s library system, see [http://library.wustl.edu/](http://library.wustl.edu/).

C. **Athletic Complex**
The facilities of the Athletic complex are available on certain schedules to employees. Family memberships are available for a modest fee. Arrangements should be made directly with the Athletic Complex Office, ext. 5-5220.

D. **Tax-Free Campus Purchases**
Campus bookstore and food items can be purchased tax-free on campus by adding points (dollars) to your University ID card, or by setting a personal spending limit. Points may be purchased in $25 increments, up to $400. Points added will be immediately available for use and will automatically be deducted from the next paycheck. Points are non-refundable and non-transferable but do not expire. A Personal Spending Limit is the maximum amount of purchases (in dollars) that you authorize per pay period with a maximum of $400. Purchases will be tallied and billed at the end of each pay period. If total purchases are less than your Personal Spending Limit, only those purchases will appear as a payroll deduction. Your account balance will be reset each pay period. For further information, please see [https://wuissrv20.wustl.edu/psp/HRMS/?cmd=login](https://wuissrv20.wustl.edu/psp/HRMS/?cmd=login).

**XIV. INCLEMENT WEATHER POLICY**

The University should be presumed to be open and operating unless a decision to the contrary is made and communicated by the Office of Human Resources. After consultation regarding weather, road conditions, and other factors essential to the safety and well-being of students, faculty, and staff, the Vice Chancellor for Human Resources will make a recommendation to the Chancellor regarding whether to close, to alter the regular work schedule (open late), or to release employees early. This decision will be communicated to the Executive Vice Chancellors, Vice Chancellors, and Deans (or designees) who will be responsible for communicating the decision to their areas. The Office of Public Affairs will communicate such a decision to the public media for broadcast on radio and television, to the University operators and to the Webmaster for posting of an announcement on the University’s home page. In all cases, the decision as to whether the drive to work can be safely made, or the drive home can be done more safely early in the day rather than at the completion of the workday, must remain with the individual. If inclement weather occurs, listen to KMOX radio (1120 AM) or log on to the Washington University home page [http://www.wustl.edu/](http://www.wustl.edu/) to find out if the University is closed.

**XV. LOUNGES AND VENDING MACHINES**

A. **Faculty Lounge**
Filtered water, an ice machine, a coffee machine, a refrigerator, and two microwaves are located in the Faculty Lounge in the Faculty Wing of Simon Hall and the 4th floor of Knight Hall. Complimentary fresh fruit is delivered each morning. Coffee supplies are kept in the kitchen area of the Faculty Lounge. Contact General Services ([services@olin.wustl.edu](mailto:services@olin.wustl.edu)) to replenish
supplies or to service appliances. Use of this lounge is generally limited to faculty and for staff located on the Faculty floors.

B. MBA Lounge
The MBA Lounge is located on the 3rd floor of Bauer Hall on the south side of the building.

C. Staff Lounge
A refrigerator and a microwave are located in the Staff Lounge on the 3rd floor of Knight Hall (near the service elevator), as well as seating for 8-10 individuals. The same accommodations, including a coffee maker, are available for staff in Simon Hall in Room 283.

D. Undergraduate Student Lounge
The Undergraduate Student Lounge is located next door to the Undergraduate Programs offices in Simon Hall (Suite 118).

E. Vending Machines
Vending Machines are located near May Auditorium on the lower level of Simon Hall and on the thruway to the Knight Center from the first floor of Knight/Bauer Hall (turn off the main hallway at the second left, and vending machines are in an alcove on the left).

XVI. Mail Service

Mail pick-up and delivery times are at approximately 10 a.m., 12 p.m. and 3 p.m. in Simon Hall and at 10:30, 12:30 and 3:30 in Knight and Bauer Halls.

A. Mailing and Delivery Addresses
As advised by the U.S. Postal Service, please use the following University address information for mailings and deliveries:

**Address for U.S. Mail**
Name
Washington University
Olin Business School
Campus Box ______ (1133 for Simon Hall, 1156 for Knight/Bauer, various for Knight Center)
One Brookings Drive
St. Louis, MO 63130-4899
Address for Deliveries (including UPS and overnight mail service) – Simon Hall
Name
Washington University
Olin Business School
Forsyth and Olympian Way
Simon Hall, Room 158
St. Louis, MO 63130

Address for Deliveries (including UPS and overnight mail service) Knight and Bauer Halls
Name
Washington University
Olin Business School
Knight and Bauer Halls, Room #_______
Throop and Forest Park Parkway
St. Louis, MO 63130

Please include Simon Hall or Knight/Bauer Hall in the address for all deliveries to avoid confusion with other “Olin” destinations used on campus.

B. Incoming Mail
The U.S. Postal Service delivers mail to the Butler Building once each morning. Mail delivery from the Butler Building to Olin buildings between 11:00 am and 12:00 pm. All incoming mail is placed in the staff and faculty mailboxes by Olin or Aramark staff members.

Personal mail bins for faculty members are located in the nearest Faculty Support office (Simon room 242, Knight/Bauer room KH 455, or Knight/Bauer room KH 551). Staff mail is delivered directly to the department for distribution.

C. Intercampus Mail
Brown intercampus envelopes are available for sending intercampus mail. The department name and box number of the recipient must be included on the address. The department name and box number of the sender should also be included on the envelope. Outgoing mail bins are located in each administrative office. Faculty should use outgoing mail bins in the nearest Faculty Support office (Simon Hall room 242, Knight Hall KH 455, Knight Hall KH 551).

D. Outgoing Mail
Outgoing mail is collected Monday through Friday from the Outgoing mail bins located in all administrative offices. Outgoing mail will leave Simon, Knight or Bauer Halls at approximately 3:00 and 3:45 p.m. Postage is paid for all mail pertaining to Olin Business School work. Arrangements for parcel or overnight mail service may be arranged through Faculty Support personnel or another department assistant.

E. Personal Mail
Olin Business School will process personal mail with the appropriate postage affixed. Please keep outgoing personal mail to a minimum; Olin wants to provide this service to faculty and staff, but asks that these mail services be used as the exception rather than the rule. A U.S.
Postal Service mailbox is located between Simon Hall and Mallinckrodt Center for use in mailing personal items. Pickups are at 8:20 a.m., 1:38 p.m. and 4:45 p.m., Monday through Friday and noon on Saturday. Stamp machines are also located in Mallinckrodt.

F. ** UPS**
   Packages to be shipped by UPS will leave the building within 24 hours of receipt by General Services. Please place your packages in or as near to the outgoing mailbox as possible. Affix a clearly written note to any packages that should be sent via UPS. Please keep personal packages to a minimum.

G. **Federal Express**
   A Federal Express drop box is located between the DUC and Malinckrodt building on the south side (Forsyth). There is also a drop box located west of the Knight Center on Throop Drive. Forms for Federal Express are located in Room 220 and 242 as well as at the Federal Express Box. Pick-up for Federal Express is Monday through Friday at 6:15 p.m. There is no Saturday or Sunday pick-up.

H. **Express Mail Next Day**
   The last pick-up is at 7:13 p.m. at the drop box outside of Mallinckrodt.

I. **International Services**
   Call Peggy Smith (5-6369) for quotes on sending international packages or envelopes.

**XVII. MAINTENANCE**

Requests for building repairs, maintenance, table/chair setups, moving of furniture, hanging artwork in offices, etc. should be sent via e-mail to General Services (services@olin.wustl.edu). Maintenance repairs are not completed by Olin personnel, so non-urgent requests may take a day or two to complete due to the heavy volume of requests received by University maintenance personnel. The cost for special requests will be charged to departments or STAR accounts via the Accounting Information System (AIS).

Emergency maintenance services (Millbrook facility) can be reached after 5 p.m. Monday through Friday or on Saturday and Sunday by calling 5-5544. The call will be automatically switched to a mechanic. Contact General Services with any questions.
XVIII. MAPS

A. Campus Map
See also http://www.wustl.edu/community/visitors/maps/danforthmap.pdf.
XIX. NOTARY PUBLIC

Jennifer Schmich (5-4179) in Simon Hall Room 242, and Terry Wirtel (5-6326) in the Dean’s Suite, Bauer Hall, can provide notary services to the Olin faculty, staff, and students. If the services are Olin business related, no fee is required. A small fee is necessary for any personal notary services.

XX. OLIN LOGO

While Washington University requires the traditional logo on all business cards and stationery, Olin’s Marketing and Communications Department has created a wide variety of Olin logos that may be used in presentations, as stationery, and for other general purposes.

Logo jpg files are located in the department shared drive, V:\shared\OlinBusinessSchool2007. Color and black and white digital files are available as well as options that include Olin’s mission statement. To ensure consistency in the brand, do not stretch or distort the logo when the image is being sized.

XXI. PARKING/TRANSPORTATION

All parking on the Washington University campus is by permit only. No motor vehicle may be parked on University property unless the appropriate permit is displayed. Faculty and staff who wish to park on campus may obtain a permit from the Parking & Transportation office. Permits are required for all zones. For additional information on available permits and pricing, please visit the Web site: http://parking.wustl.edu/permits.html.

A. The Danforth University Center (DUC) Garage
   The DUC Garage is conveniently located directly east of Simon Hall. The underground facility, #82 on the Campus Parking Map, is accessible via Wallace Drive and contains 522 parking spaces. University employees with a valid campus ID and parking permit may park in the garage free of charge by swiping the ID at the card reader during entrance and exit of the garage. The DUC Garage opens at 6:00 a.m. Monday - Friday. The garage closes at midnight Monday - Thursday, and at 2:00 a.m. Friday - Sunday. No overnight parking is permitted in the DUC garage. Please see “Hourly Parking” and “Day Passes/Garage Validation” below for visitor rates and validation information.

B. Hourly Parking
   Visitor parking is conveniently located in the Danforth University Center Garage. The charge is $1 per hour, with a maximum charge of $5 for the day. Payment will be required upon exiting the garage; cash and credit cards are accepted.

C. Day Passes/Garage Validation
   Upon request, visitors may be given a one-day parking pass or have garage parking validated. Please notify your administrative assistant for this service. Department or faculty STAR accounts will be billed online for this service.
Visitors to campus may purchase monthly or daily parking permits, which allow for parking in most yellow zones. Daily parking permits are $5, and are available at the office of Parking Services or at the Campus Bookstore. Please note that daily permits are not valid in the Danforth University Center Garage. Monthly permits are $100 and may be purchased only from the office of Parking Services.

D. Parking Barricades

Upon request, parking barricades are available to reserve parking spots for University guests. To order parking barricades, notify your administrative assistant. A memo will be faxed (5-5327) to the Transportation Office and then verified by phone, 5-5601. The memo should list the account to be charged, the number of parking spaces needed, the dates and the approximate time the guest will arrive and depart. The charge for each Yellow level parking space is $10. Department or faculty STAR accounts will be billed online for this service.

Note: This service is only available for guests arriving before 1 p.m. Parking barricades may not be requested for afternoon or evening guests. Please arrange to validate garage parking or provide a day pass for these guests.

E. Purchase or Renewal of Parking Permit

A new employee’s purchase of a parking permit must be done in person at the Office of Parking Services, located on the North Campus. Please visit the website http://parking.wustl.edu/purchase.htm prior to the visit to determine the level of parking permit required. Renewal of an existing parking permit may be completed online.

F. Weekend Parking

Visitors who will be parking on campus during weekends (from 6 p.m. Friday to 7 a.m. Monday) are permitted to park in yellow zones without displaying a parking permit (with the exception of the Danforth University Center Garage).

G. Washington University U-Pass Program

Washington University in St. Louis offers a comprehensive transportation program through Metro St. Louis, the region’s public transportation agency. The U-Pass program provides Metro passes for full-time students, benefits-eligible faculty and staff, and full-time employees of qualified service providers. This program provides students and other members of the University community unlimited access to the St. Louis Metropolitan region on public transit. In addition, there are three bus routes that specifically target the connection of Washington University’s campuses to nearby residential and shopping areas. For more information on the U-Pass program, please call (314) 935-5601 or visit parking.wustl.edu/upass.htm. Metro route and schedule information is available online at www.metrostlouis.org. Faculty, staff, and students who use the U-Pass as the primary mode of transportation to and from campus may enroll in the Occasional Parking program (see http://parking.wustl.edu/) and are also eligible for the Citizens for Modern Transit Guaranteed Ride Home program.

H. Metrolink Stations

Washington University has two Metrolink Stations located near campus. There is a station located at Big Bend and Forest Park Parkway and another at Skinker and Forest Park Parkway.
XXII. PASSPORT/VISAS

Use the Travel Document Services (www.traveldocs.com) website to research what is required for obtaining Visas for a specific country of travel. Print and complete any forms necessary, along with mailing instructions. Your administrative assistant can help you review the information and Fed-Ex it to the appropriate agency.

TravelPlex (1-888-546-2233) and Gwins Travel (314-822-1957), are local travel agencies affiliated with the University. Either can assist in obtaining passports and visas. Photos for passport applications may be obtained at Mail Boxes, Etc., FedEx Kinko’s (locations are listed in the Yellow Pages of the Washington University Ternion http://searchternion.com/), or any local Walgreens location.

For a China or India visa necessary when traveling to Executive MBA Programs, Tina Raynes can assist you in completing and obtaining the proper visa. Contact Tina Raynes at ext. 5-4184, or raynes@wustl.edu.

XXIII. PAYROLL AND BANKING

A. Payday

Payroll checks for faculty and full-time exempt staff are issued on the last working day of the month. Faculty and staff appointments are processed by Joyce Montgomery.

All non-exempt staff, research assistants, teaching assistants and student workers are paid bi-weekly. Students working on campus must complete their timesheets online in HRMS. This electronic time sheet will be approved by their faculty member/supervisor. Staff will also fill out an online version of their time sheet and submit it to their direct supervisor or manager. All biweekly time sheets are to be completed online by 12 p.m. on the Monday they are due. An electronic version of the current year’s payroll dates can be found at http://payroll.wustl.edu/forms/Documents/Payroll%20Calendar%202014.pdf. Failure to submit time online will result in payment being withheld until the next biweekly payroll. (Changes in biweekly payroll processes leave little opportunity for flexibility in due dates/time.)

B. Credit Union

Membership in and services of the St. Louis Community Credit Union are offered to Washington University employees and their families. Deductions for savings or loans may be made by payroll deduction. Application for membership may be made directly at the nearest St. Louis Community Credit Union -- 3651 Forest Park, St. Louis, MO 63108 or online at http://www.stlccu.org/ASP/home.asp.

C. Direct Deposit

All regular employees paid monthly or biweekly must have their paycheck deposited by the Payroll Office into their savings or checking account at their bank or credit union. Complete the necessary information for direct deposit via the HR Management System (HRMS) website (https://wuissrv20.wustl.edu/psp/HRMS/?cmd=login&languageCd=ENG&). Use the WUSTL Key...
to log on, click on Main Menu, Employee Self Service, Payroll and Compensation, and finally, Direct Deposit. Complete the information and submit (see photo below).

D. U.S. Savings Bonds
Payroll deductions are available for the purchase of U.S. Series EE Savings Bonds with face values of $100, $200, $500, and $1,000. There is no minimum payroll deduction amount, however no bond will be issued until the purchase price has been deducted. For example, if an employee purchases a bond with a face value of $100, the bond will not be issued until $50 has been deducted. Enrollment forms are available in the Benefits Office.

XXIV. PowerPoint Templates for Presentations

Olin’s Marketing & Communications Department has created several PowerPoint templates for use in creating presentations. Templates are available for download in the department shared drive: V:shared\MarketingResources\PowerPointTemplate. A variety of templates are available that reflect the Olin Business School logo, mission statement, values, or imagery. These templates are ideal for use when communicating with external constituents, alumni, and current and prospective students.

XXV. Security and Police

In an Emergency, call the Campus Police – 5-5555.

A. Photo ID Cards
All individuals who will be on campus for any length of time are required to have an ID. This includes full-time and part-time employees as well as guests (for instance, co-authors or colleagues who will be here to work with faculty members). Visitors here less than 3 or 4 days
do not need a photo ID. To get an ID card, please visit the Campus Card Center located in the Women’s Building (#128 on the campus map – see page 28 of this manual) to have your photo taken and ID card made. ID cards cannot be issued until all appropriate payroll paperwork has been completed. Please contact Joyce Montgomery (Montgomery@wustl.edu) to complete the payroll process. ID cards are issued upon employment or at the beginning of a long-term visit at no charge. There is a $10 charge to replace a card that is lost or stolen.

B. Building Access
All Olin buildings have electronic ID Card Readers at each entry door. Swiping your WU ID card will activate the security system and open the door. After your new ID card is issued, contact the Operations Coordinators at Olin-Room-Request@olin.wustl.edu or any Faculty Support employee to make arrangements to have your ID programmed for proper access. The building entrances are open Monday – Friday from 7:00 a.m. – 9:30 p.m., from 9:00 a.m. to 5:00 p.m. on Saturday and from 12:00 p.m. to 5:00 p.m. on Sunday.

**Entrance to Faculty Wings and Floors**
Monday through Thursday - opened at 7:00 a.m. and locked at 7 p.m.
Friday - Opened at 7:00 a.m. and locked at 5:30 p.m.
Saturday and Sunday — Locked all day and night.
During locked hours use your ID card to gain access and push the black egress button to exit. For your safety and security of equipment, the doors to the faculty wing should never be propped open when the security system is activated. Also, please keep the Faculty Support offices (Room 242 in Simon and Rooms KH 455 and KH 551 in Knight Hall) locked outside business hours and do not prop open these doors.

C. Washington University Police
The Washington University Police force is a division of the St. Louis County Police Department. This means that they can and will issue county speeding and parking citations, and can lawfully arrest individuals who commit crimes. **In an emergency call 5-5555 or use one of the Blue Call Boxes located across the campus to contact the police.** Our campus police force will also assist in removing locked keys from vehicles. They will not jump start a stalled car or change a flat tire.

Visit the Washington University Police Web site (http://police.wustl.edu/) for helpful campus and security information. This site contains weekly campus watches regarding reported crime on campus, crime prevention tips, Campus Crime Statistics, direct e-mail contact with the administration of the Police Department and shuttle schedules.

**XXVI. Smoking Policy**

Smoking is prohibited on the Washington University campus. Individuals working or visiting at Simon Hall may smoke on the sidewalk nearest Forsyth Boulevard. Individuals located at the Knight Center or Knight/Bauer Halls may smoke on the sidewalk nearest Forest Park Boulevard. The smoking policy also pertains to e-cigarettes.
XXVII. **STUDENT MAIL FILES**

Students are assigned individual mail files and they are located in their respective student lounges. The BSBA student lounge is located on the 1st floor of Simon Hall. The MBA and PMBA lounge is located on the 3rd floor of Bauer Hall.

- Blue tabs: Undergraduate business school students
- Pink tabs: Students registered with the CRC
- Yellow tabs: Nonbusiness school students
- Red tabs: MBA students
- Green tabs: Executive MBA students
- White tabs: Nonbusiness school graduate students

The contents of the mail files are considered personal. Messages for individual students may be placed in the mail files by the Registrar’s Office, members of Faculty Support, faculty, or teaching assistants. Students are responsible for checking their mail files periodically. The Faculty Support group will return graded homework assignments or exams to student mail files. Exams will be placed in sealed envelopes before distribution.

XXVIII. **TRAVEL ARRANGEMENTS**

Olin faculty and staff travelling for business purposes may contact one of the local travel agencies listed below for assistance in arranging flights. Working through these agents ensures that the cost of the flight will be charged directly to the account you designate and will result in no out-of-pocket expenses that must be reimbursed at a later date. Faculty members booking flights through one of the agents would provide the account number of 12-1220, plus their individual STAR number or department fund number. Be prepared to provide necessary TSA information such as your name as it appears on your drivers’ license and your date of birth. Please contact an administrative assistant for further details or to have them arrange travel on your behalf.

<table>
<thead>
<tr>
<th>Company/Contact</th>
<th>Email Address</th>
<th>Phone Number(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aldine Travel, Inc. (Use for International Travel) Linda Woods</td>
<td><a href="mailto:linda@aldinetravel.com">linda@aldinetravel.com</a></td>
<td>314-994-7878&lt;br&gt;Toll-Free: 1-800-762-3385</td>
</tr>
<tr>
<td>TravelPlex Joan Tarrant</td>
<td><a href="mailto:Joan@travelplex.com">Joan@travelplex.com</a></td>
<td>314-569-1900</td>
</tr>
</tbody>
</table>
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SECTION 3 - INFORMATION SYSTEMS AND TECHNOLOGY
I. **Computing Support/Help Desk**

The I/S Operations Center staff (Simon Hall Room 2), is available to help students, staff, and faculty with computer related problems. Send e-mail to the Help Desk (helpdesk@olin.wustl.edu) with computer-related questions or problems. In using this e-mail address, requests are filtered to a central location for task delegation and distribution. Telephone calls to 5-8609 are always welcome for emergency, non-functioning computer issues, or for follow-up of e-mail requests for support.

II. **Computer-Related Purchases**

Please consult with the Help Desk prior to purchasing computers. Washington University has established a discount purchase program for faculty and students with several vendors and may be able to secure the desired system at a significant cost savings. Recommended configurations are listed on the Olin Web site at [http://olinwustl.campusgroups.com/ois/welcome/](http://olinwustl.campusgroups.com/ois/welcome/). If purchasing items via another source, contact the Help Desk with model and serial numbers of the device so that it may be added to Olin’s insurance policy.

Purchases of computer hardware, software, or supplies exceeding $100 require prior approval from Scott Ladewig or Tony Balsamo of Olin’s Information Services Department. This does not include iPads, purchases of which are allowed up to $500. The purpose of this policy is twofold. First, it will reduce purchase costs by ensuring that we take advantage of volume discounts available through the Information Services Department. Second, it ensures that support costs and implications will be understood prior to purchase.

III. **Printers, Copy Machines, and Copy Requests**

A. **Printers**

Printers are located in three different locations for faculty use. Black & white and color printers are in each main Faculty Support office, Room 242 in Simon Hall, Rooms KH 455 and KH 551 in Knight Hall. There is no charge to faculty STAR accounts for printing. However, to keep costs as low as possible, please do not print in color unless it is necessary and do not print large quantities if those items can be sent to the on-campus Fed-Ex Kinko’s. If there are questions regarding the use of the printers, or if assistance is required to install printers, please contact Sandy Vaughn at svaughn@wustl.edu or the Help Desk at helpdesk@wustl.edu. Printer network names are as follows:
B. **Copy Machines**

Copy machines for faculty use are located in Simon Hall Room 242 and Rooms 455 and 551 of Knight Hall (the Faculty Support offices). These multi-function printers can copy in black and white or color, print color, scan documents sending them straight to a designated email address, and fax documents. The copy function can only be accessed by entering a personal code number, which is typically the last four digits of your social security number. The Faculty Support staff has a list of all copier codes and can provide you with your code. When making copies for faculty, the administrative assistants must use that faculty member’s code. Please see “Copy Requests” for related costs.

C. **Copy Requests**

When at all possible, submit any copy requests to an administrative assistant 24 hours in advance so that the copies can be processed by the on-campus Fed-Ex Kinko’s office. If an emergency arises, it is possible to have a small copy request filled within a few hours, however delivery service is not guaranteed if sufficient notice is not given. Kinko’s provides three daily pickups and deliveries to the Faculty Support offices, at approximately 9:30 am, 12:30 pm and 3:30 pm. The fees there are $.04 per page for black and white and $.28 per page for color.

Copies may also be produced on the copiers in the Faculty Support offices. The cost for using these copiers is $0.07 per page for black and white and $0.40 per page for color. All copies made in the Faculty Support offices will be charged to the appropriate department fund number or STAR account.

If course packets are produced, the cost for class handouts is included in the price charged to students for the packet. Please see the Faculty Teaching section of this handbook for further information about course packets and copyright information.

Students are not permitted to use the copiers in these rooms unless they are making copies for a faculty member. If students are making copies for faculty, the appropriate code should be entered. There are copiers located in the Kopolow Library (Business School Library in Simon Hall) and the Olin Library (Main Campus Library) designated for student use.

### IV. DRIVES

All Olin employees have a private network location on their computer system (the “M” drive) which is only accessible after correctly logging on to the system with the Olin login and password (not the WUSTL Key). Please use the M drive to store all files. This drive is not available to anyone else and
will ensure that your files are not lost in the event of a computer failure. Each employee also has access to the “V” drive, which contains shared folders for faculty or staff. The V drive for faculty accesses a location on the network named \wubstaff\faculty, and the V drive for staff members accesses a location on the network named \wubstaff\staff.

V. FACSIMILE MACHINES

There are facsimile (FAX) machines located in in all Faculty Support offices for faculty use. The number to dial to access the machine in Simon Hall is 314-935-6359. The number for the fax machine in Knight and Bauer Halls is 314-935-8797 (KH 551) or 314-935-6393 (KH 455). Instructions are located at the FAX machine. If you have any questions, please see any of the administrative assistants, or the Manager of Faculty Support. Students may use the FAX machine in the Undergraduate Programs office, for a per page fee.

Other FAX machines located within Olin include:

- Alumni and Development: 935-4483
- Budget & Operations: 935-5388
- Center for Experiential Learning: 935-4700
- Dean’s Office: 935-4074
- Executive Programs Office: 935-7161
- External Relations: 935-8891
- Information Systems: 935-8206
- Library: 935-4970
- MBA Programs: 935-6309
- Undergraduate Programs: 935-4464
- Weston Career Resources Center: 935-4027

VI. INTERNET / INTRANET

The Olin School’s public-facing site is www.olin.wustl.edu with content focused on external constituencies such as prospective students, parents, recruiters, and others.

