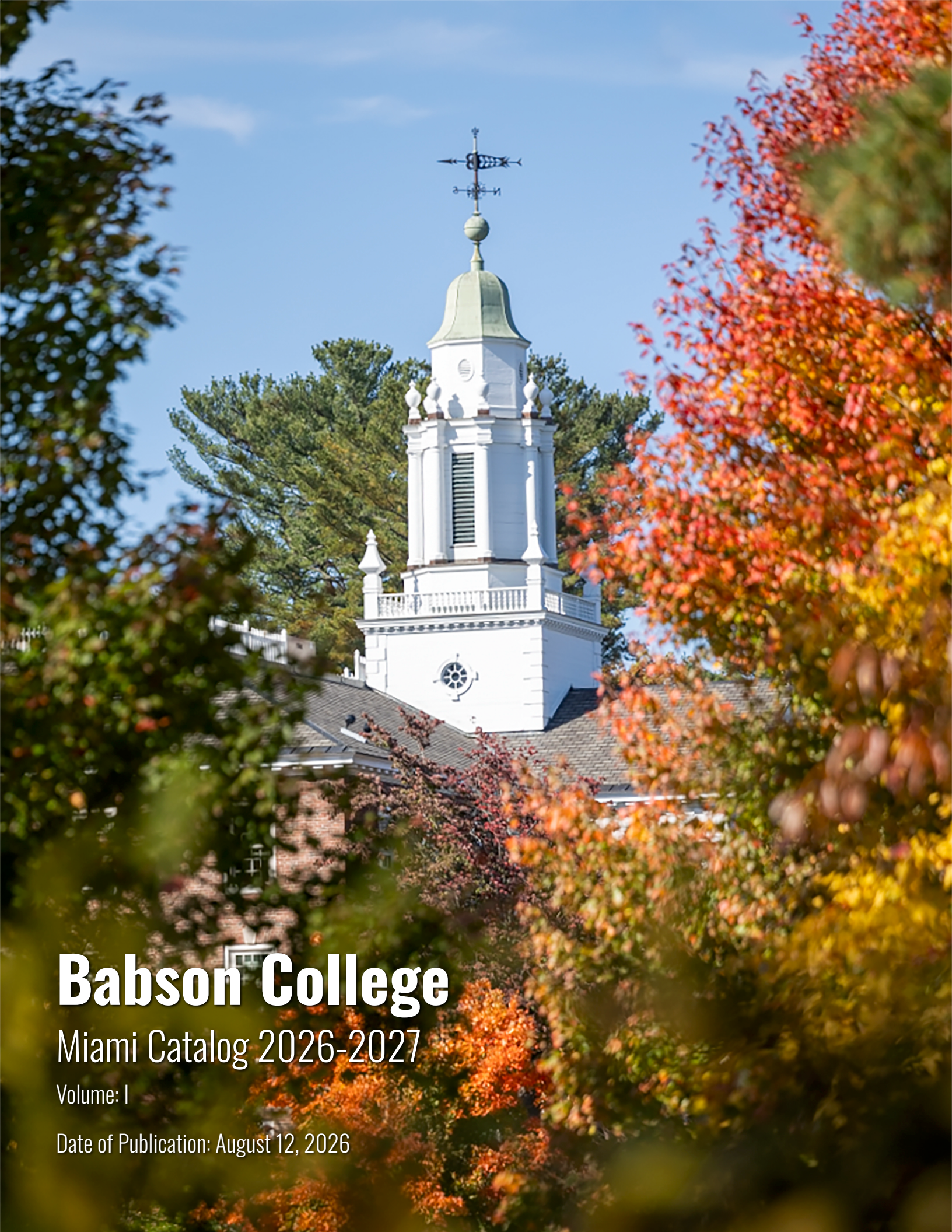


A photograph of Babson College's clock tower, a white, multi-tiered structure with a green dome and a weather vane on top. The tower is partially obscured by trees with vibrant autumn foliage in shades of orange, red, and yellow. The background shows a clear blue sky with some light clouds.

Babson College

Miami Catalog 2026-2027

Volume: I

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The Babson College Catalog is an annual publication that includes information about the College, academic programs offered, academic and financial policies, and student services and resources. Babson College reserves the right to make changes to information included in the College Catalog as deemed necessary and without notice. The information included in this catalog is effective the date of publication.

About Babson

Overview

As the worldwide leader in entrepreneurship, Babson is the creator of entrepreneurship education and convenor of entrepreneurial leaders.

We were the first to understand that thinking and acting entrepreneurially is more than just an inclination—it can be taught. And, for more than 100 years, we’ve been teaching it better than anyone.

At Babson, we believe that entrepreneurship can be a powerful force within organizations of all types and sizes, in established businesses as well as new ventures. In any industry, in any position, it takes entrepreneurial leaders to solve problems and make an impact.

Since Roger Babson founded the College in 1919, the curriculum has focused more on practical experience and less on lectures to better prepare students for the realities of the business world.

Today in our collaborative community, students gain the fundamental business skills and liberal arts knowledge necessary to cultivate an entrepreneurial mindset. They then use that mindset to navigate real business situations, putting what they learn into practice and becoming leaders equipped to make a difference on campus and around the world.

Mission Statement

Babson College prepares and empowers entrepreneurial leaders who create, grow and steward sustainable economic and social value—everywhere.

Administration and Governance

President's Council

Stephen Spinelli Jr. MBA'92, PhD
President

Ariel Armony, PhD
Provost and Executive Vice President

Poonam Arora, PhD
Dean, Undergraduate School

Donna Bonaparte
Vice President, Human Resources

Sadie Burton-Goss, PhD
Chief Diversity & Inclusion Officer

Caitlin Capozzi
Vice President, Learner Success & Dean of Campus Life

Edward Chiu
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Executive Vice President, Administration & Finance

Kate Klepper
Dean, Graduate School

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Chief Executive Officer, The Arthur M. Blank School for Entrepreneurial Leadership

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Executive Vice President

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Vice President, Enrollment Management & Financial Aid

Colleen Meader
Executive Assistant to the President

Kerry Salerno
Vice President & Chief Marketing & Communications Officer

Donna Stoddard, DBA
Dean of Faculty

D.R. Widder MBA'99
Vice President of Innovation

Board of Trustees

Representing the highest level of service to Babson College, the Board of Trustees is comprised of dedicated alumni, parents, and friends, who meet formally as a group three times per year with regular communication between board meetings.

The Board of Trustees is the governing body for Babson College. The Board is primarily responsible for appointing the President, who leads and manages the institution; approving the College's mission and purpose, institutional policies, and changes in academic programs; and overseeing the College's finances and assets to ensure Babson's continuing vitality and its ability to fulfill its mission now and for future generations.

Chair of the Board

Jeffery S. Perry '87, P'23

Board of Trustees

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Sheikha Al-Otaibi '25

KP Balaraj P'26

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Chair, Global Advisory Board

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Ryusuke Honjo MBA'99

Eric Johnson '72, H'24, P'08

John E. Johnson '08

Fred S.C. Kiang '70, MBA'75, H'19

Ryan D. Kratz '98

Rebecca Shaghalian Larkin '91

Shikhar Malhotra '04

Chris Malone '00, MBA'07, P'30
Chair, College Advisory Board

Jeffrey J. McLane '96

Audrey McLoghlin

Ramon A. Mendiola '86, P'20 '24 '28, MP'21

Alankrita Narang MS'15
Chair, Babson Alumni Advisory Board

Patty Pytlik '11, MBA'25

Kenneth G. Romanzi '82

James A. Rullo MBA'85

Somia Farid Silber '15

Stephen Spinelli Jr. MBA'92, PhD
President - Babson College

Davide Visco '95, P'30

Trustees Emeriti & Honorary Trustees

Katherine "Gig" Babson, Jr. MBA'77, H'99

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Thomas T. Stallkamp H'08

Yodjin Uahwatanasakul '60, H'94, P'99

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Ronald Weiner '66, H'22

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Anthony C. Woodruff '65

**posthumously*

Global Advisory Board

The Global Advisory Board (GAB) focuses on one of the College's top priorities—extending Babson's global reach.

The GAB takes Babson to the world and the world to Babson. Board members serve as ambassadors for the College represent Babson in their countries and communities counsel the President, Trustees, and the Babson Community by providing a global perspective assist students on professional matters and provide meaningful philanthropic support.

Chair

Cyril C. Camus '91, P'26

Members

Steven I. Bandel P'16

David J. Barber '81, P'16 '17

Brian M. Barefoot '66, MP'01, H'09

Selin Kibar Bayar '90

Bettina Beckhoff de Longinotti-Buitoni P'11 '14 '19

Ettore Biagioni '80

Juan José Borja P'20 '24

William "Greg" Burrill P'04 '04 '06, MP'11 '11

Lupo M. del Bono '79, P'09

Francisco Diego '84, P'24

Soha Ehsani '09

Sunil Goyal P'13 '16 '19

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Kerry Murphy Healey

Heidi Henriquez P'18 '23

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Bruce T. Herring '87, MP'19

Finna Susilo Huang '96, P'24

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Vivek Jain MBA'83 P'07

Dr. Jean-Pierre Jeannet

Deepak Jethwani P'20

Fred S.C. Kiang '70, MBA'75, H'19

Gudmundur Kjaernested '91, P'26

Carmella R. Kletjian

Pierre Halimi Lacharlotte P'21'24

Dinesh "Dino" Lalvani '95

Pimjai Leeissaranukul P'13

Shikhar Malhotra '04

Umer Mansha '95

Richard A. Maser, Jr '89

Edgar Monserratt P'22

Andres Posada '09

Elizabeth P. Powell MBA'76, MP'01

Ingrid Prasatya P'19 MP'19'20

Eric Regout '72

Christina "Chrissy" Sayare MBA'96

Juan Carlos Serrano P'18 '18 '21

Chockchai Sethiwan P'18

Jonathan D. Sieff P'18

Richard J. Snyder, Esq. '60, P'93, MP'01, H'94

Vaibhav Vohra '08

Scott Voss MBA'99

Founder Emeritus

Dr. Jean-Pierre Jeannet

College Advisory Board

The College Advisory Board of Babson College serves as an important link to the College community. As its ambassadors, the CAB members support the reputation of the College and advances its mission through service and promotion of the College to all constituencies.

Chair of the Board

Christopher Malone '00 MBA'07

Vice Chair of the Board

Matthew D. Consigli MBA'08

College Advisory Board

Brian James Anderson '96 MBA'04

Jeffrey S. Baker P'16 '18

Christopher S. Bignell '94 P'27

John Clyde Campbell '11

Alison Carter-Cady '95

Anthony Caterino Jr. '92

John Chartier '11

Edward Ciancarelli, Jr. '00

Adam K. Conway '98

Robert W. Eddy '95

Alexander Faigel '99

James Francis '95

Alexandra H. Freeman Leydon '15

Jeffrey Gerson '95

Gautam Gupta '07

Aram H. Hintlian, Jr. '74, MBA'75

Garry R. Holmes P'16

Andrew Kent '02, MS'23

Kate S. Korzendorfer '93

Stephen H. Kramer '92

Michael London '92

Chris Maher '96

Jacob E. Miles '98

Ted Orenstein '94

Amanda Outerbridge '00

Martin Restrepo '17

Jay Rivera '99

Leonard Sheer '96 P'27

Karen Snow '93

Joseph M. Spinelli '98

Ron Sylvestri Jr. '96

Jack Waterstreet '04

Rebecca Webb '95

Jordann Weingartner '02

Jancy Yang '09 P'26

Officers of the Corporation

Title	Name
Chair, Board of Trustees	Jeffery S. Perry
Vice Chairs, Board of Trustees (3)	(1) Craig R. Benson
	(2) Deborah L. De Santis
	(3) Eric G. Johnson
President	Stephen Spinelli, Jr.
Treasurer	Jeffrey J. McLane
Provost	Ariel C. Armony
Chief Administrative Officer	Katherine Craven
Secretary & Clerk	Michael Layish

Administrative Staff

Name	Department	Email
Armony, Ariel, Provost and Executive Vice President	President's Office	aarmony@babson.edu
Asmussen, Farah, Associate Director, Doctor of Business Administration	Graduate Dean's Office	fasmussen1@babson.edu
Beasley, Danielle, Associate Director, Graduate Academic Services	Graduate Student Services	dbeasley@babson.edu
Buckman, Kate, Director, Graduate Life and Leadership	Graduate Student Services	kbuckman@babson.edu
Castiglioni, Kevin, Associate Director, Graduate Life and Leadership	Graduate Student Services	kcastiglioni@babson.edu

Name	Department	Email
Chance, Jessica, Director, Graduate Center for Career Development	Graduate Center for Career Development	jchance@babson.edu
*Curiel, Carla, Director, Babson College Miami	Babson College Miami	Ccuriel@babson.edu
Drummy, Christine, Dean, Graduate Admissions	Graduate School	cdrummy@babson.edu
Kim, Phillip, Faculty Director of Blended Learning Miami	Entrepreneurship Division	pkim1@babson.edu
Klepper, Kate, Dean, Graduate School	Graduate School	kklepper1@babson.edu
McVey, Katherine, Sr. Associate Director, Graduate Admissions	Graduate Admissions	kmcvey@babson.edu
Miles, Emily, Library Director	Research & Instruction Services	emiles@babson.edu
Parent, Patricia, Director of Strategic Partnerships	Graduate School	pparent1@babson.edu
Saumsiegle, Liz, Director, ISSS, International Student and Scholar Services	International Student and Scholar Services	esaumsiegle@babson.edu
Schneider-Kivelitz, Suzanne, Associate Director, Graduate Alumni and Hub Career Advisor	Graduate Center for Career Development	sschneiderkivelitz@babson.edu
Simon, Jessica, Interim Associate Dean, Graduate Administration and Senior Director, Graduate Student Services	Graduate Student Services	jsimon@babson.edu
Stoddard, Donna, Murata Dean of Faculty	Academic Affairs	dstoddard@babson.edu
Stover, Meredith, Director, Student Financial Services	Student Financial Services	stoverm@babson.edu
Widder, D. R., VP of Innovation	President's Office	drwidder@babson.edu

**Staff Located at Babson College –Miami*

Faculty

Miami Faculty

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Bero, Bret	STR7800 & MOB7202 Strategy	MBA, Dartmouth College
Bhardwaj, Garurav*	STR7800 & MOB7202 Strategy	PhD, Strategic Management, University of Pittsburgh
Bogosian, Robert	MOB7800 & MOB7200 Managing People and Organizations	EdD Executive Leadership, George Washington University
Burkland, Jessica*	MOB7800 & MOB7200 Managing People and Organizations	MBA, Missouri State University
Carr, Mark	STR6610 Strategic Problem Formulation; MBC6601, MBC6602 and MBC6603 Launch Plans	MBA, Kenan-Flagler Business School, University of NC
Cassel, Seth	EPS7554 Entrepreneurship, Analytics and strategy of the Firm	Harvard Business School, MBA
Cleary, Rick	MBC6600 Design Thinking on the Opportunity Frontier;	Ph.D., Cornell University
Corbett, Andrew	EPS6300-75: Introduction to Analytics and the Principles of Entrepreneurial Thinking & Acting / EPS7553 On Becoming Entrepreneurial "Context-based Entrepreneurial Thought & Action"; EPS7500 New Venture Creation; EPS Financing your Entrepreneurial Business; MBC6601, MBC6602 and MBC6603 Launch Plan	Ph.D., Entrepreneurship and Strategic Management: University of Colorado
Crittenden, Victoria	MKT7200 Marketing	DBA, Marketing: Harvard University
Daniels, Caroline	MBA7402-75: Capstone: Corporate Entrepreneurship / EPS7539-E01: Future Trends in Entrepreneurial Ventures	Ph.D., Strategic Information Technology Management: London Business School
Dhebar, Anirudh	MBA7401-75: Signature Learning Experience SLE	Ph.D., Engineering-Economic Systems: Stanford University
Elam, Amanda	MBA7402-75 Capstone: Corporate Entrepreneurship	Ph.D., Sociology University of North Carolina at Chapel Hill

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Espinosa, Andres	EPS6300 / EPS7554 Entrepreneurship, Analytics, and the Strategy of the Firm	MBA, F.W. Olin Graduate School of Business at Babson College
Farhadi, Farbod	MBA 6310 / MBA7512 Storytelling and Communication with Data	Ph D., University of Massachusetts Amherst
Fixson, Sebastian	MBA7602 Special Topics; MBC6601, MBC6602 and MBC6603 Launch Plans	PhD, MIT Technology Management and Policy
Gallagher, Nick	MBA7606 Selling and Sales Management	MBA, Babson College
George, Brad	MBA7602: Special Topics Social Innovation; MBC6601, MBC6602 and MBC6603 Launch Plans	Ph.D., Strategic Management: Kelley School of Business
Gertz, Dwight	MBA7401-75: Signature Learning Experience SLE / MBA7509-75: Decisions	MBA, Management: Harvard University
Gillan, Clare	MIS7200-75: Global Connections through Technology	MBA, Business: Boston University
Goldstein, Michael	FIN7200-75 Introduction to Financial Management	Ph.D., Wharton / University of Pennsylvania
Goulding, Richard	OIM7200-75 Technology & Operations Management, OIM6620 Scaling Lean Ventures, MBC6600 Design Thinking on the Opportunity Frontier; MBC6601, MBC6602 and MBC6603 Launch Plans	MBA, Harvard Business School
Greenberg, Danna*	MOB7800 & MOB7200 Managing People and Organizations	PhD, Organizational Studies and Human Resources Management, Boston College
Guinan, Patricia	MIS7200-75: Global Connections through Technology / MIS6300-75 Information Technology / MOB7200 and MOB7800 Managing People and Organizations	Ph.D., Communication and Technology: Indiana University
Hanna, Richard	MKT7510-75: Digital Marketing; Marketing for Entrepreneurs; MBC6601, MBC6602 and MBC6603 Launch Plans	DBA, Marketing and Statistics: Boston University
Hao, Jia	FIN7800 and FIN7800 Finance	PhD Finance, University of Utah
Hevert, Kathleen*	FIN7800 and FIN7800 Finance	PhD Finance, University of North Carolina at Chapel Hill

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Juras, Paul	ACC7201-75: Measuring & Managing Strategic Performance; ACC7577 Finance and Accounting as Competitive Tools (FACT)	Ph.D., Accounting: Syracuse University
Karst, Nathaniel	QTM6300-75: Data Exploration and Analytics; QTM6610 Analytics for Decision Makers; MBC6601, MBC6602 and MBC6603 Launch Plans; QTM6300/ QTM7571 Machine Learning Methods for Business	Ph.D., Applied Mathematics: Cornell University
Khachatryan, Davit	QTM7200-75: Data, Models & Decisions	Ph.D., Management Science: University of Massachusetts Amherst
Kim, Phillip	EPS7200-75: Entrepreneurship & Opportunity / MBA7601-E01: Special Topics: Entrepreneurial Growth / MBA7602-E01 Special Topics: Social Innovation; EPS6611 New Venture Creation; MBC6601, MBC6602 and MBC6603 Launch Plans	Ph.D., Sociology: University of North Carolina Chapel Hill
Kirschner, Cheryl	LAW7200-75: Law	JD Boston University School of Law, Boston, MA
Kyung, Ellie*	MKT7800 & MKT7200 Marketing	PhD Marketing, New York University
Lynch, Nina*	OIM7800 & OIM7200 Tech and Ops Management;	MBA, Babson College
Majbouri, Madhi	ECN7200-75: Managerial Economics / ECN6300-75 Economic Analytics	Ph.D., Economics: University of South California Los Angeles
Manwaring, Melissa	MOB7511-75 Negotiations	M.Ed., Harvard Graduate School of Education
Marram, Edward	EPS7601-75 Special Topic; Entrepreneurial Growth	Ph.D., Tufts University: Physical Chemistry
Marthinsen, John	ECN7201-75: Managing at the Crossroads: International Economics, Business, and Government	Ph.D., Economics: University of Connecticut
Mathaisel, Dennis	QTM7200-75: Data, Models, and Decisions	Ph.D., Aeronautical Engineering: Massachusetts Institute of Technology
Muehlmann, Brigitte	ACC6610 Financial Sustainability & Performance Management	Ph D, Vienna University of Economics and Business Administration