The Olin School’s intranet is a Campus Groups site, key information for Faculty and Staff can be found at http://olinwustl.campusgroups.com/ofsl/about/. The Olin Faculty & Staff (OFS) site contains a wealth of information about the school, including links for Academic Calendars, Course Schedules, Seminar Information, Faculty Bios, phone directory, links to HRMS, Olin degree programs, and various Centers within Olin. Tabs on the webpage take you to pages for Academics, Departments & Resources, HR, Policies & Forms, Student Life, and Campus Services. It is strongly suggested that this site is used as your browser home page and that you peruse other sites within CampusGroups, most notably those linked in the Olin Resources section of OFS.
VII. **TELEPHONE DIRECTORIES AND SERVICES**

A. **Directories**
Faculty and Staff can access the Washington University “Ternion” Telephone Directory online at [www.wustl.edu/directory/](http://www.wustl.edu/directory/). “Ternion” lists the business title, address and phone number of all Washington University employees and email addresses of all students.

A Business School directory of current faculty and staff is updated on a monthly basis and is emailed to all Olin employees. There is also an online Olin directory at [http://apps.olin.wustl.edu/directory/](http://apps.olin.wustl.edu/directory/).

B. **Making Calls**
Upon hire, all Olin employees are assigned a long distance authorization code for office use and issued a laminated card with printed information. The card/number will be used when making a long-distance international call. Domestic long-distance does not require an authorization code. New faculty members should contact Carolyn Gerber or Shante Redden at [olin-room-request@olin.wustl.edu](mailto:olin-room-request@olin.wustl.edu) to receive their card. Charges that occur as a result of the phone call will be deducted from department or STAR accounts. Should the card be lost or stolen, please contact Carolyn or Shante immediately to have the long distance code disabled and a new one assigned.

It is not necessary to dial the full phone number when making internal WU calls. Dial 5 + the last four digits of the phone number for any University location with a 935 prefix. Please note that certain areas of the University such as the Knight Center and the Medical School offices have a 933 prefix which requires dialing 3 + the last four digits of the phone number.

C. **Voice Mail**
If voice mail is not requested, your administrative assistant or another staff member will answer your telephone and take messages when you are out of the office or on another call. For instructions in setting up voice mail, please see the front pages of the Ternion, or [http://www.wustl.edu/directory/](http://www.wustl.edu/directory/).

D. **Service Requests and Telephone Upgrades**
Repair work and other telephone requests should be made via e-mail to General Services ([services@olin.wustl.edu](mailto:services@olin.wustl.edu)).

If you have any questions or need assistance with programming your phone, please contact your administrative assistant.
SECTION 4 - PROGRAMS
I. UNDERGRADUATE PROGRAMS

A. Faculty Guide to BSBA Program 2016-2017

Program Population
The entering first year BSBA Class of 2020 is 163 students. Across four years, we have 1,397 undergraduates under advisement (948 Olin degree; 449 non-Olin second majors/minors).

The Undergraduate Programs office is responsible for:
- Academic advising for all degree, second major and minor candidates. To determine who the academic advisor is for a student in your course, go to your course roster and next to the student “click” on “advisor” in the right column. It lists the current advisor as “BU four-year advisor” or “BU faculty advisor.” In addition, student photos are on this roster, too. If you have any questions or concerns regarding a specific student please contact the student’s advisor.
- Working with all Olin student organizations, currently there are 23 different clubs.
- Partnering with the faculty in relation to any student issues, make-up exam issues.
- Coordinating the undergraduate teaching assistant recruitment process.

Program Priorities for 2016-2017
- Deliver top notch advising services, we strive to know each student by name and story in order to be effective advisors and advocates.
- Develop strategies to assist BSBAs in the transition from students to young alumni
- Ensure an inclusive and equitable undergraduate experience for all students

B. BSBA Academic Administrative Resources 2016-2017

Undergraduate Programs Office and Staff
Simon Hall    935-6315    all staff are located in Suite 118

Steve Malter, Associate Dean and Director for Undergraduate Programs    5-7159
- Program oversight, leadership, and management, including staff supervision
- BSBA admissions and outreach
- Undergraduate curriculum development and new course approval (in collaboration with BSBA Curriculum Committee)
- BSBA Academic Integrity-Internal Review Officer handling Honor Code and Professional Conduct matters
- Course/classroom management and enrollment issues; Grading issues; Academic appeals
- Olin Executive Committee
- Academic Advisor
- Serves on several university wide committees including the Commission for Diversity and Inclusion

Paige LaRose, Assistant Dean and Director for Student Affairs and Strategic Initiatives    5-7774
- Student affairs initiatives, including oversight and management of student activities and organizations
- Advisor to Olin Business Council (BSBA student government)
- Coordinates the delivery of MGT 150A
- BSBA leadership team
- BSBA Curriculum Committee advisory member
- Academic advisor (freshmen, sophomore, junior, senior)
- BSBA Deputy Academic Integrity-Internal Review Officer handling Honor Code and Professional Conduct matters
- Student matters, including attendance
- Liaison to Leadership and Strategic Management

**Lanna Skadden, Assistant Dean for Academic & Student Affairs** 5-4758
- Academic affairs management
- Advising staff coordination and training
- Grading issues; Academic appeals; Course/classroom management issues
- Student matters, including attendance
- Transfer student admissions
- Academic advisor (freshmen, sophomore, junior, senior)
- Oversight of our Global Program Initiatives
- BSBA leadership team
- BSBA Curriculum Committee advisory member
- BSBA Liaison to Marketing and Operations

**Kyra Duncan, BSBA Receptionist** 5-6315
- Appointment scheduling
- Bi-weekly paycheck distribution for Olin
- Scheduling proctored make-up exams
- Staff BSBA front desk

**Cyndy Newell, BSBA Registrar** 5-6542
- Course rosters
- Grade records
- Final exam changes
- Academic reports and data analysis
- Budget records coordination

**Audrey Plump, BSBA Student Affairs Coordinator** 5-7773
- Appointment and event scheduling
- Event planning
- Budget administrator
- BSBA Curriculum Committee minutes and scheduling

**Yoon Groves, Associate Director of Academic and Student Affairs** 5-3329
- Academic and student services management
- Student matters, including attendance
- Academic advisor (freshmen, sophomore, junior, senior)
- Foreign exchange student advisor
- BSBA Liaison to Finance
- Advisor to BSBA student organizations
- BSBA student engagement initiatives
Konnie Henning, Associate Director of Academic and Student Affairs 5-5775
- Academic advisor (freshmen, sophomore, junior, senior)
- Honors in Management student coordination
- Student matters, including attendance
- Liaison for faculty recruiting undergraduates as Teaching and Research Assistants
- Liaison to WU Cornerstone (WU academic and disability support services)
- Liaison to the Center for Experiential Learning
- BSBA Liaison to Accounting, Business of Sports Minor and General Business Minor

Analisa Ortiz, Academic and Student Affairs Advisor 5-4691
- Student matters, including attendance
- Coordinates our Fall Orientation Programming
- Liaison to University Student Care Team
- Academic advisor (freshmen, sophomore, junior, senior)
- BSBA Liaison to Economics & Strategy and Healthcare
- Advisor to BSBA student organizations
- BSBA student engagement initiatives
- Student Success Liaison

Christopher Presley, Academic and Student Affairs Advisor 5-3329
- Student matters, including attendance
- Academic advisor (freshmen, sophomore, junior, senior)
- Coordinates our Annual Spotlight Recruiting event
- Coordinates Olin’s Fleischer Scholars Summer Program
- BSBA Liaison to Finance
- Advisor to BSBA student organizations
- BSBA student engagement initiatives
- Coordination of assurance of learning assessments (which are AACSB requirements)

Liz Shabani, Associate Director of Global Programs 5-9237
- Design, implementation, and management of undergraduate overseas initiatives
- BSBA liaison to WUSTL international programs
- BSBA Liaison for International Business Minor
- Academic advisor (freshmen, sophomore, junior, senior)

Candidate X, Global and Academic Advisor 5-3569
- Academic advisor (freshmen, sophomore, junior, senior)
- Student matters, including attendance
- Focus on short-term international/immersive courses
- International programs
- BSBA Liaison for Business of Entertainment minor
II. Executive MBA Program

The Executive MBA program is designed to help seasoned professionals round out their functional knowledge while building a diverse network and learning new approaches to complex, unstructured business issues. Executive MBA students embark on a program of personal growth and discovery in a supportive team environment, which gives them exposure not only to our world-class faculty but also to individuals and industries outside their usual purview. EMBA students are engaging at the intersection of faculty, students, and business, and are positioned to assist us in enlarging that intersection.

EMBA students earn 60 credit hours over a period of 20 months. On average EMBA students have 15 years of professional experience, eight years of management experience, and the average age Executive MBA students is 40. Students complete the lock-step program in a cohort, divided into study teams to facilitate collaborative learning.

Program Format — The Olin Executive MBA program meets once a month, Thursdays, Fridays, and Saturdays. Students begin the domestic program with the GO! Week Residency in St. Louis. First-year core courses are offered at all three U.S. campuses: St. Louis, Kansas City, and Denver. Regardless of where students take core courses, they return to St. Louis for the Leadership Residency and for the second-year curriculum.

Curriculum —

Year One — Core courses provide a comprehensive overview of business disciplines and illustrate how functional areas intersect. Understanding these interrelationships is essential for enterprise-wide management. The instructors link class learnings to the specific knowledge and skills needed for the integrative second year, including the innovation project. During the first year in the program, students participate in a team-development workshop, where they reflect on their team experience to date, share best practices, and chart a course for future progress. The first year also includes The Business of Policy, a mini-residency in Washington, D.C., in partnership with The Brookings Institute.

Year Two — Executive-level approaches to complex, unstructured business problems encompassing Leadership, Innovation, Growth and Sustainability, and Global and Emerging Markets are team-taught via an interdisciplinary approach. In addition to the International Residency in Beijing/Shanghai, the second year includes an innovation project. Students present their ideas and get feedback in a half-day IdeaBounce session. Ideas are then developed throughout the second half of the program, culminating in a capstone pitch competition judged by company executives, potential investors, and Olin faculty members. Daylong electives are also offered, allowing students to pursue areas of interest in relevant topics.

Residencies — Intensive opportunities for concentrated learning in alternative settings:

GO! Week: Opening Residency — a week-long stay at the Knight Center. Students are introduced to business functions from a top-level manager’s perspective and begin working with their study teams. The week provides the foundation for a transformational experience.
The Business of Policy: DC Immersion – leverages Olin’s unique partnership with the Brookings Institute. Provides on-the-ground instruction at one of the world’s premier public-policy think tanks, the opportunity to learn from key leaders and policymakers, and firsthand experience with the critical connection between business and government.

Leadership Residency – a week-long stay at the Knight Center. Offers a deep dive into the science and practice of leadership. Leverages your strengths and weaknesses as a leader through state-of-the-art assessments and personalized feedback.

International Residency — enables students to spend eight days experiencing business in China. Explores global economies, markets, and leadership and the intersection of business and government in China. Students visit Beijing, the cultural and political heart of the country, and Shanghai, the world’s fastest-growing financial center.

EMBA Team

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gabrielle Ballard</td>
<td>Event Manager</td>
<td>5-3150</td>
</tr>
<tr>
<td>Cory Barron</td>
<td>Student Services Manager</td>
<td>5-8079</td>
</tr>
<tr>
<td>Angie Bauman</td>
<td>Director of Executive MBA Admissions Operations</td>
<td>5-3383</td>
</tr>
<tr>
<td>Stuart Bunderson</td>
<td>Associate Dean and Director of Executive Programs</td>
<td>5-6457</td>
</tr>
<tr>
<td>Monica Chandler</td>
<td>Kansas City Student Services</td>
<td>(816) 875-3453</td>
</tr>
<tr>
<td>Linda Endecott</td>
<td>Managing Director, Kansas City</td>
<td>(816) 875-3453</td>
</tr>
<tr>
<td>Dan Jenkins</td>
<td>Director of Executive Student Services</td>
<td>5-4867</td>
</tr>
<tr>
<td>Kathryn Graham</td>
<td>Materials and Program Coordinator</td>
<td>5-7040</td>
</tr>
<tr>
<td>Laura May</td>
<td>Registrar &amp; Project Specialist</td>
<td>5-9032</td>
</tr>
<tr>
<td>Christie Mercer</td>
<td>Executive Programs Manager</td>
<td>5-4041</td>
</tr>
<tr>
<td>Molly Mulligan</td>
<td>Executive MBA Admissions Operations Specialist</td>
<td>5-8078</td>
</tr>
<tr>
<td>Courtney Devanny</td>
<td>Denver EMBA Program Director</td>
<td>(913) 522-7685</td>
</tr>
<tr>
<td>Bob Schumacher</td>
<td>Administrative Coordinator</td>
<td>5-7008</td>
</tr>
<tr>
<td>Meg Shuff</td>
<td>Assistant Dean of Executive MBA Admissions</td>
<td>5-8632</td>
</tr>
<tr>
<td>Mary Ann Skadow</td>
<td>Student Services Coordinator, Denver</td>
<td>(305) 514-0870</td>
</tr>
<tr>
<td>Frans VanOudenallen</td>
<td>Director of Career Development</td>
<td>5-7358</td>
</tr>
<tr>
<td>Edie Varley</td>
<td>Director of Discernment</td>
<td>5-7358</td>
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</table>

III.  WASHINGTON UNIVERSITY — FUDAN UNIVERSITY EXECUTIVE MBA PROGRAM - SHANGHAI, CHINA

Since 2002, the Olin School of Business has offered a Shanghai-based EMBA program through a joint venture partnership with the School of Management at Fudan University. Students in the program are formally enrolled as students of the Olin Business School and receive an MBA degree from Washington University upon completion of the program. In October 2006, the program debuted at 8th in the world and 1st in China in the Financial Times annual rankings of international EMBA programs. In October 2014, the program was ranked 7th worldwide by the same ranking system from FT.
A. **Format**
The program has one intake in May of each year and meets monthly for a four-day weekend (Friday to Monday) for 17 months in Shanghai. It concludes with a two-week residency in St. Louis. Over 90% of the course credit hours are taught by senior Olin School faculty or visitors who fly to Shanghai once a month in sequence to deliver the courses. Faculty from the School of Management at Fudan University generally provide between three and six credit hours of the 60 credit hours per cohort. In addition, most Olin-taught courses are supported by a Fudan “co-teacher” who provides his or her perspective on the topic of the course using approximately 4 of the 32 contact hours per course.

B. **Student Profile**
Each annual cohort has a target size of 40 to 50 students. The most recent cohort in May 2015 had 35 students with an average age of 38. Approximately 70 percent of them are local Chinese, with the remaining 30 percent from other parts of Asia, North America and Europe. Approximately 90 percent work for large, multinational companies that operate in China (40 percent of the most recent cohort work for Global Fortune 500 companies), and approximately 70% hold the title of director or higher in their organizations.

C. **Curriculum**
The program follows an 18-month, lock-step format with functional area courses sequenced to build in a cumulative fashion. The program begins with an opening five-day residency off-campus, during which the students complete the course work for Strategic Management, and begin developing the teamwork processes that will support their group work throughout the remainder of the program. Running throughout the program is a strong emphasis on effective leadership and teamwork, which is made experiential by requiring each cohort to organize a leadership committee and tasking that committee with the overall responsibility for designing and organizing extracurricular activities that help the students build social capital. The class leadership committee is also tasked with helping the program maintain a performance-oriented professionalism.

**Shanghai-Based Team**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paul Shao</td>
<td>Managing Director</td>
<td>+86 21 2501 1270</td>
</tr>
<tr>
<td>Zhang Chen</td>
<td>Director of Recruiting</td>
<td>+86 21 5566 4788</td>
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<tr>
<td>Jessica Sun</td>
<td>Marketing &amp; Recruiting Support Officer</td>
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</tr>
<tr>
<td>Vicky Ni</td>
<td>Academic Support Manager</td>
<td>+86 21 6564 4263</td>
</tr>
<tr>
<td>Binghou Han</td>
<td>Alumni and Student Affairs Manager</td>
<td>+86 21 5566 4745</td>
</tr>
</tbody>
</table>

**St. Louis-Based Support Team**

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Gabrielle Ballard</td>
<td>Event Manager</td>
<td>5-3150</td>
</tr>
<tr>
<td>Kathryn Graham</td>
<td>Materials and Program Coordinator</td>
<td>5-7040</td>
</tr>
<tr>
<td>Laura May</td>
<td>Registrar</td>
<td>5-9032</td>
</tr>
</tbody>
</table>
IV. **Washington University — Mumbai University Executive MBA Program — Mumbai, India**

In 2015, Olin Business School launched a Mumbai-based EMBA program through a joint partnership with the Shailesh J. Mehta School of Management at IIT-Bombay. Students in the program are formally enrolled as students of both the Olin Business School and Shailesh J. Mehta School of Management. Upon completion of the program, they receive a joint Executive MBA degree from Washington University in St. Louis and IIT-Bombay.

A. **Format**

Courses are held four days per month, from Thursday morning through Sunday evening, at the Shailesh J. Mehta School of Management (SJMSOM). EMBA students need 700 contact hours to graduate. Classes are taught in English and include local management perspectives from SJMSOM faculty members. The final two program modules are taught at Olin Business School's Charles F. Knight Executive Education & Conference Center on the Washington University campus in St. Louis.

B. **Inaugural class at a glance:**

- Twenty-seven executives
- Approximately 16 average years of professional experience, with 11 years of management experience
- 11 industries represented — both India and multinational companies
- Over 40 percent of the class are executives at the senior vice president level and higher
- Over 50 percent of the class is traveling from outside of the Mumbai area

C. **Curriculum**

The program follows an 18-month, lock-step format with functional area courses sequenced to build in a cumulative fashion. The program begins with an opening five-day residency off-campus, during which the students complete the course work for Strategic Management, and begin developing the teamwork processes that will support their group work throughout the remainder of the program. Running throughout the program is a strong emphasis on effective leadership and teamwork, which is made experiential by requiring each cohort to organize a leadership committee and tasking that committee with the overall responsibility for designing and organizing extracurricular activities that help the students build social capital. The class leadership committee is also tasked with helping the program maintain a performance-oriented professionalism.
V.  MBA Program

The full-time MBA program enrolls approximately 140-150 students each August. They are selected from an applicant pool of more than 1,500 and boast an average GMAT of about 690, GPA above 3.40 and approximately five years of work experience (based on 2016 data). About one-third of the students are international, more than 30 percent are female, and about 10 percent have less than one year of work experience.

The Olin MBA curriculum offers a comprehensive set of required and elective courses built upon a foundation of critical thinking and leadership skills. The degree requires completion of 66 credit hours, nearly two-thirds of which are elective courses selected by the individual student. Olin MBAs, therefore, are able to shape the curriculum to meet their unique personal objectives. Students may follow the track of one of five “Platform” programs or they may create their own unique package of electives. The fall semester of year-one focuses on critical thinking, leadership, career strategy, and the major functional areas of business. During the spring semester of year one and throughout year two, students take mostly elective courses of their choosing, often following the guidance of one of the five Platforms and/or concentration areas that help students navigate the curriculum toward their career goals. Elective courses include semester-long (3-credit) courses, seven-week “mini” (1.5-credit) courses, and experiential learning opportunities. Olin MBAs can also take up to nine credits of approved course work from other graduate programs at Washington University.

Location: Room 310 of Knight Hall
Main Phone: 314-935-7301

Key Staff

Joe Fox  Associate Dean and Director  5-6322
Ruthie Pyles  Assistant Dean and Director of Admissions and Financial Aid  5-2898
Sarah Miller  Assistant Dean and Director of Student Affairs  5-8391
Jackie Carter  Graduate Registrar  5-4730
Kyle Cronan  Associate Director of Financial Aid  5-6610

VI.  PMBA Program

A recurring theme with our students is the importance of team-based learning; collaboration is a word you hear repeatedly. Each entering class — each cohort — is divided into study groups of four to five individuals. These teams share responsibility for projects, papers and presentations. As a result of the diversity represented, each class cohort acquires a distinct personality that influences group activities and contributes a unique blend of experiences and information.

The Olin PMBA Program has the same high academic standards as our full-time MBA program. And our courses are taught by our regular faculty members, who have some of the best minds in business. More than 90 percent of our PMBA students complete their degree, an outstanding rate of success that we attribute to the incredibly supportive environment that’s fostered, in part, by the cohort system.
Olin PMBA students need 54 credits to graduate. Under normal circumstances they enroll in nine consecutive semesters (fall, spring, and summer) but more than half find opportunities to accelerate and finish in less time. Each semester consists of six credit hours and is divided into two mini-terms (Mini Term A and Mini Term B). Over half of all their courses are electives. Students take the majority of their core courses during the first year and begin choosing electives in their second year. Beginning in January of 2016 students starting in the spring semester will take all core classes, and in fact be able to complete the entire program, on a Saturday schedule.

Location: Room 310 of Knight Hall

Main Phone: 314-935-7301

Key Staff

Joe Fox  Associate Dean and Director  5-6322
Jan Snow  Director of Student Affairs  5-6155
Jackie Carter  Graduate Registrar  5-4730
Ruthie Pyles  Assistant Dean and Director of Admissions and Financial Aid  5-2898
Kyle Cronan  Associate Director of Financial Aid  5-6610

VII. SPECIALIZED MASTER’S PROGRAMS

A. Master of Science in Finance (MSF) Program

The MSF program is a rigorous graduate program that prepares students for exciting careers in financial services, asset management, and corporate finance. There are three tracks within the MSF degree:

- MSFQ (Quantitative Finance) track is a 17 month program. We strongly encourage students with excellent quantitative skills, such as those with graduate or undergraduate degrees in mathematics, physics, economics, engineering, computer science, or other technically-oriented fields to apply to this program.

- MSFC (Corporate Finance) track is a 10 month program that focuses on valuation and corporate finance. The program offers the chance to do a Practicum course organized by the Center for Finance and Accounting Research.

- GMF (Global Master of Finance Dual Degree Program) is a 14 month program in partnership with Interdisciplinary Center in Herzliya, Israel (IDC), Singapore Management University (SMU), Yonsei University in South Korea, WHU Otto Beisheim School of Management in Germany, and Universitat POomeu Fabra, Barcelona School of Management in Spain. The Global Master of Finance Dual Degree Program is specifically designed for students seeking to launch their career outside the US with...
career management services concentrated at IDC, SMU, Yonsei, WHU, and UPF University.

For those students who do not have any prior experience or training in finance, the MSFQ track and the MSFC track offer concentrated "foundations" courses in both finance and accounting in late summer to prepare them for the advanced finance course work in the program.

The MSF program is ideally suited for individuals seeking careers in:

- Equity Research
- Quantitative Investment Management
- Risk Management
- Credit Analysis
- Corporate Treasury
- Derivatives Pricing
- Corporate Finance
- Asset Management
- Consulting
- Investment Banking

**Key Staff Members**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hong Liu</td>
<td>Academic Director, MSFQ (QuantFin track)</td>
<td>5-5883</td>
</tr>
<tr>
<td>Radha Gopalani</td>
<td>Academic Director, MSFC (CorpFin track)</td>
<td>5-9196</td>
</tr>
<tr>
<td>Ohad Kadan</td>
<td>Academic Director, GMF (Global Master of Finance)</td>
<td>5-8737</td>
</tr>
<tr>
<td>Nikki Lemley</td>
<td>Associate Director, SMP Admissions</td>
<td>5-8469</td>
</tr>
<tr>
<td>David McKee</td>
<td>Associate Director, SMP Student Affairs</td>
<td>5-8532</td>
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<tr>
<td></td>
<td>Academic Advisor, Master of Finance (MSFQ and MSFC)</td>
<td>5-8546</td>
</tr>
<tr>
<td>Jamie Rapert</td>
<td>Academic Advisor and Admissions (GMF)</td>
<td>5-6546</td>
</tr>
</tbody>
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For academic questions about the MSF curriculum, contact the appropriate academic director. For administrative questions, or to refer interested students to the admissions process for the MSF, contact Nikki Lemley.

**B. Master of Accounting (MACC) Program**

For students interested in pursuing a career that requires in-depth knowledge in accounting, our new Master of Accounting program (MACC) provides an opportunity to gain extensive knowledge in accounting, enabling them to pursue positions in public accounting firms or in other capacities requiring deep accounting knowledge (for example, accounting functions in corporations).
The MACC program can be completed in two or three semesters, though the length of the program varies for current Washington University students who add the MACC degree. We invite applications from many groups of students, including:

- Students with an existing bachelor's degree who have prior business background.
- Students with an existing bachelor's degree with no prior business background.
- Current Washington University undergraduate students.

Key Staff Members

Mark Soczek  Academic Director  5-6113
Nikki Lemley  Associate Director, SMP Admissions  5-8469
David McKee  Associate Director, SMP Student Affairs  5-8532
Laura Hollabaugh  Academic Advisor, MACC  5-7257

For academic questions about the MACC curriculum, contact Mark Soczek. For administrative questions, or to refer interested students to the admissions process for the MACC, contact Nikki Lemley.

C. Master of Science in Supply Chain Management (MSSCM) Program

The Master of Science in Supply Chain Management (MSSCM) program is an intensive curriculum that brings together faculty renowned for their work in risk management and supply chain research, and industry collaboration. The MSSCM program can be completed in two or three semesters, though the length of the program varies for current Washington University students who add the MSSCM degree. The Master of Science in Supply Chain Management program is ideal for individuals seeking to pursue careers in logistics, supply chain, change management, innovation and integrated risk management. We strongly encourage students and individuals with excellent quantitative skills, such as those with graduate or undergraduate degrees in mathematics, physics, engineering or other technically-oriented fields, to apply to this program. Foundations courses during late summer may be required for students who do not have a prior background in business subjects.

Key Staff Members

Sergio Chayet  Academic Director  5-6769
Nicki Lemley  Associate Director, Admissions  5-8469
David McKee  Associate Director, SMP Student Affairs  5-8532
Andy Sample  Manager, Boeing Center for Technology, Information, and Manufacturing  5-5577

For academic questions about the MSSCM curriculum, contact Sergio Chayet. For administrative questions, or to refer interested students to the admissions process for the MSSCM program, contact either Greg Hutchings or Nikki Lemley.
D. Master of Science in Customer Analytics (MSCA) Program

The Master of Science in Customer Analytics (MSCA) program is designed to train students to become analytics-driven managers. Students develop quantitative modeling skills to make sense of big data. This is an intensive curriculum that brings distinguished faculty from the Olin Business School and other WUSTL departments to challenge and guide our students through a highly analytical journey. This degree positions students to excel in the world of big data and opens up immense possibilities.

Key Staff Members

Seethu Seetharaman  Academic Director  5-3574
Nicki Lemley  Associate Director, Admissions  5-8469
David McKee  Associate Director, SMP Student Affairs and Academic Advisor, MSCA  5-8532

For academic questions about the MSCA curriculum, contact Seethu Seetharaman. For administrative questions, or to refer interested students to the admissions process for the MSCA program, contact Nikki Lemley.

VIII. Doctoral Programs — Business Administration

Program Office Location: Simon Hall 275 (second floor)

General telephone number: 314-935-6340

Staff:
Anjan Thakor, Director — 935-7197
Erin Murdock, Associate Director of Doctoral Admissions & Student Services — 935-6340
Donna Cerame, Administrative Assistant — 935-9234

Whom to call:
General questions should be directed to Erin Murdock.

The PhD program enrolls approximately 10-15 students each year. They are selected from an applicant pool of more than 375 and admitted students have an average GMAT of more than 715.

The Olin PhD program provides:
- Intellectually challenging core curriculum and strong background in basic disciplines.
- Collaborative relationships between faculty and students.
- Collegial network built on mutual respect and a shared school of thought.
- Opportunities to supplement your academic program with advanced course work in other graduate divisions including internationally acclaimed Schools of Medicine, Social Work, Law and Engineering.
- Generous financial aid package including; full tuition remission University health insurance fee, and a stipend for living expenses.
- Support for your research and funding for academic conferences.
- Teaching support through Olin course work and the Washington University Teaching Center.

The PhD program at Olin Business School provides a strong background in basic disciplines, giving students the tools they will need to pursue engaging research. Doctoral students must complete 72 semester hours, maintain satisfactory academic progress, pass certain examinations, fulfill residence and teaching requirements, and write, defend, and submit a dissertation.

Faculty expectations are designed to support students through their core foundation and specialized course work and help them sharpen their research skills. Olin faculty often build one-on-one mentoring relationships that include co-authoring research papers.

**Hiring a PhD Student:**

PhD students are required to work 400 – 500 RA or TA hours from years 2 – 5. Students are not allowed to work during their first year, so please make sure the student you’d like to work with is eligible. Work authorization forms should be completed prior to beginning work with the student and are available through the Dean’s Office. Students are limited to 20 hours per week during the school year and hours are submitted online biweekly. Faculty are responsible for supervising RA/TA hours and cover 50% of the cost. The PhD Office covers the other 50%. Please contact Erin Murdock for more information.

**IX. EXECUTIVE PROGRAMS — OLIN BUSINESS SCHOOL**

Executive Programs at Olin is important in the context of the School’s overall strategy: namely to work at the intersection of business, faculty, and students. In this case, the “students” typically are middle managers and executives representing a diverse group of organizations.

Executive Programs provides the following benefits to the School:

1. **Reputation and funding.** The department aims to generate a surplus that can be used for faculty research and other key activities within the School. The Financial Times’ annual survey of non-degree executive education programs has ranked Olin Business School at Washington University in St. Louis #11 among U.S.-based business schools and #28 worldwide.
2. **Develops faculty teaching capabilities.** Executives are very demanding in the classroom. In executive education, lectures won’t work. To achieve success, faculty use experiential learning to help executives “discover” their answers. Experiential learning includes cases with break-out sessions, simulations, role plays, and creative exercises. And there must be time set aside, under the supervision and facilitation of the faculty, for the executives to apply the frameworks and concepts they’ve learned to their own particular work-related challenges. The teaching skills and real world examples the faculty acquire through executive programs often are brought into degree program teaching to make for a more compelling and successful educational experience.
3. **Develops long-term successful relationships.** Olin cultivates relationships with individual executives and their organizations, which can extend into many activities including: internships, the hiring of our graduates, funded research, major targeted donations, etc. Senior executives attending executive programs can also lead to greater use of the Knight Center, enrollment in our EMBA programs or the purchase of custom programs.

**Caveat:** In Executive Program activities, we intentionally lean toward using tenured faculty, adjuncts and outside experts rather than untenured junior faculty. This latter group of faculty needs to focus on attaining tenure, which translates into them doing high-quality research. We do not want executive education to be a distraction at this stage of a faculty member’s career.

Executive Programs at Olin is divided into five program/product groupings.

1. **Olin Advanced Management Certificate:** Olin Executive Education seminars include a portfolio of one-day, and two-day seminars taught throughout the year. Olin faculty teach many of the seminars, but some are taught by outside experts. These seminars are applied and highly interactive, with an emphasis on immediate application in the workplace. Seminars are a “proving ground” for both faculty and content in the broader sphere of executive programs.

2. **Specialized Certificate Programs for Professionals** offer intensive knowledge and skill-building for management development training and succession planning. Certificates are modular in format (with 1, 2 and 3-day modules) and can be earned in three to six months. While certificate offerings vary with the needs of the market, currently Olin offers certificate programs in Supply Chain and Women’s Leadership.

3. **Corporate Programs** are programs designed specifically for individual organizations or SBUs within organizations. They focus on one or a combination of two objectives: (a) Leadership Development and (b) Strategic Corporate Transformation. Typically, Olin Executive Programs works with a dozen or so organizations at any point in time. Most customized programs are taught by senior Olin faculty but experts and faculty from other schools occasionally are invited to participate.

Whether Olin Executive Programs are delivered at the Knight Center or at off-campus locations, they are supported by the Operations Group, which handles all logistical and administrative aspects of the program delivery.

**The Team**

- **Samuel Chun** Assistant Dean of Executive Programs & Corporate Outreach 5-8875
- **Michele Ralston** Associate Director of Open Enrollment 5-7583
- **Erika Caudell** Operations Manager, Executive Education Programs 5-4717
- **Holly Holland** Business Development Program Coordinator 5-8333
- **Emily Thompson** Product and Business Development Associate 5-4126
SECTION 5 - CENTERS
I. **WESTON CAREER CENTER**

The Weston Career Center draws upon more than 300 years of collective experience in a wide range of industries to prepare Olin students for success in today’s marketplace. Our interns and graduates have been successfully employed in a variety of field-related corporations, including premier accounting, consulting, finance, investment banking, health care, marketing, management, nonprofit, retail, supply chain, operations, sales and marketing firms.

Our mission is to equip our students with the skills, knowledge and resources that inspire confidence to achieve career success. We build long-term relationships with employers so as to connect them with the talent needed to meet the challenges of today’s marketplace.

Our personalized approach to career education and preparation requires ongoing student engagement. Olin students seek and benefit from faculty insights and advice and the Weston Career Center (WCC) staff continually seek partnerships with faculty to expand industry and career readiness. Furthermore, today’s students are tomorrow’s alumni and we provide support to our alumni by encouraging collaboration with faculty, particularly in the classroom and experiential learning.

Our Employer Relations team takes a high-touch, holistic approach to account management partnering with companies every step of the way to build and strengthen relationships with our corporate partners. Our team maintains a particularly keen focus on the marketplace where firms value and hire international students who seek opportunities in and outside the US.

The WCC maintains a library of online research and resource tools for students; and, faculty are encouraged to browse the dedicated career services website at OlinCareers.wustl.edu.

The following are just a few comments from our continuous survey of recruiters:

“Quality Students”
“High-quality students who are prepared to be future leaders of our company”
“Candidates were well prepared, have solid business backgrounds”
“Great students and high success rate with Olin students”
“Very good students, one of the best business schools in the country”
“I know I’ll meet high-quality students who have similar ethics and values to our company.”

We are located in Knight Hall, Suite 210 and also Simon Hall, Suite 121 where our Management Communications Center team resides. We welcome faculty to stop in to discuss opportunities to incorporate business guests in the classroom or to tour our facilities.

Karen Heise  
Interim Director and Employer Relations Manager  
Olin Business School, Weston Career Center  
heise@wustl.edu / 314-935-9536
II. **Boeing Center for Supply Chain Innovation (BCSCI)**

The Boeing Center (BCSCI) is a cooperative venture between the Olin Business School, Boeing, and other corporate partners for the purpose of providing industry with education and applied research dealing with issues of world-class supply chain, technology, information, and manufacturing while simultaneously enhancing the educational experience of Olin students. BCSCI will focus on the technological innovations necessary to develop and deliver commercially superior products, on the strategic development and use of information management capabilities, and on supply chain management.

BCSCI will discover, develop, and help bring to practice the capabilities necessary to achieve global excellence in technology, information, and manufacturing, to disseminate this knowledge to industry, and to provide opportunities for Olin students by:

- Providing a team of well-rounded graduates who have a balanced understanding of technology, manufacturing capabilities, and management skills.
- Supporting curriculum development and the teaching of courses that enhance the students’ capabilities and experiences.
- Promoting the study of supply chain management, as this field supports the strategic management of organizations.
- Conducting applied research on supply chain technology and management in support of global technological and manufacturing excellence.
- Supporting the view that supply chain excellence requires a high level of integration among the tasks of product definition, design, marketing, and manufacturing.
- Promoting best practice interchange (technical and management) among participating firms and between the firms and the University.
- Recognizing that BCSCI’s success will be tied to the industry’s ability to provide timely, high-quality, low-cost products that consistently exceed customer expectations.

**Key Contacts:**

Panos Kouvelis, Director, 5-4604
Andy Sample, Program Director, 5-5577
III. Center for Experiential Learning (CEL)

EXHIBIT FROM “OLIN’S PLAN FOR EXCELLENCE”

The Center for Experiential Learning operates at the intersection of students, business and faculty. Our programs are designed to provide students an opportunity to apply their knowledge in an innovative learning environment while delivering impact to each client through work on real business problems. Faculty members/project advisers guide students through this process by advising projects and helping steer (teams of) students to appropriate solutions. Faculty may also participate by directing organizations to the Center, and by encouraging students to participate in CEL programs.
The CEL runs 7 programs throughout the year:

- **The CEL Practicum**: In this program, public and private sector organizations, corporations and NGO's and other organizations sponsor full-semester projects in which teams of students work with the client, under the supervision of a faculty and/or project adviser, to address the issues related to the project. Projects require a substantial time commitment and may require limited travel. Each student is expected spend at least 150 hours over the course of the semester.

- **The Taylor Community Consulting Program (TCCP)**: Via this program, teams of students work with smaller, nonprofit organizations for a half semester to address the applicable issues related to a project submitted by the nonprofit organization. External consultants, from Deloitte, serve as mentors to the teams of students, and many teams of students also draw upon faculty members for advice. Each student is expected to spend at least 75 hours per project.

- **Olin/United Way Board Fellows programs**: In this program second-year MBA, PMBA, and EMBA students are taken into the nonprofit boardroom as voting board members for a one year term. Student Board Fellows spend that year working on a specific project assigned to them by their board and/or agency Executive Director. At the end of their term, the student presents their final project to Olin faculty and agency leaders. Each student is expected to spend at least 160 hours to receive credit.

- **CEL Entrepreneurial Consulting Team (CELect)**: This semester long course is meant to encourage the entrepreneurial spirit in students from the business school, the engineering school, and the law school. The students are paired with entrepreneurs to work on early-stage business challenges. The course is conducted off-campus at The Railroad Exchange building (T-REx) in downtown St. Louis where many of the clients are headquartered. Each student is expected to spend at least 120 hours to receive credit.

- **Global Management Studies trips**: Olin MBA students have the opportunity to earn credit for an International trip in which they study the business environment and industries of their destination of choice. While the burden of designing the trip falls upon the students, a faculty member advises each trip while administrative and logistical support is provided by the CEL.

- **Small Business Initiative**: This 10-12 week program engages BSBA students in teams to provide project support to local businesses in the St. Louis community with the goal of delivering critical information and actionable results on critical day-to-day operational issues. Each student is expected to spend at least 120 hours to receive 3.0 credits.

- **Metrics for Financial Decision-Making**: This program is designed for Masters of Accounting students and other students who want to build their consulting skills by working with early-stage businesses. The end-goal of these projects is to help start-up clients understand and build their financial metrics. This in turn contributes to strategic planning and clients’ ability to manage operations effectively. Clients are aspiring entrepreneurs from Washington University and other local start-ups.
**CEL Information:**

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<thead>
<tr>
<th>Location:</th>
<th>Simon Hall 100</th>
</tr>
</thead>
<tbody>
<tr>
<td>Web site:</td>
<td><a href="http://www.olin.wustl.edu/cel">www.olin.wustl.edu/cel</a></td>
</tr>
<tr>
<td>General telephone number:</td>
<td>314-935-4512</td>
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**Team:**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ron King</td>
<td>Academic Director, Center for Experiential Learning</td>
<td>5-6385</td>
</tr>
<tr>
<td>Daniel Bentle</td>
<td>Managing Director, Center for Experiential Learning</td>
<td>5-6337</td>
</tr>
<tr>
<td>Cliff Holekamp</td>
<td>Director, CEL Entrepreneurial Consulting Team</td>
<td>5-6342</td>
</tr>
<tr>
<td>Al Kent</td>
<td>Director, Olin/United Way Board Fellows Program</td>
<td>5-3185</td>
</tr>
<tr>
<td>Mark Soczek</td>
<td>Director, Taylor Community Consulting Program</td>
<td>5-9101</td>
</tr>
<tr>
<td>Beth Doores</td>
<td>Program Administrator</td>
<td>5-8608</td>
</tr>
<tr>
<td>Amy VanEssendelft</td>
<td>Program Administrator</td>
<td>5-4951</td>
</tr>
</tbody>
</table>
IV. CENTER FOR CUSTOMER ANALYTICS AND BIG DATA (CCABD)

CCABD is designed to serve the needs of companies, both locally and nationally, to inform their strategic decisions using analytical tools.

Enlightened companies are increasingly using, or aspiring to use, analytics-driven decision-making in order to gain a competitive advantage in their businesses. In this regard, the mission of CCABD is to use cutting-edge analytical tools to answer important business questions facing firms, particularly in the domains of customer segmentation, product design, product portfolio optimization, tailored pricing, revenue management, advertising allocation, online search word bidding, customer retention, product recommendations etc.

CCABD provides customized consulting solutions, as well as offers research roundtables and analytics training programs, to meet the needs of partner companies. These efforts are centrally driven by Olin’s faculty members, exploiting the curricular opportunities offered by Olin’s doctoral program, as well as the industry experiential component of Olin’s Master of Science in Customer Analytics (MSCA) program. Recent consulting engagements have involved client firms in financial services, energy, retail supplies, e-commerce, consulting etc.

CCABD exploits existing contacts in departments across Washington University, St. Louis, such as the Technology and Leadership Center, School of Engineering and Applied Science, Data and GIS Services, Clinical Informatics etc., as appropriate in achieving the above-mentioned efforts.

The current advisory board of the CCABD comprises senior executives from the following member companies: Dell-EMC, Schnucks, Express Scripts, Master Card, Daugherty, Nestle-Purina, Boeing, Wells Fargo and Teradata.

Companies are invited to participate with CCABD as advisory board members, or/and as clients with business problems that need solutions. For specific details on levels of participation with CCABD, please contact the Director of the Center, Professor Seethu Seetharaman, at seethu@wustl.edu.
V. CENTER FOR RESEARCH IN ECONOMICS AND STRATEGY (CRES)

The Center’s objective is to advance understanding of firms and markets by supporting scientific research on these subjects, especially research employing state-of-the-art analytical and/or empirical methods to address substantive questions and intended to be published in top-tier academic journals. Topics include, but are not limited to, industrial organization, business strategy, game theory and applications such as organization and incentive design, pricing and industry evolution. Research at the interface of economics and strategy is of particular interest, but economics-based research in any area is welcome.

The Center will support: (1) seminar series in which both internal and external research are presented; (2) short-term visitor's programs in which researchers from other domestic or international institutions spend short periods (e.g., one week) at Olin; (3) conferences; (4) research assistance, including Ph.D. student funding, or data collection beyond what would normally be funded by faculty research resources; (5) interaction between the faculty and MBA and BSBA students by, e.g., naming top-performing students CRES Fellows and supporting their assisting, or in some way participating in, with faculty research projects; and (6) dissemination of research through a center Web site. This is not an exhaustive list. Innovative ways to promote high-quality research are encouraged.

The Center specifically encourages groups of faculty to develop theme-based projects spanning one or two years and encompassing elements of (1) through (6). For example, a group of faculty could explore a topic from several angles, or several related topics; invite a collection of seminar speakers currently working on these topics; host several short term visitors; and conclude with a conference. These activities would be intended to support the faculty authoring a number of high quality research papers.

Key Individuals:

Glenn MacDonald, Director 5-7768
Connie Mushill, Budgetary Items 5-9108
Ashley Miholli, Administrative Assistant, Strategy 5-3453
Amanda DeBord, Administrative Assistant, Applied Economics 5-7614
VI. **The Skandalaris Center for Entrepreneurial Studies**

At the Olin Business School, varied programs offer students the opportunity to learn the many facets of entrepreneurship both from academic and experiential perspectives. The curriculum is designed to teach students the fundamentals of starting a new business and provide them with ample opportunity to participate in the process in a real-world setting. Undergraduates and graduates collaborate with students across the campus in forming new ventures.

Olin, along with other Washington University schools, participates in programs and activities sponsored by the campus-wide Skandalaris Center for Entrepreneurial Studies. Beyond training students to lead businesses in the future in order to strengthen the labor pool, the Center fosters networking, supplies resources for ideas to mature, and provides a forum in which these ideas can partner with venture capital. As an early resource along the idea-to-business path, the Center acts as a funnel through which the idea starts on its way to becoming a business. In this role, the Center serves the needs of both upstream and downstream "customers," with several customers appearing in multiple roles along this journey.

### Team:

- **Emre Toker**
  - Director
  - 5-9134

- **John Brenner**
  - New Venture Analyst
  - 5-7668

- **James Sorrell**
  - New Venture Analyst
  - 5-6906

- **Jessica Stanko**
  - Administrative Coordinator
  - 5-3325

- **Hao Tang**
  - Program Analyst
  - 5-6510

- **Kristie Wickwire**
  - Office Coordinator
  - 5-5709

- **Shauna Williams**
  - Communications Program Manager
  - 5-7203
VII. MANAGEMENT COMMUNICATION CENTER

Mission
Our mission is to hone the management communication skills of undergraduate and graduate business students. Olin students, individually and in small groups, benefit from lab-based coaching and practice opportunities, which complement a range of required and elective communication courses. Consultants help students expand their ability to craft succinct and precise communications; students develop strategies through coaching, rehearsals, website-based information, and critique sessions.

In addition, the director of the Management Communication Center (MCC) serves as a resource to faculty. Faculty may consult with the director on:

- Developing effective writing and speaking assignments for classes
- Referring students for work in the MCC
- Improving classroom teaching/presentation skills
- Facilitating workshops for faculty on writing and presentation topics
- Arranging for a student consultant to observe teaching or to observe the presentation skills of students in the class

Facility and Services
The MCC, located in Suite 121 of Simon Hall, is a boardroom-style facility with a flat-screen television and digital recording equipment. We hire and train second-year MBA students who have strong communication skills to provide individual consulting. Sessions are 45 minutes long. Students will use our website’s online scheduling system to arrange an appointment to:

- Improve written assignments
- Strengthen presentation skills
- Practice English as a second language

We also accept referrals from the Weston Career Center (WCC) for students who want to fine-tune their job-search communication skills.

Sessions
When a student comes in for class-related work, we will send a brief description of our session with a student to the faculty member. Our consultants respect the importance of academic honesty and will not do the work for a student. We do not proofread or edit written work; rather we use open-ended questions and other instructional methods to help students learn how to improve their own writing.

Contact Information
For more information about the MCC and its services, contact:

Sally Michael, sally.michael@wustl.edu
VIII. WFA CENTER FOR FINANCE AND ACCOUNTING RESEARCH (CFAR)

WFA-CFAR is a catalyst for enhancing and disseminating cutting-edge finance and accounting research. The center acts as a learning laboratory, facilitating interaction among Olin faculty, Olin students, and business partners to identify real-world business problems and develop practical, effective solutions. Our vision is to be a premier research center that promotes and supports the most innovative finance and accounting research at Olin and connects students to business in order to transform business practice and education.

WFA-CFAR has been active in funding research, acquiring up-to-date financial databases, sponsoring academic research conferences & seminars and underwriting faculty and doctoral student participation in prominent industry conferences as well as providing applied learning opportunities through our student practicums and mentorships. WFA-CFAR has put together an outstanding advisory board of business leaders to provide guidance and direction.

Please see the WFA-CFAR website at: http://www.olin.wustl.edu/EN-US/Faculty-Research/research-centers/center-for-finance-and-accounting-research/Pages/default.aspx for additional information.

Anjan Thakor
John E. Simon Professor of Finance and Director of the PhD Program

For information contact:
Marcianne Gagliardi
Program Manager
Campus Box 1133
One Brookings Drive
St. Louis, MO 63130
314-935-2943
mgagliardi@wustl.edu
SECTION 6 - GENERAL FACULTY INFORMATION
I. **Absence Policy**

In the event of an unavoidable absence from your course, please do the following:

- Call Joyce Montgomery (5-6327) in the Dean’s office at the earliest opportunity. In Joyce’s absence, please call Elaine McClary (5-6344). They will be responsible for notifying the appropriate program director (BSBA, MBA, Executive Programs, Ph.D.), who will notify your students. They will also notify General Services so that special equipment requested for your class can be secured when the class is cancelled.

- Determine how the instruction hours will be “made up.” Ask a colleague to cover for you if such a substitution is feasible, or schedule another class meeting at a time convenient for you and your students. If you know this information at the time that you contact Joyce or Elaine, they will make sure that your message is transmitted to your students.

II. **Faculty Bios, Home Pages and Working Papers**

A. **Bios**

Each faculty member has an online bio page. A web-based program called Digital Measures houses all information used in the bio and faculty members have the ability to access the program and make their own changes by logging on to the Digital Measures site [https://www.digitalmeasures.com/login/wustl/faculty/dashboard/](https://www.digitalmeasures.com/login/wustl/faculty/dashboard/) with their WUSTL Key logon and then clicking on Manage Data. Only photos are not editable by faculty members – those must be uploaded by a member of Olin's I.S. group. Terry Wirtel (wirtel@wustl.edu), in the Dean’s Office, manages updates for all faculty members who do not wish to update the information themselves. Members of the Faculty Support team are also happy to assist in making changes. Please see Terry or any member of Faculty Support for assistance.

All bios are listed at [http://www.olin.wustl.edu/EN-US/Faculty-Research/Faculty/Pages/default.aspx](http://www.olin.wustl.edu/EN-US/Faculty-Research/Faculty/Pages/default.aspx).

B. **Attaching Home Pages and CVs to Bio**

All faculty members have a folder labeled “www” in their personal directory on the network (the “M” drive) to be used for additional web information as determined by the faculty member. Links for an individual home page and curriculum vitae can be included on the bio page, but they are an optional feature and are not required. The “home” Web page can be used for personal use but should not match the layout and format of the bio page in order to avoid confusion. **Home pages must be saved as “index.html” and saved in the www folder of the individual “M” network drive. CVs should be saved as CV.pdf in the www folder.** Once this has been done, contact Terry or the administrative assistant to publish this information on the bio.
C. **Working Papers**

The Olin Faculty Working Papers Web site is available at [http://www.olin.wustl.edu/EN-US/Faculty-Research/research/Pages/default.aspx](http://www.olin.wustl.edu/EN-US/Faculty-Research/research/Pages/default.aspx). Faculty and their administrative assistants will be able to post PDF versions of Working Papers. Visitors to the site are invited to search the abstracts or browse by author, topic or date and request PDF downloads of any Working Paper.

III. **Furniture**

Each faculty office is equipped with a desk and computer table surface, swivel task chair, and a combination of bookcases and file cabinets. Additional personal furniture is acceptable. New tenure-track and tenured faculty who join Olin will receive a small furniture budget to purchase new furniture. Please contact Sandy Vaughn at svaughn@wustl.edu who will discuss available funds and types of furniture. Sandy will order and arrange delivery or installation. Faculty members may also purchase their own items and be reimbursed from their personal STAR Account. Furniture may be purchased only for the Olin office. Olin funds may not be used to purchase home office items.

IV. **Keys**

Each faculty member is provided with keys to his/her office and to the Faculty Support offices. Faculty office keys will not be issued to teaching or research assistants unless requested by a faculty member.

Keys requested for TAs, RAs, student workers, student activities, etc. will be charged to the appropriate department or STAR account if they are not returned at the end of the semester or school year.