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Mukherjee, Kankana	ECN7200-75: Managerial Economics	Ph.D., Economics: University of Connecticut
Nebesar, Gina	EPS7509 - AI for Pioneers; New Venture Creation; EPS7200 & EPS7800 Entrepreneurship; EPS Financing your Entrepreneurial Business; MBC6601, MBC6602 and MBC6603 Launch Plans	MBA, Harvard Business School
Nersessian, David	LAW7200:75: Law	Ph.D., Oxford University (St. Catherine's College) - Oxford England
O'Connor, Gina	EPS7201-75: Strategic Innovation in Mature Organizations, MBA7402-75 Capstone: Corporate Entrepreneurship; MBC6601, MBC6602 and MBC6603 Launch Plans	Ph D, New York University
Onyemah, Vincent	MBA7606-75: Selling and Sales Management	Ph.D., Management INSEAD, Fontainebleau, France
Opie, Tina	MBA7400-E01: StartUp Foundations / MOB7200-75: Creating & Leading Effective Organizations / MOB7201-75: Managing Talent: Your Own & Others; MOB7511 Negotiations	Ph D, New York University
Ottley, Gary	MKT7200-75: Marketing / MKT7510-75: Digital Marketing / MKT7800 - Marketing	Ph.D., Business and Socially Conscious Marketing: Bentley University
Pachamanova, Dessislava	QTM6300-75: Data Exploration & Analytics / QTM7200-75: Data, Models & Decisions / QTM7800 Business Analytics	Ph.D., Operations Research: Massachusetts Institute of Technology
Palli, Craig	MBA7601-75: Special Topics; Entrepreneurial Growth	MBA: Olin Graduate School of Business at Babson College
Parise, Salvatore	MBA7515-75: Enterprise 2.0; Building Social Networks; MBC6601, MBC6602 and MBC6603 Launch Plans	DBA, Information Systems: Boston University
Pierantozzi, Ronald	EPS7201-75 Strategic Innovation in Mature Organizations	Ph.D., Inorganic Chemistry: The Pennsylvania State University
Polutnik, Lidija	ECN7200 Managerial Economics; MKT9501 Strategy and Tactics of Pricing	Ph.D., Economics: Georgia State University

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Potter, Mark	FIN7200-75: Introduction to Financial Management	Ph.D., Finance: University of Massachusetts – Amherst
Rao, Jay	MOB9525 Innovation System Design in the Service Industry / OIM7200-75 Technology & Operations Management / MBA7401 Disruptive Change and Enterprise Transformation	Ph.D., Innovation Strategy: Anderson Graduate School of Management, UCLA
Reilly, Terence	QTM6300-75 Data Exploration & Analytics / QTM7200-72 Data Models and Decisions / QTM6600 Analytics	PhD, Decisions Sciences, University of Oregon
Rice, Mark	MBA7402-75 Capstone: Corporate Entrepreneurship	PhD, Management; Rensselaer Polytechnic Institute
Rivera, Miguel	MOB7202-75 Strategy	Ph.D. Strategy: HEC Paris Jouy-en-Josas
Rollag, Keith	MOB7201-75: Managing Talent: Your Own & Others; MOB7511 Negotiations; MOB6610 Entrepreneurial Leadership; MBC6601, MBC6602 and MBC6603 Launch Plans	Ph.D., Industrial Engineering: Stanford University
Shankaranarayanan, Ganesan	MIS6300-75 Information Technology / OIM7800 & OIM7200-75 Technology & Operations Management	Ph.D., Management Information Systems, University of Arizona
Shay, Jeff*	EPS7200 and EPS7800 Entrepreneurship; EPS6610 Entrepreneurship: Opportunity Discovery and Validation; EPS6611 New Venture Creation; EPS Financing your Entrepreneurial Business; MBC6601, MBC6602 and MBC6603 Launch Plan	PhD, Organizational Studies, Cornell University
Sinnott, Sharon	MOB7523-E01: Communicating in a Global Context	MA, Speech Communication: Emerson College
Staveley-O'Carroll, James	ECN7201-75: Managing at the Crossroads: International Economics, Business, and Government	Ph.D., Economics: Georgetown University
Stein, Luke	FIN7200-75: Introduction to Financial Management	Ph.D., Economics: Stanford University
Sulkowski, Adam	LAW7200-75: Law	JD, LAW: Boston College Law School
Taillard, Jerome	FIN7200-75: Intro to Financial Management	Ph.D., Finance, Fisher College of Business at Ohio State University

Faculty Member:	Courses Taught:	Degrees/ Diplomas Held & Awarding Institution:
Todaro, Scott*	MKT7800 and MKT7200 Marketing	MBA, University of Massachusetts, Lowell
Tosti-Kharas, Jennifer	MOB7200-75: Creating & Leading Effective Organizations and MOB7800 Managing People and Organizations	Ph.D., Management: Stern School of Business, NYU
Wilson, Peter	ACC7200-75: Financial Reporting; ACC7577 Finance and Accounting as Competitive Tools (FACT) / ACC7800 Financial Reporting	Ph.D., Accounting: University of North Carolina
Wong, Jason Chun Yu	ECN7200-75: Managerial Economics	Columbia University
Zacharakis, Andrew	EPS7500-75: Special Topics: New Venture Creation; EPS7200 & EPS7800 Entrepreneurship; EPS Financing your Entrepreneurial Business; MBC6601, MBC6602 and MBC6603 Launch Plans	Ph.D. Entrepreneurship & Strategic Management – University of Colorado, Boulder
Zhi, Li	OIM6301 / OIM7510 Programming for Business Analytics	Ph.D., University of Florida

Accreditation

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



Licensure

Licensed by the Commission for Independent Education, Florida Department of Education. Additional information regarding the institution, may be obtained by contacting the Commission for Independent Education, Department of Education, 325 West Gaines Street, Suite 1414, Tallahassee, Florida 32399-0400, toll-free telephone number (888)224-6684.

Academic Calendar

Miami Academic Calendar

Certificate in Advanced Management, Certificate in Applied AI and Analytics, Blended Learning MBA, Master of Science in Management – Business Creation, and Online MBA

Semester Definition

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

Certificate in Advanced Management (CAM) Calendar

The below dates indicate the face to face days for potential courses that a CAM student could select.

**please contact Graduate Academic Services for additional course dates*

Spring 2026

- Spring 2026 Session A – January 20 – March 14, 2026
- Spring 2026 Session B – March 22 – May 9, 2026

Summer 2026

- Summer 2026 Session A - Sunday, May 17 – Thursday, July 2, 2026
- Summer 2026 Session B - Sunday, July 5 – Saturday, August 22, 2026

Fall 2026

- Fall 2026 Session A – August 31 – October 27, 2026
- Fall 2026 Session B – October 28 – December 19, 2026

Blended Learning MBA Program Calendar

Blended Learning MBA Program calendar cohort 2025-2027

Courses		Course Dates	Face-To-Face Dates
2025			
Online Pre-Work			
BLOCK 1	StartUp Foundations *	August 25 - October 18	August 27* - 31 (F2F #1)
	Entrepreneurship and Opportunity		October 2-5 (F2F #2)
	Creating & Leading Effective Organizations		*Full day Wednesday for StartUp
	Financial Reporting		
Break		October 20 - 24, 2025	
BLOCK 2	Strategic Innovation in Mature Organizations	October 26 - December 13	November 13 - 16
	Special Topics: Entrepreneurial Growth (fully online)		
Break		November 27 - 28, 2025	
Winter Break		December 14, 2025 - January 23, 2026	
2026			
BLOCK 3	Marketing	January 24 - March 14	January 29 -31 (F2F #1)
	Managerial Economics		February 26- March 1 (F2F #2)
	Data, Models, and Decisions		
Break		March 15 - 20, 2026	

Courses		Course Dates	Face-To-Face Dates
BLOCK 4	Introduction to Financial Management	March 22 - May 9	April 23 - 26
	Law		
	Special Topics: Social Innovation (fully online)		
Summer Break		May 10 - September 5, 2026	
BLOCK 5	Technology & Operations Management	September 6 - October 25	September 10-13 (F2F #1)
	Measuring & Managing Strategic Performance		October 8-11 (FSF #2)
	Strategy		
Break		October 26 - 30, 2026	
BLOCK 6	Special Topics: Negotiations	November 1 - December 19	November 19-22
	Special Topics: Entrepreneurship in the Digital World (fully online)		
Break		November 26-27, 2026	
Winter Break		December 20, 2026- January 22, 2027	
2027**			
BLOCK 7 & BLOCK 8	Selling and Sales Management	January 23 - March 13 (F2F #1)	January 28 - 30 (F2F #1)
	Disruptive Change and Enterprise Transformation	January 23 - March 13 (F2F #2)	March 4-7 (F2F #2)
	Capstone Full Session *	January 23 - May 8 (F2F #1, 2, 3)	May 6* - 8* (F2F #3)
	*Capstone will have meetings at all 3 F2F sessions		*Full Day (Thursday - Saturday)
Spring Break		March 15-19, 2027	
Commencement Ceremony	Eligible students are invited to participate in the ceremony held at the main campus in Wellesley, MA.	Saturday, May 15, 2027	

****DATES SUBJECT TO CHANGE UPON PUBLISHING OF 2026 - 2027 ACADEMIC CALENDAR**

Prospective students are strongly advised to note the mandatory Face - to Face dates and plan their work and personal schedules accordingly.

Note: Courses listed as special topics are the current special topics available to students, and other special topics courses may be added to the catalog before the start of

classes. Any changes to the Special Topics offerings will be communicated to students as soon as possible and the electronic catalog will be updated accordingly.

Note: all dates are tentative and subject to change. Changes will be communicated with as much notice as possible along with an updated calendar.

Blended Learning MBA Program calendar cohort 2026-2028

COURSES		COURSE DATES	FACE-TO-FACE DATES
2026			
Online Pre-Work		Available: early Summer - Completed by: August 24, 2026	
BLOCK 1	StartUp Foundations*	August 31-October 24	September 2*-6 (F2F #1)
	Entrepreneurship and Opportunity		October 8-11 (F2F #2)
	Creating & Leading Effective Organizations		*Full day Wednesday for StartUp
	Financial Reporting		
Break		October 26 – 30, 2026	
BLOCK 2	AI Pioneers (fully online)	November 1 – December 19	November 19-22
	Special Topics: Entrepreneurial Growth		
Break		November 26– 27, 2026	
Winter Break		December 20, 2026 – January 22, 2027	
2027**			
BLOCK 3	Marketing	January 23 – March 13	January 28*-30 (F2F #1)
	Managerial Economics		*Full day Thursday -Saturday
	Data, Models, and Decisions		February 25-28 (F2F #2)
Break		March 15 - 19, 2027	
BLOCK 4	Introduction to Financial Management	March 21 – May 8	April 22-25
	Law		
	Special Topics: Social Innovation (fully online)		
Summer Break		May 9 – September 3, 2027	
BLOCK 5	Technology & Operations Management	September 4 – October 23	September 9-12 (F2F #1)
	Measuring & Managing Strategic Performance		October 7-10 (F2F #2)
	Strategy		
Break		October 25-29, 2027	
BLOCK 6	Special Topics: New Venture Creation	October 31 – December 18	November 18-21

	Special Topics: Entrepreneurship in the Digital World (fully online)		
Break		November 26 – 27, 2027	
Winter Break		December 22, 2027 – January 22, 2028	
2028**			
BLOCK 7 & BLOCK 8	Disruptive Change and Enterprise Transformation	January 22 – March 11 (F2F #1)	January 27*- January 29 (F2F #1) *Full Day (Thursday- Saturday)
	Selling and Sales Management	January 22 – March 11 (F2F #2)	March 2-5 (F2F #2)
	Capstone, full session* *Capstone will have meetings at all 3 F2F sessions	January 22 – May 6 (F2F #1, 2, & 3)	May 4*-6 (F2F #3) *Full Day (Thursday- Saturday)
Spring Break		March 15-19, 2028	
Commencement Ceremony **			
Eligible students are invited to participate in the ceremony held at the main campus in Wellesley, MA.			5/13/2028**
**DATES SUBJECT TO CHANGE UPON PUBLISHING OF 2027-2028 ACADEMIC CALENDAR			
Prospective students are strongly advised to note the mandatory Face to-Face dates and plan their work and personal schedules accordingly.			
Note: Courses listed as special topics are the current special topics available to students, and other special topics courses may be added to the catalog before the start of classes. Any changes to the Special Topics offerings will be communicated to students as soon as possible and the electronic catalog will be updated accordingly.			
Note: all dates are tentative and subject to change. Changes will be communicated with as much notice as possible along with an updated calendar.			

Online MBA Calendar

The Online MBA program is a self-paced program that runs on the Babson College Academic Calendar/Semester Calendar, which is also applicable for CAM and CLE students:

Spring 2026

- Spring 2026 Session A – January 20 – March 14, 2026
- Spring 2026 Session B – March 22 – May 9, 2026

Summer 2026

- Summer 2026 Session A - Sunday, May 17 – Thursday, July 2, 2026
- Summer 2026 Session B - Sunday, July 5 – Saturday, August 22, 2026

Fall 2026

- Fall 2026 Session A – August 31 – October 27, 2026
- Fall 2026 Session B – October 28 – December 19, 2026

Campus

Miami Campus

Miami Facility – Babson College Miami

Discover Babson's world-renowned entrepreneurial education in the heart of downtown Miami, where success depends on your ability to think like an entrepreneur—whether you're launching a new venture, changing industries, or taking your organization to the next level.

1200 Brickell Ave.
Suite 300
Miami, FL 33131

Babson College's Miami location ("Babson Miami") is located at 1200 Brickell Avenue, suite 300, in Brickell at the BB&T building. Babson occupies 5,424 square feet. This location provides Babson students and alumni with an ADA compliant, exclusive space that includes an auditorium-style classroom, a flexible space that converts into a flat classroom, the Babson Student Resource room, three conference rooms and a common area with a kitchen and coffee bar, providing students with a standardized experience in comparison to our other hub in Boston.

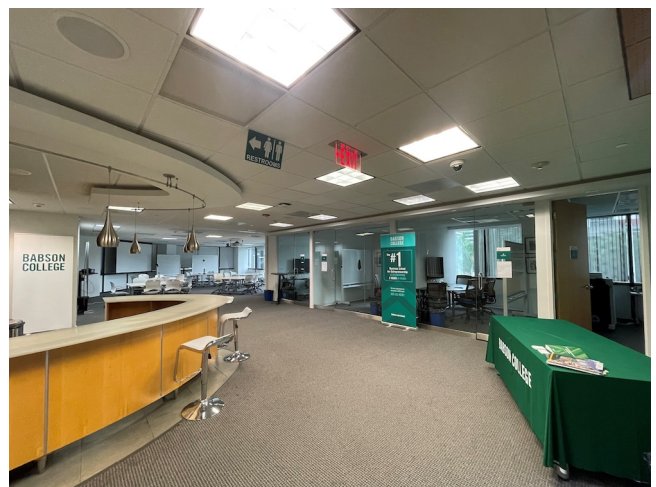
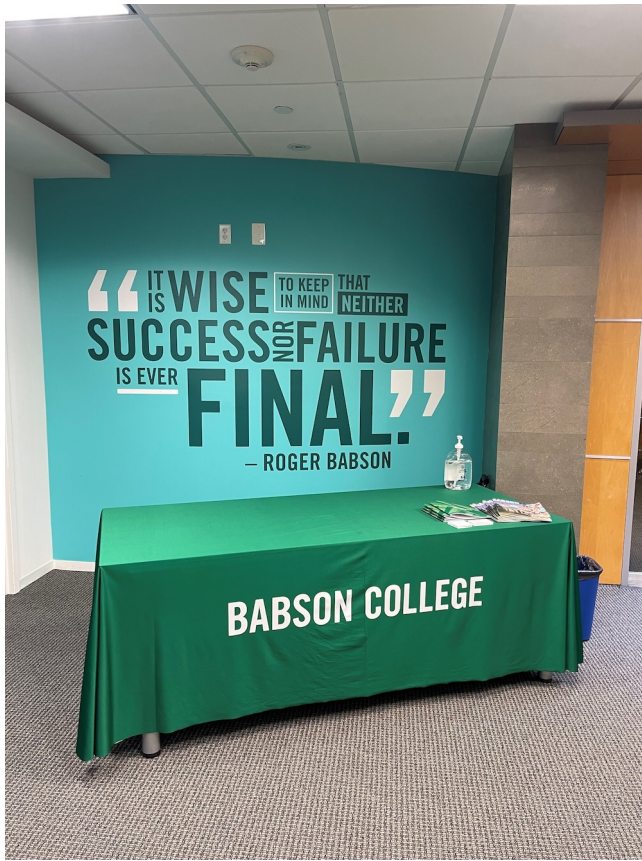
In terms of the student experience, Babson Miami allows access and amenities for our Blended MBA, and Certificate in Advanced Management (CAM) students throughout the week and weekends. Students registered for Babson classes can use Babson Miami's space seven days a week, from 8:00 a.m. to midnight, through keycard access. Students can use the kitchen that is equipped with microwave, small refrigerator, and tables and chairs for informal dining or meetings. Students will also benefit from building amenities, such as 24/7 concierge, security, valet parking, parking garage and a café on the lobby level. Not to mention the proximity

with the metro mover (station within a block), hotels (discounted rate with the East Hotel at Brickell City Center), banks and restaurants located in the Brickell area. The Babson Student Resource Room houses various texts that align with the Blended Learning MBA and Certificate in Advanced Management curriculum. Additionally, students will have access to a work station that houses a computer and telephone where students can connect directly to various staff at the Babson Wellesley campus for questions pertaining to Academic Advising, Student Financial Services, and the Center for Career Development.

Babson's administrative team is located at Babson Miami, occupying an office suite area that houses our Babson Miami Director. Babson Miami is used during all of Babson's face to face class sessions in Miami.

[Link to Map](#)







Student Experience

Offices and Services

Glavin Office of International Education

Innovative international learning and professional development programs, services, and information for Babson students, faculty, and staff.

International Student and Scholar Services: A central resource for international students and scholars advising individuals and the institution on F & J immigration regulations; providing support during the U.S. academic, social, and cultural adjustment process; and facilitating intercultural learning across campus.

Hollister Hall

Horn Library

The Horn Library is a creative partner in the development and dissemination of knowledge that serves to connect ideas, people, and information across the Babson Community.

Horn Library

Information Technology Services Department

ITSD delivers customized support of Babson's educational programs through support services, media services, project management, development, quality assurance, operations and security, blended and online learning and library support services.

Horn Library

International Student and Scholar Services

A central resource for international students and scholars advising individuals and the institution on F & J immigration regulations; providing support during the U.S. academic, social, and cultural adjustment process; and facilitating intercultural learning across campus.

Hollister Hall

Office of Belonging and Inclusion

The Office of Belonging and Inclusion is dedicated to empowering a diverse and inclusive community where every student is seen, valued, and experiences a deep sense of belonging and acceptance. We aim to create a campus environment that prioritizes human dignity, diverse worldviews, wellbeing, and inclusive perspectives. Through intentional programming, advocacy, and community engagement, we are committed to advancing student success and promote meaningful connections across differences.