Please contact General Services or Faculty Support for assistance in obtaining keys. If keys are lost or stolen, please notify General Services immediately via e-mail ([services@olin.wustl.edu](mailto:services@olin.wustl.edu)). There is a replacement fee of $10 per key (excluding master or special keys, which cost $100).

A master key is available in each Faculty Support office, but closely monitored and not available when the offices are closed. Classroom keys and a key to the supply cabinet are also located in each Faculty Support office. For more information, see your administrative assistant.
V. RESEARCH GRANT DEVELOPMENT

The Olin Business School recognizes that the securing of research grants by Olin faculty has multiple benefits both for faculty members individually and for the school overall. The school does not require faculty to pursue grant funding. However, for faculty who are interested in pursuing research grants, both independently, and with colleagues within and outside of Washington University, the University provides support to assist faculty with the search for funding opportunities and in the grant proposal process.

Please let us know if you are interested in submitting a grant proposal now, or sometime in the future. All grant proposals (budget, etc.) must be approved at the University Research Office level before being submitted to the agency or corporation. Please provide as much lead time as possible to increase your chances for funding success.

Below are some of the University offices and other resources that support sponsored research on the Danforth campus.


Faculty Guide to Compliance Requirements — http://complianceguide.wustl.edu/: A tool to provide convenient and concise information regarding the various compliance activities faculty members at Washington University are required to fulfill.

Human Research Protection Office — http://hrpohome.wustl.edu/: Provides necessary training, proposal review, and approval for all research involving human subjects.


Sponsored Projects Accounting — http://spa.wustl.edu/: Provides accounting and reporting support post award.

If you are interesting in applying for a research grant, or would like more information regarding funding sources, compliance, or other grant issues, please contact:

Todd Milbourn  
Senior Associate Dean for Faculty & Research  
Simon Hall, Room 200  
314-935-6391  
milbourn@wustl.edu

Sue Dunn  
Associate Director of Accounting  
Knight Center, Suite 300  
314-935-3816  
sdunn@wustl.edu
VI. ROOM RESERVATIONS

A. Course Classroom Assignments
Classroom assignments for scheduled classes and exams are organized by Tina Raynes and reviewed by the Dean’s Office. The size of the class, nature of the course and the availability of rooms determine the assignments. Instructor’s preferences for specific classrooms will be honored whenever possible.

B. Reservations for Make-up Exams & Proficiency Exams
Students may use available student group rooms in Knight/Bauer Halls or in Simon Hall (inside the Kopolow library), or tables in the Kopolow Library and will take make-up exams on the honor system. If private rooms are necessary, see Faculty Support to review availability of other locations and schedule a room. Proficiency exams should be scheduled through the Olin Business School registrar, Cyndy Newell.

C. Reservations for Special Needs Students
Please contact your Faculty Support administrative assistant if a student has special requirements when completing exams or assignments. Cornerstone, an on-campus facility for special needs students, can supply appropriate accommodations. Please contact an administrative assistant for help in arranging a room at Cornerstone.

D. Extra Room Reservations
The Faculty Seminar Rooms (Simon Hall Room 241, Bauer Hall Room BH 550), all classrooms and conference rooms are available on a first-come, first-serve basis. However, classes take precedence for any room reservations and reservations will not be taken until courses are scheduled for each new semester. Contact your Faculty Support administrative assistant for help in scheduling an appropriate room. Room availability may be reviewed by visiting the Virtual Event Management System. Using any Internet browser, type in the address: reserve.wustl.edu. Click on Log In and log in using your WUSTL Key. Click on Browse to review current room reservations or click on Make a Room Request to select a date, time and room for your meeting or event. Submit your request and it will be confirmed by Olin’s reservation staff. For further assistance, contact your Faculty Support administrative assistant.

VII. SUPPLIES

A stock of the most frequently used office supplies and Washington University stationery is available in the Supply Closet located across the hall from Room 220 in Simon Hall and on the far west end of the 5th floor of Bauer Hall, Room BH 530A. Faculty may avail themselves of these supplies as needed. Requests for non-stock items are to be directed to your administrative assistant. Non-stock items will be charged to your STAR account.
VIII. SUPPORT SERVICES

The Faculty Support Department is comprised of administrative assistants and a course packet coordinator. There is a fee for all individual services requiring more than 15 minutes to complete, meaning that general administrative duties such as answering phone calls, small duplication requests, reservations, faxing correspondence, etc. will be free of charge. In addition, a Faculty Service Administrator from the Dean’s Office works hand-in-hand with Faculty Support and manages course scheduling, STAR accounts, and numerous other services on behalf of faculty.

STAR Account Fees for Administrative Assistant and Student Services

<table>
<thead>
<tr>
<th>Administrative Assistant</th>
<th>Student</th>
<th>Course Packet Administrators</th>
</tr>
</thead>
<tbody>
<tr>
<td>$23/hour (all jobs taking 15 minutes or longer). Overtime rates of $34.50 per hour will be in effect if hours worked after 5:00 pm can be attributed directly to one faculty member.</td>
<td>$9/hour (all jobs taking 15 minutes or longer)</td>
<td>There is no charge for course packet services.</td>
</tr>
</tbody>
</table>

A. Administrative Assistants

Faculty Administrative Assistants are located in Simon Hall Room 242, Knight Hall Rooms KH 455 and KH 551 and they provide service between the hours of 8 a.m. – 5 p.m., Monday through Friday. The department employs a rotating schedule of 8 a.m. – 4 p.m. and 8:30 a.m. – 5 p.m. As a new faculty member, you will be assigned an administrative assistant. Work should be given directly to him/her or placed in an in-basket located on the assistant’s desk. If your administrative assistant is away from his/her desk or is out for the day, do not hesitate to speak to one of the other assistants in the room about your work request or to the department office manager, Leslie Stroker, who is located in Simon Hall office 243, or to Sandy Vaughn, the Senior Manager of Faculty Support, located in Knight Hall, office KH 544.

Assignments will be prioritized based on deadline, but primarily will be completed on a first-come, first-serve basis. Depending upon other work in progress and the length and complexity of materials submitted, turnaround time may take several hours to several days. Faculty members are encouraged to give as much lead time as possible and make all deadlines very clear.

Sample projects appropriate for the Faculty Support administrative assistants are listed below. However, this is not an all-inclusive list. Please feel free to discuss any additional project needs with the manager of Faculty Support.

- Blackboard Assistance – Post announcements and study materials, enter grades, provide Safe Assign reports.
- Budgetary Items — Analyzes and processes receipts/expenses for reimbursement. Please see “Important Expense Report Reminders” in this section for further information.
- Calendar Management — Assist faculty members in maintaining calendar appointments, following through with reminder notices, etc.
• Collect homework assignments from students and arrange for exam proctors.
• Coordinate visits of workshop speakers, schedule meetings, and plan and organize seminars or conferences — Tasks including hotel reservations, appropriate arrangements for meeting rooms, coordinating refreshments, creation of notices, announcements and schedules, process travel receipts for reimbursement to the visitor(s), and any follow-up as may be requested by the faculty.
• Copying and Duplicating Needs — Assist in gathering and assembling of materials and follow-through to have materials copied or duplicated in accordance with faculty requests.
• Creation of Manuscripts, Spreadsheets and Presentations - Assistants are knowledgeable in the Microsoft Suite of products and are available to create manuscripts, spreadsheets, presentations (including animation), general correspondence, exams, speeches and other faculty papers, syllabi, scanned materials and PDF files. Do not hesitate to bring any task to your assigned administrative assistant.
• Faculty Travel Arrangements — Coordinate travel arrangements, accommodations, and assist with recordkeeping for travel expense reports.
• Fax correspondence.
• Help organize and cleanup course packets, including copies from books, journals, etc.
• Make local restaurant reservations, order food for campus meetings.
• Make flight and hotel reservations pertaining to faculty travel.
• Order business cards or other supplies.
• Place orders for books, exam copies and miscellaneous items.
• Prepare overnight mail and packages for shipment.
• Reserve rooms for help sessions or other special requests.
• Telephone handling — Receive calls, taking messages, placing calls and giving out messages as requested by the faculty.

B. Course Packet Material Coordinator
• Orders textbooks.
• Organizes deadlines for materials.
• If necessary, obtains copies of any non-Harvard material that will be used in the packet.
• Cleans up course packet materials, including copies from books, journals, etc.
• Provides typed table of contents and written instructions and submits packet to LAD Custom Publishing for processing of copyright fees, printing of materials, and delivery to campus bookstore for student purchase.

For additional information regarding Course Packets, please see the Faculty Teaching section of this handbook.

C. Faculty Service Administrator (Dean’s Office)
• Organizes faculty Blackboard sites and provides training
• Course scheduling.
• STAR account management and billing.
• Acts as Olin’s Administrator for Digital Measures.
D. **Student Support**
- Researches and obtains copies of articles in Business School library.
- Researches and obtains copies of articles in Olin Library.
- Returns course work and exams to students’ mail files.
- Run errands to the campus bookstore.
- Assists with faculty’s filing.

E. **Deadlines and Log-In Procedures**
Faculty members are responsible for indicating the desired deadline. It is imperative that staff be made aware of deadlines prior to beginning the job in order to prioritize multiple tasks and deadline dates.

F. **Faculty Support Team Members and Faculty Assignments**

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Phone</th>
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<tbody>
<tr>
<td>Senior Manager:</td>
<td>Sandy Vaughn</td>
<td>5-6707</td>
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<tr>
<td>Office Manager:</td>
<td>Leslie Stroker</td>
<td>5-6046</td>
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<tr>
<td>Faculty Service Administrator:</td>
<td>Tina Raynes (Reports to Dean’s Office)</td>
<td>5-4184</td>
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<tr>
<td>Course Packet Coordinator:</td>
<td>Rebecca Dames (BSBA, MBA, PMBA)</td>
<td>5-8540</td>
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<td></td>
<td>For EMBA Packets, contact Kathryn Graham at 5-7040.</td>
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</table>

See the following pages for administrative assistant assignments.
<table>
<thead>
<tr>
<th>Accounting Seminars and Brown</th>
<th>Finance Seminars and Modules</th>
<th>BRSS Economic Seminars</th>
<th>MBA Platform Course/Seminar</th>
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<tr>
<td>Emeritus Faculty (226)</td>
<td>Story, Bob (253)</td>
<td>Silvera, Bernardo (252)</td>
<td>Summat, Mark (230)</td>
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<td>Pollock, Todd (200A)</td>
<td>Macdonald, Graham (255)</td>
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<td>Ryfey, Rich (218)</td>
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<td>Lennard, Zawadzki (233)</td>
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<td>Harris, John (243)</td>
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<td>Hamilton, Bart (251)</td>
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<td>Ellington, Burt (251)</td>
<td>Goldsbum, Daniel (250)</td>
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<td>Espinosa, Ignacio (248)</td>
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<td>Levine, Harvard (242)</td>
<td>Gandolfo, Jason (214)</td>
<td>Vorhees, Michael (229)</td>
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<td>Florey, Patrick (212)</td>
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<td>Adjoa, Nana (205)</td>
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<td>Durkin, Charles (209)</td>
<td>Greenbaum, Stuart (216)</td>
<td>Cunliffe, Claire (206)</td>
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<td>Ang, Ted (217)</td>
<td>Gluckhart, Susan (221)</td>
<td>Greenbaum, Stuart (216)</td>
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<td>Argen, Ted (205)</td>
<td>Ezen, Israel (236)</td>
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<td>0B Seminars/Workshops</td>
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Room KH 551

Room KH 455
SECTION 7 - FACULTY EXPENSE REIMBURSEMENT
I. **EXPENSE REIMBURSEMENT GUIDELINES**

Note: Please see the full STAR and Travel Expense policies, included as Items II and III of this section.

The purpose of this information is to articulate and clarify guidelines for reimbursements. The goals for creating these guidelines are to establish appropriate expectations and to enhance compliance. Compliance is a top priority because noncompliance can result in various negative consequences for the school and the university. Compliance is an issue because of IRS Regulations, Federal Regulations, and Expectations of a 501(c)3 organization. All constituents must be concerned with compliance. Further, all Olin constituents are requested (and expected) to exercise general fiscal prudence in their financial decisions.

The policy for these guidelines resides in the dean’s office and revisions can be made at the discretion of the dean.

Please direct questions regarding items on the following list to one of the following individuals:

Brent Jenson, Accounting — 5-8663
Sandy Vaughn, Faculty Support — 5-6707
Sue Dunn, Accounting – 5-3816

A. **Travel**

- Retain and submit all detailed receipts to your administrative assistant, including those for airfare, lodging, registration fees, meals, ground transportation, checked baggage, etc. University policy does allow per diems for meals and incidentals. Please speak with Sandy Vaughn, Brent Jenson or Sue Dunn for further information.
- Airfare reimbursement is limited to the cost of advance fare coach travel unless prior approval from the dean is obtained for business class travel. Business class travel will be reimbursed for teaching assignments in Shanghai or for documented medical necessity.
- Reimbursement for combined business and personal travel to multiple destinations is limited to the cost of roundtrip advance fare coach airfare to the business destination.
  - When you make your reservation, please obtain a quote for round trip advance fare coach to the business destination and submit this quote with your travel report.
- Mileage reimbursements in lieu of airfare are made at $0.54 per mile (effective January 1, 2016) and are limited to the *lower of the cost* of mileage reimbursement and round trip advance fare coach to the destination.
  - A MapQuest mileage statement indicating miles driven is needed for this reimbursement.
- Insurance on car rental cannot be reimbursed on rentals in the U.S., Canada, or any U.S. possession. Accept insurance coverage only when traveling outside these areas.
- Itemized receipts for lodging are required as telephone, Internet, etc. must be categorized separately.
- Explain any unusual circumstances and notify administrative assistant if portions of travel were paid by a third party.
- Reimbursable travel originating from a location other than St. Louis requires prior approval from the dean’s office.
B. Meals
- Meal expenses are limited to $75 per person, per meal unless a legitimate reason for exceeding the limit is documented. Per Diems are also allowable during travel for meals and incidentals. Please speak to a member of Faculty Support or Accounting for more details.
- Submit itemized receipts for all meals. While alcohol is a reimbursable expense, university accounting policy requires it to be categorized separately for purposes related to the University’s indirect cost recovery rate.
- If hosting a meal or event for less than 12 people, please provide the purpose of the event, names of guests, their title and association with the University. If 12 or more, the purpose of the event, the number of people in attendance and the makeup of the group will suffice.
- Meals for your spouse or other family members are reimbursable only when there is a legitimate business reason for their attendance and this reason is documented. Meal cost for a spouse is reimbursable when entertaining a University guest whose spouse is also present.

C. Human Subject Fees
- Human Subject Fee regulations are complicated and lengthy. Please contact Brent Jenson or Sue Dunn before beginning any experiment.
- Note that payments to students of the University are generally considered taxable income and thus cannot be reimbursed unless the name, address, and social security number of the recipients are provided.
- Payment of cash or gift card to foreign nationals is prohibited by U.S. federal tax law. Foreign nationals must be paid by check. No reimbursement can be made for cash or gift card payments made to foreign nationals.

D. Miscellaneous
- Submit all requests for reimbursement in a timely manner.
- Receipts submitted for reimbursement must be itemized and include proof of payment.
- If you are missing a receipt, please indicate this on your reimbursement request to avoid delay.
- Home Internet access may be reimbursed from the STAR account. If the fee is part of a cable or DSL package, please contact the service carrier to determine the cost of Internet service only.
- Documentation requirements regarding foreign national visitors are complicated and lengthy. Please contact the Dean’s Office, Joyce Montgomery, before an invitation is sent.
- Gifts given to individuals can only be reimbursed if we provide the name, address, and social security number of the recipient to our tax department. Please contact Brent Jenson or Sue Dunn for more information.
- Please work through your administrative assistant to make purchases through channels that legally avoid the payment of sales tax (but be cognizant of total overall costs).
- Out-of-pocket expenses for reimbursable items may be avoided at the Knight Center, Whittemore House, and the campus bookstore by directing the charge to the Olin Business School, Department 1220 (for faculty) or appropriate Staff department number. However, valid receipts must be submitted to your administrative assistant so that the appropriate STAR or Department accounts can be charged.
II. **Policy Statement for Travel Advances and Travel Expenses**

Last Updated 5/11/2010, Effective 06/01/10

A. **Introduction**

This document outlines travel policies in general terms. This policy is not intended to cover every possible situation. More restrictive policies may be set at the department or school level. However, it is the responsibility of the department or school to document, communicate, and enforce any restrictions they impose.

It is essential that Washington University has a strong accounting control environment and guards its image as a careful steward of charitable and public funds. Given the decentralized nature of the University, Senior Management relies heavily upon individual judgment at all levels of the organization in determining when expenses are necessary and reasonable. Unauthorized trips, expenses that do not comply with University policies, or expenses deemed to be excessive may not be reimbursed.

Employees will be reimbursed for approved travel-related expenses upon submission and approval of a travel expense statement. Direct payments to vendors via check requests are not allowed except for registration fees. There will be circumstances that require central purchase of travel, for example Non-University Personnel. There may also be occasions where the central purchase of some travel expense is appropriate, such as paying for the conference fee for several persons attending the same event. See Non-University Personnel section for additional information.

B. **Reimbursement Process**

Travel expense statements must be completed in a timely manner (generally no longer than 15 days) after the completion of the trip. Travel expense statements submitted more than 60 days after the completion of the trip require exception approval. See Exception Approval Requirements section for additional details regarding exception approvals.

Employees must use the travel expense statement provided by Financial Services. The form can be printed and completed manually or it can be completed in Microsoft Excel (located at aishelp.wustl.edu, Accounts Payable, Request Forms). Employees must sign the travel expense statement, which certifies that costs he/she incurred for the trip comply with all aspects of the travel policy and/or any sponsoring agency requirements, if applicable.

Travel expense statements must be signed by someone who is at least one level higher than the traveler or by a designee approved by the Controller’s Office. Principal Investigators (PI’s) can sign for travel paid on their research grants. PI’s cannot approve their own travel expense statements. By signing the travel expense statement, the approver is indicating that he/she reviewed all expenses to be reimbursed to the employee and that they are in compliance with all aspects of the travel policy.

For purposes of travel expense statement approval, Faculty should have the Dean or Department Chairman / Division Chief sign their expense statements. When it is not practical
for the Dean or Department Chairman / Division Chief to sign expense statements, a designee approver should be coordinated with the Accounts Payable Manager and approved by the Controller’s Office. Travel expense statements for Deans, Executive Vice Chancellors and other Senior Management reporting to the Chancellor will be signed by the CFO or the Controller in the CFO’s absence.

Individuals approving travel expense statements should explain all policy exceptions or conditions requiring exception approval and are responsible for obtaining the appropriate exception approval signature. See Exception Approval Requirements section for additional details regarding exception approvals.

Once the travel expense statement has been approved, it should be used by the department to create an on-line travel report (TR) document in the Administrative Information System (AIS). After the on-line TR document has been approved on-line by the department, the original travel expense statement and supporting documentation for reimbursable expenses must be sent to Accounts Payable, Box 1056. All trip expenses must be recorded on the travel expense statement including prepaid expenses and procurement card expenses. As a best practice, the supplemental procurement card expenses form should be used to detail procurement card activity. If the supplemental form is not completed, all procurement card expenses should be clearly marked on the travel expense statement. If a trip is paid for entirely by procurement card, a travel expense statement must be completed and approved. It is not necessary to enter this travel report in AIS; however, the statement and documentation must be retained in the department. Travel advances, check requests, procurement card expenses, and other reimbursed amounts should be deducted from the total expense using lines 18-22. The original procurement card receipts should be kept in the department or school procurement card files. Original supporting documentation is required for all employee reimbursable expenses except for per diem reimbursement of meals and incidentals. Supporting documentation must be taped (not stapled) to an 8½” x 11” sheet of paper, single side only. The document number must be written on the upper right hand corner of the travel expense statement, as well as on the individual sheets of supporting documentation. Documents will be returned to the requestor if not properly prepared. Copies should be kept for department records.

Employees should never approve their own on-line travel report or travel advance documents.

C. Exception Approval Requirements

At times, because of unusual situations or special circumstances, it will be necessary to allow exceptions to the travel policy. Exceptions to the travel policy resulting in additional expenses to the University may be treated as taxable income (added to gross wages) to the employee. These expenses must be coded as other travel (budget object code 36-87).

When an exception to the policy is necessary, a brief explanation of the exception must be noted on the travel expense statement and exception approval must be obtained from the Dean or Vice Chancellor who has responsibility over the employee’s department. If responsibility is delegated to someone other than the Dean or Vice Chancellor, it cannot be delegated to the person who approves the Travel Report and the designee must be coordinated with the Accounts Payable Manager and approved by the Controller’s Office. The
exception approval must be an original signature and include the printed name and title of the person signing the exception. Exceptions for Deans, Executive Vice Chancellors, and other Senior Management reporting to the Chancellor, will be approved by the CFO or the Controller in the CFO’s absence.

D. Supporting Documentation

Supporting documentation is defined as an original document from the vendor that contains the price. Monthly credit card statements and canceled checks alone will not be accepted as supporting documentation.

Washington University does not reimburse travel-related expenses based on an estimated amount. Supporting documentation is not required when requesting reimbursement of meals and incidentals using the per diem method. Supporting documentation is encouraged for all actual reimbursable expenses, regardless of amount; however, it is only required for individual expenses of $30 or more. Any individual transaction of $30 or more without a receipt requires exception approval. For a trip of seven or fewer days, exception approval will be required if the total of all expenses for which there are no receipts submitted is greater than $210. For longer trips, this limit may increase by $30 per day. See Exception Approval Requirements section for additional detail regarding exception approvals.

Foreign Receipts: Employees are encouraged to use www.oanda.com to obtain the average exchange rate for the applicable time period. In addition, receipts for hotel, rental car, airfare, etc., should be labeled as such in English. A copy of the print screen with exchange rate must be included with the travel expense statement. A copy of a monthly credit card statement with original receipts is acceptable to show actual conversion amounts. Fees related to exchange of currency, ATM fees for foreign currency transactions, etc. will be reimbursed.

Entertainment Expenses: Per the University’s entertainment expense policy and IRS regulations, entertainment expenses must contain the following additional supporting documentation:

- Date and place of event.
- Specific purpose of the event or reason for expenditure. Failure to document a valid business purpose could result in amounts paid being reported as income to the individuals attending the event.
- Names and titles of people in attendance and their relationship to the University. For individuals from outside the University, this documentation should include occupation or other information relating to the person or persons entertained (e.g. donor), including name, title, or other designation, sufficient to establish a business relationship to the University. For large parties or receptions (12 or more attendees), the number of people in attendance and the makeup of the group is acceptable.
E. Reimbursable Travel Expenses

It is Washington University’s policy to reimburse employees for necessary, reasonable, and approved travel-related costs and activities based on actual expenses incurred.

Airfare

- All CFU departments must book airline tickets through the University’s Travel Management Company in order to get reimbursed. Use of the University’s Travel Management Company outside of CFU is encouraged, but not required.
- The University will reimburse the cost of standard commercial coach or equivalent airfare. Cost in excess of standard coach will not be reimbursed except for individual flight segments of 5 or more hours or when there is a medical need of an employee. Documentation, no older than 12 months, from a doctor, must be submitted with the travel expense statement. For flight segments greater than 5 hours a one class upgrade will be reimbursed.
- Cost in excess of standard coach is not allowed, unless for a documented medical need, as Federal direct or indirect costs per The Cost Principles for Educational Institutions (OMB-A21 guidelines). If incurred, they must be charged to a departmental account as travel, other (budget object 36-87). Support for allocation between coach rate and excess cost must be attached to the travel expense statement.
- Air carrier selection should not be biased by the employee’s frequent flyer affiliation. The University does not reimburse employees for tickets obtained via frequent flyer miles.
- Employees are encouraged to make reservations well in advance to secure the lowest fares and should select the least expensive airfare available.
- Reimbursements for costs of travel on noncommercial airlines (including chartered flights) shall not exceed the cost of standard commercial coach airfare. Quotes for standard commercial coach airfare must be submitted with the travel expense statement.
- With a valid reason, fees associated with changing flights or destinations are generally reimbursable. In general, these fees may not be charged to a sponsored fund. However, the employee may provide and Sponsored Projects Accounting will consider a written justification as to why the entire amount should be allowed.
- Itinerary should be attached to the travel expense statement. The document should include the agency used to make the reservation, date(s) and price of flight(s).
- Airfare is allowed to be purchased with the procurement card. Airfare paid by the procurement card must be included on a travel expense statement (line #2) and deducted from amount to be reimbursed to employee on line #22.

Special Rule for Sponsored Projects: The cost principles for Federally-sponsored projects require that travel on U.S. flag air carriers (or service provided under a code share agreement with a foreign air carrier) be used to the maximum extent possible when commercial air transportation is the means of travel between the United States (including the territories and possessions of the United States) and a foreign country, or between foreign countries. This requirement shall not be influenced by factors of cost, convenience, or personal travel preference. Tickets (or documentation for an electronic ticket) under a code share agreement with a foreign carrier must identify the U.S. flag air carrier’s designator code and flight number. Travel on non-United States flag carriers must be within the individual grant or contract
regulations and an appropriate reason stated on the travel report. If a U.S.-based carrier is not available, please contact the Sponsored Projects Accounting department.