We are located in the [Glavin Chapel](#) and the [Diversity Suite](#) in Park Manor Central. The Office of Belonging and Inclusion is a new department within Student Affairs. It is the outcome of merging The Office of Religious and Spiritual Life and Multicultural Identity Programs.

Glavin Chapel

Registrar

Management of undergraduate and graduate records, registration, and certification processes, as well as transcript requests and other services.

Hollister Hall

Student Financial Services

Tuition and Financial aid, assistance with student accounts and payment options, loan/debt counseling, recommendations about financing options, and more.

Hollister Hall

Title IX Office

Babson's Title IX Coordinator and campus partners provide students, staff and faculty with information, support, and options for responding to discrimination or harassment based on sex, gender, gender-identity or expression or sexual orientation.

Horn Library

Academic Support Centers

Accessibility Services

The mission of Accessibility Services is to collaborate and empower students with disabilities to coordinate support services and programs that enable equal access to an education and college life.

Accessibility Services is responsible for evaluating and coordinating services for students with disabilities. Reasonable accommodations are determined after consultation with the student and thorough review of the student's medical documentation. Babson students requesting accommodations must register with the Department of Accessibility Services (DAS) and participate in an intake interview. Accessibility Services staff utilize an interactive review process to determine necessary accommodations. To register, students may submit an application via the Accessible Information Management (AIM) portal, along with appropriate documentation. Babson College is not responsible for ensuring academic accommodations for students who identify themselves only to faculty or staff, and not directly to Accessibility Services; nor are they responsible for those who identify themselves after the completion of academic requirements or projects.

For enrolled Babson College students, more information can be found regarding Accessibility Services policies and procedures on the Student Portal.

Park Manor West

Speech Center

The Speech Center provides communication skills training for the Babson community, helping undergraduate students, graduate students, faculty and staff develop effective communication skills. The Speech Center's professional speech consultants work one-on-one for 45 minute sessions and work with teams for 90 minute sessions, to help with harnessing nervous energy, developing confidence, and becoming skilled persuasive speakers. The Speech Center can work with class presentations (FME, BCAP, MCFE), TedTalks, and business pitches. Schedule an appointment to get started.

Horn Computer Center

Activities

Clubs and Organizations

Beyond honing leadership skills and the ability to work collaboratively on a common goal, clubs and

organizations at Babson are just plain fun. You can find out about all clubs during the annual Student Organization Fair.

Community

As an entrepreneurial leader, you can see the creative potential where others just see obstacles—no matter where your ambitions lie, from nonprofits to Fortune 500 firms, and everywhere in between. Through collaboration, inclusive leadership, and entrepreneurial thinking, the graduate student community creates value in more ways than one might think. Make connections and friends for life here.

Campus Life

Health and Wellness

Counseling and Psychological Service (CAPS)

Counseling and Psychological Services (CAPS) offers free consultations, assessments, short-term biweekly counseling, and referrals for long-term counseling, all designed to empower you to thrive at Babson and beyond.

For the quickest way to help you book an appointment, please call 781-239-6200, option 1.

Active full-time Babson students are eligible. Students who are enrolled less than full-time are eligible for crisis and referral services. Due to professional licensing requirements, regular clinical services may be provided to students who are located in the state of Massachusetts at the time of service.

For students seeking weekly, more specialized, and/or intensive clinical services, off-campus referrals may be provided.

Your interactions with CAPS are confidential and not shared with anyone unless you provide written authorization, with some exceptions. Speak with a CAPS staff member to learn more.

Park Manor South Annex

Admission

Application Requirements

Certificate in Advanced Management (CAM):

- Short answer questions

- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Interview upon request from the admissions committee

Certificate in Applied AI & Analytics (CAAA):

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Interview upon request from the admissions committee

Certificate in Core Leadership Essentials (CLE):

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Interview upon request from the admissions committee

Blended Learning MBA – Miami

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- If applicant is international, students will need to submit language exam (TOEFL, IELTS, Duolingo, PTE)

- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- Interview
- A \$50 application fee

Online MBA

- Short answer questions
- One letter of professional recommendation (non-academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- Interview upon request from the admissions committee
- A \$100 application fee

Master of Science in Management in Business Creation (MSBC)

- Short answer questions
- One letter of recommendation (professional or academic)
- Résumé
- Transcripts from all institutions, undergraduate and graduate
- Candidates may include an essay to provide additional pertinent information to the admissions committee (optional)
- A \$100 application fee
- Interview upon request from the admissions committee

Application Dates and Deadlines

Online MBA

Babson offers three entry points to the Online MBA program. Class start dates for each and their associated deadlines, if applicable, are listed below:

Spring: January
Summer: May
Fall: September

Entry Term	Application Deadline
Spring 2027	September 15, 2026 November 17, 2026 January 7, 2027
Summer 2027	February 17, 2027 April 6, 2027 May 4, 2027
Fall 2027	June 5, 2027 July 15, 2027 August 18, 2027

Blended Learning MBA – Miami

Fall Enrollment

Application Deadline	Decision Available
October 21, 2026	Mid December, 2026
January 11, 2027	Mid March, 2027
March 29, 2027	Early May, 2027
May 1, 2027	Early June, 2027
June 10, 2027	Within two weeks of a completed application
Rolling Admissions*	Rolling as space available

*Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.

Master of Science in Management in Business Creation (MSBC)

Round	Application Deadline	Decision Available
1	August 19, 2026	Rolling
2	October 28, 2026	Rolling
3	December 2, 2026	Rolling
4	Rolling	Rolling as space available

Certificate in Advanced Management (CAM)

Babson offers three entry points to the Certificate in Advanced Management (CAM) program. Class start dates for each and their associated deadlines, if applicable, are listed below:

Spring: January
Summer: May
Fall: September

Entry Term	Application Deadline
Spring 2027	September 15, 2026 November 17, 2026 January 7, 2027

Entry Term	Application Deadline
Summer 2027	February 17, 2027
	April 6, 2027
	May 4, 2027
Fall 2027	June 5, 2027
	July 15, 2027
	August 18, 2027

**Rolling admissions means that we continue to accept and review applications until the program is filled to capacity. Please contact Graduate Admissions if you are unsure about when to apply.*

Certificate in Applied AI & Analytics (CAA)

Babson offers two entry points to the Certificate in Applied AI & Analytics (CAA) program. Class start dates for each and their associated deadlines, if applicable, are listed below:

Spring: January
Fall: September

Entry Term	Application Deadline
Spring 2027	November 17, 2026
	January 7, 2027
Fall 2027	June 5, 2027
	July 15, 2027
	August 18, 2027

Certificate in Core Leadership Essentials (CLE)

Babson offers three entry points to the Certificate in Core Leadership Essentials (CLE) program. Class start dates for each and their associated deadlines, if applicable, are listed below:

Spring: January
Summer: May
Fall: September

Entry Term	Round	Application Deadline
Spring 2027	1	September 15, 2026
	2	November 17, 2026
	3	January 7, 2027
	4	Rolling as space is available
Summer 2027	1	February 17, 2027
	2	April 6, 2027
	3	May 4, 2027
	4	Rolling as space is available

Fall 2027	1	June 5, 2027
	2	July 15, 2027
	3	August 18, 2027
	4	Rolling as space is available

International Applicants

We're pleased you're considering joining our global community of entrepreneurial leaders and are here to make your application journey as smooth as possible. From TOEFL scores to transcripts, feel confident that you'll have guidance on everything you need throughout your application process. Our team of expert advisors in Admissions and International Student & Scholar Services (ISSS) can guide you through each step.

International English Language Test Scores

As an international student, you may need to provide your English language test scores as part of your application to Babson.

Exemptions

If any of the statements below apply to you, you may be eligible for an English language test waiver. If so, you will simply select your waiver reason on your application, and it will be verified by the Graduate Admissions team.

- Your native language is English
- Your previous degree was outside the U.S. but only taught in English
- The official language of your country of citizenship is English
- You've been working in the U.S. full-time for at least two consecutive years

Minimum Scores & School Codes

The table below provides clear information on recommended minimum scores and school codes to use when sending your scores to Babson.

Column 1	Recommended Minimum Score	Information and Registration Forms
TOEFL (iBT)	100	ETS – Babson's ETS reporting code: 3075
TOEFL Essentials	11	ETS – Babson's ETS reporting code: 3075
IELTS	7.5	IELTS PTE 65 Pearson – Babson's Pearson program code: WFS-5T-20
Duolingo English Test	130	Duolingo

Transcript Details

When you apply to Babson, you'll submit transcripts from your previous programs. If your transcripts aren't in English, they'll need to be translated before submission. Note that you need the equivalent of a U.S. bachelor's degree.

If you are admitted and choose to enroll at Babson, official documents that include degree earned and date conferred are required to complete your admissions file prior to starting your graduate program. Carefully review the requirements for each program below.

Online MBA, Blended Learning MBA-Miami and Certificate in Advanced Management

Official transcript(s) are required. If your transcripts are not in English, you'll need to provide an official translation of your transcripts.

F-1/J-1 Immigration Status

As a degree-seeking student, once you have received your acceptance to Babson, paid your deposit, and have an active Babson email, you can begin the process to request your immigration documents (issued about four months from the start date of your program). You will use these documents to apply for the appropriate visa.

Most international students studying full time are eligible for F-1 immigration status. The International Student & Scholar Services (ISSS) team can help you decide which status is right for you. A variety of resources will assist you as you apply for your student visa and prepare to come to the U.S.

Key Differences Between F-1 & J-1 F-1 STATUS

F-1 is the most common and recommended visa status for international students in the U.S. in full time degree programs. Students admitted to a program with a full-time course load are eligible for F-1 status. Funding may come from personal and/or outside sources.

Note: The Blended Learning MBA – Miami meets the requirements of a F-1 visa eligible program.

J-1 STATUS

Students admitted to a program with a full-time course load are eligible for J-1 status only if they **meet one of the following five criteria** at any time during their educational program in the United States:

- You or your program are financed directly or indirectly by the U.S. Government, your home government, or an international organization of which the United States is a member

- The exchange program is carried out pursuant to an agreement between the U.S. and a foreign government
- The exchange program is carried out pursuant to a written agreement between:
 - An American and foreign educational institution
 - An American educational institution and a foreign government
 - A U.S. state or local government and a foreign government
- You are supported substantially (at least 51% of total program expenses) by source(s) other than personal or family funds

Continuing Your U.S. Education

Looking to continue your education in the U.S.? If you've been accepted to Babson and are coming directly from another U.S. institution (as a recent graduate or active OPT student), you will need your immigration record transferred to Babson.

Alternatively, if you are a recent Babson graduate or in an active period of OPT following your completion of a Babson degree program and wish to pursue another degree at Babson (for example, a Certificate in Advanced Management student beginning the MBA program, or an undergraduate student pursuing a specialized master's degree), you may qualify for a change of education level or program.

Either of these situations are intended to preserve an F-1 international student's immigration record, allowing them to keep using their F-1 visa and/or not have to depart the U.S. between programs. A new Babson Form I-20 is still required and ISSS will advise students further, based on individual situations.

Financial Policies and Information

Tuition and Fees

The Babson College Board of Trustees sets the tuition and fee rates for each academic year. For current tuition/fee rates and payment deadlines, please visit <https://www.babson.edu/graduate/admissions/tuition-and-financial-aid/>. Questions concerning tuition, fees, payment policies, and financial aid should be directed to Student Financial Services at 781-239-4219 or by email to sfs@babson.edu.

Some or all instruction for all or part of the 2026-2027 academic year may be delivered remotely or in a blended

format. Tuition and fees have been set regardless of the method of instruction and will not be refunded in the event instruction occurs remotely or in a blended format for any part of the academic year.

Tuition, Expenses, and Payments Deadlines

Graduate tuition rates are set annually by Babson College's Board of Trustees. Rates and deadlines for the 2026–2027 academic year are listed below. Rates and deadlines for the 2027-2028 academic year will be published in March 2027.

Part-Time/Online MBA

TUITION COSTS: FALL 2026–SUMMER 2027
Tuition (per credit): \$2,110

PAYMENT DEADLINES
Summer 2026: May 1
Fall 2026: August 10
Spring 2027: January 11
Summer 2027: May 1

Blended Learning MBA – Miami

TUITION COSTS: FALL 2026–SUMMER 2027
Tuition (per credit): \$2,110

PAYMENT DEADLINES
Summer 2026: May 1
Fall 2026: August 3
Spring 2027: January 5
Summer 2027: May 1

Master of Science in Management in Business Creation (MSBC)

TUITION COSTS: SPRING 2027–SUMMER 2027
Tuition (per credit): \$1,928

Doctor of Business Administration

TUITION COSTS: FALL 2026–SUMMER 2027
Tuition: The estimated cost of tuition for the three-year program is \$126,800*. Students are responsible for the cost of travel, hotel, and meals associated with face to face meetings. Additional dissertation fees will be charged to students who extend beyond the three-year timeframe for completion.
<i>*Based on current 26-27 rates. Tuition rates are set annually in February by Babson's Board of Trustees and are subject to change in future years.</i>

Certificate in Advanced Management (CAM)

TUITION COSTS: FALL 2026–SUMMER 2027
Tuition (per credit): \$2,110

Certificate in Applied AI & Analytics

TUITION COSTS: SPRING 2027–SUMMER 2027
Tuition (per credit): \$2,110

Certificate in Core Leadership Essentials

TUITION COSTS: SPRING 2027–SUMMER 2027
Tuition (per credit): \$2,110

Master of Science in Management in Business Creation (MSBC)

TUITION COSTS: Spring 2027–SUMMER 2027
Tuition (per credit): \$1,928
PAYMENT DEADLINES
Spring 2027: January 11
Summer 2027: May 1

Policies

Tuition and fee rates are set by the Babson College Board of Trustees for each academic year. Graduate students may be charged on a per-credit or flat-rate basis, depending on the academic program.

Billing and Payments

Billing Procedures

Students are notified via email before each payment deadline. Student account information and balances due are available online through Workday. Although the F.W. Olin Graduate School of Business at Babson College recognizes that many graduate students receive financial aid or monetary assistance from third parties, the ultimate responsibility for satisfying all financial obligations rests with the student.

Please note that failure to receive notification of a payment deadline does not eliminate payment obligations or prevent late payment penalties.

Tuition charges are generated from information provided by the registrar. Contact the Registrar's Office (with any questions about the courses for which one is registered and being charged. Information about

withdrawing from courses and the resultant tuition adjustments is available in the section titled Course Changes.

Admission enrollment deposits are non-refundable after 3 business days. For information about alumni and corporate tuition reduction programs, please visit www.babson.edu/admission/tuition-aid.

Babson charges a \$50 fee if a payment made from a checking or savings account cannot be processed because of insufficient funds or incorrect information.

Deadlines

Online MBA

PAYMENT DEADLINES
Summer 2026: May 1
Fall 2026: August 10
Spring 2027: January 11

Blended Learning MBA—Miami

PAYMENT DEADLINES
Summer 2026: May 1
Fall 2026: August 3
Spring 2027: January 5

Master of Science in Management in Business Creation (MSBC)

PAYMENT DEADLINES
Spring 2027: January 11

Certificate in Advanced Management (CAM)

PAYMENT DEADLINES
Summer 2026: May 1
Fall 2026: August 10
Spring 2027: January 5

Certificate in Core Leadership Essentials

PAYMENT DEADLINES
Spring 2027: January 5

Certificate in Applied AI & Analytics (CAAA)

PAYMENT DEADLINES
Spring 2027: January 5

Payment Options

All student account information is online only; paper bills are not mailed.

Students receive billing notification via e-mail to their Babson e-mail address. Students may view their accounts online, and print a PDF version of their statement, in [Workday](#) under the finances icon.

By Mail

You can send checks and money orders to Student Financial Services. Please make payable to Babson College, and mail to:

Student Financial Services
Babson College
231 Forest Street
Wellesley Hills, MA 02481

Pay Online

Pay online in Workday Finances using a U.S. checking/savings account or credit card. Students may pay with MasterCard, Amex, Visa or Discover through Nelnet, and will be assessed a convenience fee.

In Person

We accept checks and money orders in person at Student Financial Services.

Monthly Payment Plan

Nelnet allows students to split their academic term costs into convenient monthly payments for a small enrollment fee. Students, and designated Third Parties, can enroll through Workday Finances.

Nelnet Payment Plan term payments take place during:

Semester	Dates
Fall	August–November
Spring	December–March
Summer	May–July

Third-Party Payments

Any third party who will guarantee payment direct to Babson College upon receipt of invoice and without any conditions (such as a minimum grade requirement), should submit a new purchase order or authorization to Babson in lieu of payment by each semester's payment deadline.

Wire Transfers

Babson College has partnered with Flywire to streamline the tuition payment process for our students. With Flywire, you are able to pay in your home currency (in most cases) and are offered favorable foreign exchange rates, which may enable you to save a significant amount of money compared to traditional banks.

[INITIATE WIRE PAYMENTS DIRECTLY AT FLYWIRE](#)

Returned Payments

A non-waivable service fee of \$50 will be charged to a student's account for each check or e-check returned by the bank for any reason. You will receive an e-mail notice regarding the returned payment. The e-mail will include instructions for clearing the returned payment. Babson College reserves the right to require that all future payments be made by certified check or bank check.

Extended Payment Plan for Company-sponsored Students

(available to students enrolled in the Part-Time Online MBA, Part-Time Flex MBA, or Certificate in Advanced Management programs)

This plan is designed for Part-Time Online MBA, Part-Time Flex MBA, and Certificate in Advanced Management students whose companies reimburse the student directly once the course work is completed. Students can defer two-thirds of the tuition payment until after the end of the semester, provided they guarantee the extended payment amount with either Visa or MasterCard. Please note that one-third of the balance is due on the payment due date as well as a per-semester application fee of \$45. Students need to enroll in the Company Sponsored Extended Payment plan each semester through the Workday Finances Icon, then click on "set up a Payment Plan."

Late Payment Penalties

A \$200 late payment fee will be charged to any student who has not met the semester payment deadline. Also, the F.W. Olin Graduate School of Business will hold academic transcripts, hold diplomas, prohibit registration for a subsequent semester, and prohibit participation in Commencement exercises for any student who has an outstanding balance owed to the College. Unpaid accounts will be referred for collection

action, with the fees of any collection agency, which may be based on a percentage at a maximum of 33 1/3 percent of the debt, and all costs and expenses, including reasonable attorneys' fees, to be borne by the student. Students who wish to appeal a late payment penalty must do so in writing to Student Financial Services within 10 days of notification that the penalty has been imposed.

Returned Checks/ePayments

A non-waivable service fee of \$50 will be charged to a student's account for each payment returned by the bank due to insufficient funds. When notified of a returned check, students have three business days to submit to Student Financial Services a certified check or bank check in the amount due, including the service fee. In a case where there are returned checks, the College reserves the right to require that all future payments be made by certified check or bank check.

Manage Your Account

You can use [Workday](#) to complete many account management tasks.

Under the Finances icon you can:

- View your student account online
- Submit payment or set up a payment plan
- Complete the required enrollment (or waiver) of Student Health Insurance.
- Request a refund

Setting up a Third Party Proxy

In the Student Profile you can:

- Set up a Third Party Proxy - A Third Party Proxy is a parent, guardian, or anyone else that the student designates to have online access to their Student Financial Services (SFS) information and make payments.

Avoiding Late Payment Penalties

Students who have not settled their accounts by the semester payment due date will be charged a \$200 late fee, denied course registration and add/drop privileges, and may be withdrawn from courses and lose college housing for the period of the housing contract. More detail about late payment penalties can be found in the [2025-2026 Undergraduate Student Handbook \(pdf\)](#) and [2025-2026 Graduate Student Handbook \(pdf\)](#) Student Handbooks, including information about account holds and fees on accounts referred for collection. While Babson recognizes that many students receive financial

aid or monetary assistance from third parties, the ultimate responsibility for satisfying all financial obligations rests with the student.

Requesting a Refund

A credit balance (which will appear on your student account in parentheses, as a negative number) means you have excess funds on your account. You can leave these funds on your account for the next semester, or request to have them refunded. Refund requests are processed by SFS after the add/drop period has ended, and after financial aid and loan funds have been disbursed onto your account. Students who have federal Title IV student aid disbursements in an amount that exceeds the costs of tuition, mandatory semester fees, and any room and board charged by Babson will automatically have the amount of the Title IV credit balance refunded by check to their mailing address.

Book Voucher

If you have financial aid or loans that exceed billed charges at Babson, you may use these funds to purchase your course materials for the semester. At the Babson Campus Store online checkout, select Financial Aid/Scholarship under Alternate Forms of Payment, and enter your Babson College Student ID for the Account Number.

Setting up a Payment Plan

If it would work better for you to spread the payments out over a number of months rather than making a single lump sum payment each semester, go to Workday Finances to set up a payment plan.

Claiming Education Tax Credits

Students who have paid qualified tuition/fees for higher education may be eligible for certain tax benefits under the U.S. tax code. Babson reports the qualified tuition/fees that have been billed to U.S. citizens/permanent residents to the IRS each calendar year, and on 1098-T forms that are sent to students by the end of January each year. Your Social Security Number (or Tax Identification Number) is required for this process; if you have not already provided your Social Security Number to Babson please do so by submitting the information to Student Financial Services using IRS Form W9S.

If you are an international student who would like a 1098-T issued to you, please make sure Student Financial Services has your Social Security Number on file.

The best information about the tax benefits, including who qualifies and how to claim the benefits, is available in the [IRS Publication 970: Tax Benefits for Higher](#)

[Education \(pdf\)](#). The IRS form needed to claim the American Opportunity (Hope)/Lifetime Learning Tax Credits is [Form 8863: Education Credits \(pdf\)](#).

Eligible students please see [Important Information for U.S. Tax Filers \(1098-T\) \(pdf\)](#) to download 1098-T forms.

Understanding California STRF

California residents who pay for tuition in a California-based program are required to be assessed a state fee for the California Student Tuition Recovery Fund (STRF). For Babson students, the STRF applies to California residents enrolling in the San Francisco Blended Learning MBA Program and those attending the San Francisco Babson Undergraduate Semester.

The purpose of STRF is to relieve or mitigate economic losses suffered by California residents enrolled in California-based educational programs in the event of a school closure. Effective January 1, 2015, the STRF assessment rate is zero (\$0) per \$1,000 of institutional charges. The STRF rate is subject to change based upon the balance in the State of California Student Tuition Recovery Fund. If and when the assessment rate increases, Babson will charge and collect the assessment from qualifying students for each period of enrollment.

For more information about the California STRF, including how to file a claim in the event of school closure, go to the California Bureau for Private Postsecondary Education [Student Tuition Recovery Fund](#) page.

Refund Policies

Refunds of Credit Balances

Students who wish to have credit balances refunded to them should submit refund requests online through Workday. Starting at the end of the add/drop period, requests for credit balance refunds received by Tuesday at noon generally will be refunded on Thursday by 2:00 p.m. Refunds are not issued during the add/drop period. Also, refunds are not issued based on financial aid which is pending but not yet disbursed. Refund checks are made payable to the student unless otherwise requested. Students who have federal Title IV student aid disbursements (from the Federal Direct or Grad PLUS Programs) in an amount that exceeds the costs of tuition, mandatory semester fees, and any room and board charged by Babson, will automatically have the amount of the Title IV credit balance refunded by check to their mailing address.

Refund Advances

If an emergency arises for which students need assistance or an advance on forthcoming loan funds, they

should contact Student Financial Services. Requests should be made only for unanticipated expenses and may not be used to pay for tuition or fees.

Financial Aid

Application Procedures

All U.S. citizens and permanent residents are encouraged to apply for financial aid by completing the Free Application for Federal Student Aid (FAFSA). Federal student loans are available to students enrolled half time* or more. Students must apply for financial aid each year.

*Note: CAM students enrolled in 4.5 or more credits are considered to be enrolled half time.

To apply, submit the Free Application for Federal Student Aid (FAFSA), available online on the FAFSA website. List Babson College in the school listing section of the FAFSA. Babson's Title IV School Code is 002121.

Additional documents may be requested to complete the verification of the financial aid application.

Deadlines

Incoming Students: Use your [admission application deadline](#) for the FAFSA and all scholarship materials.

Returning Students: We recommend that you complete these steps by April 15.

Awards

Babson College graduate students have the opportunity to apply for additional grants and need-based or special criteria scholarships.

Babson Alumni Lifelong Learner Grant

All alumni with a bachelor's or a master's degree from Babson are eligible for the 20% grant on tuition when admitted into a graduate degree program—no separate application is required.

[LIFELONG LEARNER GRANT](#)

Canadian Scholarship

The Canadian Scholarship is a need-based scholarship that is awarded to Canadian citizens, with preference to students who attended McGill University. Apply by completing a [College Scholarship Service PROFILE](#) form online.

FUNED Scholars (Mexican Nationals)

Scholarship Opportunities

Babson College, in partnership with the Fundación Mexicana Para La Educación (FUNED), offers up to two scholarships annually to selected incoming MBA students who are Mexican nationals. Recipients can then apply to FUNED for possible additional funds.

There is no separate application for the FUNED Scholarship at Babson; Mexican nationals will be considered based on their admission application materials. Scholarship recipients will be notified at the time of admission. Recipients in the Two-Year MBA program who continue in good academic standing will have the FUNED Scholarship renewed for their second academic year at Babson.

Wellesley and Needham Town Scholarships (Residents & Graduates)

This scholarship is for students who are residents of Wellesley or Needham, Massachusetts, or who are graduates of Wellesley or Needham high schools. An additional application to the respective town's Board of Selectmen is required. For the Needham Town Scholarship, you will need to complete the application found on the [Town Website](#).

MBA Need-Based Scholarships

MBA students with demonstrated financial need are eligible for several scholarships that are only open to students who are nearing completion of their program and will graduate in the year they apply. The application process takes place annually in September, with additional information provided to students from the Student Financial Services team. Below is a list of the awards typically available.

Consideration Criteria

Preference in selection will be given to students who will graduate this academic year and who have not previously received a merit award at the time of admission to Babson.

Other factors used to evaluate scholarship candidates will include: academic accomplishments, involvement in the graduate school community, financial need, and level of educational loan debt.

Nonprofit/Developing Country Work

MBA CLASS OF 2001 ENDOWED SCHOLARSHIP

This scholarship was made possible through the generosity of the MBA Class of 2001. The scholarship is awarded to a continuing student who has done work in a developing country or non-profit organization.

Second-Year Students in Two-Year MBA

MBA CLASS OF 2002 ENDOWED SCHOLARSHIP

This scholarship was made possible through the generosity of the Two-Year MBA Class of 2002. Their successful fundraising effort led to the creation of an endowed fund designed to assist second year students in the Two-Year program experiencing financial difficulty.

Students from the Southern U.S.

DONALD M. GALLY SCHOLARSHIP

This endowed scholarship fund was a gift from the estate of the late Donald M. Gally '27. The scholarship is awarded based on financial need with preference given to students from southern U.S. states.

Women in Mid-Career

ELIZABETH LITTLE BODMAN SCHOLARSHIP

This endowed scholarship fund was established in memory of Elizabeth L. Bodman MBA'76, former Babson trustee. The scholarship is designed to provide assistance to undergraduate and graduate women who are furthering their education in mid-career.

Students from Europe

EUROPEAN ENDOWED SCHOLARSHIP

One scholarship from this endowed fund is awarded each year to a European MBA student studying at Babson.

Women with Entrepreneurial Experience

THE KATHERINE SAYARE SCHOLARSHIP FOR WOMEN IN BUSINESS

This award provides need-based assistance for graduate women from the U.S. with preference given to female students with entrepreneurial experience.

Full-Time Student Leaders

STUDENT LEADERSHIP SCHOLARSHIP

This GSC-sponsored scholarship will be given to a full-time student who has demonstrated leadership in graduate school activities that strengthen community and enhance the lives of graduate students.

International Students

WERTHEIMER INTERNATIONAL SCHOLARSHIP

Named in memory of Robert G. Wertheimer, former Professor of Economics at Babson, this scholarship is awarded to an international MBA student with financial need.

Loans

Loan Programs

We strongly recommend that all U.S. citizens and permanent residents of the U.S. apply for federal student loans first before pursuing any other loan option. You must be enrolled at least half time* to qualify for federal student loans. Please read [**Babson Loan Policy Statement**](#)

*Note: CAM students enrolled in 4.5 or more credits are considered to be enrolled half time.

Federal Student Loans (U.S. Citizens & Permanent Residents)

FEDERAL DIRECT LOAN PROGRAM FEDERAL

The Federal Direct Loan is the most widely available student loan for U.S. citizens and permanent residents of the U.S. Students are eligible to borrow up to \$20,500 per year through this program.

DIRECT GRADUATE PLUS LOANS

Federal Direct Graduate PLUS Loans are student loans for U.S. citizens and permanent residents of the U.S. to cover educational expenses that are not covered by other loans or financial aid. The maximum loan amount is determined by your cost of attendance, less any other financial aid you receive from other sources.

How to Apply

To be considered for a federal student loan, you must complete the [**FAFSA**](#). Based on your application, you will receive a financial aid offer that may include student loans.

To be eligible for a loan, students must remain enrolled at least half time,* in 6 or more credits

Interest Rates and Fees

You can find details about interest rates and federal loan fees on the [**Federal Student Aid website**](#).

Loan Repayment

The Standard Repayment term extends up to 10 years, with deferments available during unemployment, economic hardship, or continued education.

Interest Accrual

Interest begins accruing at the time of the loan disbursement. Students can elect to pay the interest while in school or have it capitalized into a repayment schedule that starts six months after they leave school.

Loan Disbursement

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

Additional Loans and Lenders

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

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

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

RECOMMENDED LOANS AND LENDERS

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

Loans for International Students

Student loans are available to international students with a credit-worthy U.S. citizen or Permanent Resident co-applicant.

Loan Options

We have a [list of recommended loans and lenders](#). Additional financing options for international graduate students may be available from [MPOWER Financing](#), or [Prodigy Finance](#).

RECOMMENDED LOANS AND LENDERS

Academic Policies and Information

Academic Standards

Academic Requirements

To be eligible for a Babson graduate degree or certificate students must attain a minimum 2.80 cumulative grade point average (GPA), based on a 4.00 scale, on all credits earned in the F.W. Olin Graduate School of Business. The minimum required number of credits earned by each program is as follows:

PROGRAM	CORE	ELECTIVES	TOTAL
Online MBA	18 credits	27 credits	45 credits
Blended Learning MBA - Miami	46 credits		46 credits
Master of Science in Business Analytics (Wellesley only)	18 credits	12 credits	30 credits
Master of Science in Management - Business Creation	30 credits	0 credits	30 credits
Certificate of Advanced Management (CAM)	0-15 credits		9-15 credits

PROGRAM	CORE	ELECTIVES	TOTAL
Certificate of Applied AI and Analytics (CAAA)	12 credits		12 credits
Certificate of Core Leadership Essentials (CLE)	10 credits		10 credits

Attendance Policy

Class Attendance

Faculty may and often do include class participation as a significant component in calculating a student's course grade. Therefore, students should plan to attend all in-person and/or virtual class sessions according to faculty expectations and the course attendance policy to avoid repercussions up to and including failing the course. It is the student's responsibility to notify the faculty before being absent unless the student is physically unable to do so (e.g. due to extreme illness or accident). Please note that the graduate school does not offer excused absences. Rather, notification of an absence fosters communication and respect between students and faculty. Students are still responsible for any consequences associated with missing class time. Students who may need to miss more than one class session, whether for illness or personal circumstances, are advised to meet with an academic advisor to determine their options which may include taking a Leave of Absence. Please see the Examinations and Grades section for policies related to attendance for final exams.

The Doctor of Business Administration, Blended Learning Miami program, and Blended Learning format courses: Attendance at all Face-to-Face sessions in Blended Learning format courses is required. Students facing unexpected and/or extenuating circumstances may request to miss a Face-to-Face session by contacting the Faculty Director. Students should plan their schedules carefully as conflicts such as having an appointment during class time are not approved absences. Students are further advised that even when approved, absences will often result in significant make-up work as well as a reduced class participation grade as the Face-to-Face session is integral to successful completion of Blended Learning format courses. Students who find themselves needing to miss a Face-to-Face session are strongly advised to seek guidance from an academic advisor prior to requesting to miss a F2F. Not all situations will merit an approved absence and in some cases students may be better served by taking a Leave of Absence.

Religious Observance

Babson College welcomes and values people and their perspectives and respects the interests of all members of

the community. Babson recognizes the breadth of religious observance among students, faculty, and staff and the potential for conflict with scheduled components of the academic experience. Students are expected to review their syllabi and notify faculty within two weeks of the course's start of potential conflicts between course requirements and religious observances. In such an event, the instructor will provide reasonable accommodations that do not unduly disadvantage the student.

Massachusetts General Laws Chapter 151C, Section 2B: "Any student in an educational or vocational training institution, other than a religious or denominational educational or vocational training institution, who is unable, because of his religious beliefs, to attend classes or to participate in any examination, study, or work requirement on a particular day shall be excused from any such examination or study or work requirement, and shall be provided with an opportunity to make up such examination, study, or work requirement that he may have missed because of such absence on any particular day; provided, however, that such makeup examination or work shall not create an unreasonable burden upon such school. No fees of any kind shall be charged by the institution for making available to the said student such opportunity. No adverse or prejudicial effects shall result to any student because of his availing himself of the provisions of this section."

Cancellation of Classes

Members of the college's Crisis Response Team have developed a plan to monitor and address potential inclement weather providing for the safety and security of members of the Babson community. With over 85% of our undergraduate students living on campus, the College generally remains open during inclement weather. In rare circumstances, the College determines school closure or delay based on 1. State of Emergency declared by the Governor and/or 2. Severe weather conditions that make it difficult to keep the campus roads and parking lots cleared. Since safety is the College's highest priority, students are advised to exercise their own judgment regarding traveling to campus during inclement weather and to communicate directly with their professors about specific issues regarding travel. Staff and faculty are also advised to exercise their own judgment regarding traveling to work or remaining at home and some may choose to schedule class through WebEx or other available systems during inclement weather.

Courses that are taught in either a wholly online or Blended Learning format will not be cancelled but will move to an alternative delivery format. This includes closures that occur during a F2F session. In these circumstances students are expected to be available from

the safety of their home, hotel, or office for Virtual Classroom sessions which will be conducted in lieu of the in-person F2F. If the campus is closed students may not come to campus. Students are expected to follow the instructions of Babson staff who will email updates and directions in the event of a campus closure.

During inclement weather, members of the Babson community can obtain updates regarding advisories and the status of College operations by accessing the Babson homepage, INFO phone line 781-2394636, the Emergency Preparedness page of the [Babson website](#), and local news and radio channels (WBZ/Channel 4/WBZ 1030 AM, WHDH/Channel 7/WRKO 680 AM, WCVB/Channel 5, WFXT/Fox 25).

Grading

Grading System

The F.W. Olin Graduate School of Business at Babson College uses one grading system for all programs. The official grades and their numerical values are:

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

In specific courses pass/fail is the grading basis. The Grade value is 0.00. Students should contact Graduate Academic Services or the Office of Doctoral Studies with questions.

Incomplete Grades

A status of "Incomplete" ("I") may be given to a student only when there is documented evidence of a valid reason for failure to complete the work required in a course (e.g., sickness, death in family). Students who receive an "I" must consult with the instructor to determine the work required to remove the "I." Faculty may administer makeup examinations for this purpose. The instructor will submit the new grade to the Registrar's Office after the student has fulfilled all course requirements.

An "I" must be cleared (by taking a makeup exam or submitting missing work) before the last class of the next semester in which the student is registered. If the student is not registered in the semester after the "I" is recorded, the student will have either 12 calendar months or until the end of the next semester for which they are

registered, whichever occurs first, to resolve the "I." Incomplete courses that fulfill prerequisites for the following semester must be completed 72 hours before the end of the add/drop period. This earlier deadline provides faculty time to grade the outstanding work or exam and submit the final grades to the Registrar's Office before the end of the add/drop period. Students who do not make up incomplete work within the specified time period will receive the instructor's final grade based on normal course requirements, with a numerical value of "0" calculated into the final grade for all items that remain incomplete.

Failing Grades

Students must earn passing grades in all required courses. If a grade of "F" is earned in a required course, that course must be repeated. If a grade of "F" is earned in an elective course, the student must either repeat the course or successfully pass another elective. In any case where a student receives an "F," the original "F" grade and any subsequent passing grade are both factored into the student's cumulative GPA. The original "F" grade will remain on the student's transcript. [Makeup of any failed courses will count towards the 110% of total credits students may take in pursuit of their degree. Please see the Satisfactory Academic Progress section for more information about additional credits permitted towards a degree.](#)

Certificates

In the certificate program, if a grade of "F" is earned in any course the student will be dismissed from the College and the certificate will not be awarded.

Grade Disputes

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

The following procedure should be followed in a grade dispute:

1. The student should first contact the faculty member(s) involved to discuss the matter. The purpose of the meeting is to check the accuracy of the grading process (confirming how the final grade was determined and the percentage of each deliverable in the final grade; and catching errors, if any, in the faculty grade sheets) and for the student to learn about their inadequacies and strong points. This procedure does not require the professor and

student to agree on the final result. The obligation is simply to help the student understand the faculty's process in determining the grade.

2. If the issue is not resolved, the student should then contact the respective division chair and file a written appeal explaining the student's position. The division chair will consider the appeal and issue a decision with reasonable promptness.
3. If the issue remains unresolved, the student should then appeal to the Graduate School Dean, whose decision is final and not subject to appeal.

Semester and Module Grades

Course grades are available online on Workday under the Grades section, generally within two weeks of the examination period. Students may not repeat a course for which they earn a passing grade.

Learning Goals

The F.W. Olin Graduate School of Business has established learning goals for the MBA program.

MBA Learning Goals

Babson College prepares graduate students to be entrepreneurial leaders. Our curriculum builds **functional depth with integrative ability through classroom, experiential and project-based learning.** In the classroom, across campus, and in the wider world, our students experience this within our framework of entrepreneurial thought and action. Through increased self-awareness, expanded mindsets, and refined skillsets, graduates will apply what they have learned and developed to address the greatest challenges of business and society today including innovation, growth, integrated sustainability, and globalization. They achieve this by starting new ventures or contributing to established organizations. The Babson student experience is guided by learning goals.

Graduates will be able to do the following:

- **Collaboration:** Collaborate with and learn from others to accomplish a common goal or create an original work.
- **Communication:** Develop and express ideas strategically, through written, oral, and visual formats, to a specific audience for a desired purpose.
- **Leadership:** Lead people to work towards shared goals with consideration of the ethical implications of their actions.
- **Problem-Solving:** Analyze and assess ideas and data to make decisions and recommendations appropriate to situations and stakeholders.

Babson assesses these desired student learning goals as part of its commitment to continual program improvement. The assessment of these learning goals will take place periodically within identified courses in each program. The data collected will be completely anonymous and will have no impact on student grades. Aggregated results will be used for program planning and accreditation purposes within the F.W. Olin Graduate School of Business and Babson College, and may be included in institutional research analyses and reports. Further information about the learning goals and assessments may be obtained from the Assistant Dean, Accreditation or the Director of Institutional Research.