**Lodging**

- Employees should seek out moderately priced accommodations to minimize the cost to the University. Many hotels offer educational discounts or reduced rates to University employees.
- Itemized receipts for all lodging expenses must accompany the travel expense statement.
- Reimbursement will be made to the employee at the single occupancy rate. Additional accommodation costs over and above a single occupancy rate will generally not be reimbursed. Costs associated with upgrades in accommodations will generally not be reimbursed unless standard accommodations are not available.
- Lodging is allowed to be paid with the procurement card. Lodging paid by the procurement card must be included on a travel expense statement (line #3) and deducted from amount to be reimbursed to employee on line #22.

**Meals (including beverages and gratuity costs)**

Reimbursement for meals is based on the actual meal expense method or meal and incidental expense per diem method. Estimates will not be reimbursed. Travelers may not request reimbursements based on actual expenses for one portion of the trip and per diem for the remainder.

**Actual Meal Expense Method**

- Itemization of actual meals (breakfast, lunch, and dinner) is required when the total for the day is greater than $50. Alcoholic beverages are not allowed as Federal direct or indirect costs per The Cost Principles for Educational Institutions (A21 guidelines). If purchased, they must be charged to a departmental account as travel, other (budget object 36-87).
- Employees should seek out moderately priced restaurants and dining rooms.
- If meals are covered by registration fees, an additional meal charge will not be reimbursed, unless there is an exception for a dietary, religious reason, etc.
- Entertainment Expenses – Meals that include the entertainment of an individual other than another employee are considered entertainment expenses. Entertainment expenses are not allowed as Federal direct or indirect costs per The Cost Principles for Educational Institutions (A21 guidelines). If incurred, they must be charged to a departmental account as entertainment expense (budget object 35-53). Alcoholic beverages associated with Social and entertainment expense while traveling and catered events are allowed on the procurement card. Entertainment business expense paid by the procurement card must be included on a travel expense statement (line #10) and deducted from amount to be reimbursed to employee on line #22.
- Local social and entertainment expenses are not allowed on the procurement card.
- Special Rules for Sponsored Projects – Individual meal charges greater than $50 are normally considered to be excessive by the sponsoring agency. If the cost of one meal exceeds this amount, the sponsored fund should be charged the $50 and the remaining amount may be reimbursed from other funding sources, per the department’s policies.
certain instances, the employee may provide, and Sponsored Projects Accounting will consider, a written justification as to why the entire amount should be allowed.

**Meal and Incidental Expense Per Diem Method**

- Reimbursement on a per diem basis is the payment of a flat sum to cover meal and incidental expenses each day in lieu of actual costs. With per diem, the traveler is not required to provide receipts for meals and incidentals.
- Per diem rates and rules are based upon Federal guidelines in order to prevent taxable income to the traveler. The university will reimburse using the General Services Administration (GSA) per diem rates for destinations within the Continental United States (CONUS). Foreign travel will be reimbursed using the State Department per diem rates. Travel to Alaska, Hawaii, Puerto Rico and Guam will be reimbursed using the Department of Defense per diem rates (add amount in ‘Local Meals’ and ‘Local Incidental’ columns to arrive at the correct per diem rate). The website links are listed below.
  - Domestic (General Services Administration) http://www.gsa.gov/perdiem
  - Foreign (State Dept) http://aoprals.state.gov/content.asp?content_id=184&menu_id=78
- Incidental expenses included in the per diem rate include fees and tips given to baggage carriers, bellhops, hotel maids, etc. The per diem rate for foreign travel also includes laundry and dry cleaning.
- If per diems are claimed, the traveler must print out the location and per diem rates from the government’s website as documentation. Because rates for foreign locations may change as often as every month, the traveler must be careful to ensure that the applied rate is appropriate to the actual dates of travel.
- Per diem rates must be adjusted under the following circumstances:
  - For the day of departure and day of return (from/to your home city), the reimbursement rate is limited to 75 percent of the total daily per diem rate based on the location where the traveler is most likely to incur the meal expense.
  - If a meal has been paid as part of a registration fee or conference, the traveler must reduce the total daily per diem for the meal (15 percent for breakfast, 25 percent for lunch and 60 percent for dinner).
  - If a traveler selects the per diem method but hosts a business meal with others (non Washington University employees), the university will reimburse this particular meal based on a receipt. The traveler must reduce the total daily per diem for the meal (15 percent for breakfast, 25 percent for lunch and 60 percent for dinner).
  - If the traveler is an invited guest of a third party, the traveler must reduce the total daily per diem for any meal provided (15 percent for breakfast, 25 percent for lunch and 60 percent for dinner).
- No per diem may be claimed for one-day travel (when there is no overnight travel).
- Travel throughout the trip could put the traveler in several cities with differing per diems. The traveler is eligible for the meal and incidental expense per diem in effect for the location where he or she spends the night. For the final day of travel, the per diem in effect will be that of the prior night’s stay but is limited to 75 percent of the rate.
- Per diems are not applicable to relocation travel. Receipts for actual expenses must be used on the Moving Expense Report for relocation travel and house hunting.
When claiming per diem, the traveler cannot use the Procurement Card for meals and incidentals.

**Automobile Rental**

- Employees should seek out moderately priced automobiles to minimize the cost to the University.
- Gasoline expenses will be reimbursed based on actual gas purchases, not mileage.
- Additional insurance including collision damage waiver coverage should be declined and will not be reimbursable when traveling for University business within the United States, Canada, or a U.S. possession. The University's automobile liability insurance policy covers all sums for which the University or an employee becomes legally obligated to pay because of bodily injury and property damage to a third party arising out of the operation or use of a University vehicle, a non-owned, hired or leased vehicle rented or leased in the United States while on University business. When renting/leasing vehicles outside the United States, Canada, or U.S. possession, collision and liability insurance should be purchased.
- Car rental expense is allowed to be paid with the procurement card. Automobile rental paid by the procurement card must be included on a travel expense statement (line #4) and deducted from amount to be reimbursed to employee on line #22.

**Use of Personal Automobile**

- Automobile expenses will be reimbursed at the current Internal Revenue Service (IRS) mileage rate, when a personal automobile is used. Reimbursement based upon actual expenses is not allowed. Supporting documentation must include the business purpose and actual mileage.
- Use of a personal automobile for business purpose is prohibited unless the employee maintains liability insurance on their automobile which meets the minimum statutory requirement for their state of residency. If a personal automobile is used, the individual's personal auto insurance is primary. If the individual's liability coverage limits are exceeded, the University's insurance acts as excess insurance. The University's insurance does not cover the cost to repair the employee's vehicle; however, if the employee carries collision insurance on their vehicle, the University will reimburse the employee the amount of their collision deductible, or the cost of repair, whichever is less. If the employee does not carry collision insurance on their vehicle, or the amount of their collision deductible is zero, no contribution will be made by the University, should a loss occur.
- When a personal automobile is used by the employee for convenience on a work related trip, a more comprehensive review of all costs of flying versus driving should be considered. In addition to airfare, other costs to be considered are taxi or rental car from the airport, airport parking, etc. The reimbursement for the business use of a personal car should be limited to the total costs associated with flying. It is the department's responsibility to include detailed supporting documentation in the travel report to justify that it is less expensive to use a personal car than fly.
Registration Fees

- Costs associated with required registration fees for business related conferences, seminars, training courses, and classes related to employee training and training materials are reimbursable. When incurred, they must be charged to budget object 36-05, Registration Fees.
- Registration fees can be reimbursed through a travel report or fees can be paid directly to the vendor via check request. Registration fees are allowed to be paid with the procurement card. Registration fees paid by the procurement card must be included on a travel expense statement (line #6) and deducted from amount to be reimbursed to employee on line #22.

Ground Transportation (including parking fees)

Cost associated with ground transportation includes taxi cabs, subways, tolls, etc. Reasonable business-related ground transportation and parking costs are reimbursable.

Incidental Expenses

- Laundry — Laundry services and valet services which cannot be deferred until completion of the trip may be claimed as a reimbursable expense. Valet/laundry charges during trips less than five days are not normally reimbursable. Such expenses claimed on the travel report are to be supported by receipts or other documentation regardless of amount.
- Telephone/Internet — Telephone cost incurred for business calls, faxes, and modem access fees, are reimbursable. Personal phone calls, within reason, are reimbursable but may not be charged to a sponsored fund.
- Tips — Tips associated with baggage handling, storage and other services are reimbursable.
- Fees associated with International Travel — Fees associated with International Travel (i.e. visas, passports, inoculations, currency exchange, etc.) for the employee are allowable when they are a specific and necessary condition of fulfilling a work assignment involving a foreign country on behalf of the University.

Special rule for Sponsored Projects — Fees for passports cannot be charged to a sponsored fund. If purchased, they must be charged to a departmental account.

Other — Items of an unusual nature should be discussed with the Accounts Payable department and/or Sponsored Projects Accounting before the submission of expenses. Expenditures that are not otherwise covered in this policy may be considered a reimbursable expense. Accounts Payable may require additional approvals for these expenses, as well as other expenses that appear to be unreasonable or excessive.

Special rules may apply to nonresident aliens when Washington University is paying for the travel. Please refer to http://tax.wustl.edu/Payments to Foreign Individuals and Companies.htm.
F. Non-reimbursable Travel Expenses
The following travel-related expenses are considered personal and are not considered a
reimbursable business expense.

- Personal entertainment expenses including in-flight movies, headsets, books, magazines,
newspapers, health club fees, hotel pay-per-view movies, in-theater movies, greens fees,
ski passes, social activities, honor bar charges, etc.
- Babysitting, house-sitting, pet-sitting and kennel fees.
- Personal grooming including haircuts and shoeshine services
- Incremental travel costs including airfare, lodging and meals for spouses or other persons
accompanying an employee. See Spousal Travel under Travel for Non-University
- Personnel for additional detail.
- Late fees related to personal liability credit cards.
- Traffic fines, court costs, parking violations, and auto repairs.
- Over the counter medicine or prescription medicines.
- Airline club fees.

G. Travel for Non-University Personnel
The travel policies stated in this document apply to individuals who are not University
employees, but who are to be reimbursed by the University for University approved business
travel. These individuals include nonemployees, students, guest lecturers or researchers,
consultants, and prospective faculty and staff. No commitment for reimbursing such expenses
should be made before ascertaining that the University’s travel policies authorize such
activities. For recruitment / relocation activities, please consult with the Tax Department.

To ensure compliance, the department is responsible for informing guests of the University’s
travel policy, prior to their visit. To request reimbursement, the department arranging the travel
is responsible for having all forms properly completed and processed with original receipts.

H. Spouse Travel
Incremental travel expenses of a spouse or other person accompanying an employee will not
be reimbursed unless both conditions listed below are met.

1. There is a legitimate business purpose for their attendance. Documentation such as
an invitation requesting them to attend or an explanation outlining the bona fide
business purpose must be provided with the travel expense statement. When there is
no legitimate business purpose for a spouse or other person accompanying an
employee, the incremental costs for that person should not be paid for or reimbursed
by the University. Incremental cost associated with a spouse or other person to
accompany an employee on research collaborations, conferences, or similar activity
should not be paid for or reimbursed by the University.

2. Prior written approval is obtained from the appropriate Dean, Vice Chancellor, or
Executive Vice Chancellor and attached to the travel expense statement. An
appropriate Medical School department chair may also approve such travel. The
Executive Vice Chancellor for Administration or the CFO can approve a request for spouse travel from the Chancellor.

Reimbursable incremental costs should be clearly noted on all supporting documentation and charged to Other Travel, budget object 36-87.

I. Travel Advances
Travel advances are intended to cover out-of-pocket costs for employees traveling for an extended period of time or to reimburse employees for up-front costs, such as airfare or registration fees paid months in advance. Travel advances will not be approved more than 14 days prior to the trip unless the employee needs to pay travel expenses before the trip has been taken or is taking back-to-back trips. Check requests should not be used to reimburse employees for travel related expenses.

Travel advances are requested via an online travel advance (TA) document. The travel advance should be requested under the name of the employee and should not be combined with advances for other individuals. Travel advances may be given to nonemployees participating in University business related travel, but should be rare. Advances payable to a company or business entity are not allowed.

In certain circumstances, non-travel related advances may be necessary. These will be approved by Accounts Payable on a case by case basis and should be rare.

Travel advances must be substantiated by filing a travel expense statement in a timely manner (generally 15 days) after the completion of the trip. After 30 days, the advance will be considered delinquent. Additional travel advances may be disapproved if an employee has delinquent advances. The University is required by IRS regulations to report all unsubstantiated advances as taxable income to the recipient. Therefore, advances greater than 90 days delinquent may be added to the employee’s gross wages and the appropriate tax will be withheld from their next paycheck. The amount of the travel advance will be treated as an expense to the department.
J. **Business Travel Accident Insurance**

The University provides business travel accident insurance to employees traveling on University business through a travel accident policy with a principal sum benefit of $250,000 for loss of life or permanent total disability occurring as a result of an accident during University business travel. Dismemberment benefits are paid as according to schedule. Additional travel insurance is not an authorized reimbursable expense.

The University's business travel accident insurance policy and workers' compensation insurance do not automatically cover employees if the aircraft is owned, leased or controlled by Washington University. Chartered flights are considered "leased" flights, and thus employees are not automatically covered by the University's business travel accident or workers' compensation insurance. If special coverage needs are required, contact the Insurance Department, in advance, to make arrangements for this coverage. In addition, the University’s business travel insurance policy does not cover situations if:

- An employee is the pilot or crew member or
- If the aircraft is being used for crop dusting, spraying, or seeding; firefighting, sky writing, sky diving or hang gliding, pipeline or power line inspection, aerial photography or exploration, racing, endurance tests, stunt or acrobatic flying, or any operation which requires a special permit from the FAA, even if it is granted (this does not apply if the permit is required only because of the territory flown over or landed on) or
- If the aircraft does not have a certificate of airworthiness or
- If the aircraft is flown by a pilot without a valid license.

Questions regarding insurance coverage should be directed to the Insurance Department.

K. **Expenses Identified for Indirect Cost Purposes**

In addition to those expenses noted through this document, the following expenses must be segregated to comply with Federal indirect cost guidelines per The Cost Principles for Educational Institutions (OMB-A21 guidelines):

- Alumni Activities (36-87)
- Student recruiting activities (36-47)
- Trainee Travel (36-06)
III. TRAVEL QUICK REFERENCE GUIDE

A. Before You Go

Make moderately priced travel arrangements.

**Airfare**

- Reservations should be made as far in advance as possible to secure the lowest fares.

- Choice of Air Carrier should not be biased by the employee’s frequent flyer affiliation. Airfare purchased with frequent flyer miles is not reimbursable.

- Travelers are expected to book economy class airfare *(the lowest standard coach fare)*. Southwest Airlines travel must be booked as “Wanna Get Away” to be considered coach.
  
  o Business/Business Select class is only allowed for travel to Shanghai and Mumbai for teaching or when there is a medical need of an employee. Written documentation, no older than 12 months, from a doctor must be submitted with the travel expense statement.

  o Since upgrades to Business class are an exception to Olin’s economy class airfare policy, they must be approved in advance by the Dean’s Office. Travelers must submit the following supporting documentation with the Travel Expense statement:
    - Dean’s Office approval
    - Cost of the economy fare (so the cost of the upgrade can be identified)

  o If there is no economy class airfare available at the time of booking, a screen shot to show the unavailability must be attached to the travel report.

  o First class airfare is only permitted with written approval from the Chancellor or with exception approval by the CFO or Controller when it is not a one class upgrade.

- Additional fees for standard coach/economy upgrade options that do not change the flight class, such as seat choice and early check-in, are permitted at the discretion of the department or school. For example, Early Bird is an allowable expense on Southwest Airlines since they do not charge baggage fees. Such upgrades must be reasonable considering the facts and circumstances of the expense. Guidance specific to Sponsored Projects travel can be found on the SPA website under Policies and Guidelines.

**Personal Auto**

- Expenses for use of personal automobile are reimbursed at the current IRS mileage rate. Reimbursement based on actual expenses is not allowed.

- If a traveler chooses to drive to a destination instead of flying, the maximum reimbursement is the total cost associated with traveling by air (e.g. including taxi from
airport to hotel, etc.). Include the price of the economy airfare with your Travel Expense Statement. It is the department’s responsibility to include detailed supporting documentation in the travel report to justify that it is less expensive to use a personal car than fly.

- Local Business Mileage – If employees incur mileage in excess of their standard daily commute between home and work, they can request reimbursement. Examples are:
  - Travel from business location to business location
  - Travel to a temporary work location

For additional information, refer to the new Local Business Mileage Guide available at tax.wustl.edu.

**Combined Business and Personal Travel**

- Reimbursement to multiple destinations is limited to the cost of roundtrip economy class airfare to the business destination.

- Include the price of the economy fare to the business destination with your Travel Expense Statement.

**Travel Advances**

- If you have incurred out-of-pocket expenses prior to the trip or if you anticipate the need for significant cash expense while traveling, you may want to consider a Travel Advance.

- You may request a Travel Advance up to 30 days prior to a trip; however, the Travel Advance must be completely processed prior to the trip. Please allow one week for processing.

**B. On the Trip**

Save your *original, itemized* receipts!

**Car Rental**

- Decline additional insurance when traveling for University business within the United States, Canada, or a U.S. possession. Only accept collision and liability insurance when outside the U.S. or Canada.

- Rental car extra charges such as GPS devices for domestic travel, satellite radio, and child safety seats are non-reimbursable expenses.
Meals

- Meal expenses are limited to $75 per person, per meal, unless there is a legitimate business reason which has been approved by the Dean’s Office. Documentation of the approval must be submitted with your Travel Expense statement to be reimbursed above the limit.

- Submit itemized receipts for all meals, unless you are using the per diem method (see below). Itemized receipts are required, in part, to ensure alcohol is categorized separately for purposes related to the University’s indirect cost recovery rate.

- Meals for your spouse, partner, or other family members are reimbursable only when there is a legitimate business reason which has been approved by the Dean’s Office. Documentation of the approval must be submitted with your Travel Expense statement to be reimbursed.

- If meals are covered by registration fees, an additional meal charge will not be reimbursed, unless there is an exception for a dietary, religious reason, etc. If an exception will be requested, a conference itinerary/schedule will need to be submitted to verify no meals were included in the registration fee along with the reason for the exception.

- If hosting a meal or event for fewer than 12 people, provide the purpose of the event, names of guests, their titles, and association with the University.

- If hosting a meal or event for 12 or more people, provide the purpose of the event, the number of people in attendance, and the makeup of the group (we don’t need individual names and titles).

Lodging

- Travelers are expected to seek out moderately priced accommodations to minimize the cost to the University. Many hotels offer educational discounts or reduced rates to University employees. If the cost of the hotel is more than $300 per night, please provide justification for use of the hotel when submitting receipts (example: hotel was the location of the conference).

- An itemized hotel bill is required. Internet charges are reimbursable when used for a business purpose.

- Non-reimbursable items include magazines, newspapers, health club fees, movies, and mini-bar.

Per Diem Reimbursement Method

- Supporting documentation is not required when requesting reimbursement of meals and incidentals using the per diem method. Reimbursement on a per diem basis is the
payment of a flat sum to cover meal and incidental expenses each day in lieu of actual costs. The university will reimburse using the General Services Administration (GSA) per diem rates for destinations within the Continental United States (CONUS). [http://www.gsa.gov/perdiem](http://www.gsa.gov/perdiem). Foreign travel will be reimbursed using State Department per diem rates.

- Per Diem Meal & Incidental Expense worksheet should be attached to travel report.

C. After You Return

A Travel Report Statement should be filed within 15 days of the end of the trip. Please submit original receipts to your Faculty Support administrative assistant, or directly to Brian Harting who is the Faculty Support employee who manages all faculty reimbursements. Brian is located in Knight Hall, office KH 551 or receipts may be mailed to him at campus box 1156.

Include an explanation of any unusual circumstances (e.g. any significant expense not included for reimbursement). Travelers must disclose if portions of travel

Please be aware that this list is not intended to cover the entire travel policy. Please refer to the WU Travel Policy on the previous pages or at the following link for more information: [https://fishelp.wustl.edu/ap/](https://fishelp.wustl.edu/ap/). You can also find information on Olin’s policies and procedures on the Olin Accounting Department’s Campus Group page at [https://olinwustl.campusgroups.com/acct](https://olinwustl.campusgroups.com/acct).

Questions can be directed to the Olin Accounting Department at 935-6314 or Accounting-Help@olin.wustl.edu.
IV. SUPPORT FOR TEACHING AND RESEARCH (STAR)

Policy Guidelines

Purpose: The STAR system was initiated to provide faculty with a sufficient and predictable amount of funds to effectively accomplish their research and teaching activities while serving as a member of the Olin Business School. Annual STAR allocations allow faculty to make individual decisions about how funds are utilized, and provides incentives to use the resources as efficiently and effectively as possible to the mutual benefit of the faculty member and the Olin Business School. All decisions on use of STAR funds must be within the guidelines outlined herein, and all expenditures must be in accordance with general University expense and purchasing guidelines (see http://purchasing.wustl.edu).

A. General Policies

Budgeting
A base allocation will be given each year to faculty via the Budget Planning Form as determined by the Dean's Office as part of the annual review process. The Budget Planning Form has been designed to take into consideration past STAR system performance and historical data and will be completed by the Dean’s Office and provided to the supported faculty. There will be two supplemental funds granting periods per year, one in spring for the upcoming fiscal year and one in November for the current fiscal year. Additional funding can be requested by submitting a Supplemental Funds Proposal form before the announced deadline. An anonymous faculty review committee, under the direction of the Senior Associate Dean of Faculty, will evaluate the proposals and fund those that are deemed most appropriate and productive, while remaining within the overall supplemental budget. In addition, faculty will be given a dedicated teaching component each term at the rate of $9 per student per semester ($4.50/per mini) based on 4th week enrollments. Faculty members teaching BSBA core courses will receive $18 per student (or $9/per mini).

Control
Funds in the individual faculty member's STAR account may be utilized for any expense that supports teaching or research and fits within the Washington University operating and purchasing guidelines and the policies established in this document. Funds are totally fungible across budget categories, and up to $10,000 may be carried forward from year to year. One can, therefore, make meaningful choices regarding resource allocation and accumulate funds for a planned major expenditure. Any supplemental funding provided may be designated as non-fungible or non-carry forward at the discretion of the supplemental funds committee and/or the Senior Associate Dean of Faculty. Deficit balances that occur will be applied to the following year's allocation. However, since this is not possible for faculty members who are not returning, Olin will continue to provide access to all services to terminating faculty members with the expectation that the overdraft amount will be reimbursed. Any faculty member leaving the University will be expected to act fairly and prudently in expending University funds from their STAR account prior to leaving. Once it is determined that a faculty member will be leaving the University, expenditures in excess of $500 from the residual balance in the STAR account must be approved by the Dean's office.
Expenditures
In general, any item for which the School incurs a legitimate employer or employee expense in support of faculty teaching and research will be charged to the STAR account. Since both teaching and research are important in annual reviews, it will be up to individual faculty to decide where and how to spend. Although teaching expenditures and balances will not be reported separately, Olin is committed to teaching excellence. Accordingly, faculty are responsible for spending supplemental teaching funds in support of teaching.

All requests for expenditure of STAR funds must be submitted to the Olin Accounting office for processing. (Please note that faculty support will assist with submitting expenditures and can answer questions regarding STAR expenses in most cases.) Travel expense reports should be submitted per University policy.

Typically, most expenditures (subscriptions, membership dues, prepaid books, convenience purchases not involving travel, registration fees due by a deadline) will be reimbursed by check request once the original receipt has been submitted for payment, and should include payee, purpose, account number, and signature. Please note that Washington University is exempt from sales tax. Faculty support can assist you in purchasing equipment and supplies through channels that avoid sales tax. Please consult faculty support prior to any major purchase so that sales tax can be avoided. If this procedure is not followed for major purchases, it will be necessary to exclude the sales tax amount from the reimbursement. Approval signature authorization must be submitted by the STAR account holder to the Accounts Payable department on a signature card in order for the faculty support to approve expenditures on the behalf of faculty. Details of what can and cannot be charged to the STAR system are included in this manual.

Computing
The first year a tenure or tenure-track person joins the faculty an incremental allocation will be provided so that they can establish an office computing environment. Information about Olin’s computing standards and how to request a standard computer purchase can be found on our web site at http://olinwustl.campusgroups.com/ois/welcome/. If you request a computer that is not one of the recommended systems, there may be limits to the level of support provided by Information Services and may be excluded from any buy-back programs. Loans are available for computer purchases under the terms outlined in the Assets section below.

Visiting faculty and lecturers are provided a standard PC by Olin at no cost. Any requests beyond the standard platform can be accommodated, but the additional costs will be charged to your STAR account. Please note that if you received a special allocation for computing needs, then the full cost of the system will be charged to that allocation. Scott Ladewig (ladewig@wustl.edu), Manager of Networking and Operations, will provide assistance with computer needs.

Assets
Purchases — All asset purchases exceeding $500 must be approved by the Dean’s office. Requests for approval can be submitted to Tina Raynes at raynes@wustl.edu. Loans are available if needed to buy a capital asset such as a computer. At least 25 percent of the purchase price must
come from current FY (unborrowed) STAR funds, and any computer allocation must be exhausted before commencing a loan. The loan balance shall not exceed that year’s total fungible STAR budget. Loan payoff will be achieved as follows: the payoff period will not extend beyond three years following the initial year of purchase; equal installments will be taken from each of the three following fiscal years’ allocations unless requested and approved otherwise. Additional amounts (such as from carry forward funds) may be applied to the balance upon request or as deemed appropriate. Durable assets purchased with STAR funds are the property of the Olin Business School. If a faculty member, upon leaving the University or retirement, wishes to acquire equipment or other items of value previously purchased with STAR funds, he/she should contact the Accounting Office or the Manager of Networking and Operations to determine a fair market value and the terms of the purchase.