MSBC (MS in Business Creation) Learning Goals

- **Creative Design Thinking**: Challenge assumptions and create new venture opportunities through an iterative, human-centered design process.
- **Enhanced Entrepreneurial Mindset and Emotional Intelligence**: Demonstrate a growth mindset and self-awareness to recognize when and how to take action in launching and leading ventures.
- **Managing Uncertainty and Disruption**: Navigate ambiguity by applying an agile, experimental approach to testing, learning, and pivoting new venture ideas.
- **Performance Measurement and Venture Impact**: Use data and storytelling to illustrate venture performance and articulate sustainable, quantifiable financial and stakeholder value.
- **Strategic Opportunity Formulation**: Identify and frame entrepreneurial opportunities, structure analysis, and lay the groundwork for effective venture design and launch.

Examinations

Attendance, Absence, or Conflicts

Instructors will choose if they would like to give a final exam, final project, or other final deliverable. If a final exam is given, it will take place during the last class meeting. Please In cases with extenuating circumstances, students should consult with the Office of Graduate Academic Services or the Office of Doctoral studies prior to the exam, and work directly with the faculty member to determine whether and how an exam excuse will be provided.

Such extenuating circumstances include, but are not limited to:

- serious illness supported by a doctor's certification
- death in the immediate family
- observance of a religious holiday (see *Religious Observance* for more)

The following are **not** considered extenuating circumstances:

- oversleeping
- travel
- disabled vehicles
- misunderstanding the schedule

A student who has two exams scheduled at the same time or more than six hours of exams scheduled for one day may arrange for a revision of their schedule by contacting the Registrar's Office. The Final Exam Conflict form is available in the Final Exams section at www.babson.edu/registrar and must be submitted to the Registrar's Office no later than one week before the final exam period begins.

Exam Accommodations

To ensure exam accommodations can be arranged in a timely manner, students must discuss exam arrangements with the faculty at the start of each course. If determined that the student will not take the exam with faculty, the student and faculty should work with the Department of Accessibility Services (DAS) to make alternate exam arrangements. Accessibility Services will coordinate exam logistics directly with students and faculty.

The exam structure will vary depending on the Graduate program and the preference of the faculty.

- **Online Exam**: The faculty will provide students approved for exam accommodations the extra time online. If faculty have questions about how to set up the "extra time exam" on Canvas, faculty should call the Faculty Support line at 781-239-5400.
- **On-campus Exam**: The faculty may make exam arrangements directly with the student; or, the faculty and the student may ask Accessibility Services to coordinate exam accommodations. These requests must be submitted at the start of the course to ensure exam arrangements in a timely manner.

Transfer of Credit

Advanced Standing Credit

Advanced Standing Credit (ASC) is credit for courses taken at another institution prior to applying to and being accepted at Babson College. Not all courses will be accepted for ASC. ASC will be reviewed during the application process and students will be notified at the time of acceptance by Graduate Admissions of any course that has been approved for ASC. Students must resolve all questions about advanced standing credit with Graduate Admissions during their first semester at Babson. Should a student's request for advanced

standing credit be denied or requested after their first semester, the student will be required to successfully complete the course at Babson. Students cannot take courses for which they have received advanced standing credit without first obtaining approval from the Office of Graduate Academic Services. In those rare cases in which approval is given, the advanced standing credit will be rescinded, whereby the previously granted credit hours are removed from the student's transcript.

Policies for specific programs are outlined below.

Policy for the Part-time MBA Program

The following information on advanced standing credit applies only to the Part-time MBA program. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States, or in a comparable international program, within five years of entering the Part-time MBA program.

Policy for the Full-time MBA Programs

The following information on advanced standing credit applied only the Full-time MBA programs. In rare circumstances, students may request prior academic coursework be applied to the elective requirements of the One Year or Two Year MBA program pending approval from the faculty director and the Office of Graduate Admissions. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within five years of entering the Full-time MBA program. When approved, credit will only be awarded for electives; no credit will be awarded for core requirements which must be completed at Babson College with the entering cohort.

Policy for Masters of Science in Business Analytics (MSBA) Program

The following information on advanced standing credit applies only to the MSBA program. In rare circumstances, students may request prior academic coursework be applied to the MSBA program pending approval from the faculty director and Office of Graduate Admissions. The maximum amount of advanced standing credit that MSBA students may be granted is 6 credits. Advanced standing credit for MSBA elective courses is determined by equivalent graduate course work and based upon approval from Graduate Admissions and the MSBA faculty director. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within two years of entering the MSBA program.

Policy for Master of Science in Finance (MSF) Program

The following information on advanced standing credit applies only to the MSF program.

In rare circumstances, students may request prior academic coursework be applied to the MSF program pending approval from the faculty director and the Office of Graduate Admissions. The maximum amount of advanced standing credit that MSF students may be granted is 6 credits. To receive advanced standing credit, the student must have earned a grade of "B" or better from a nationally or regionally accredited college or university in the United States or in a comparable international program within two years of entering the MSF program.

Policy for Certificate Program

The following information on advanced standing credit applies only to the Certificate program (CAM, CAAA, CLE).

Certificate students are not eligible to receive advanced standing credit. For the CAM degree, students who have completed equivalent undergraduate or graduate coursework and earned a grade of "B" or better from a nationally or regionally accredited college or university within the last 5 years, and/or have passed the CPA, CFA, or CMA exam may be eligible to receive a waiver in order to meet prerequisite requirements. Students who have passed the CPA, CFA, or CMA will need to submit a copy of their exam results to Graduate Admissions.

Policy for Master of Science in Management – Business Creation (MSBC) Program

The following information on advanced standing credit applies only to the MSBC program. MSBC students are not eligible to receive advanced standing credit.

Post-Matriculation Transfer Credit

Graduate students are expected to complete all degree requirements in residence at Babson. Transfer credit for courses taken elsewhere after matriculation will be granted only in cases in which a student relocates (making the commuting distance to Babson impossible), or in certain other rare situations deemed appropriate by the Office of Graduate Academic Services at its discretion. Students wishing to apply for PMTC should be sure they have not previously used up their maximum transfer credit via ASC, BEC, TIO, etc. Please note: **students enrolled in the certificate program (CAM, CAAA, or CLE) or in the Master of Science in Management - Business Creation program are not permitted to transfer in credit post-matriculation.**

Post-matriculation transfer credit for elective courses may be granted only for those offered in a graduate-level degree-granting program comparable to AACSB-accredited or EQUIS-accredited schools, where the courses are substantially dissimilar in content to Babson elective courses, when a grade of "B" or better has been earned, and the Office of Graduate Academic Services has received the official transcript. The Office of Graduate Academic Services will coordinate with the appropriate division to determine approval of post-matriculation transfer credit requests. Exceptions to this policy may be made in rare circumstances by appeal to the Associate Dean of Programs.

All requests for approval to undertake coursework for post-matriculation transfer credit must be submitted to the Office of Graduate Academic Services and approved in writing before registering at another institution. Note, the acceptance of credits or degrees earned at Babson for transfer credit to another institution is at the discretion of the transfer institution.

Course Selection and Registration

Course Listing

Students can view all information about course offerings by accessing the Course Listing found under the Academic section on Workday. Clicking on a course title displays the course description. The Course Listing automatically updates whenever a change is made. Students can check the availability of courses at any time to see the number of students enrolled in a particular course and the maximum allowed.

Registration

Students, with the exception of Blended Learning Miami students, register for courses through Workday. All active graduate students receive, via Babson email, registration information and dates to access Workday registration. Blended Learning Miami students will be enrolled by the Registrar's Office.

- Elective registration for all programs will be available online via Workday.

For tuition payment information, refer to the Tuition, Fees, Payment Policies, and Financial Aid section of this handbook.

Course Changes

Course changes to electives and Part-time MBA core may be made during registration and through the add/drop

period. Students may not make course or schedule changes in the Blended Learning Miami MBA program. Students in these programs should contact Graduate Academic Services for additional information on the impacts of schedule changes to their course of study.

Deadlines for Adding or Dropping from Courses

Students may add or drop courses from their schedule without a financial or academic penalty up to the end of the add/drop period with the exception of students in cohort-based programs as noted above. The add/drop period runs for approximately ten days at the start of each semester unless otherwise noted. The specific dates are posted on the Academic Calendar for each semester and session. Students are strongly advised to review the add/drop deadline carefully and are advised to make all schedule changes prior to this deadline. After the end of add/drop students may only withdraw from courses and be subject to academic and/or financial consequences. There are no exceptions to this policy or the deadline.

Deadlines for Withdrawing from Courses

After the end of the add/drop period students may withdraw from a course. Withdrawing from a course will result in a W on the student's transcript. Additionally, some or all tuition will be forfeit. Ceasing to attend class does not constitute an official withdrawal. Students ceasing class attendance after the last date to withdraw will receive a final grade based on the normal course requirements, with a numerical value of "0" calculated into the final grade for all course requirements not completed. Students must officially withdraw from a course before the withdrawal date in order to avoid consequences up to and including failing the course. The Academic Calendar lists the withdrawal dates for all first, second, and full session courses.

Students who withdraw from a course can no longer attend or participate in that course and will be removed from the Canvas site. In the event the College suspends or dismisses a student, tuition and other charges will be calculated in the same manner as for students withdrawing.

Students with any questions about their status in the F.W. Olin Graduate School of Business should contact the Office of Graduate Academic Services, Ext. 4474.

Schedule Confirmation

Students may view their course schedules, grades, or other options by clicking the academic icon in Workday. Schedule confirmations are not mailed to students.

Semester Course Load

Effective spring 2017, full-time enrollment in the Certificate of Advanced Management program consists of at least 9 credits per semester.

Part-time students may take 1 to 12 credits per semester. The average is 6 credits.

Full-Time students take at least 12 credits per semester, with the exception of their final semester when they may take fewer depending upon the total remaining to graduate.

Students who want to take more than a standard full-time course load must obtain written permission from the Office of Graduate Academic Services before registering for the additional course(s). See chart below for program specific credit information:

Program	Number of credits to complete the program	Number of credits per semester to be considered full-time*
Certificate of Advanced Management	9 to 15	9
Certificate in Applied AI and Analytics	12	9
Certificate in Core Leadership Essentials	10	9
Part-time MBA	45	12
Blended Learning MBA - Miami	46	12
MSBA (Wellesley only)	30	9
MSBC	30	9

Audit Policy

Babson College does not permit auditing of graduate-level courses.

Semester Definition

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

Course Numbering System

The system of course numbers is arranged to indicate the discipline/ location and or delivery format. The first three letters indicate the discipline; for example, EPS7200. The EPS indicates that the discipline is Entrepreneurship. The location and or delivery is indicated at the section number level, for example for EPS7200-75 the 75 indicates that this course is taught in Miami; for EPS7200-E01 the E01 indicates that the course is taught wholly online.

Separations from the College

Leave of Absence

Students are eligible to take a leave of absence for a period of up to two consecutive years. The application for a leave must be submitted to the Office of Graduate Academic Services or Office of Doctoral Studies at least two weeks before the start of the semester in which the leave would begin, except in the event of an emergency that would preclude the giving of such advanced notice. All leaves will carry a specific expiration date. Students who wish to return early must inform the Office of Graduate Academic Services or Office of Doctoral Studies in writing at least four weeks before the desired date of return. Please note: degree time limits remain in effect during a leave.

- Part-Time and Online MBA and MSBC students must have completed at least one course to be eligible for a leave of absence. It is recommended to contact the Office of Graduate Academic Services prior to submitting the request form.
- One-Year and Two-Year MBA students must complete the first semester of core to be eligible for a leave of absence.
- Blended Learning Miami students should contact the Office of Graduate Academic Services for appropriate guidelines for obtaining permission to take a leave of absence.
- Requests for leave of absence for students in the MS programs are considered in rare circumstances on a case-by-case basis by the Office of Graduate Academic Services and, if approved, may require students to extend their program graduation date in order to meet degree requirements.
- DBA students should contact the Office of Doctoral Studies for appropriate guidelines for obtaining permission to take a leave of absence.
- Requests for leave of absence in the certificate programs are considered in rare circumstances on a case-by-case basis by the Office of Graduate Academic Services and may require students to extend their certificate completion date in order to meet program requirements.

To be "reactivated," the student must notify the Office of Graduate Academic Services or Office of Doctoral Studies in writing at least four weeks before the desired date of return. When a student wishes to return from leave, the Office of Graduate Academic Services or Office of Doctoral Studies will review the student's record and notify the student of any changes to course requirements. For example, if a student fails to return after the maximum two-year time limit the Graduate School may rescind advanced-standing credit previously granted and/or any credit earned at Babson toward the MBA or MS degree. Students may be subject to any new policies instituted during their leave.

Any student on leave who does not return on the specified date or is not registered for courses and is not on an approved leave of absence will be transferred to inactive status and administratively withdrawn.

International Students

International students in F-1/J-1 immigration status who withdraw, are suspended, or take a leave of absence will lose their permission to remain in the United States in F-1/J-1 immigration status (exceptions exist for documented medical conditions pre-approved by the Glavin Office). Any international student in F-1/J-1 immigration status who expects to separate from the College because of one of the above-mentioned events or who is considering taking less than a full course load must speak with an international student advisor in the Glavin Office about immigration implications and possible options **before any action is taken**. More information can be found at <https://www.babson.edu/glavin-office/iss/maintaining-student-status/>.

Administrative Withdrawal

Any student who has not enrolled in courses in a period of 12 months from the date of last enrollment (i.e. one calendar year from last completed course), is not on an approved Leave of Absence, or is not actively working with their dissertation advising committee (DBA students only) will be administratively withdrawn from the F.W. Olin Graduate School of Business and must petition the Office of Graduate Academic Services or Office of Doctoral Studies in writing for readmission.

Military Activation

In the event that a student who is a military reservist is called to active duty and is not able to complete an academic semester or module, they will be entitled to a full refund of tuition and fees and a prorated refund of room and board charges.

Voluntary, College-Initiated, and Emergency Interim Medical Withdrawals

Purpose and intent: Babson College ("the College") endeavors to provide a safe and healthy living and learning environment in which all qualified students can participate in the College's programs and activities and successfully pursue their academic, personal, social, and emotional development.

The College recognizes that students may experience medical issues which limit their ability to function safely or successfully as students. The College offers a variety of medical, academic, and administrative resources to assist and support students in such situations and makes reasonable accommodations to allow students with documented disabilities to have equal access to College programs and activities.

When a student's personal well-being may be at risk or when a student experiences a medical issue that may prevent the student from participating in the College's programs and activities regardless of accommodation, the student is encouraged to consider a voluntary medical withdrawal from the College. Although students remain eligible to take other types of leaves in accordance with applicable College policies and procedures, a voluntary medical withdrawal may carry certain advantages, including more flexible withdrawal timelines, less disruption to scholarships and funding, and tuition/housing refunds as determined by appropriate College officials.

When the College becomes aware of a student who is unable to safely participate in the College's programs and activities regardless of accommodation or who presents a high probability of substantial harm to health or safety, the College may also consider the appropriateness of involuntary medical withdrawal from the College and/or emergency interim medical withdrawal according to the standards and procedures described in this Policy.

Student conduct that violates the College's Community Standards remains subject to the Student Conduct Process regardless of whether such conduct violation results from or is exacerbated by a medical condition. Actions taken pursuant to this Policy do not affect the student's obligation to comply with other College policies or, where applicable, sanctions to which the student may be subject as a result of any violation of such policies.

This Policy is designed to ensure that students are given individualized attention, support, care, and consideration in addressing medical issues that may arise or escalate during matriculation. The College will apply this Policy to all students in a nondiscriminatory manner using a flexible and individualized process to facilitate student success. Decision makers acting under the Policy will

make determinations on the basis of objective evidence of student behavior and reasonable judgments based on professional assessments and current medical knowledge—not on the knowledge or belief that a student may be an individual with a disability.

Whenever a College official is referenced in this Policy, such reference shall include another official designated to carry out such official's duties in their absence or the person who otherwise assumes such duties.

Voluntary Medical Withdrawal ("VMW")

When a student's personal well-being may be at risk, or when a student experiences a medical issue that may prevent them from participating in the College's programs and activities regardless of accommodation, the student is encouraged to consider a VMW. The VMW process is designed to be reasonable and flexible, and to proceed as quickly as possible to allow a student experiencing difficulties due to a medical condition to receive the care, support, and treatment they need.

Students wishing to initiate a VMW should contact the Director of Health Services and/or the Director of Counseling and Psychological Services (each, an "Appropriate Health Service"). The Appropriate Health Service will meet with the student, if feasible, and review any medical documentation provided. The Appropriate Health Service will then submit a recommendation for a VMW if it determines that the student has a medical issue that prevents the student from participating in the College's programs and activities regardless of accommodation, or otherwise compromises the student's safety, well-being, or academic success. As appropriate, the Appropriate Health Service will make individualized treatment recommendations designed to help the student become academically and personally ready to resume life at the College with or without reasonable accommodation.

The recommendation for a VMW and any relevant supporting documentation will be submitted to the Associate Vice President for Student Success ("AVP") or designee for review. The AVP may consult with the Appropriate Health Service and others as appropriate in evaluating the recommendation and any relevant supporting documentation. Based on an individualized review of the facts and circumstances, the AVP will make a final determination as to whether and for what length the VMW will be granted, and will notify the student in writing. The student will also be notified of specific conditions, if any, that may be required in order to return to the College, based on the nature and individual circumstances of the VMW.

A student may appeal the denial of a request for VMW in accordance with the Appeal Process set forth below.

College-initiated Medical Withdrawal ("CIMW")

The College may initiate a medical withdrawal when it becomes aware of a student who is unable to safely participate in the College's programs and activities or who presents a high probability of substantial harm to health or safety.

The College may initiate a CIMW only under the limited circumstances and only in accordance with the procedures set forth in this Policy. CIMW may only be initiated: (i) after reasonable efforts to obtain student cooperation for a VMW have been attempted, if feasible; (ii) after other available interim measures have been deemed inappropriate, insufficient, or unsuccessful; and (iii) as a non-disciplinary action.

In evaluating whether the College will initiate a medical withdrawal, the AVP will convene a medical withdrawal committee ("Committee"). The Committee will be composed of the AVP and one or more representatives from the Appropriate Health Service, along with other College officials with relevant knowledge and expertise who may have direct insight into the conduct or behavior of concern, such as representatives from the Department of Accessibility Services, Office of Graduate Academic Services, Office of Doctoral Studies and/or various departments within the division of Learner Success and Campus Life.

The Committee will conduct an individualized assessment of the student's present ability to safely participate in its programs and activities based on objective evidence and documentation. The individualized assessment will evaluate whether there is a high probability of substantial harm in light of: (i) the nature, duration, and severity of the risk; (ii) the probability that injury will occur; and (iii) whether reasonable accommodations can sufficiently mitigate the risk. The Committee will exercise reasonable judgments that rely on current medical information and documentation.

If the Committee determines that the student is unable to safely participate in the College's programs and activities or presents a high probability of substantial harm to health or safety, it will submit a recommendation for a College-Initiated Medical Withdrawal ("CIMW"). The recommendation and any relevant supporting documentation will be submitted to the Vice President for Learner Success and Dean of Campus Life ("Vice President") or designee ("AVP") for review. As appropriate, the Appropriate Health Service will make individualized treatment recommendations designed to help the student become academically and personally ready to resume life at the College with or without reasonable accommodation.

Upon receipt of a recommendation for a CIMW, the Vice President will carefully review the recommendation and any relevant supporting documentation. The Vice President may consult with the Appropriate Health Service and others as appropriate in evaluating the recommendation and any relevant supporting documentation. If, based on an individualized review of the facts and circumstances, the Vice President conditionally determines that a CIMW should be granted, the Vice President will notify the student in writing. The student will be afforded three business days to submit a written statement and any other documentation or materials relevant to the conditional CIMW and the student's desired outcome before a final determination is made by the Vice President. If warranted under the circumstances, the Vice President may restrict the student from attending classes, living in college housing, or otherwise accessing campus property or participating in College activities during the conditional CIMW.