**Internal sales** — Faculty may sell to other faculty or to Olin departments existing assets purchased with STAR funds, such as computer equipment, or trade them in to the School, to allow an upgrade and to take advantage of changing technology. Computing will guarantee to buy back recommended Dell units after one year for 50 percent of the purchase cost and after two years for 30 percent of the purchase cost. The School does not provide a guaranteed market for machines outside the recommended Dell equipment; therefore, faculty interested in selling such equipment are responsible for finding their own buyers. Proceeds from the sale/trade of an asset, net of any outstanding loan balance, will be placed in a non-fungible account to be used ONLY toward the purchase of a similar asset. The office of Networking and Operations will facilitate any sales or transfers of equipment.

**External sales** — All assets purchased with STAR funds are the property of the University and must remain with the University unless purchased with personal funds. Provided that at least one year has elapsed from the original purchase date, faculty may sell assets to external buyers for the higher of (1) any outstanding loan balance, or (2) the market value as determined by Networking and Operations (Scott Ladewig will set the market value on all computer equipment). The proceeds from external sales will also be placed in a non-fungible account, net of any outstanding loan balance, and available ONLY toward the purchase of a similar asset. To facilitate transitions, faculty who are not returning to Olin may also purchase assets with personal funds or with funds from the institution to which they are moving. The terms outlined above apply, however computing equipment will be available, without regard to outstanding loan balance, at its depreciated value using a 12-mongh straight line schedule.

**B. Operating Details**

The STAR calendar is July 1 through June 30. The Olin School will issue a monthly report (beginning in September) to all STAR account holders which provides the previous month’s activity and cumulative activity. (A guide for some of the codes used in this report may be found as an appendix.) The School provided items such as secretarial services and outside copy projects that are not initially charged directly to the STAR accounts will be billed on quarterly invoices, which will be accompanied by documentation supporting all charges. Charges on the quarterly invoices will appear on the following month’s budget summary report. Any questions regarding the monthly report and/or the quarterly invoice may be directed to the Manager of Faculty Support.
Items to be included in the STAR System:

1. **Secretarial Support** — Secretarial services are managed centrally and divided into two categories: basic and billable. Each faculty will be assigned a support secretary; basic secretarial services will be provided at no cost to STAR. Such basic tasks require less than 15 minutes time and, thus, are not practicable to bill; e.g. answering phone calls, handling STAR expenditure requests, ordering, assisting with copy requests, troubleshooting copiers and printers, making simple travel arrangements, making appointments, scheduling rooms, handling mail and express shipping, typing short letters, etc. Billable secretarial services are jobs requiring more than 15 minutes completion time. Rates charged are $23 per hour for services performed by Faculty Support staff and $9 per hour for services performed by Faculty Support student workers on a quarterly invoice for actual billable services used in the preceding quarter. A report detailing each job will accompany the quarterly invoice. Questions regarding the job detail report may be directed to the Manager of Faculty Support.

2. **Student Assistance** — The student assistance allocation is fully fungible across categories and will be carried forward except in special cases as determined by the supplemental funds committee. However, incentives have been put into place to promote the continued use of student help for several reasons. Student assistants make for more efficient use of a faculty member’s time while providing a practical learning experience for the students. Olin School students may be hired at a discount of 50 percent of their standard rates of $8 - $12 per hour respectively for undergraduates, MBAs, and PhDs. These rates may be adjusted as needed to place everyone, but not more than once quarterly. See Konnie Henning (BSBAs), Sarah Miller (MBAs), or Erin Murdock (PhDs) for assistance in securing student workers. Faculty may not negotiate or change pay rates for individual Business School students they hire because a standardized table of rates has been devised based on such considerations as complexity of work performed, financial aid constraints, etc. In the rare case for which extraordinary work or specialized skills are needed and cannot be obtained within the standard rates of pay, faculty can request approval of a higher rate from the Dean’s Office. Students are only eligible to work in St. Louis and cannot be hired to work in other states and/or countries, even if only doing so during semester breaks. By definition “student” is an Olin or Washington University student. Students from other institutions may be hired but are considered nonstudent personnel for employment purposes. The hiring of nonstudent personnel is prohibited by University policy unless proper University hiring procedures are followed. Please see Joyce Montgomery for information regarding the University personnel hiring policy. When a faculty member wishes to hire a student, the student hiree must meet with Katie Chrapek in the Dean’s office in order to complete payroll forms and other pertinent hire paperwork. This paperwork MUST be completed prior to the student doing any work, INCLUDING attending orientation meetings. Once students are entered into the system new authorizations and paperwork will be required at the beginning of each semester thereafter. Student biweekly timesheets detailing actual hours must be submitted online through HRMS Time and Labor reporting. Paper timesheets are no longer accepted. Approvals for time worked will be done online through HRMS. These must be submitted and approved by the biweekly deadline date in order for paychecks
to be generated. This timesheet is a legal document required by federal regulations and subject to independent audit and review. If a student works for more than one instructor, separate lines on the online system will be required for each. This information, along with detailed instructions, is provided to the student as part of the appointment required to complete their hire paperwork. The STAR accounts will be billed for student services on the biweekly payroll.

Fair Labor Practice guidelines require student workers to be paid on a biweekly basis, and student workers are obligated to submit timesheets for each pay period worked. Only actual hours worked during the available time periods online are to be entered. Allowing students to accumulate time to be submitted at the end of the project or period violates the rules of the Fair Labor Practices and puts the University at risk for audit and fines.

3. **Travel and Related Expenses** to professional meetings or for research purposes — Expenses for travel to professional meetings or for research purposes will be charged to STAR and reimbursed per University expense and purchasing policies and procedures upon submission of a completed Travel Expense Reimbursement form. Travel related to recruiting only and/or where recruiting is the primary purpose of the trip will generally be charged to the area recruiting accounts with expenses being managed by the Andy Sample. Up to four faculty members per area per conference will be approved by the area head and Andy Sample. If more than four faculty members attend a professional meeting for recruiting purposes, fractional reimbursements will be made and the remainder will be charged to STAR.

4. **Duplicating** — Materials copied for class handouts included in the course packet cost will not be charged to STAR. Two final, wrapped copies of your own course packets are provided, and are not charged to STAR. Additional copies of your own course packets and copies of packets for other courses will be charged to the STAR account. All other copying will be charged to STAR. The rates are 4 cents per page (B&W) and 28 cents per page (color) from the FedEx Kinko’s (billed as used) and 7 cents per page from Faculty Support offices (B&W) and 40 cents per page (color). These charges are billed quarterly. Rates for the various machines located in the library are:

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<tr>
<td>Photocopy machines</td>
<td>07 cents per page</td>
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<tr>
<td>ABI Inform (Proquest)</td>
<td>15 cents per page</td>
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<tr>
<td>Laser Disclosure</td>
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<td>Microforms</td>
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<td>Proquest, WSJ &amp; NYTimes</td>
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<td>Infotrac, F&amp;S</td>
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5. **Long-Distance Telephone** — All long-distance costs incurred will be charged to STAR. A long-distance authorization number (General Services will provide) must be dialed (whether the call is personally placed or placed by Faculty Support personnel) in order to get a long-distance connection. Faculty can use this authorization number to call long-distance from any instrument on campus.

6. **Telecommunications** — Charges associated with home Internet access, cell phones, data plans, and like devices may be covered by STAR if they are used for research and teaching activities. If a device and/or service is used for both personal and business purposes, only the corresponding percentage of University/business use will be reimbursed. (Percentage amount will be determined by the faculty member.) Reimbursement submissions to faculty support must be made in a timely matter. Quarterly or yearly submission is discouraged.

7. **Memberships, Journal Subscriptions, Reference Books** — Subscriptions for journals from professional organizations as well as publication subscriptions from the popular press may be paid from STAR. The Faculty Services Administrator in the Dean’s Office coordinates a complimentary subscription program for the *Wall Street Journal*. Instructions regarding how to participate in this program will be sent to all faculty at the appropriate time each semester.

8. **Reprints, Case Studies, Teaching Notes** — Review copies for teaching and/or research, and copies of one's own articles will be paid from STAR; packet copies will be paid from the packet account.

9. Expenses related to **Guest Speakers** in class; such as meals, lodging, travel, etc.

10. **Office Supplies** beyond what is available in the supply storeroom. Purchases can be made at the Campus Bookstore in support of teaching and research. Please remember to submit the receipt to Faculty Support to facilitate proper charging. Submit all other purchase receipts to the assigned administrative assistant.

11. **Express Mail, UPS, DHL, FedEx** — Submit the shipper’s copy of the air bill to your faculty support for processing. Express mail through the U.S. Postal Service will be billed on the quarterly invoice, UPS and DHL, Fed Ex as it occurs.

12. **Manuscript Submittals; Searches** done by or through the library will be charged as a direct charge to the department/school. The faculty support personnel must be made aware of the charge so that it is applied to the appropriate STAR budget in a timely manner.

13. **Computer Hardware** and new **Software** beyond what we currently have, computer programming, person-specific **data**, and the like.

14. Any costs incurred using the **University Computing System**, such as consumable items and repairs.

15. **Subject Fees** for experimental research.
Items NOT to be included in the STAR System:

1. **Basic Secretarial** Services (when total time of project completion is less than 15 minutes).
2. **Telephone Instrument Charge and Basic Local Phone Service.** One instrument and basic local service are provided. All upgrades will be charged to the STAR account.
3. **General First Class Postage for University purposes.**
4. **Standard Office Set up** — Each faculty office is equipped with a desk and computer table, swivel chair, and a combination of bookcases and file cabinets. Additional personal furniture is acceptable. Please notify General Services at services@olin.wustl.edu in order to fulfill insurance requirements. Requests for additional furniture are reviewed by the Manager of Faculty Support or General Services and may be purchased with funds from the STAR budget.
5. **Furniture and equipment for a home office.**
6. **Standard Office Supplies** on hand in the storage room.
7. **Recruiting Travel** — Up to four faculty members per area, per conference (pre-approved) is underwritten through the recruitment budget. (Faculty travel beyond what was pre-approved for recruitment will be reimbursed through the STAR funds of those additional attendees.)
8. **Committee Work** or assignments requested by the Dean's office.
9. Duplicating for **Course Packets**, class handouts included in the cost of course packets, and two wrapped final copies of your own course packets.
SECTION 8 - TEACHING AND LEARNING GUIDE
The purpose of these pages is to describe Olin’s policies and guidelines with respect to teaching-related activities, with the goal of facilitating planning for students, faculty, advisers, and staff. It should also serve as a resource for faculty who have joined us recently. The basic principle underlying these policies and guidelines is that if we are all aware of and observe the processes and deadlines involved, there will be more effective coordination and greater efficiency. In this section, a variety of available resources have been compiled that will help support your teaching. If you have additional questions regarding teaching resources please contact Sandy Vaughn, Manager of Faculty Support.

I. Teaching Checklist

☐ Twelve weeks prior to class, order Instructor’s copy of desired textbook (contact your administrative assistant, who will do this for you). Two copies can be ordered so you may supply one to your TA, or place it on reserve in the library.

☐ Ten-twelve weeks prior to class, order desired course textbook via an email to Rebecca Dames. This will enable Rebecca to provide necessary information to the campus bookstore so your textbook is available for student purchase prior to start of class.

☐ Create course syllabus (see information in this handbook regarding syllabi templates) for inclusion in the course materials packet or to post on Blackboard.

☐ Prepare course materials packet and submit to Rebecca Dames (at approximately 10 weeks prior to class). Packets are completed in a first-in, first-out manner. See additional information in this handbook for further details.

☐ Organize Blackboard site or have administrative assistant handle for you – add material, post announcements, assignments, contact information (including office hours), and various other information for students. Note, at this time, until you are ready, the course Blackboard site is unavailable to students.

☐ Hire and brief TAs. See additional details about hiring TAs in this handbook.

☐ One-two weeks before class begins, activate course site in Blackboard.

☐ If desired, print photo class roster from WebFac. Administrative assistants do not have access to WebFAC since it is accessed by WUSTL Key only.

☐ Have administrative assistant create any necessary items for the first day of class, i.e., table tents with students’ names or copies of handouts.

☐ One week prior to class, visit your assigned classroom to test the technology. General Services personnel can offer guidance if required. Please contact your administrative assistant to set up a time to meet with a General Services employee.

☐ Near end of term, remind students to complete online course evaluations (see additional information in this manual regarding evaluations).
II. **Olin Teaching Policies and Guidelines**

1. **Deadlines for Proposing a New Course for Approval**: Fall courses should be fully approved by the appropriate curriculum committee and communicated to Joyce Montgomery in the Dean’s Office by no later than March 1 and spring courses should be fully approved and communicated to the Dean’s Office by no later than September 30.

2. **Cancelling a Class Due to Illness or Some Other Reason**: The procedure is as follows: Faculty should notify the Dean’s Office as soon as possible that they need to cancel a class. Faculty (or their administrative assistant) can email the students via Blackboard that the class is cancelled. The Dean’s Office notifies the appropriate program office and General Services about the cancellation. Notices about the cancellation are posted on the classroom door and in the hallway by General Services. The faculty member should schedule a time to make up the class at a mutually agreeable time, and communicate to the Dean’s office the date.

3. **Cancelling a Course**: All decisions about course cancellations (typically due to low enrollments) are made by the Dean’s Office. Any questions about a possible cancellation of a course should be directed to the Senior Associate Dean for Programs. Although classes with enrollments lower than 15 students are often cancelled, other factors are taken into account. Faculty members should never cancel courses on their own.

4. **Course Evaluations**: End-of-course teaching evaluations are mandatory and are conducted on paper. Paper evaluations are prepared and distributed by Terry Wirtel in the Dean’s Office. Terry can be reached at 314-935-6326 or at wirtel@wustl.edu.

5. **Midterm Evaluations**: are recommended but not mandatory. If you do administer mid-term evaluations, please debrief the class on the feedback, including a discussion of positive feedback. A sample form is attached. Feel free to modify it for your own use.

6. **Syllabus**: should include the Code of Conduct, which you can find on the Teaching & Learning website: [http://olinwustl.campusgroups.com/ofsf/web_page?url_name=teaching-learning&club_url2=ofs](http://olinwustl.campusgroups.com/ofsf/web_page?url_name=teaching-learning&club_url2=ofs). A typical Syllabus explains course objectives, provides text book and course packet information, stipulates grading criteria, and provides a schedule of what will be done in each class. Consult the senior faculty in your area or the Senior Associate Dean for Programs for further guidelines or clarifications. Template syllabi for the MBA and BSBA program are also available. These syllabi are examples for you to consider, not requirements. They have been discussed and endorsed by the respective curriculum committees. A copy of each syllabus should be sent to Course-syllabi@olin.wustl.edu.

Samples of course syllabi are located at: [http://olinwustl.campusgroups.com/ofsf/web_page?url_name=teaching-learning&club_url2=ofs](http://olinwustl.campusgroups.com/ofsf/web_page?url_name=teaching-learning&club_url2=ofs)
7. **Course Packets**: A reminder will be sent via e-mail, which will supply the actual due date for course materials. Packets are to be submitted to the Course Material Coordinator, Rebecca Dames (rdames@wustl.edu), who is located in Knight Hall office KH 551. This list will give you the general deadline for submissions:

- **Fall Mini A and Full Semester**: Mid-June
- **Fall Mini B**: Early August
- **Spring Mini A and Full Semester**: Late October
- **Spring Mini B**: Early January
- **Summer**: Late March

8. **Text Book Adoptions**: The deadline for text book adoptions is:

- **Fall**: Mid-April
- **Spring**: Mid-October
- **Summer**: End of March

9. **Final Exams**: Final exams are generally given but are not mandatory. The following should be observed if you have a final exam. Final exams should not be held on the last day of class; that takes away from the number of classes allocated to the course and also impacts the students negatively; it should not be done. Term A mini classes should have final exams in the regular room and class period during the pre-determined exam week in the schedule for Term A; the specific date of the exam during exam week is determined by the instructor, but it should be announced when the course begins. Final exams for semester classes and Term B classes should be administered during the exam week according to the schedule announced by the Dean’s Office. For exam schedules see [http://apps.olin.wustl.edu/calendars/](http://apps.olin.wustl.edu/calendars/).

### III. ACADEMIC INTEGRITY

#### A. Overview

We take seriously all matters of academic integrity. Olin has a common set of standards and procedures covering academic conduct in all programs. Students receive copies of the Code of Conduct and degree program managers communicate expectations during students’ orientation.

Questions concerning academic integrity should be raised with the respective program dean:

- Steve Malter (BSBA Program)
- Joe Fox (Graduate Programs)
- Stuart Bunderson (EMBA Programs)
- Anjan Thakor (PhD/DBA Programs)

Although it is the students’ responsibility to know the honor code and to conduct themselves in a manner consistent with it, faculty need to reinforce the importance of academic honesty. Please clearly explain to students particular expectations that you have for completion of assignments, papers, and examinations; in particular, be clear about what constitutes acceptable collaboration, if any, in completing course work. The items concerning Academic Integrity in this section should assist in helping students adhere to the code of conduct.
Policy Statement to Enhance the Integrity of Exams and TA Supervision

The Problem as Voiced by Olin Students. Olin students believe that academic integrity (as articulated in Olin’s honor code) is a responsibility shared with faculty. Although students recognize some progress in our community, there is a strong perception that we need to do more to safeguard the integrity of examinations and the manner in which we use teaching assistants in the grading process.

We believe that taking the following steps will enhance course integrity and our students’ perception of integrity.

Protecting the Integrity of Exams: Instructors should

- Return graded exams to students as a means of providing feedback to enhance student learning.
- Post recent prior exams so future students can use the exam as a tool to organize and reinforce their learning and to understand the form and style of exams.
- Each semester, develop new exam questions, or modify previous exam questions so that the exam is novel and that access by students to old exams serve as a learning tool, not as a duplicate testing vehicle. We understand that drafting novel and valid exam questions takes time but there are considerable benefits in doing this to protect course integrity.
- Be cognizant of the risks of sending exam solutions via email prior to the exam date.

TA Supervision: Instructors should

- Communicate clear expectations and requirements to Teaching Assistants.
- Provide direct oversight of the process for grading exams.
- Recognize the awkwardness undergraduates face when serving as TAs to classmates and friends and protect TAs from lobbying pressure by students.
- Recuse TAs from grading activities for students from whom they lack independence.
- Not ask TAs to enter grades into WebFAC.
- Not employ a TA who has a prior record of an academic integrity violation, or other serious campus misconduct.

Exam Cover Page

When administering exams, you may even want to include the following cover page statement on the exam cover, which students will be expected to sign:

In accordance with the academic integrity policy of Washington University in St. Louis, and with respect for others in the community, I submit this work for evaluation. I affirm that I have not given nor received any unauthorized assistance on this work.

Student signature and date___________________

You are encouraged to require that students incorporate this (or a similar) statement into cover pages of papers and other materials submitted to you for grading.
**D. Official Policy for Inclusion in Syllabi**

**ACADEMIC INTEGRITY**

The Olin Business School is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. Primary among these goals is the creation and maintenance of an atmosphere conducive to learning and personal growth for everyone in the community. Becoming a member of the Olin community is a privilege that brings certain responsibilities and expectations. The success of Olin in attaining its goals and in maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities. All individuals associated with Olin should conduct themselves with the utmost integrity in all aspects of their life, both on and off campus.

Below, I discuss three aspects of academic integrity. First, I present my commitment to matters of integrity. Second, I provide an overview of Olin’s Code of Conduct as it relates to Academic matters, and third, I discuss matters of Olin’s conduct of Conduct as it relate to Professional behavior.

**My Commitment to Integrity as the Instructor of this Course:**

The purpose of Olin’s Code of Conduct is to clarify expectations about academic and Professional behavior. The Code encourages and clarify appropriate academic, classroom, interpersonal, and extra-curricular etiquette that we expect of individuals by their peers, the faculty and the institution. It also helps describe the overall environment of excellence and professionalism that members of the Olin community seek to establish and continually enhance. It is the responsibility of each member of the Olin community to uphold the spirit, as well as the principles, of the Code.

As an instructor, I fully and consistently support Olin’s Academic Code of Conduct and Olin’s Code of Professional Conduct. I take the matters of academic integrity and professional conduct seriously and expect that you do, too. I encourage you to ask if you have any questions about academic integrity in this course.

Please refer to the publication Integrity Matters: Olin Business School Code of Conduct for specific responsibilities, guidelines and procedures regarding academic integrity. You may also consult with MBA Program Dean Joe Fox or BSBA Program Dean Jeff Cannon if you have questions or concerns.

**Olin’s Code of Conduct as it Relates to Academic Matters:**

Student Academic Violations. It is dishonest and a violation of student academic integrity if you:

1. **Plagiarize** – You commit plagiarism by taking someone else’s ideas, words or other types of product and presenting them as your own. You can avoid plagiarism by using proper methods of documentation and acknowledgement.
2. **Cheat on an examination** – You must not receive or provide any unauthorized assistance on an examination. During an examination, you may use only material authorized by the faculty.
3. **Copy or collaborate on assignments without permission** – It is dishonest to collaborate with others when completing graded assignments or tests, performing laboratory
experiments, writing and/or documenting computer programs, writing papers or reports
and completing problem sets (unless expressly discussed in class). If you have any
questions regarding the definition of allowable behavior, it is your responsibility to ask
for clarification prior to engaging in the collaboration.

4. Fabricate or falsify data or records – It is dishonest to fabricate or falsify data in
laboratory experiments, research papers, reports or other circumstances; fabricate
source material in a bibliography or “works cited” list; or provide false information on a
resume or other document in connection with academic efforts. It is also dishonest to
take data developed by someone else and present them as your own.

5. Engage in other forms of deceit or dishonesty that violate the spirit of the Code

For details, please refer to Integrity Matters: Olin Business School Code of Conduct.

Olin’s Code of Conduct as it Relates to Professional Behavior:
Expectations – Professional Standards of Conduct
We expect Olin students to conduct themselves at all times in a professional manner.
Professional behavior includes, but is not limited to, the following in the classroom:

- **Attendance:** We expect students to attend each class session. Students who must miss a
  session for any reason should make every effort to notify the instructor prior to the class
  meeting. Students should never register for courses scheduled in conflict with one another.

- **Punctuality:** We expect students to arrive and be seated prior to the start of each class
  session. They should display their name cards in all classes at all times.

- **Behavior:** We conduct classroom interaction in a spirited manner but always while
displaying professional courtesy and personal respect.

- **Preparation:** We expect students to complete the readings, case preparations and other
  assignments prior to each class session and prepare to participate actively in class
discussion.

- **Distractions:**
  - **Exiting and Entering:** We expect students to remain in the classroom for the
duration of the class session unless an urgent need arises or prior arrangements have been made with the professor.
  - **Laptop, PDA, and Other Electronic Device Usage:** Laptops, PDAs, and other
electronic devices are not used in classrooms unless with the instructor’s consent and for activities directly related to the class session. We do not permit accessing email or the Internet during class as they can be distracting for peers and faculty.
  - **Cellular Phone and Pager Usage:** Mobile phones and pagers are turned off or set
on silent/vibrate during class. Answering phones or pagers while class is in
session is not permitted.
  - **Other distractions:** Those identified by individual instructors, such as eating in the
classroom.

For details, please refer to Integrity Matters: Olin Business School Code of Conduct.
POLICY ON MISSING CLASSES AND EXAMS FOR INTERVIEWS
We strongly advise that students schedule job and internship interviews around their class times and exam schedules. Employers understand that academics are your top priority. For off-campus interviews at the employer’s site, most will accommodate a student who needs to schedule an interview around a class or exam. For on-campus interviews, you should sign up quickly— as soon as possible— since these timeslots are fixed and are available on a first-come first-served basis only. In the event that an interview conflicts with a scheduled class, you must notify the professor in advance; the sooner you do that you demonstrate professional courtesy and a sense of commitment to the professor. How the professor treats the absence is at the professor’s discretion in accordance with the course syllabus or other means of communication. An interview conflict is not a valid reason for missing an exam. If you experience or anticipate problems, you should seek advice from Weston Career Center advisors.

DISABILITIES
Reasonable accommodations will be made for students with verifiable disabilities. Students who qualify for accommodations must register through Washington University’s Center for Advanced Learning Disability Resources (DR) in Cornerstone. Their staff members will assist me in arranging appropriate accommodations.

IV. BLACKBOARD

Instructors at the Olin Business School use a course ware software program called Blackboard Learn. Blackboard is a Web-based course-management system designed to allow students and faculty to use online materials and activities to complement face-to-face teaching. Blackboard enables instructors to provide students with course materials, discussion boards, file sharing, online quizzes, and more. Course sites are private and accessible only to officially registered students. Blackboard may be accessed at https://bb.wustl.edu/ or from the link on the Campus Groups (http://olinwustl.campusgroups.com/ofs/about/) home page -- see Blackboard 9 under the Olin Resources on the right side of the page. For best results, do not use Internet Explorer as your Internet Browser when accessing Blackboard.

Log in with your WUSTL Key.
Once you have logged on, you will see your individual Blackboard Home Page. The courses you teach will already be available for you in the section of the page labeled My Courses.

In addition, you should also find a course titled "Olin Teaching and Learning Initiative" which contains helpful information for faculty members.

**Reminder:** Faculty members will need to activate the course site in Blackboard when they are ready for students to see it at the beginning of the semester. For assistance or instructions, please contact Tina Raynes, Olin’s Blackboard Administrator, or Sandy Vaughn, Senior Manager of Operations and Faculty Support.

For information about how to structure home pages, or how to create content in the Blackboard site, please make an appointment with Tina Raynes. Tina can be reached at raynes@wustl.edu or at ext. 5-4184.

V. **Calendars and Schedules**

Olin School Academic Calendars are available on the Campus Groups website at [http://olinwustl.campusgroups.com/of/about/](http://olinwustl.campusgroups.com/of/about/). Links are also available for the Finals schedules for BSBA, MBA, PMBA and Specialized Masters courses.

VI. **Syllabi Templates**

Syllabi templates are located online for your use. Access them from the Faculty tab of the Campus Groups homepage, [http://olinwustl.campusgroups.com/of/about/](http://olinwustl.campusgroups.com/of/about/), click on Faculty in the blue bar at the top of the page and then choose Teaching and Learning at the left side of the page.

Using the Syllabi templates is recommended, but not required. However, please make sure that the Code of Conduct for your particular course is included in the syllabus.
VII. PACKETS AND TEXTBOOKS

Course Material Administration

Rebecca Dames — 5-8540
BSBA, MBA, PMBA, and Specialized Masters

Kathryn Graham — 5-7040
Executive Education, Executive Programs, Shanghai Program

Tina Raynes — 5-4184
Blackboard, EMBA Shanghai and EMBA Mumbai textbook orders and travel issues

A. Textbooks
All textbook orders must be submitted to one of the Course Material Coordinators at the Olin Business School by the appointed deadline to ensure availability in the campus bookstore before the first day of class. Orders for BSBA, MBA and PMBA textbooks should be provided to Rebecca Dames (rdames@wustl.edu). Please contact Kathryn Graham to provide information for EMBA textbooks. Textbook information for the Shanghai and Mumbai Programs should be e-mailed to Tina Raynes at raynes@wustl.edu. Questions and comments should be directed to the appropriate course administrator or the Senior Manager of Operations and Faculty Support, Sandy Vaughn (5-6707).

B. Deadline for Submitting Textbook Order
It is important to meet ordering deadlines to ensure that the textbook is received in the Campus Bookstore in time for students to purchase before the first class session. Deadlines are as follows:

Fall A — Last Week in April
Fall B — Last Week in June
Spring A — First Week in October
Spring B — Last Week in December
Summer — Middle of March

C. Course Packets
The Business School outsources copyright clearance and printing of materials to LAD Custom Publishing for all BSBA, MBA and PMBA courses. With the exception of EMBA and some PMBA packets, which are distributed through the program’s office, completed packets are sold at the campus bookstore. All course materials completed through LAD offer a digital copy as well as a hard copy.

Written copyright permission must be obtained for all materials used except material authored by the instructor assembling the course pack. Packets must be processed for copyright clearance every semester, even if the same material was used the prior semester.
The deadline for submitting course packets (readers) generally follows the textbook deadlines (see previous information). Each semester approximately 90 packets are processed. Therefore, accuracy in meeting deadlines assures that the material will be prepared and ready for purchase in a timely fashion. ALL packets are managed with the FIFO (first in, first out) principle.

Course packets generally contain cases, journal and magazine articles, news clipping, classroom notes, annual reports, and readings from books. Any copyrighted material that will be distributed to the students should be compiled into a packet.

IMPORTANT: The source information for each piece of copyrighted material should be included when the packet is submitted.

Preventing the Packet
The material should be submitted as clean copy, single-sided, and print-ready. If help is needed in preparing the packet, please contact your Administrative Assistant.

Submitting the Packet for Completion
A few weeks prior to the deadline, please work with your administrative assistant to update your syllabus, gather course materials (copies of book chapters, cases, etc.), and create a table of contents if that is desired. Although there may be pieces that only the Course Material Administrator may obtain for you, it is best to have the course packet in order and as close as possible to completion before it is submitted to Rebecca Dames (5-8540) in Room KH 551 of Knight Hall or Kathryn Graham, who is located in the Executive Programs Department on the third floor of the Knight Center. Please make sure you have reviewed the packet carefully before it is delivered. Rebecca (BSBA, MBA, PMBA, Specialized Masters packets) and Kathryn (EMBA and Non-Degree Programs) will review the materials, create a table of contents if it is needed and monitor production with the vendors.

When submitting the packet, please provide the following information:

- Amount of Additional Classroom Handouts: The number of sheets of material to be photocopied during the duration of the course per students. Do not include quiz or exams in the count.
- Amount of Faculty Copies: The cost of two copies is prorated into the students’ packet costs and they are provided to you at no charge. If additional copies are needed they will be charged to your STAR account.

The Important Items to Remember About BSBA, MBA and PMBA Packets

1. Please meet the deadline for course packet submission. Deadlines for packets are approximately 10 weeks before the first day of class. Each course packet takes several days to process at Olin (creating a bibliography, determining course enrollment, locating non-Harvard material if it is not provided by faculty) before the packet is sent to our vendor, LAD Custom Publishing, via overnight mailing. LAD obtains copyright permission (please see additional info below concerning copyright
fees), sets the price, prints and binds copies, and delivers the packets to the bookstore for sale to the students. LAD provides this service for a large amount of Universities across the country, so their full process may take a week or more.

All materials are processed in a first-in, first-out manner. While it is relatively easy to obtain copyright usage for Harvard cases, anything else is essentially luck of the draw. Occasionally, publishers take as long as three-four weeks to grant usage permission on book chapters. Many publishers take days or weeks to respond and you should be prepared for this if you are using anything other than Harvard in your course packet.

Packets cannot reach the bookstore in time if all faculty members turn in course materials two-three weeks prior to class. Last Spring, 75% of faculty members turned in packets at least six weeks after the requested deadline, 20% of those were turned in one to two weeks prior to class. Consequently, some packets were not in the bookstore for student purchase prior to the first day of class.

2. **Please use only the accepted method for obtaining course materials.** Using other companies, vendors, or devices to provide course materials to students can be more confusing to the students and more costly, especially if students want printed copies of the materials and must shoulder that cost on their own. LAD Custom Publishing receives significant discounts on Harvard cases and publishing prices. We have researched other companies and LAD provides the lowest cost to students. There are no negotiated discounts in place with other vendors for course materials (including buy-direct Harvard). Do not penalize your students. Please turn in packets to Rebecca Dames in a timely manner so that she may process the packet through LAD Custom Publishing. In addition, this allows Rebecca to assist you and your students if there are problems or issues with materials.

3. **Allow time to pay copyright fees.** Olin Business School follows the guidelines for copyright set forth by the University’s General Counsel. Non-payment of copyright may result in substantial fines in the event of an audit. Therefore, it is important to pay all necessary copyright fees before the material is distributed. Please review the guidelines below.

   a. **Unless you wrote the material yourself, a copyright fee most likely needs to be paid.** Some materials, primarily journal and newspaper articles, are available free of charge to your students because the library has paid a flat fee for usage. Your administrative assistant can review your materials and tell you which items are available through the library.

   b. **There are no free book chapters.** It is a common misunderstanding that you are free to use book chapters if you use less than 10% of the book. This is incorrect. Publishers commonly allow you to pay for usage of 10% of a book. If you require more than 10%, you must purchase the entire book. As an alternative, you may place a book on reserve in the library (see “C” below).

   c. **Placing a book on reserve means that the book stays in the library** and students are allowed to read the book while seated in the library. The book
may not be removed from the library and students are not allowed to make copies of pages from the book.

d. **Copyright must be paid regardless of the number of people who are receiving it.** If you are teaching a PhD course with three students, copyright still needs to be paid for distribution to those three students. This does not fall under the “free use” rule (see E, below).

e. **Free Use** covers material that you decided to use at the spur of the moment, perhaps an article from the daily paper, or a magazine article you read the day prior to class that coincides with the day’s study. You are allowed to freely distribute copies of this material **one time**. Should you choose to use the same material again for any course, you will need to pay any applicable copyright fees.

f. If you find it difficult to remember all of these copyright rules, **remember “a” only. Everything is copyrighted. You’ll never go wrong if you assume this to be true in all situations.**

If you have questions about the course materials process, please contact Rebecca Dames or Sandy Vaughn. Your help in making the course materials process go more smoothly is appreciated.

**VIII. HIRING A TEACHING OR RESEARCH ASSISTANT**

**A. Help in Finding a TA or RA**
For assistance in finding an appropriate student TA, please contact:

Konnie Henning, BSBA Office, [henning@wustl.edu](mailto:henning@wustl.edu)
Sarah Miller, MBA Office, [sarah.miller@wustl.edu](mailto:sarah.miller@wustl.edu)
Erin Murdock, Doctoral Programs Office, [murdock@wustl.edu](mailto:murdock@wustl.edu).

If you wish to hire a doctoral student to work as your TA or RA, you may email the students directly to determine interest. Email distribution lists are already created to help you. In Outlook, when sending a new email, click on “To” and in the search box, type in “PhD.” This will show you the list by discipline. For example “PhD (Econ),” or “PhD (Marketing).”

**B. The Cost of Hiring a TA or RA**
Faculty may hire as many teaching or research assistants as they wish. Typical hourly rates range from $7.50 to $12, depending on the education level and experience of the student worker. If the TA or RA is Olin Business School student, faculty members will pay 50% of the student’s salary from their STAR accounts and the school will cover the remaining 50%.

**C. Completing Paperwork to Hire a TA or RA**
Please send chosen teaching or research assistant to Katie Chrapek in the Dean’s Office before he/she completes any work assignments, INCLUDING payment for attending orientation meetings. There are several payroll forms that need to be completed by the student. If these forms are not completed, the student is not officially hired and will not be paid for any hours worked prior to completion of the required forms. The student must
email Katie Chrapek in the Dean’s Office at chrpeak@wustl.edu for an appointment to complete necessary paperwork.

You will be responsible for approving the student’s bi-weekly timesheet online. Katie Chrapek will provide you with further information about this.

IX. **VIDEO RECORDING OF CLASS**

Classrooms in Knight/Bauer Hall have built in cameras/recording devices to assist in recording class sessions for students. Simon Hall classrooms have no such equipment and a video camera on a tripod must be set up by Olin’s General Services team. To ensure students have access to class recordings in a timely and convenient manner:

1. E-mail General Services (services@olin.wustl.edu) with your request to record the class. In Simon Hall, they will set up the video camera and remove it at the desired times and will convert the recording to a DVD. For Knight/Bauer Hall classrooms, General Services will contact the appropriate A/V personnel to ensure that your requests are met.
2. Faculty should advise if the recording should be made available to students and whether they want a DVD of the recording or a digital version.
3. Three copies of the DVD will be placed on reserve in the Olin Library for overnight check out for the duration of the semester.
4. The original will be kept until the end of the semester. At that time, the recording can be returned to you. If it is not needed, advise General Services and the DVD will be erased and reused.
5. General Services will send an e-mail to the Library and faculty (with a copy to the faculty member’s administrative assistant) when the recording is available.
6. Alternatively, the file can be saved to YouTube and the faculty member can link to the file on Blackboard for students to access.

X. **RESOURCES FOR COURSE INSTRUCTORS**

A. **Course Listings**

Full course listings can be found on the Olin Campus Groups website:
http://olinwustl.campusgroups.com/ofc/about/.

B. **Course Evaluations**

**General Information**

All Olin course evaluations are conducted on paper. Faculty will be provided with course evaluations to distribute in class and with instructions on returning them to the Dean’s Office. The information is then compiled and available for your review by contacting Joyce Montgomery or Terry Wirtel in the Dean’s Office.
Course Evaluation Period
The timeframe for evaluating each course varies by program. Different programs have different class and exams schedules constraining the evaluation timeframe. A few general issues for all courses:

• The following timeframes are general guidelines. At times the evaluation period may vary due to factors specific to a course.
  - BSBA / Ph.D.
  - For all semester courses the evaluation period is 2 weeks prior to the last reading day.
  - For mini courses the evaluation period is the week prior to the last day of class.
  - MBA / PMBA / Specialized Masters
  - Semester-long and Mini courses: The evaluation period is the week prior to the last class meeting.
  - Week-long: The evaluation period is from Thursday afternoon until Friday
  - Weekend: The evaluation period is from Saturday afternoon until Monday night
  - EMBA Courses: Evaluations will be available from the last day of class for 10 days.
• Themes: Are currently not evaluated using the online system.
• In classes that meet on-campus students are strongly encouraged to complete the evaluations in class during the last session.

Addendum to open and close period for on-line course evaluations: Course evaluation distribution is flexible in that faculty may request a different evaluation period for students to complete evaluations. If you choose to alter the evaluation dates of your course please contact Joyce Montgomery or Katie Chrapek in the Dean’s Office.

Other Issues:

Evaluation Template
Currently a single template (i.e., questionnaire) is used throughout the business school.

Student Anonymity
Students’ responses are anonymous. It is nearly impossible to identify which student submitted which set of answers.

Incentives for Completing Evaluations
At this time we are not using any form of incentive (or penalty) to encourage students to complete evaluations.

It has also been suggested that completing course evaluations be included in the Olin Code of Professional Conduct.

One method that currently cannot be employed is delaying a student from seeing his or her grade in the course if he or she did not complete the evaluation on time. The university has not implemented this option.
Note: Midterm evaluations are recommended but not mandatory. If you do administer midterm evaluations, please debrief the class on the feedback, including a discussion of positive feedback.

Archive
Archive is a technical term in this system that is discussed occasionally. It is the date when a semester is “closed” and evaluation results are archived. This process has various technical implications, which are managed by the programs. From a faculty perspective archiving involves three important aspects: all historical evaluations are available; PDF reports of the Details page can be printed, and median scores are reported on the Details page. The archive date is currently once each semester, at the end of the semester. In the future results may be archived at the end of each mini.

XI. **Exams, Quizzes and Homework Assignment Management**

A. **Creation**
Exams in handwritten or typed form may be submitted to administrative assistants to type or format. Administrative assistants will handle all exams and quizzes with extreme care due to confidential nature of such documents. One copy of the exam will be personally delivered to you for review before duplication.

After review, the exam will be copied in-house or delivered to Fed-Ex Kinko’s and returned to your administrative assistant, sealed, where it will be placed in a locked file until needed.

**Note:** Student assistants are prohibited from managing the exam creation or duplication process.

B. **Grading of Exams, Quizzes and Homework**
Grading may be completed by the faculty member, a teaching or research assistant. Administrative assistants may assist if the exam is one in which an answer key can be provided.

C. **Recording of Grades**
Final grades are entered on WebFAC, which is only accessible with a WUSTL Key logon. Administrative or teaching assistants may only enter grades on a faculty member’s behalf if the WUSTL Key information is provided, which is not advisable. If someone other than the faculty member enters grades, the grades will not be official until the faculty member reviews and submits each grade. See instructions concerning grades on WebFAC for more information. See “Class Roster and WebFAC site for more information.

Teaching assistants or administrative assistants can record grades on Blackboard.
XII. **GRADUES**

A. **BSBA Grading System**

Olin employs the following grading system:

<table>
<thead>
<tr>
<th>GRADE</th>
<th>GRADE POINTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td>2.7</td>
</tr>
<tr>
<td>C+</td>
<td>2.3</td>
</tr>
<tr>
<td>C</td>
<td>2.0</td>
</tr>
<tr>
<td>C-</td>
<td>1.7</td>
</tr>
<tr>
<td>D+</td>
<td>1.3</td>
</tr>
<tr>
<td>D</td>
<td>1.0</td>
</tr>
<tr>
<td>D-</td>
<td>0.7</td>
</tr>
<tr>
<td>F (Failure)</td>
<td>0.0</td>
</tr>
<tr>
<td>P (Pass)</td>
<td>Nonbusiness courses only. No grade points recorded.</td>
</tr>
<tr>
<td>I (Incomplete)</td>
<td>Temporary grade for maximum of 60 days.</td>
</tr>
<tr>
<td>W (Withdrawal)</td>
<td>No grade points recorded.</td>
</tr>
</tbody>
</table>

A minimum of 2.0 overall grade point average (GPA) in course work taken at Washington University and 2.0 GPA in all professional course work taken at Washington University must be achieved to satisfy BSBA graduation requirements. “D-” is the lowest grade for which credit will be granted. In the event that more than 120 units are taken, all units will be counted toward the determination of minimum GPA, except course work transferred from other universities.

B. **MBA Grading System**

The Olin Business School has instituted a pass/fail grading system for the School’s MBA programs. This has been done to support a culture of learning in the school and to de-emphasize grading. Listed below is the MBA Grading System.

<table>
<thead>
<tr>
<th>HP</th>
<th>High Pass</th>
<th>Up to 20 percent of any section/course</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>Pass</td>
<td>Satisfactory performance</td>
</tr>
<tr>
<td>LP</td>
<td>Low Pass</td>
<td>Minimum level of acceptable performance</td>
</tr>
<tr>
<td>NP</td>
<td>No Pass</td>
<td>If required, the course must be repeated</td>
</tr>
<tr>
<td>I</td>
<td>Incomplete</td>
<td>Students have 60 days to complete the course</td>
</tr>
<tr>
<td>N</td>
<td>No grade reported</td>
<td>Check with the faculty member for explanation</td>
</tr>
</tbody>
</table>

The Olin Business School will not calculate grade point averages or semester class rankings for MBA students.
XIII. USING WEBFAC FOR ROSTERS, GRADES AND GRADING

WebFAC is a Washington University database system. Use it to view and print class rosters, e-mail an entire class or selected students, and submit grades electronically.

You’ll find a link to WebFAC on the Olin Campus Groups webpage, http://olinwustl.campusgroups.com/ofa/about/, under “Connections.”

A. WebFAC Electronic Grade Submission (“EGrades”)

Introduction
WebFAC enables WU faculty to submit midterm and final grades online and eliminate the need for paper grade sheets. The electronic grade submission process (called EGrades) gives each faculty member the ability to enter grades directly onto an online roster or to import a file containing grade information. Grades entered and approved online are immediately posted to the students’ academic records in SIS. All course instructors should find this process very simple and more convenient than handling the paper grade sheets required in the past. EGrades is mandatory for all WU courses and faculty.

Logging into WebFAC
WebFAC is accessible from any computer with Internet access.* First-time users may find it easiest to start at the Washington University home page (www.wustl.edu) and from there click on Resources for Faculty & Staff. On the Faculty & Staff page, scroll down to Faculty Support and click on WebFAC. Faculty can also go directly to WebFAC using the following URL: https://acadinfo.wustl.edu/WebFAC.

The WebFAC login requires the faculty member’s WUSTL key and password.

Opening EGrades*
From the WebFAC Welcome Page (after logging in), review the menu of options on the left-hand side of the screen and select EGrades. The EGrades Home page will list all course sections for which you have been designated in wucrsl either as an instructor or as a Support Person with EGS ability, and for which the grading period is open. Only the designated Course Grader will be able to Approve grades online. If one or more courses or sections do not appear, or if the Approval function does not appear for the correct instructor, contact the dean’s office; course “links” and “Course Grader” identifiers are established by the administrative areas using wucrsl.

A Note about Web Browsers:
WebFAC and EGrades should be widely usable among different types of Internet browsers (Netscape, Internet Explorer, etc.), however not all Web browser versions may support a modern HTML standard set. Some EGrades functions may not work when using an older browser (e.g., AOL version 5, Netscape 4.7). Faculty who encounter difficulty using EGrades on a Mac or PC with an old web browser might want to upgrade their browser to a newer version, or use a completely different Web browser or contact their the dean’s office about using a computer on campus. Fully tested and recommended browsers are Microsoft Internet Explorer 5.5+, Netscape 7.0+, Mozilla 1.3+, Safari 1.0+.
B. **Step 1 of 2 — Enter Grades**

For each course section, you have the option of submitting grades online by (a) manual data entry from a roster or (b) importing an Excel spreadsheet into EGrades.

**Option A**
To manually enter grades online for a course section, click on “Enter” and your roster will appear. You can resort the roster by clicking on various column headers; this will be important when you need to identify freshman at midterms and the degree candidates in May. A drop-down listbox of valid grades for each student is provided to assist you in entering grades (valid grades will vary according to the student's prime division and grading option). When you are finished entering one or more grades, click the Save and Continue button.

An alternative to clicking on the drop-down list for each student is to use your keyboard to select a grade and move from student to student. With the cursor in the Grade column on a particular student, type “A” (or B, C, etc.), one or more times to see the various valid grades that begin with the letter “A.” Use the Tab key on your keyboard to move to the next student on your roster; the Shift/Tab combination will take you back to the previous student. When you are finished entering grades, click the Save and Continue button.

If you are entering grades for a large class or have a tendency to go slowly and check notes, etc. as you enter grades, you might want to click the Save button periodically then go back and enter more grades. EGrades is a Web tool that will idle-out after a period of inactivity with the SIS database (about 45 minutes without a Save or Approval) in which case your unsubmitted grades may be lost and need to be re-entered.

**Option B**
To submit grades from an external file, the first step is to Export the EGrades roster to your own computer (click on the word “Export”). Enter your grades into that file (or column copy from another spreadsheet/file, but be sure to check that student lists are in the same order and proof your work) and then import it back into EGrades. Be sure to record your grades in the appropriate column on your spreadsheet or text file (note that there are different columns for Midterm and Final grades on every exported file) and make no changes to the column headings or other data elements on the exported file. If you resort your file, be sure that the column headers stay at the top of the file.

After importing a file, review it for accuracy and then click the Save and Continue button. EGrades will check for valid grades at this point and let you know if any were not.

**Notes on Assigning Grades:**
Contact the student's dean's office if you have questions about the meaning or use of specific grades. The “Valid Grades Chart” on the EGrades sidebar menu shows the valid grades for each grading option in each division of the University.

You cannot add or drop a student from class through EGrades. If a student on your roster has not attended class or you have no information regarding that student, leave the Grade field blank and contact the student's dean's Office. Each school has its own policies regarding late drops and failing grades for nonattendance. Similarly, if a student who has attended class is not on the EGrades roster, contact the student's dean's office. They may add the student...
administratively to your course in which case you can re-open EGrades and proceed with entering that grade online.

The names and phone numbers of the appropriate dean’s Office staff to contact with add/drop and grading questions is provided in the online Help in EGrades and at the end of this document.

C. **Step 2 of 2 — Approve Grades**

Review all grades which have been entered and saved and, if all are accurate, re-enter your WebFAC PIN number and click the Approve button (note that the Approve button won’t become active until your PIN is entered). Note: only the instructor designated as Course Grader in wucrsl has the ability to approve grades online.

If you need to make corrections or last minute changes before your grades are posted to the student’s academic records in SIS, make them before you Approve. Just click on the student’s name to bring up a data entry window and resubmit.

At the point of Approval you will again be alerted to any invalid grades (it is possible that a student’s grading option could have changed between the point at which grades were submitted and when they were approved, or that a late drop was processed by a dean’s office). Invalid grades can be corrected by clicking on the student’s name and entering a new grade, and then performing a quick resubmit and approval.

Upon approval, valid grades are immediately posted to the student’s academic record in SIS and are accessible by both students and administrative offices. Once posted to the student’s record, a grade (other than a system-assigned ‘N’) cannot be changed using EGrades. All changes to posted grades, including Incompletes require the submission of a Special Grade Report form, completed and signed by the faculty member, to the student’s dean’s office.

Whenever grades are approved and posted to student records using EGrades, an e-mail confirmation notice is always sent to each of the instructors for that course section to acknowledge that this has been done. If you are the designated Course Grader and should happen to receive an EGrades confirmation notice but had not approved the online submission of the grades indicated, please contact Sue Hosack, the director of the WU Office of Student Records, immediately at 935-5567.

No additional action on the part of the faculty member is required. Refer to the Actual Grade column on the EGrades rosters and reports (or go to WebFAC, My Sections, and click the Grades tab) to review grade information that has been posted to the students’ records in SIS.

**Notes and Tips**

Grades do not need to be submitted for all students at the same time. You may Save and/or Approve grades for a portion of your class or for only one student at any point during the online grading period, and return to enter and approve more grades at a later time. You will, in fact, be asked to do this during midterms when grading primarily freshmen and again in May for those students who are graduating.

The designated Course Grader may permit another individual (typically a TA or departmental assistant) to perform the data entry step in the EGrades process on his/her behalf while
retaining control over final approval. To do this, that individual must be linked to the course section and marked as a Support Person with EGS capability in wucrsi by the appropriate departmental administrator or dean’s office.

**IMPORTANT NOTE REGARDING GRADE DEADLINES**

Final grades must be submitted and approved online within 48 hours of the final examination.

In May, all final grades for degree candidates must be submitted and approved by 12 noon the day after the exam period ends.

Deadlines for the submission of midterm, mini-term, and sub-semester grades are established by each school.

Please feel free to contact your department administrator, Dean’s office, or the Office of Student Records if you have any questions or problems with EGrades. The names of staff available to help are as follows.

**Student Records Office Contact List**

Sue Hosack, Director 935-5567 sue.hosack@wustl.edu
Tom Evola, Associate Director 935-9818 tom_evola@wustl.edu
Steve Rakel, Assistant Director 935-5919 steve_rakel@wustl.edu
Barb Laudel, Data Systems Assistant 935-5908 barb_laudel@wustl.edu
John Pingree, Coordinator for Academic Support 935-4145 john_pingree@wustl.edu

**XIV. KOPOLOW LIBRARY**

A. **Faculty Services and Resources**

The staff of the Kopolow Business Library are ready to help you in person (on the second floor of Simon Hall) or online at www.olin.wustl.edu/library. Additional resources are available through the main library, including a guide to Economics (http://library.wustl.edu/subjects/economics/). Here are a few of the ways we can work with you:

B. **Classroom Support**

**Reserve material.** Bring books, articles, exam answers, etc. to Lamira Martin. We can usually have items available to students within a day. You can also provide material to Lamira that you wish to have scanned into Olin Library’s Electronic Reserve system (or you may do it yourself — see Olin Library’s Reserve Page).