Based on an individualized review of the facts and circumstances, the Vice President will make a final determination as to whether and for what length the CIMW will be implemented and will notify the student in writing. The student will also be notified of specific conditions, if any, that may be required in order to return to the College, based on the nature and individual circumstances of the CIMW.

A student placed on CIMW may appeal in accordance with the Appeal process set forth below.

Emergency Interim Medical Withdrawal ("EIMW")

The College may initiate an emergency interim medical withdrawal ("EIMW") when it reasonably determines that a student presents an imminent risk of substantial harm to health or safety. The College may initiate an EIMW only under the limited circumstances and only in accordance with the procedures set forth in this Policy. An EIMW may only be initiated: (i) after reasonable efforts to obtain student cooperation for a VMW have been attempted, if feasible; (ii) after other available interim measures have been deemed inappropriate, insufficient, or unsuccessful; and (iii) as a non-disciplinary action. The Vice President may implement an EIMW after conducting an individualized assessment based on objective evidence and documentation. The individualized assessment will evaluate whether there is an imminent risk of substantial harm in light of: (i) the nature, duration, and severity of the risk; (ii) the probability that injury will occur; and (iii) whether reasonable accommodations can sufficiently mitigate the risk. The Vice President will consult with the Appropriate Health Service and others as appropriate, and will exercise reasonable judgments that rely on

current medical information. Circumstances permitting, the Vice President will convene a Committee to assist in the individualized assessment.

The duration of an EIMW will be limited to the period necessary to address the imminent risk of substantial harm to health or safety. While under EIMW, the student is prohibited from attending classes or living in College housing, and may be trespassed from campus or other College facilities and/or prohibited from participating in College activities if warranted under the circumstances.

A student placed on EIMW will be notified in writing by the Vice President as soon as possible. The student will also be notified of the specific conditions that are required in order to return to the College, based on the nature and individual circumstances of the EIMW. A student placed on EIMW may appeal in accordance with the Appeal process set forth below.

The EIMW process is intended to address emergency situations on an interim basis. Where appropriate and in accordance with the terms and conditions of this Policy, an EIMW may be converted to a VMW or a CIMW.

Return from Voluntary, College-initiated, or Emergency Interim Medical Withdrawal

All conditions for returning to the College will be the same for VMW and CIMW. The conditions for returning to the College from an EIMW will be equivalent, except that relevant timelines will be adjusted to account for the interim nature of the withdrawal.

The goal of a medical withdrawal is to ensure that students return with an increased opportunity for academic and personal success. Students are encouraged to take the time necessary to achieve this goal. Students may wish to periodically check in with the Graduate School Dean during their leave, as indefinite leaves will not be permitted.

A student seeking to return to the College from a medical withdrawal should take the following steps to initiate the re-enrollment process:

- A. Contact the Appropriate Health Service and provide all required documentation. With the exception of students placed on EIMW, it is requested that students submit all material by December 1 for consideration for the Spring Semester, April 1 for summer sessions, and July 1 for Fall Semester. This will help to ensure that the AVP and the Appropriate Health Service have sufficient time to review the request and facilitate re-enrollment as appropriate. If materials are received after the relevant deadline, the College will make reasonable efforts to review the request in a timely manner.

- B. Have the student's treatment provider(s) send a report to the Appropriate Health Service documenting the provider's work with the student, the student's clinical status, and an opinion as to the student's readiness to safely and successfully resume academics and college life. The student's treatment provider may also include any conditions or recommendations for ongoing treatment, or other suggestions to support the student's academic and personal well-being upon returning to the College. The Appropriate Health Service relies heavily on information received from the student's treatment provider. Students will be asked to provide Release of Information Forms so that representatives of the Appropriate Health Service may communicate with treatment providers and others as appropriate regarding the student's return.
- C. As required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, provide information to the Appropriate Health Service showing that the student has reasonable capability of day-to-day functioning while a student at the College, with or without accommodation. There are several ways a student might be able to sufficiently demonstrate their day-to-day functioning, and the AVP will discuss appropriate options with the student upon request.

D. As required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, provide a brief written statement describing: (i) the student's experience away from the College including the activities undertaken while away; (ii) the student's current understanding of the factors that led to the medical withdrawal and any insights the student has gained from treatment and time away; and (iii) how the student plans to ensure a successful return to the College and to sustain their academic and personal well-being.

Reasonable effort will be made to respond to a student's request to return from a medical withdrawal within ten business days of receipt of all required materials. Additional time may be required based on extenuating circumstances.

If the information received from a treatment provider requires further explanation or clarification, or when there is a disconnect between the medical information provided and other information in the student's file, the Appropriate Health Service may contact the treatment provider to obtain additional information. In exceptional cases as required by the AVP depending upon the nature and individual circumstances of the medical withdrawal, the student may be asked to obtain a second, independent evaluation from a licensed medical professional approved by the Appropriate Health Service. The purpose of the

independent evaluation is to document the student's clinical status and provide an opinion as to the student's readiness to safely and successfully resume academics and college life.

Upon receipt of all required materials, the AVP and the Appropriate Health Service, in consultation with others as appropriate, will determine if the student appears ready to resume academics and college life. If approved to return, the student will be required to check-in with the Appropriate Health Service to review the student's current safety and plan for sustained health, including recommendations for ongoing treatment and/or other support services as appropriate.

Students with disabilities are eligible for reasonable accommodations. Students are responsible for communicating any requests for accommodation to the Department of Accessibility Services (DAS). Detailed information on the process for requesting accommodations is available at the DAS website: <https://intranet.babson.edu/student/welcome-department-accessibility-services-das>.

The student will be approved to return to the College when the documentation demonstrates that the student is ready to safely resume studies and be a successful member of the campus community. If approved, the student will be notified in writing and informed of any applicable academic, housing, administrative, or other requirements for return.

If the student is not approved for return from a medical withdrawal, the student will be notified in writing along with recommendations that will enhance the likelihood that a future request to return will be granted. The student may appeal the denial of their request to return from a medical withdrawal in accordance with the Appeal process set forth below.

Appeals Process

A student has a right to file a written appeal ("Appeal") to the Vice President requesting review/reconsideration of: (i) the denial of a request for VMW; (ii) the denial of a request for return from a medical withdrawal; (iii) the implementation of a CIMW; or (iv) the implementation of an EIMW. The Appeal must be submitted to the Vice President within five business days of the date of the notice to the student.

The basis for the Appeal are limited to the following: (i) material information or evidence not considered in the original determination; (ii) new information or evidence that was not available at the time of the original determination; and/or (iii) a material deviation from procedures that was prejudicial to the student and that affected the outcome of the original determination. Appeals made on other grounds will not be considered.

As appropriate, the student should include relevant supporting documentation with the Appeal. The Vice President will carefully consider the Appeal and any supporting documentation and render a final decision based on the best available information and an individualized review of the facts and circumstances.

A final decision on the Appeal of the implementation of an EIMW will be made within three business days of receipt. Final decisions on all other appeals will be made within ten business days of receipt, or the Vice President will notify the student that additional time will be necessary to consider the Appeal. The decision of the Vice President on the Appeal is final and not subject to further review.

Graduation Requirements

Graduation Requirements

Please note that the degree will be granted in the semester in which the student has met all academic course requirements and where the student is in good standing in all respects.

Degree Time Limit

Program	Maximum Number of years allowed to complete program
MBA (Online and Miami)	8 Years from entry date
MSBA (Wellesley)	4 years from entry date
MSBC	4 years from entry date
Certificates (CAM, CLE, CAAA)	3 Years from entry date

Students eligible to take a leave of absence should keep in mind the program-specific time limit is still in effect.

An exception to the degree time limit requirement may be made at the sole discretion of the Office of Graduate Academic Services in unusual circumstances where compelling cause is demonstrated.

Latin Honors

Honors at graduation are awarded to graduate students by program as follows:

- Summa Cum Laude: 3.80 to 4.00
- Magna Cum Laude: 3.70 to 3.79
- Cum Laude: 3.60 to 3.69

Honors are determined based on GPAs of all graduates from within the current academic year.

Commencement Participant Policy

Graduate School students who have not yet completed their degree requirements may be eligible to participate in the May Commencement ceremony. Students must meet the criteria outlined below. At the Commencement ceremony, participants will wear the full academic regalia, sit with all graduates, have their name announced, and have their name printed in the Commencement program with the appropriate notations (honors will not be listed).

The 2027 Graduate School Commencement participant policy is outlined below.

To be eligible to participate in a Commencement ceremony, you must meet the following criteria:

1. Students currently enrolled in a Babson degree program who registered for their remaining degree requirements by March 31, 2027 and are expected to graduate in August 2027l.
2. Maintain a minimum 2.80 cumulative GPA and be eligible in all other respects for graduation.
3. Complete an Application for Degree. Make sure you select August from the Anticipated Graduation Date field. **Please note—the May App for Degree deadline of March 31 applies to walkers.** If the Application for Degree is not completed by this deadline, the name printed in the Commencement program and the name read at the Commencement ceremony will be the name that appears on your academic record. Once you submit your App for Degree, you should expect to see "Your information has been saved." You will not receive a confirmation email.
4. Complete the Commencement Clearance Process (CCP). This site opens in April. The CCP is where you RSVP to the Commencement ceremony and complete additional tasks to be eligible to participate.

Certificate students are not eligible to participate in the Commencement ceremony.

Recording Classes

Babson College prohibits the use of recording devices to record class lectures or discussions unless a student has received the prior written approval of the professor, lecturer, guest lecturer, or speaker or has received prior written approval from Accessibility Services. The recording may not be accessed or used by any other individual. The recording may not be reproduced, transcribed, distributed, publicly played, or transmitted without the prior written approval of the professor, lecturer, guest lecturer, or speaker. In accordance with the above policy, all students should be aware that any class, including class discussions, may be subject to recording.

Additional information, as well as policies and procedures, can be found on the [BabsonHub](#), by the Department of Accessibility Services (DAS) at accessibility@babson.edu, or by calling 781-239-4075.

Orientation

All students entering the MBA, MSBC, or certificate (CAM, CAAA, CLE) programs are required to attend and fully participate in all orientation and onboarding activities and tasks. Onboarding and orientation may require either or both online and in-person attendance. The purpose of orientation is to introduce students to Babson's approach to instruction and may also include required academic pre-work. Students who complete all required tasks are better prepared to begin Babson's rigorous graduate programs. Students who fail to attend orientation, or fail to complete required tasks by their deadline, may be withdrawn from the F.W. Olin Graduate School of Business at the discretion of Graduate Admissions.

Transcript Requests

The Registrar's Office has partnered with the National Student Clearinghouse to provide an online ordering service for processing transcript requests. The National Student Clearinghouse offers electronic and printed transcripts. Transcripts may be requested on the transcript section of the Registrar's website.

Family Educational Rights and Privacy Act (FERPA)

The Federal Family Educational Rights and Privacy Act (FERPA or Act) of 1974 (20 U.S.C. § 1232g; 34 CFR Part 99) is a federal law that protects the privacy of student education records. "Education records" are "those records, files, documents and other materials which (i) contain information directly related to a student; and (ii) are maintained by an educational institution."

FERPA affords students certain rights with respect to their education records.

These rights are:

1. The right to inspect and review the student's education records within 45 days of the day the College receives a request for access. Students should submit to the Registrar written requests that identify the record(s) they wish to inspect. The Registrar will make arrangements for access and notify the student of the time and place where the records may be inspected.
2. The right to request the amendment of the student's education records that the student believes is inaccurate or misleading. Students may ask the College to amend a record that they believe is inaccurate or misleading. They should write to the registrar, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the College decides not to amend the record as requested by the student, the College will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

Note: *The right to challenge grades and notations about disciplinary decisions does not apply under the Act unless the grade assigned or the disciplinary decision rendered was inaccurately recorded.*
3. The right to consent to disclosures of personally identifiable information contained in the student's education records, except to the extent that the law authorizes disclosure without consent.

One exception that permits disclosure without consent is disclosure to college officials with legitimate educational interests. A "college official" is a person employed by the College in an administrative, supervisory, academic or research, or support staff position (including Public Safety and Health Services); a person or company with whom the College has contracted as its agent to provide a service instead of using College employees or officials (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; or another student serving on an official committee, such as a disciplinary or grievance committee, or assisting another college official in performing his or her tasks.

A college official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the College.

Another exception is the release of "Directory Information," which may be released without a student's consent unless specifically prohibited by the student. The following is considered Directory Information:

- the student's name
- permanent and local addresses
- telephone listings
- electronic mail addresses
- digitized photographs and images
- date and place of birth
- major field of study
- grade level
- enrollment status

- dates of attendance
- past and present participation in officially recognized activities, organizations and sports
- weight and height of members of athletic teams
- degrees, honors, and awards received
- the most recent previous educational agency or institution attended by the student

A student's grades are considered Directory Information only to the extent that Dean's List, graduation honors, and/or awards may be published. Individual grades and GPA information are not Directory Information and will not be released without the consent of the student.

Upon request, the College also discloses education records to officials of another school in which a student seeks or intends to enroll, or where the student is already enrolled, so long as the disclosure is for purposes related to the student's enrollment or transfer.

Disclosure without consent also may be made concerning the following: Final results of a disciplinary proceeding in which a student was found to have violated College rules concerning a crime of violence or a non-forcible sex offense. The outcome may be disclosed to the victim regardless of whether a violation was found. Alcohol or drug violations may be disclosed to parents if the student is under age 21. The College reserves the right to disclose information about students to their parents, regardless of the student's age, without the student's written consent in cases involving the student's health and well-being or in the case of a change of student status (including, but not limited to, loss of housing, pending disciplinary proceeding, suspension, expulsion or to comply with a court order or subpoena). For the purposes of this Policy, "parent" means a parent of a student and includes a natural parent, a guardian, or an individual acting as a parent in the absence of a parent or a guardian.

The term "education records" does not include the following records, and therefore such records are not governed by this Policy:

- Records of instructional, supervisory and administrative personnel and educational personnel ancillary to those persons, which:
 - are kept in the sole possession of the maker of the record
 - are not accessible or revealed to any other individual, except to an individual who performs on a temporary basis the duties of the individual who made the record
- College Public Safety Department records which are created and maintained by campus police solely for law enforcement purposes.

- Employment records, when College employment did not result from and does not depend upon the fact that an individual is a student at the College, provided that the employment records:
 - relate exclusively to the individual in that individual's capacity as a College employee
 - are made and maintained in the normal course of business
 - are not available for use for any other purpose

All records relating to a student who also is an employee of the College are included in the definition of education records, if the student's employment is contingent upon the fact that they are a student. For example, work-study program records are education records.

- Health records, which:
 - are created or maintained by a physician, psychiatrist, psychologist or other recognized professional or paraprofessional acting in his or her professional or paraprofessional capacity, or assisting in that capacity;
 - are created, maintained or used only in connection with the provision of treatment to the student; and
 - are not disclosed to anyone except to other than individuals providing the treatment, except that the records may be personally reviewed by a physician or other appropriate professional of the student's choice.

For the purpose of this definition, "treatment" does not include academic and career advising, tutoring, disability management counseling, or any activities which are part of the program of instruction offered by the College. The Health Insurance Portability and Accountability Act of 1996 (HIPAA) Privacy Rule excludes student medical treatment records and other records protected by FERPA.

- Applicant records of individuals who do not enroll in or register with an academic program of the College. If and when applicants become students, their applicant records become education records, which are then accorded the same privacy rights as any other education records governed by this Policy.
- Records (i.e., alumni records) about a person containing only information obtained from that person after that person is no longer a student, or relating to that person and obtained from others after that person is no longer a student.

Restricting the Release of Directory Information

If you do not wish to authorize the release of Directory Information and do not want your Directory Information

to appear in the Student Directory, you must indicate so through the "My Info" section of the Hub. The restriction will be promptly initiated in any electronic media. For any printed media, the restriction will be initiated as of the next printing. At any time after restricting the release of your Directory Information, you may change your mind and choose to authorize the College to release Directory Information. You can grant such authorization at any time by editing the "My Info" section of the Hub.

Students should be aware of the possible consequences of withholding Directory Information, such as missed announcements, mailings and messages, non-verification of enrollment or degree status, and omission from the Commencement program.

4. Students have the right to file a complaint with the U.S. Department of Education concerning alleged failures by the College to comply with the requirements of federal law as they pertain to access and disclosure of students' education records.

The name and address of the Office that administers this law is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, S.W. Washington, DC 20202-5920
1-800-USA-LEARN (1-800-872-5327)

Questions or concerns about the privacy of students' education records or these procedures may be brought to the attention of the Registrar's Office, Hollister Hall, Room 334.

Additional Resources

For more information on FERPA and the regulations promulgated thereunder, please see the following:

[Family Policy Compliance Office \(FPCO\) FERPA 20 USC 1232\(g\) 34 CFR PART 99](#)

Location of General Education Records Maintained by the College

Babson College maintains the following general records:

- Admission and current education status records are maintained in the Department of Student Advising & Success. These records are open to students and may be reviewed by appointment. In compliance with FERPA and other applicable state and federal statutes, records may be redacted for the review. Babson students will be provided with copies of Babson transcripts, degree audits, and their

original student essays. Should a student require a transcript, they must complete a transcript request online through the [Registrar's webpage](#).

- Security and law enforcement records are retained by the director of public safety. Students may request copies of law enforcement records from the director of public safety. Certain legal restrictions may limit or prohibit the ability to grant such a request. The dean of student affairs and the director of public safety maintain final discretion in the consideration of any such request.
- Medical records are maintained by Health Services. These records also are exempted from the provision of the law and are not normally available to students for inspection.
- Disciplinary records are generally maintained by the Office of Community Standards. Students may review these by appointment. In compliance with FERPA and other applicable state and federal statutes, these records may be redacted for the review.
- Financial aid records are maintained by Student Financial Services. Students may review these by appointment. Students are not permitted to review their parents' financial records, unless the documents were jointly signed and submitted by the parents and the student, or if the parent has given written permission.
- Residence Education maintains residence life records and Student Activities and Leadership maintains student involvement and activities records.
- It is assumed that students want their hometown newspapers notified when they graduate, earn awards, or achieve the Dean's List. Students are to notify College Marketing, if they do not wish to participate in this process.

Academic Opportunities

Electives Abroad

Miami students are eligible to take additional optional courses in the Summer between their first and second year.

Students who opt-in can take

- o Online or Blended format, 7-week summer courses – 1.5 or 3 credit courses
- o Short-Term Elective Abroad - 3 credit course
- o Field Experience (MCFE) – 3 credit course

Students who opt-in to participate in any of these options will receive a bill for the tuition in addition to Blended Miami courses; courses will be billed at the per

credit rate. These additional elective credits will not count toward the Miami MBA degree but may be applied toward a CAM upon completion of the MBA.

International Students: International students in F-1/J-1 immigration status should consult with an international student advisor in the Glavin Office before enrolling in a Babson Electives Abroad course to determine if there are any U.S. immigration implications (i.e. full-time status, program completion date, etc.).

Independent Research Projects

Independent research is an individual effort and may be undertaken for academic credit with the prior approval of the student's faculty advisor, the appropriate division chair, and the Office of Graduate Academic Services. The student is responsible for recruiting their own faculty advisor and obtaining the advisor's consent and commitment before applying for an independent research project. Students work closely with the faculty advisor throughout the project. Authorization for an independent research project requires writing and submitting a formal proposal in accordance with the standards set forth by the F.W. Olin Graduate School of Business. Each independent research project conducted as an elective can provide 1.5 or 3 course credits. If a student wishes to complete more than 3 credits of independent research, they may contract for more than one project and can receive a maximum of 6 elective credits toward the degree for all independent research project(s). **All students must have a cumulative GPA of at least 3.00 to qualify. Any student interested in registering for independent research should visit the student portal for more information.**

To pursue independent research:

- Online MBA students must have completed at least 12 credits of core

The Field Experience (formerly known as MCFE)

Field Experience

The Field Experience (formerly known as MCFE – Management Consulting Field Experience) is an elective course open to students in the Online MBA program. The Field Experience Program is designed to give Babson graduate students practical, hands-on experience working with an organization on a business challenge or opportunity. The assignments take place in a variety of business environments which have included Fortune 500

companies, growth companies, venture capital firms, hedge funds and large and small investment companies. Partner organizations submit an organizational challenge and are selected by students based on their matching interests.

The Arthur M. Blank School of Entrepreneurial Leadership

The Arthur M. Blank School for Entrepreneurial Leadership at Babson College enhances Babson's entrepreneurial mindset beyond the classroom through specialized resources for learners across industries and career stages. Through a values-based leadership approach, the Blank School empowers people to pursue opportunities and solve problems with confidence, purpose, and impact.

Centers and Institutes

Arthur M. Blank Center for Entrepreneurship

Established in 1978, the Arthur M. Blank Center for Entrepreneurship is the hub for student and alumni venture creation and entrepreneurial activity at Babson, connecting students and alumni with the resources, mentorship, programs, and community needed to launch and grow new ventures.

Signature programs include:

Rocket Pitch, B.E.T.A. Challenge business competition, Summer Venture Program accelerator, The Butler Launch Pad, Fast Track Cohort, Butler Institute for Free Enterprise Through Entrepreneurship (Butler Institute), Babson College Entrepreneurship Research Conference (BCERC), and the Global Entrepreneurship Monitor (GEM).

Frank & Eileen™ Institute for Women and Allies

The Frank & Eileen™ Institute for Women and Allies empowers students to develop entrepreneurial leadership skills and create social and economic impact through inclusive leadership and innovation.

Signature programs include:

Women Innovating Now (WIN) Lab®, the F&E CWEL Mentor Network, Babson Association of Women MBAs (BAWMBA), and the Diana International Research Institute (DIRI).

Kerry Murphy Healey Center for Health Innovation and Entrepreneurship

The Kerry Murphy Healey Center for Health Innovation and Entrepreneurship connects entrepreneurship with the health sector, helping students explore opportunities to create economic, social, and health impact through innovation.

Student opportunities include:

Global Tech Innovation Lab, research on health innovation and entrepreneurship, mentoring with Senior Fellows, and programming designed to explore innovation and entrepreneurship across the health sector.

Bertarelli Institute for Family Entrepreneurship

The Bertarelli Institute for Family Entrepreneurship supports students in leveraging their family entrepreneurship legacy to chart their own path—whether by launching new ventures, innovating within their family business, or succeeding as entrepreneurial leaders in any field. Students develop critical leadership and relationship skills essential for entrepreneurial success.

Signature programs include:

Student Leadership Forum, Family Entrepreneurship Living Community, Coaching & Convos, and the Global Family Entrepreneurship Network.

Institute for Social Innovation

The Institute for Social Innovation helps students address global challenges through entrepreneurial solutions aligned with the United Nations Sustainable Development Goals. The Social Innovation Fund is a grantmaking initiative for Babson students, that supports experiential learning led by Babson, partner organizations, or self-directed by students.

Tariq Farid Franchise Institute

Babson's approach is distinctive because it integrates franchising within entrepreneurship education, combining academic study, industry practitioners, and student engagement to prepare future franchise founders and leaders. The Tariq Farid Franchise Institute prepares students to build and scale businesses through franchising by combining Babson's entrepreneurial expertise with insights from franchising leaders.

Programs include:

Franchise-focused workshops, mentorship from industry leaders, cross-disciplinary learning experiences, and engagement with Babson's student-led Franchise Society. Students also gain exposure to real-world franchising through guest speakers, a podcast, scholarships, and academic courses such as *Sales and Marketing Dynamics in Franchise Systems*.

C. Dean Metropoulos Institute for Technology and Entrepreneurship

The C. Dean Metropoulos Institute for Technology and Entrepreneurship explores the intersection of entrepreneurship and emerging technologies, helping students develop ventures powered by innovations such

as artificial intelligence and digital platforms. Through experiential learning, cross-disciplinary collaboration, and innovation-focused programming, the Institute helps students apply entrepreneurial thinking to technology-driven challenges.

Student opportunities include:

Participation in the Babson Innovation Fellowship, hands-on projects applying emerging technologies to real-world challenges, and exposure to artificial intelligence and other emerging technologies.

TARCO Institute for Real Estate and Entrepreneurship

The TARCO Institute for Real Estate and Entrepreneurship prepares students to explore real estate as a pathway for entrepreneurial innovation, wealth creation, and community impact. By combining Babson's entrepreneurial expertise with industry engagement and experiential learning opportunities, the Institute helps students develop knowledge and connections across the real estate sector.

Student opportunities include:

Industry speaker events, networking with real estate entrepreneurs and investors, and engagement with Babson's undergraduate and graduate student real estate clubs. Also, real estate treks, sector-specific negotiation training, and incubator and accelerator opportunities for real estate ventures.

**Entrepreneurial Learning Spaces and Resources
Stephen D. Cutler Center for Investments and Finance**

The Stephen D. Cutler Center for Investments and Finance enhances Babson's innovative and practical approach to finance education through programs and resources that enrich the student learning experience, support faculty research, and engage our alumni community.

Signature program:

Babson College Fund (BCF), where selected students manage a portion of Babson's endowment portfolio.

Weissman Foundry

The Weissman Foundry is the prototyping hub for Babson, Olin, and Wellesley Colleges where students experiment, build prototypes, and pursue creative and entrepreneurial projects using tools such as digital fabrication on 3D printers, CNCs, electronics, textiles, and beyond.

Herring Family Entrepreneurial Leadership Village

The Herring Family Entrepreneurial Leadership Village is a campus hub where students engage in collaborative

learning experiences and apply the principles of entrepreneurial leadership through programming, experimentation, and community engagement.

Food and Beverage Business (FABB) Lab

The Food and Beverage Business (FABB) Lab equips students to explore entrepreneurship within the food, beverage, and agriculture industries by connecting them to an ecosystem of mentorship, funding, community, and experiential learning. With a focus on sustainability, innovation, and human connection, the Lab supports both new venture creation and the evolution of existing businesses addressing local and global food challenges.

Student opportunities include:

Community Table gatherings with industry leaders, career treks and networking opportunities across the food ecosystem, and signature events such as Babson Food Fest.

Community Student Code of Conduct

Community Code of Student Conduct

Please note that this version of the Community Code of Student Conduct was updated on August 5th, 2025. For the most up to date version of the code, please visit <https://www.babson.edu/media/babson/assets/community-standards/community-code-of-student-conduct.pdf>.

Community Code of Student Conduct Preamble

The Babson College *Community Code of Student Conduct*, and all that it comprises, aims to promote a positive living and learning community for students at Babson. Integrity, civility, and respect for the community, in and out of the classroom, are recognized by Babson College as [core values](#). The College expects that all students and student organizations will do their utmost to embrace these core values and subsequent expectations. In doing so, students and student organizations will contribute to the development of Babson as a positive living and learning community.

In your coursework, activities, and life in the residence halls, we challenge you to learn, understand, and reflect on how your decisions impact not only yourself, but also the Babson community and the broader communities in which you live, work, and serve. We expect you to be

ethically responsible leaders, both in business and in life. The Babson College *Community Code of Student Conduct* reflects the kind of campus culture that fosters critical learning and development—an essential element to your success, as Babson students, organizations, and future alumni.

Integrity

Babson students and student organizations are expected to act with integrity. Integrity, derived from the Latin word *integer*, means the state of being whole and undivided. Babson students and student organizations are expected to bring their whole selves to each situation and recognize that decisions made in one situation are representative of your whole self. Your actions, behaviors, and decision making should demonstrate reflection and support for the five guiding principles set forth in the Five Pillars of Integrity: honesty, respect, trust, fairness, and ownership.

HONESTY is truthfulness in all that we do and say, including clear attribution for others' thoughts and ideas.

RESPECT is showing sincere consideration and appreciation for individuals and the differences among them.

TRUST is the ability to believe in the integrity and reliability of others.

FAIRNESS is actively ensuring that everyone has access to the same opportunities and community resources.

OWNERSHIP is taking pride in and responsibility for one's actions and authorship and having the courage to compel others to do the same.

As a Babson student or student organization, you are committing to being an active and engaged participant in our community, in partnership with your fellow students, faculty, staff, and alumni. As such, it is our expectation that you familiarize yourself with the following guides for ethical decision making and civil discourse.

Ethical Decision Making

Our Babson community is connected and strengthened by each member's individual commitment to integrity and ethical decision making in all we do. The following steps are designed to guide you through making decisions with integrity.

1. **Identify** – Recognize that you are in a situation that warrants your active participation and then determine your intentions for action.

2. **Evaluate** – Consider multiple courses of action and then weigh the potential impacts of these options prioritizing the College's values of Integrity and Inclusive Excellence.
3. **Act** – Implement your decision with full awareness and responsibility of your decision.
4. **Reflect** – Assess the impact that your decision had on yourself, and others, and then examine the alignment of these impacts with your intentions.
5. **Inform** – Retain your objective reflections and then utilize this information for future situations.

Civil Discourse

At Babson, entrepreneurs from all walks of life gather to learn from one another through the free exchange of ideas. The following elements are designed to provide you with guidance to respectfully engage in difficult conversations with other community members.

1. **Listen** – Actively pay attention to the individual with whom you are speaking; this includes being aware of your non-verbal communication and limiting distractions.
2. **Affirm** – Acknowledge the perspective of the individual with whom you are conversing; you do not need to agree with the individual in order to acknowledge their humanity.
3. **Respond** – Articulate where you agree and disagree within the conversation; use I statements when sharing your perspective, feelings, and reasoning.
4. **Grow** – Allow yourself to gain appreciation for the alternative perspective.

For guidance or questions regarding effectively utilizing these guides, email communitystandards@babson.edu.

Introduction to Student Accountability Processes Student Accountability Authority

Responsibility for the overall administration of undergraduate and graduate student conduct matters at Babson College has been delegated by the College's President to the Vice President of Learner Success and Dean of Campus Life. The Vice President of Learner Success and Dean of Campus Life has designated authority for direct management of the process to the Director of Community Standards. The Vice President of Learner Success and Dean of Campus Life reserves the right to designate this responsibility to others when necessary.

Jurisdiction

Babson College assumes that all students and student organizations will abide by College policies and by state, local and federal law. In addition, the College strives to be a good neighbor to the surrounding community. Therefore, it is expected that students and student

organizations will observe the same standards and expectations whether they are on or off-campus, or in the virtual environment. The College may review any information regarding the conduct of a student or student organization while off-campus to determine if they/it has acted in compliance with local, state, and federal law and/or College policies. Conduct that adversely impacts the educational mission, reputation, or operations of the College will also be reviewed. The College reserves the right, in its sole discretion, to determine whether an off-campus incident involving one or more students or student organization(s), shall be subject to a review by the College's student accountability process. The College also reserves the right to sanction any student found guilty, who pleads no contest, is subject to a continuation without a finding or is found guilty in a court of law for a violation of law. In these instances, disciplinary action will be administered by the Vice President of Learner Success and Dean of Campus Life or their designee.

The role of the Community Standards staff is to interpret the alleged misconduct in order to determine whether the conduct in question is a possible violation of College's regulations or policy, local, state, or federal law; determine if there is sufficient information to pursue a charge; and identify the specific charge(s) that will be brought against the student. If appropriate, the Director of Community Standards may also refer allegations of criminal violations to the Department of Public Safety, the Wellesley or Needham Police Departments, or other law enforcement authorities for investigation.

The College's *Community Code of Student Conduct* applies to a student's conduct from the time of application for admission through the conferring of a degree. This includes conduct that occurs before classes begin or after classes end, during periods between terms of actual enrollment, during a leave of absence or other period of withdrawal. Additionally, all students and student organizations are responsible for the contents of their rooms, cars, or on their person. In the event of a violation committed while still enrolled but unresolved or reported after the responding student or student organization has taken a leave of absence, is withdrawn from the College or has graduated, the College may proceed with the Student Accountability Process. In the case of conduct that could lead to removal or separation from Babson College, the College reserves the right to rescind an admitted student's acceptance or graduated student's degree and/or withhold a degree until a matter is resolved. When the College is investigating a serious violation of policy, as determined by the Director of Community Standards or their designee, the College will place a hold on the student's transcript and request a temporary transcript notation until the matter has been resolved. Should the student request a transcript while the hold is placed on their account official transcript will

not be released and the unofficial transcript will reflect the temporary transcript notation regarding the unresolved matter. Upon resolution of the matter, the College will apply the relevant transcript notation, when applicable and according to the definition of the sanction assigned to the responding student or student organization.

Glossary of Terms

The following glossary is intended to clarify the meaning of key terms used throughout this document. Questions regarding further details of these terms should be directed to the Office of Community Standards.

Appeals Party: The individual or the Appeals Board that is used to decide either to approve or deny a Responding Student/Student Organizations' appeal.

Classification: Graduate or undergraduate student, faculty, staff, etc.

Chairperson of the Board: The chairperson of the board serves as a nonvoting member and is responsible for running the hearing and facilitating the Board's deliberations.

Educational Conference: A meeting between the responding party(ies) and a staff person (Student Accountability Officer) for the purpose of resolving alleged policy violations.

Hearing Board: A body of students, faculty, and/or staff that hear both academic and non-academic cases.

Impacted Party: An individual who experienced the impacts of the responding student(s) or student organization's behavior.

Invited Party: An individual, student organization, or student group invited to engage in Restorative Resolutions for Interpersonal Harm with a reporting party.

No Contact Order: A College-issued order between a student and a community member(s) restricting verbal and physical contact. This tool is typically offered when a student is seeking assistance from the College in managing an interpersonal issue that is not appropriate or unlikely to be resolved through other resolution methods. As appropriate, Stay Away Provisions may be included in the No Contact Order which restrict a student(s) from accessing a particular College location, activity or organization. No Contact Orders can be issued by Public Safety, Community Standards, Title IX Coordinator, and/or the Dean of Student's Office and can remain in effect through alumni engagement. No

Contact/Stay Away Orders issued before the completion of a student accountability process are not an indication of responsibility.

Not in Good Standing: A student or student organization who has an active Change of Status Sanction in place. Students or student organizations that are not in good standing may have limits on what they can and cannot do and may not be eligible for certain privileges. A student's or student organization's standing with the Office of Community Standards may be reportable information to other entities.

Notice of Alleged Violations: Correspondence in letter form sent from the Office of Community Standards to an official Babson College email account to provide notice that information was received indicating an alleged violation of a College policy or regulation. The letter's purpose is to inform the student of the general nature of the issue(s) and outline next steps in the process.

Outcome Letter: Correspondence in letter form sent to the responding student or student organization(s) via Babson email account from the Office of Community Standards outlining: the formal policies or regulations reviewed, the finding of the Board or Student Accountability Officer(s) regarding responsibility of the student for violation of those policies or regulations, and the sanctions (if any) that will be applied as a result of the finding of responsibility.

- Note: All outcome/sanction letters will be placed in the student's educational record. However, only cases of College suspension or expulsion will result in a permanent transcript notation.

Preponderance of Evidence: The notion that it is more likely than not that a policy violation occurred.

Reporting Party (or Reporter): The person who initiated the complaint or resolution request.

Responding Student(s)/Student Organization: A student, students, and/or campus organization(s) whose behavior is alleged to have violated College policy and/or regulations.

Sanctions: Outcome(s) that result from a student being found responsible or having accepted responsibility for the violation of a particular policy(s) or regulation(s).

Student Accountability Officer: A trained staff person from the Office of Community Standards, the Office of Residence Life, or the Dean of Students Office who can facilitate the Educational Conference process.

Student Organizations: Recognized student groups including, but not limited to, registered student organizations, varsity athletic teams, club sports, fraternities and sororities, and Special Interest Housing

communities.

- Note: At the discretion of the Director of Community Standards, or their designee, Student Organizations may be held accountable either through the Office of Community Standards and/or by the office that advises/supports the group. The officers or the leaders of the student organization or a designee from the student membership are expected to represent the organization during the Student Accountability Process. The College's policies do not preclude holding specific members of an organization accountable for their individual acts committed in the context or in association with the organization's alleged violation of College policy.

Support Person: A member of a student or student organization's community that provides emotional and resource assistance for students and/or student organizations engaged in the student accountability process. The support person does not play an active role in the process but, rather, works to help the student navigate the Community Standards Process.

Witness: An individual who, either in-person or in-writing, can provide the Board or Student Accountability Officer with a firsthand account of the events under review. Students or student organizations are not permitted to provide any character references or testimonials on their behalf for the benefit of the Board or Student Accountability Officer(s).

Student Rights and Responsibilities

Fundamental fairness is paramount when resolving reports regarding alleged violations of Babson College's Community Code of Student Conduct. To provide an orderly procedure for the handling of disciplinary and/or restorative matters that will ensure fairness for all students or student organizations involved, the following safeguards will be afforded to all who participate in the Student Accountability Process.

1. All students and student organizations are responsible for reviewing the College's behavioral expectations in Babson College's Community Code of Student Conduct.
2. Written notification of the date, time, and place of any hearing will be delivered to the student's Babson email. It is the student's responsibility to check their Babson email daily following receipt of charges until the process is resolved.
3. Prior to any type of formal Educational Conference or Hearing, the responding student(s) or student organization will receive a written notice of the charges and the source of such charges. This letter

will be delivered to the student's Babson email account and securely accessed with the student's login credentials.

4. The responding student(s) or student organization has the right to be heard by an impartial hearing body.
5. It is the responsibility of the responding student(s) or student organization to promptly resolve any scheduling conflicts with respect to a scheduled hearing. The responding student(s) or student organization has the right to request written postponement of a hearing.
6. The responding student(s) or student organization has the right to request that the perspective of witnesses be considered by the hearing body.
7. The responding student(s) or student organization has the right to request the opportunity to answer questions posed by the complainant outside of the physical presence of the complainant.
8. It is the responsibility of all those participating in the Student Accountability Process to respect the confidentiality of personal information about members of the College community and to preserve the right of privacy.
9. All students and student organizations have the right to report allegations of retaliation resulting from participation in the Student Accountability Process.
10. The responding student(s) or student organization has the right to appeal a Community Standards decision to an appeal party based on limited grounds, as outlined in these documents.

Student Accountability Policies

Standard of Evidence

In educational conferences, board hearings, and the gender-based misconduct process, the hearing body or Student Accountability Officer uses a preponderance of the evidence standards in determining if the responding student(s) is responsible for the alleged violation(s). A preponderance of evidence means it is more likely than not that a policy violation occurred.

How to Report

Violation of the guidelines and requirements contained in Babson College's Community Code of Student Conduct and/or other College policies constitutes grounds for a valid complaint by any member of the Babson Community. Reports of alleged violations may be submitted by any department or by any member of the community utilizing the online reporting form. The Director of Community Standards, or their designee, reviews the alleged misconduct in order to determine whether the conduct in question may constitute a violation of College policies, rules, or regulations, and identifies those specific charges that may be brought

against the student or student organization. When appropriate, certain matters may be referred to Public Safety and/or other applicable law enforcement agencies for further disposition.