**Class Instruction.** Library staff can come to your class and present a brief introduction to relevant resources. If you prefer, we can focus on a specific resource (how to use Bloomberg, SDC Platinum, etc.). If you don’t have class time to spare, we can create a condensed resource guide for a specific project or assignment (Example: Mergers and Acquisitions Info Sources).

**Classroom Connections.** This blog gives students updates on library resources for specific classes.
Coordinating Make-up exams. Library staff can make exams available to your students, and hold the results in a folder until you pick them up. Students take the exams within the library on the honor system. See your Administrative Assistant for help in setting this up.

C. Research Support

Databases. We provide a wide range of databases and data sources to support your research, such as Business Source Premier, Factiva, SDC Platinum (can be installed on your office machine), 10K Wizard, Accounting Research Manager and Euromonitor’s Global Market Information Database. An A-Z list of databases (excluding WRDS and faculty restricted resources) are here: http://apps.olin.wustl.edu/library/articles/db.cfm.

Set up a WRDS (Wharton) account for yourself and/or a class. After filling out the “Request Account” form, you will be sent your username and password, usually within 48 hours.

InterLibrary Loan (also called ILL or Illiad) and Mobius (consortium of Missouri Libraries).

Book Delivery. If a book is located in another library on campus, you may request that it be delivered to the Business Library for pickup. To do so, search for the title in the Catalog, then click on the Request button at the top of the screen. Choose Business Library as the pickup location.

Request a book be purchased. E-mail your request to: bschoolcirc@wumail.wustl.edu or directly to Ron Allen allenron@wustl.edu.

Questions? Please feel free to stop by the library, or contact us by e-mail or phone: Ron Allen (314) 935-6739, allenron@wustl.edu.

XV. Washington University Teaching Center

The Washington University Teaching Center provides faculty with resources and workshops to improve their effectiveness in the classroom. The Teaching Center offers faculty workshops, junior faculty workshops, and one-on-one consultations.

Location: Eads Hall, room 105
Phone: (314) 935-6810
Web site: http://teachingcenter.wustl.edu

Faculty Workshops (open to all faculty) — Enrollment is limited to 15.
- Working with TAs
- Grading Process Workshop
- Teaching with Writing Workshop (2 session program) Note: enrollment is limited to 12
- Blackboard Training

Junior Faculty Workshops — Enrollment is limited to 15.
- Teaching Today’s Undergraduates
- Improving Student Writing
- Dealing with Student Problems and Problem Students
One-on-One Consultations and personal appointments are also available.

Class visits, in which a member of the Teaching Center will observe a class and subsequently meet with the faculty member to discuss her observations and potential changes and improvements to the faculty member’s teaching style.

Videotaping of Class Sessions — The Teaching Center will put a video camera at the back of the classroom and record a class. A member of the Teaching Center will review the tape and will then set up a meeting with the faculty member to discuss her observations.

The Teaching Center also provides handouts on its website covering a variety of topics including:

Planning courses
- Tips for teaching on the first day
- Teaching tips for first-time faculty members
- Teaching with discussion
- Increasing student participation
- Improving presentation style

Contact Information
Beth Fisher – Director of Academic Services 5-5921 bfisher@wustl.edu
Bryn Lutes – Assistant Director of Teaching and Technology 5-3848 bllutes@wustl.edu
Michelle Repice – Assistant Director 5-3303 mdrepice@wulst.edu
Mitch Kundel – Assistant Director 5-7529 mkundel@wustl.edu

XVI. Registrar’s Office

Cyndy Newell is the registrar for BSBA Programs. All BSBA student records are kept in this office. Cyndy is responsible for the general operation of the office and for maintaining BSBA records.

Jacqueline Carter is the registrar for MBA Programs. She is responsible for maintaining MBA, PMBA, and Specialized Masters records and for the general operation of the office. Both registrars will provide assistance in changing grades in the University system.
SECTION 9 - FACULTY POLICIES
I. Faculty Responsibilities and Promotion Policies

Preface

The purpose of this document is to provide a statement of the responsibilities of faculty in the Olin Business School and of the policies and procedures governing the review of faculty for reappointment, promotion, and tenure. For the University as a whole, these responsibilities, policies, procedures are governed by the Washington University Policy on Academic Freedom, Responsibility and Tenure. The uniformity across different academic units of the University follows from the fact that tenure is recognized and granted formally by the Board of Trustees of the University upon the recommendation of the Chancellor. However, the Washington University Policy permits individual academic units to choose policies that are, in certain instances, particular to that unit so long as these policies are consistent with the University-wide policy.

The Washington University Policy also charges each academic unit with the responsibility for developing written procedures in regard to the nature and scope of annual reviews of faculty on appointments for probationary periods.

This document provides the statements of the following:

Faculty responsibilities and the criteria for promotion and tenure.

The length of the probationary period elected by the School.

The normal term(s) of probationary appointments.

The schedule of major reviews of faculty and the procedures to be followed in these reviews.

The procedures to be followed in non-major reviews.

The retroactivity of this policy.

1. Faculty Responsibilities and Criteria for Promotion and Tenure

Washington University is one of the leading research universities in America. It is responsible for advancing knowledge and understanding through research and for educating students through teaching programs. As one of the nine academic divisions of the University, the Olin Business School shares in this responsibility. It does so primarily through the research and the teaching by its faculty.

The general aims of the Olin School are to educate men and women for careers in business and academic institutions and to perform research that will contribute to the advancement of knowledge. The quality of the School's performance depends upon how well its faculty members perform these activities. The continuing vitality and intellectual growth of the faculty and the School depend upon each individual making significant continuing contributions in these two areas. In addition, a faculty member is expected to be a constructive member of the
School's professional community, contributing to the improvement of the academic environment and participating when called upon in activities that support the principal research and teaching functions.

1.1 Research Contribution

Each faculty member is expected to produce and communicate original research that leads to the advancement or refinement of the field of management or closely associated areas. The research must command the attention and respect of leading peers. Each faculty member is also expected to evidence a genuine long-term commitment to serious scholarship and to productive research.

The most desirable result of research activity is regular refereed publication in top academic journals in the faculty member's area of research or a related area. Such publication typically imposes the highest standards for the quality of the work. It is possible to have a significant impact on the profession via publication in other outlets, such as weaker academic journals, proceedings issues, books, book chapters, and articles in practitioner journals, but experience suggests this is less common. In evaluating research contributions, the primary criterion is the contribution to scholarly fields relating to business and management.

We hold to the highest standards of research quality, and we are especially concerned about the originality and importance of the research. For non-tenured appointments, there must be at least the potential to perform and communicate research that will have an important impact in the scholar's chosen field of study. For a tenured appointment, this impact should be realized and the candidate should be viewed as a leader by top scholars at other institutions.

1.2 Teaching Contribution

Our School expects a conscientious commitment to teaching and a high level of teaching effectiveness from each faculty member. Effectiveness will be judged in the following areas:

Ability to effectively communicate the fundamental principles of an area of business study.

Ability to communicate current ideas and their applications to business

Ability to inspire students to academic achievements beyond the minimum requirement for the course.

Capability to devise and implement new courses which attract students both because the courses contain fresh new content and increased challenges.

Ability to integrate current research findings into courses and to provide students with bridges between materials taught in related courses.
Ability and willingness to counsel and advise doctoral students and to serve on examination and dissertation committees.

Ability to serve as an advisor and counselor to students in all academic programs of the School.

These dimensions apply to all of the sponsored educational programs within the School.

1.3 Other Contributions and Activities

It is primarily in teaching and research that a faculty member must exhibit competence. There is another area, however, in which faculty activity is to be expected, for it is essential to the continued well-being of the School, the University, and the community. There are many ways in which contributions in this area can be made. Service to the school and/or university in administrative capacities, committee service, and participation in professional organizations are examples of such activities. Willingness to carry a share of this load and to work with others is an important responsibility of each faculty member and should be specifically considered in evaluation.

It is expected that the primary reason a faculty member will engage in consulting activities and teaching programs not sponsored by the Olin School is for the contribution they make to improving teaching and research effectiveness. Therefore, it is primarily through the assessment of teaching and research that these activities are evaluated.

There can, of course, be considerable variety in the activities in this third category which add to the value of an individual as a member of the faculty, and equal efforts in identical areas are neither possible nor desirable. Nevertheless, some useful activities of these types, in some reasonable quantity, should be expected from each member of the faculty. It is important to emphasize, however, that outstanding performance in this area cannot compensate for a lack of distinction in either teaching or research.

2. Probationary Appointments

2.1 Length of the Probationary Period

The Olin Business School has adopted the following policy regarding the length of the probationary period:

Prior tenure-track (or equivalent) academic service at another institution of higher education ordinarily will be credited toward the probationary period at Olin. It may be mutually agreed in writing between the incoming faculty member and the Olin School, however, that prior academic service beyond four years will not be counted toward the probationary period, even though the total probationary period in the academic profession is thereby extended beyond the normal 10-year probationary period at Olin.
For faculty members appointed under the provisions for prior credit at another institution, the schedule of major reviews (that is, reviews for reappointment, promotion and/or the consideration of tenure) shall be agreed upon in writing at the time of the appointment to the faculty.

2.2 Initial Appointments

Normally, the initial appointment of a new Assistant Professor will be four one-year terms (by University policy, official appointments are for one year only). The term of appointments of faculty with prior service shall be agreed to in writing at the time of the appointment subject to the provisions of section 2.1. The duration of subsequent appointments will be determined by the Dean, with advice from the Tenure Faculty, as one outcome of the review process.

2.3 Annual Reviews

According to the provisions of the Washington University Policy, the status of every faculty member on appointment for a probationary period is to be reviewed annually with his or her immediate administrative officer. This review is to include an evaluation of performance to date, salary and academic rank, and prospects for future employment, including tenure. The procedures for major reviews (that is, reviews for reappointment, promotion, and/or tenure) are defined in Sections 3 and 4. In years in which major reviews are not performed, the annual review will be performed by an "omnibus committee" appointed by the Dean, as described in Section 4.2.

3. Major Reviews

A major review is one that considers reappointment, promotion, or the granting of tenure. A review for promotion or tenure can be initiated at any time by the Dean or by written request of the faculty member. If a review is initiated by the faculty member, the omnibus committee will counsel the faculty member before the review proceeds, and the faculty member may, but need not, terminate the review after receiving the counsel of the omnibus committee. A review initiated by the Dean or the faculty member cannot reduce the term of employment of the faculty member from what it would otherwise have been (i.e., such reviews are not "up or out").

The procedures for major reviews are described in Section 4. The normal schedule for major reviews is as follows:

3.1 The Third Year

During the third year, the omnibus committee will make a recommendation to the Dean regarding reappointment. This recommendation will be based on the materials normally submitted each year (as described in Section 4.2). The committee can either recommend reappointment for a period of two years beyond the fourth year of service or a major review. It is the expectation of the Tenure Faculty that reappointment will be recommended by the omnibus committee and approved by the Dean unless there is evidence of extreme underperformance, such as, for example, very poor teaching,
failure to complete the doctorate and develop a post-doctoral research agenda, or serious misbehavior. In the event that a major review is initiated, the review will be conducted in accord with the general rules described in Section 4.1, and the faculty member being reviewed will be given an opportunity to submit additional or revised materials beyond those already submitted.

3.2 The Sixth Year

During the sixth year, a major review will be conducted by a review committee. The review committee will consist of members of the Tenure Faculty and will be appointed by the Dean in consultation with the Chairperson. After considering the committee's report, the Tenure Faculty will make recommendations to the Dean regarding reappointment, promotion, and tenure. If reappointment without tenure is recommended, it will be for a period of three years beyond the seventh year of service. If reappointment is not recommended, the seventh year will be a terminal year.

3.3 The Ninth Year

A faculty member will be considered for tenure no later than the ninth year of service except in cases where credit has been given for service at other institutions in which case the review for tenure shall come no later than the academic year preceding the final year of the agreed upon probationary period. (See section 2.1 above.) If the faculty member has not previously attained the rank of Associate Professor, promotion to the rank of Associate Professor must be considered at this time and an affirmative recommendation on tenure must be accompanied by an affirmative recommendation of promotion. The review shall be performed by a committee drawn from the Tenure Faculty, appointed by the Dean in consultation with the Chairperson. After considering the review committee's report, the Tenure Faculty shall make a recommendation to the Dean regarding the granting of tenure. The Dean will then determine whether to recommend the granting of tenure to the Chancellor.

3.4 Termination Notice

In cases in which the Dean decides not to re-appoint a faculty member, the candidate shall be notified of the decision in accordance with the provisions of Section IV-B-4 of the Washington University Policy.

3.5 Associate Professor with Tenure

At the time of the consideration of the granting of tenure, the Tenure Faculty also may wish to make a recommendation regarding the promotion of the faculty member to the rank of Full Professor. However, the recommendation regarding tenure is separable from that regarding promotion to Full Professor.

A faculty member, having achieved the rank of Associate Professor with tenure, will be reviewed annually by the Dean or the Dean's designate in accordance with Section 4.3. A review for promotion to Full Professor can be initiated at any time by the Dean.
or by request of the faculty member. Such a review will follow the general procedures described in Section 4.1.

4. Review Procedures

The performance of every faculty member will be reviewed annually. Sections 2 and 3 establish the framework for the review of faculty members who have not attained tenure and the rank of Full Professor.

The purposes of the review process include the following:

**Information gathering and interpretation.** The reports are intended to inform the tenured faculty of the activities of untenured faculty and faculty who have yet to attain the rank of Professor.

**Providing feedback to the faculty member being reviewed.** This might include an assessment of performance relative to the standards for tenure and promotion and suggestions as to how performance might be improved.

In cases of major reviews, the process should lead to a recommendation on retention and/or promotion.

**Providing information to the Dean** to be used as one input into the decisions on salary and teaching assignments.

4.1 Procedures for Major Reviews

For major reviews leading to decisions about appointment, promotion, and tenure, a review committee consisting of at least three members of the Tenure Faculty will be appointed. In the case of a review for promotion, members of the committee normally shall have attained a higher rank than the person being reviewed. Committees will be appointed by the Dean in consultation with the Chairperson.

The letter of appointment for a review committee shall state the purpose of the review and set forth the rank, tenure status and length of service (by rank) of the faculty member being reviewed, along with any special provisions that may relate to the particular status. The Dean, the Chairperson, and the Chairperson-Designate of the review committee shall jointly determine the appropriate scope of the review to be conducted in each case. This includes the question of whether the review should be limited to the collection and analysis of information from internal sources, or should include canvassing outside sources, and if the latter, the kind and number of outside sources to be consulted. In general, the scope of the review will be as outlined in Section 3.

As appropriate to the scope of each review, a review committee may draw upon a variety of sources from within or outside the University to appraise the accomplishments of the candidate. The Dean should request the candidate to update his or her review file to include a biographical profile; a list and copies of new publications; papers under review, and working papers; course syllabi and special teaching materials developed; student
course evaluations; and a list of committee appointments and other activities since the first appointment to the rank of Assistant Professor. The Dean also should request the candidate to supply a statement setting forth the significant teaching, research, and other relevant professional, community and school-service activities since the last review and also plans and objectives for the coming period.

In view of the recognized difficulties involved in evaluating a faculty member's contribution through teaching, review committees may explore different approaches for evaluating teaching competence. These will include analyzing student evaluations and may also include, for example, visits to classes by senior faculty, surveying alumni to develop information that may be of value in appraising the teaching contributions of the faculty member, and seeking external or other commentary regarding innovative courses or course materials that have been developed. However, the faculty member is responsible for taking some initiative in the development of evidence bearing on the quality of teaching.

Each review committee shall render a written report to the Dean and to the Tenure Faculty, setting forth its findings and any recommendations. In addition, the review committee will prepare a report summarizing its findings which, after it has been approved by the Dean and following the Tenure Faculty's deliberations on the recommendation, will be transmitted to the candidate.

On a strictly confidential basis, files containing reports and supporting materials will be made available to the Tenure Faculty in advance of the meeting when reports are discussed.

A recommendation for promotion or tenure shall be voted upon by the Tenure Faculty. The Dean will be a nonvoting observer. All members of the Tenure Faculty other than the Dean are eligible to vote on the granting of tenure and on promotion to Associate Professor. All Full Professors other than the Dean are eligible to vote on promotion to Full Professor. At least two-thirds of the members eligible to vote must be present at the meeting at the time of the vote for a quorum to be constituted. Only eligible members who are present at the meeting at the time of the vote can vote. There will be no absentee ballots or proxy votes. The vote of the faculty shall be communicated in writing by the Chairperson to the Dean as part of the reporting of the formal recommendation(s) of the Tenure Faculty.

After the Tenure Faculty's recommendations have been forwarded to the Dean, it shall be the responsibility of the Dean or the Dean's designate to communicate the substance of the Dean's actions on the recommendations, to transmit the review committee's summary report, and to counsel the candidate. One purpose of this consultation is to communicate relevant aspects of the review committee's evaluation to the faculty member reviewed. Another is to provide an opportunity for a discussion of ways in which the subject faculty member might advance his or her professional development. Where appropriate, the Dean may follow up with additional consultations.
4.2 Annual Reviews of Non-Tenured Faculty

The omnibus committee will be composed of at least five members of the Tenure Faculty representing a cross section of the academic areas of the School. The committee will be appointed by the Dean in consultation with the Chairperson of the Tenure Faculty. An effort should be made to reappoint a sufficient fraction of the committee from year-to-year to maintain continuity and to promote consistency in standards across areas. The Associate Dean or the Dean's designate shall serve as an ex-officio member of the omnibus committee.

The candidate shall be expected to update his or her file from previous reviews, including: the biographical profile, a list and copies of publications, papers under review and working papers, course syllabi and special teaching materials developed, student course evaluations, and a list of new committee appointments and other activities since the initial appointment. If the omnibus committee has any special requests or instructions, they will be communicated to the candidate by the Dean or the Dean's designate.

The faculty member in each area on the omnibus committee will be responsible for developing the annual review cases for all candidates in that area and for presenting those cases to the full committee. This effort will be supported by the Associate Dean or the Dean's designate. The omnibus committee will prepare a written report summarizing its observations, findings, and recommendations in connection with each annual review. The Associate Dean or the Dean's designate will also provide support for the preparation of these individual summary reports. The reports will be made available to all members of the Tenure Faculty, and they will have the opportunity to convey any disagreements in writing.

The pertinent report will be made available to the candidate. If the candidate disagrees with parts or the general conclusions of the report, he or she will have the opportunity to convey those disagreements in writing to the committee. The omnibus committee and the Dean will consider all such disagreements.

In general, the framework for the major reviews in Section 4.1 will guide the omnibus committee in its annual reviews. These reviews, however, will be tailored to the candidate's stage on the faculty. For example, in the annual reviews for the first and second years of appointment, when generally there is insufficient evidence to provide strong feedback on the possibilities for future advancement, the focus will be more on the detection of major danger signs.

4.3 Annual Reviews of Tenured Faculty

Associate and Full Professors with tenure shall be reviewed annually by the Dean. The faculty member shall provide materials or update his or her review file as requested by the Dean. Normally the annual review of a Full Professor will be done by the Dean without the assistance of other members of the Tenure Faculty.
5. Miscellaneous

5.1 External Appointments

Reviews of outside candidates for appointments at Olin will be conducted according to the general procedures for major reviews described in Section 4.1.

5.2 Adjunct Professors

Each adjunct shall be evaluated at least once every three years. Each evaluation will be performed by a committee of two: the Dean or an individual appointed by the Dean, and a faculty member appointed by the Chairperson.

5.3 Chaired Professors

The Dean and the Chairperson will appoint a committee of three chaired professors to advise the Dean on the awarding of chaired professorships.

5.4 Parental Leave

The Olin School provides for parental leave as specified in the Washington University Hilltop Campus Policy on Parental Leave for Full-Time Tenured and Tenure-Track Faculty Members, April 24, 1998. When parental leave is granted, the Dean will adjust the schedule of major reviews described in Section 3 in a manner consistent with the extension of the probationary period, as specified in Section 5(c) of the Hilltop Campus Policy on Parental Leave.

5.5 Voting Rights of Tenured Faculty

Except as stated in Section 4.1, all members of the Tenure Faculty have equal voting rights, irrespective of rank.

5.6 Effective Date and Retroactivity

The effective date of this policy shall be July 1, 2002. This policy supersedes the policy of the same title approved by the Tenure Faculty in September 1999.

All provisions will apply to all faculty members as of July 1, 2002 with the exception of:

Faculty appointed prior to September 1, 2002 may voluntarily choose to invoke the review procedures and schedule of Section 3 by notifying the Dean in writing prior to October 1 of their fifth year.

Section 2.1 Length of the Probationary Period. The appointments of tenure-track faculty members appointed effective prior to July 1, 2009 are not affected by this policy.
Section 2.2 Initial Appointments. The appointments of tenure-track faculty members appointed effective prior to September 1, 2002 are not affected by this policy.

All provisions, including those of Section 2.2 will apply to all faculty members appointed effective after September 1, 2002.

II. **APPOINTMENTS AT OTHER EDUCATIONAL INSTITUTIONS**

Washington University’s policy on appointments at other educational institutions states: In order to avoid actual or potential conflicts of interest or commitment and to ensure full attention to University duties, full-time and part-time Washington University faculty members may not hold appointments at other educational institutions without the University’s prior approval.

III. **POLICY ON FACULTY RESIDENCY**

Faculty members are expected to be physically present on campus and available to students and colleagues throughout the period of their appointment, except for short trips for professional or personal reasons, unless they have been formally granted leaves of absence, or special arrangements have been made in writing and approved with the school dean. In the case of faculty on nine-month appointments, this period is from the arrival of students in the fall through Commencement.

IV. **EEOC LAWS REGARDING HARASSMENT**

A. **Sexual Harassment**

It is the policy of the University that all employees have the right to enjoy a work environment free from all forms of discrimination and conduct which can be considered harassing, coercive or disruptive, including sexual harassment. Sexual harassment is a form of misconduct that undermines the integrity of the employment relationship. Sexual harassment is defined as any unwelcome sexual advance, request for sexual favor or other unwelcome verbal or physical conduct of a sexual nature, whether committed on or off campus, when:

- submission to such conduct is made, either explicitly or implicitly, a term or condition of an individual’s employment or academic advancement;
- submission to or rejection of such conduct by an individual is used as the basis or threatened to be used as the basis for employment or academic decisions or assessments affecting an individual; or
- such conduct has the purpose or effect of unreasonably interfering with an individual’s work or educational performance or creating an intimidating or hostile environment for work or learning. Such conduct will typically be directed against a particular individual or individuals and will either be abusive or severely humiliating or will persist despite the objection of the person targeted by the speech or conduct.
Sexual harassment can be verbal, visual, physical or communicated in writing or electronically. Whether particular conduct constitutes sexual harassment will often depend upon the specific context of the situation, including: the participants' reasonable understanding of the situation, their past dealings with each other, the nature of their professional relationship (e.g., supervisor-subordinate, colleague, etc.) and the specific setting. Any employee who believes that he or she has been sexually harassed should report the allegations immediately to a supervisor, the Director of Human Resources, or one of the Advisors identified in the University’s Sexual Harassment Policy. All allegations of sexual harassment will be promptly and appropriately investigated and appropriate action taken, including disciplinary action up to and including discharge, depending on the facts of the case as developed by the investigation. All information disclosed to the University will be held in confidence to the extent it is practical to do so and will only be disclosed on a need-to-know basis in order to investigate and resolve the matter. A complete copy of the University’s Sexual Harassment Policy is available and can be obtained by calling the Office of Human Resources at 935-5990. The complete policy is also available on the Office of Human Resources Web site located at http://hr.wustl.edu.

B. Discriminatory Harassment

The University is committed to having a positive learning and working environment for its students, faculty, and staff. University policy prohibits discrimination on the basis of race, color, age, religion, gender, sexual orientation, gender identity or expression, national origin, veteran status or disability. In some circumstances such harassment may also violate federal, state or local law. Discriminatory harassment is unwelcome and objectively offensive conduct that has the purpose or effect of unreasonably interfering with an individual's work or educational environment; is directed at a particular individual or individuals because of the individual's/individuals' race, color, age, religion, gender, sexual orientation, gender identity or expression, national origin, veteran status or disability; and is abusive or severely humiliating. Whether particular conduct constitutes discriminatory harassment often depends on the specific context of the situation, including the participants' reasonable understanding of the situation, their past dealings with each other, the nature of their professional relationship (e.g., supervisor-subordinate, colleague), and the specific setting. Any employee who believes that he or she has been harassed should report the allegations immediately to a supervisor, the Director of Human Resources or one of the Advisors identified in the University’s Discriminatory Harassment Policy. All allegations of harassment will be promptly and appropriately investigated and appropriate action taken, including disciplinary action up to and including discharge, depending on the facts of the case as developed by the investigation. All information disclosed to the University will be held in confidence to the extent it is practical to do so and will only be disclosed on a need-to-know basis in order to investigate and resolve the matter. A complete copy of the University's Discriminatory Harassment Policy is available and can be obtained by calling the Office of Human Resources at 935-5990. The complete policy is also available on the Office of Human Resources Web site located at: http://hr.wustl.edu under Workplace Support Policies and Procedures.