Record Retention Policy

Student conduct files are maintained separately from any other academic or official file at the College by the Office of Community Standards. The student's entire conduct file will be retained indefinitely if the case resulted in an expulsion, suspension, a rescission of acceptance, or a revocation of degree. Other conduct files will be retained for seven (7) years after the date of an incident unless the College is mandated to maintain the record in compliance with federal, state, or local law or College policy. Every student may review, upon written request, all non-confidential contents of their conduct file to the extent permitted by law. Audio/video recordings of hearings are used for the appeal process only and are not considered a part of the student conduct file. Educational Conferences may not be recorded by any party.

Prohibited Conduct

The following list of behaviors is intended to represent the types of acts that constitute a violation of Babson College's Community Code of Student Conduct. All community members are responsible for knowing and observing the College's policies and procedures.

Any attempt, successful or not, to violate College policy(ies) may be referred to the Student Accountability Process. Students and student organizations may be held responsible for these actions regardless of the result of the attempt. Students and student organizations are responsible for the consequences of their actions even when the conduct may have been influenced by their physical or emotional state (irrespective of any medical or clinical diagnosis) and/or by the use of alcohol and/or other drugs. Additionally, students and student organizations are responsible for the actions of their guests.

Below is a list of possible policy violations; the violations apply to students and student organizations. The examples listed below each potential policy violation is not exhaustive:

Academic Integrity Policy Violations

See Appendix A for More Information

- Cheating
- Fabrication
- Facilitating Academic Dishonesty
- Plagiarism
- Academically Dishonest Activities

- Unauthorized Collaboration

Abuse of or Interference with the Student Accountability Process

Examples include but are not limited to:

- Disrupting or interfering with the orderly conduct of a student accountability proceeding;
- Falsifying and/or knowingly misrepresenting information to a student accountability officer or hearing body;
- Influencing or attempting to influence another person to commit an abuse of the Student Accountability Process;
- Attempting to discourage an individual's proper participation in, or use of, the Student Accountability Process;
- Attempting to interfere, retaliate, or intimidate any person responsible for addressing incidents and/or administering the Student Accountability Process;
- Submitting a false complaint to the College;
- Failure to comply with the sanction(s) imposed under Babson College's Community Code of Student Conduct.

Aiding in the Violation of Babson College's Community Code of Student Conduct

Any act or action that supports and/or facilitates a violation of the College's Community Code of Student Conduct.

Alcohol Policy Violations

See Appendix C for More Information

- Possession or Consumption of Alcohol by an Underage Individual;
- Overconsumption of Alcohol;
- Providing Alcohol to Underage Individuals;
- Drinking Paraphernalia/Drinking Games;
- Open Container;
- Unauthorized Locations for Alcohol Consumption;
- Central Source (any centralized source where alcohol is kept and easily accessible to the masses, i.e., a keg);
- Excessive Quantities of Alcohol;
- Alcohol Delivery.

Bullying

Repeated or severe aggressive behavior likely to intimidate or intentionally hurt, control, or diminish another person, physically or mentally. This definition does NOT include speech or conduct otherwise specifically protected by applicable law and/or College policy.

Bias

Any act constituting a violation of College policy that is directed at any person and/or group and is motivated by:

race, color, national or ethnic origin, ancestry, religion, sex, sexual orientation, gender identity or expression, age, genetics, mental or physical ability status, and veteran or any other protected status. Cases determined to be bias-related violations of Babson College's Community Code of Student Conduct may be assessed for enhanced sanctions. Complaints of bias behavior can be reported to the Office of Community Standards or submitted through the Bias-Related Experience reporting link.

Damage

Damage, destruction, or defacement of/to personal, College, or public/private property.

Disorderly Conduct Involving a Motor Vehicle

Operating a motor vehicle on or off-campus in a reckless or endangering manner.

Disruptive Behavior

Inappropriate, disorderly, and/or disruptive conduct. Examples include, but are not limited to:

- Behavior in the classroom or instructional program that interferes with the instructor or presenter's ability to conduct the class or program, or the ability of others to benefit from the instruction;
- Behavior that causes inconvenience, disturbance, or alarm;
- Behavior in the residence halls that hinders the ability of residents to living in a safe, reasonably calm environment;
- Intentional disruption of the administration operations of the College;
- Misconduct deemed unbecoming of a Babson student.

Disruptive Gatherings

Gatherings on or off-campus that become disruptive to the Community at large.

Examples include, but are not limited to:

- Excessive noise;
- Excessive attendance beyond what is safe and/or reasonable (overcrowding);
- Central sources of alcohol;
- Permitting underage drinking;
- Uncooperative residents and/or guests.

Driving Under the Influence

Driving a motorized vehicle under the influence of alcohol and/or other drugs.

Drug Policy Violations

See Appendix C for More Information

- Drug Use and/or Possession;
- Drug Paraphernalia;

- Distribution, Sale, or Manufacturing of Drugs;
- Misuse of Prescribed or over-the-counter medication(s).

Endangering Behavior

Conduct, reckless actions, or threats that jeopardize or endanger the general health or safety of any member of the community, including oneself, the community at-large, and/or the operations of the College.

Failure to Comply

Failure or refusal to comply with the reasonable request or directive of a College official (Public Safety officer, residence life staff member, faculty member, or staff member).

Examples include, but are not limited to:

- Failing to produce identification;
- Failing to consent to a room search;
- Fleeing the scene of an incident;
- Failing to adhere to College health and safety guidance.

False Identification

Use and/or possession of false or altered identification.

False Information and Misrepresentation

- Providing false information and/or making misrepresentations to any College official including Public Safety, residence hall staff, faculty members, administrators, and/or any member of the College community acting on behalf of the College.
- Providing false information to any individual or agency including, but not limited to, recruiters and employers, regarding one's status or relationship with the College.

Fare Evasion

The act or attempted act of using a transportation service, whether a public transit authority or a private company, without paying for the service in full.

Fire Life and Safety Violation

See Appendix E for More Information

- Possession of Unauthorized Item(s) (hookahs, candles, unauthorized appliances, etc.);
- Hanging items for ceilings, pipes, or lights;
- Failure to evacuate a building during a fire alarm;
- Tampering with fire extinguishers, fire exits, pull boxes, hoses, smoke alarms, heat sensors, or emergency phone/lighting equipment;
- Obstruction of a fire exit, hallway, or fire/Public Safety personnel in the performance of their duties;
- Smoking in an unauthorized area;
- Causing a fire.

Gambling

Gambling as prohibited by the laws of the Commonwealth of Massachusetts (may include: raffling, lotteries, etc.). See: Massachusetts Gambling Laws

Gender-Based Misconduct:

See Appendix H for More Information

Harassment

Severe, persistent, and/or pervasive conduct, including any form of communication or expression, any physical act or gesture, or any combination thereof, directed at one or more individuals that has the purpose or effect of: causing physical or unreasonable emotional harm to such individual(s) or damage to their property; placing the individual(s) in reasonable fear of harm to their safety or property; or infringing on the rights of other community members to fully participate in the programs, activities, and mission of the College.

In evaluating the purpose or effect of potentially harassing conduct under this section, the College will consider the perception and/or reaction of a hypothetical reasonable person under like circumstances. The College will also consider the full context of the conduct, giving due consideration to the protection of the College climate, individual rights, freedom of expression and academic freedom. Not every act that might be considered offensive to an individual or a group constitutes harassment and/or a violation of College policy. Additionally, the College may consider intentional adverse action taken against a responding student or student organization after it was determined that the responding student or student organization did not violate College policy as a violation of the Harassment policy.

Hazing

See Appendix F for More Information

Any action or situation that recklessly or intentionally endangers, or has the potential of endangering, the mental or physical health or safety of a student for purposes including, but not limited to, initiation or admission into or affiliation with any organization. This policy applies to student groups, teams, and organizations of any kind whether or not they are registered or recognized by the College (collectively, "Student Group(s)"). Examples of Student Groups include but are not limited to athletic teams, fraternities and sororities, and any other student group or organization. This policy also applies to all members of the College community, including faculty, staff, students, alumni, and other affiliates.

Hazing is prohibited both on- and off-campus, regardless of whether someone consents to participate in hazing activities. The College defines three categories of hazing,

but prohibited behaviors can span categories depending upon context, severity, and other factors. A non-exhaustive list of examples of prohibited potential hazing behaviors by category can be found in Appendix F. The three categories as defined by the College are as follows:

- **Subtle Hazing:** Behaviors that create or build upon a power imbalance between members of a group, team, or organization. Subtle hazing is often taken for granted or viewed as harmless by those doing or being impacted by subtle hazing. Subtle hazing often disrupts one's integrity and mutual respect, oftentimes resulting in humiliation or embarrassment.
- **Overt Hazing:** Behaviors that may cause physical, emotional, or psychological discomfort or undue stress to oneself or others.
- **Potentially Violent Hazing:** Behavior that may cause physical, emotional, or psychological harm to oneself or others.

Misuse of College Resources

Demonstrating lack of regard for College Regulations and/or policies.

Examples include but are not limited to:

- Accumulation of an excessive* number of parking tickets;
 - Accumulation of an excessive* number of residence hall lockouts;
 - Disregard for residence hall key replacement processes;
 - Inappropriate use of College forms;
- *Please note that the Departments of Residence Life and Public Safety reserve the right to determine what constitutes an "excessive number" of parking tickets and/or lockouts.

Misuse of Space

See Appendix I for More Information

Utilizing college-owned buildings or private property in a manner outside of its intended use.

Non-compliance with Office of Student Engagement Travel Policies

Failing to adhere, knowingly or unknowingly, to the travel policies as outlined in the Club/Organization Manual, including, but not limited to violating chaperone expectations, college van usage, as well as unapproved travel.

Non-compliance with the Law

Failing to adhere to all federal, state, and local laws.

Physical Abuse/Violence

Physical abuse of others including, but not limited to, fighting and/or inflicting injury. Self-defense may only be used to the limited degree necessary for self-protection.

Public Exposure

Publicly exposing one's intimate body parts. Examples include but are not limited to public urination and public sex acts.

Residence Hall Violations

See Appendix G for More Information

- Unauthorized Furnishings;
- Guests;
- Noise;
- Pets;
- Possession of prohibited item(s);
- Roofs, Windows, and Fire Escapes.

Retaliation

Any adverse action taken against a person on the basis of their participation in a protected activity.

Examples of protected activity include but are not limited to:

- participating in or otherwise assisting with a College investigatory procedure or law enforcement investigation;
- filing a complaint alleging a College policy violation or a violation of law; or
- filing a complaint about the College's policy for resolving alleged violations of policy.

Examples of adverse action include, but are not limited to:

- threats, intimidation, continued harassment or other misconduct;
- discouraging an individual from participation in an investigation or adjudication process;
- adverse educational or employment consequences.

The College maintains the right to take action against a student for other legitimate reasons in accordance with College policies and procedures, even if that student has filed a complaint with the College or otherwise participated in a protected activity.

Retaliation by any member of the College community or any person acting on their behalf is strictly prohibited. Retaliation is a serious violation that can result in sanctions independent of the merits of the underlying complaint or allegation. The College will respond immediately to retaliation and impose disciplinary measures as appropriate including, but not limited to, interim or longer-term suspension from the College.

Smoking

Smoking in any College building including but not limited to, tobacco products of any kind (cigarettes, e-

cigarettes), vaporizers, or hookahs. and/or failing to maintain a minimum 25 feet distance from a building entrance while smoking or vaping.

Theft

Actual or attempted theft of personal property, deliveries, College property, public/private property or identity and/or the possession of stolen property.

Unauthorized Presence

Unauthorized presence in College-owned buildings and/or private property. Instances where force is used to gain access may be assessed for enhanced sanctions.

- Tampering with locks to College buildings and/or private property;
- Unauthorized possession and/or use of College keys and/or Babson OneCard;
- Alteration and/or duplication of College keys and/or Babson OneCard;
- Accessing residence hall rooms without explicit permission from the resident(s) assigned to the space;
- Accessing restricted areas of residence halls or other campus buildings.

Violations of the Computer Code of Conduct

See Appendix D for More Information.

It is the responsibility of each community member to use the services provided by the College's campus network and computing systems appropriately and in compliance with all College, town, county, state, and federal laws, and regulations.

Violation of Published College Policy

Violation of any College policy, rule, or regulation published in hard copy, communicated in writing, or available electronically on the Hub or College Website.

Weapons

Possession of illegal or dangerous weapons on campus. This includes, but is not limited to, guns of any type (including airsoft and BB guns), knives (other than those used solely for cooking), chemical weapons, slingshots, martial arts weapons, and bows/arrows.

Processes for Resolution

Babson College reserves the right to review any matter that it feels may represent a violation of its policies. Students and student organizations should be aware that there is no prescribed path a given matter may take to resolution. If a matter is to be reviewed, it will be the sole discretion of the Director of Community Standards, or their designee, to determine the appropriate process. Once the process has been determined, the student will

be bound by the procedures from the Educational Conference through the appeals process, if applicable to the case.

The Director of Community Standards, or their designee, reserves the right to determine if the incident can be resolved through adaptive means of resolution by mutual consent of the responding party(ies) and the reporting or impacted party(ies). The Student Accountability Officer will suggest the best adaptive resolution based on the matter and the individuals involved.

Students and/or student organizations involved in any of the College's Student Accountability Processes are advised that these proceedings are not a legal process and are not intended to rise to the level of civil or criminal proceedings. Please review the processes and procedures outlined below.

When an incident cannot be assigned to one of the processes due to extraordinary circumstances, the decision regarding the appropriate process will be made by the Director of Community Standards, or their designee. The Director of Community Standards, or their designee, has the sole discretion in determining the process to be followed and/or any appropriate modifications to each process.

All parties involved in any part of resolution procedures are expected to keep in confidence the names of all parties involved, charges alleged, sanctions imposed, appeal status, etc. All hearings and Educational Conferences will be closed to the public and the press.

Alleged violation(s) of Babson College's Community Code of Student Conduct arising in the context of alleged gender-based misconduct subject either to the Gender-Based Misconduct Policy or the Title IX Policy may be addressed under Babson College's Community Code of Student Conduct or such other policy in the sole discretion of the Director of Community Standards in consultation with the Title IX Coordinator.

Interim Restrictions

Under the limited circumstances described below, the Dean of Students or their designee may impose a temporary College suspension, residence hall suspension or other restriction(s) related to College property, programs, or activities. Interim restrictions become effective immediately and may be imposed at any point prior to the final resolution via the Student Accountability Process or other processes.

Whenever necessary, interim restrictions will be imposed to a) ensure the safety and well-being of members of the College community and/or surrounding communities, b) to maintain the normal operations of the College, and/or

c) to preserve College property. The nature of the interim restriction(s) will be based on a careful review of all available information and the particular facts and circumstances of each situation.

The interim restriction(s) will be confirmed by written notification to the student and shall remain in effect until the conclusion of a process, without undue delay, in accordance with the Student Accountability Process and policies. Violations of interim restrictions may result in action up to and including suspension or expulsion from the College.

The student may, within five (5) business days of the imposition of the interim restriction(s), petition the Vice President of Learner Success and Dean of Campus Life or their designee for a modification or removal of the restriction(s). The petition must be in writing and must include supporting documentation or evidence that the particular restriction was unwarranted, excessive, or imposed improperly. A decision on such a petition will be made without undue delay by the Vice President of Learner Success and Dean of Campus Life or their designee.

No refunds for lost tuition, housing, or meals will be made due to an interim restriction period. An interruption in a student's course of study may result in required courses no longer being available or only available on a limited basis. At its discretion, the College may allow course substitution, independent study opportunities, and/or a course taken off-campus for credit (at the student's expense). Requests for alternative course of study related to the imposition of interim action can be submitted in writing to the Dean of Students. Any student who experiences an involuntary interruption in their course of study should immediately contact their Student Success Advisor for academic guidance.

No Contact/Stay Away Orders

Under certain circumstances, it may be necessary for a College administrator to restrict a student's access to a college-owned building and/or individual(s). While these orders are determined on a case-by-case basis, they may be associated with alleged behavior that may need to be addressed through a conduct or other administrative process, or they may be granted as a supportive measure to enhance the comfort of community members. Individuals will be notified of these orders in writing via their Babson College email address. These orders become effective immediately and may be imposed at any point prior to the final resolution via the Student Accountability Process or other administrative process. Such orders may be implemented by Public Safety, Dean of Students, Community Standards, or Title IX

Coordinator. No Contact/Stay Away Orders issued before the completion of a student accountability process are not an indication of responsibility.

Educational Conferences

The Educational Conference is a meeting between a responding student(s), or a student organization representative(s), and a Student Accountability Officer for the purpose of resolving alleged policy violation(s). The Director of Community Standards, or their designee, has discretion to assign a specific Student Accountability Officer to a given matter.

Initiation of Process and Use of the Educational Conference

The responding student(s) or student organization will receive a letter sent to their Babson College email informing them of the incident and alleged violation(s) in question. The letter will include the date, time, and location of the appointment with the Student Accountability Officer to discuss this issue. Failure to attend the meeting(s) by the date in the letter may result in a decision being determined without the benefit of input from the student or student organization. It is the student or student organization's responsibility to promptly reschedule the meeting if they are unable to attend due to academic-related conflicts and to check their Babson email daily following receipt of the notification until the process is resolved.

Educational Conference Procedures

At the Educational Conference, the responding student(s) or student organization will be asked to provide their perspective on the incident. The Student Accountability Officer will review the incident report with the student(s) or student organization. The Student Accountability Officer will also ask the responding party to verbally respond to the charges. The responding student(s) or student organization has the right to request that the Student Accountability Officer interview any relevant witnesses. However, witness interviews will be determined and conducted at the sole discretion of the Student Accountability Officer. Additional and relevant information, witness names, etc. can be submitted via the guidance of the Student Accountability Officer assigned to the individual case.

Please note: incident reports and/or any other relevant written documentation will be shared with the student(s) or student organization in the Educational Conference and will not be provided to the responding student(s) or student organization in hard-copy or electronically.

Determining an Outcome

A decision will be made by the Student Accountability Officer(s) to determine if the student or student organization is to be found responsible in whole or in part for the alleged policy violation(s) and behavior. If the student(s) or student organization accepts responsibility or is found responsible, the Student Accountability Officer will impose appropriate sanctions.

Outcome Notification

Notification of the Educational Conference decision will be provided to the responding student(s) or student organization within five (5) business days after the conclusion of the Student Accountability Officer's investigation. A decision letter will be sent to the responding student(s) or student organization representative's Babson email indicating the decision of the Student Accountability Officer. Outcome notifications for responding student organizations will be shared with the Campus Advisor, and, where applicable, the Inter/National Organization.

All responding students or student organizations have the right to file an appeal of the outcome resulting from an Educational Conference based on limited grounds outlined in this document. It is important to note that once imposed, sanctions are enacted immediately. While an appeal is pending, any sanction(s) may or may not be suspended or modified at the discretion of the Director of Community Standards, or their designee, as applicable. If the appeal is denied, the original sanction(s) will remain in place as they were originally, except applicable deadlines may be modified to accommodate the delayed period. If the responding student(s) or student organization has been subject to interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee. Please see the Appeals Section for details.

The Hearing Board

A Hearing Board may be convened for matters where the Office of Community Standards staff determines that the student(s) and/or student organization may be eligible for a potential separation from the College, which includes removal from housing, suspension, and/or expulsion. A Hearing Board is the typical option for resolution of a matter where the responding student(s) and/or student organization may be eligible for a separation from the College. However, if the responding student(s) and/or student organization wishes to have the matter addressed through an administrative hearing process in lieu of a hearing board, the responding student(s) and/or student organization may request to do so by contacting the Office of Community Standards. Additionally, the Director of Community Standards, or their designee, reserves the right to select an appropriate resolution method in cases where the responding

student(s) and/or student organization has not made a selection of a resolution process before the deadline listed in their initial notification letter.

Initiation of Process and Use of a Hearing Board

The responding student(s) and/or student organization will receive a letter sent to their Babson College email informing them of the incident and alleged violation in question. The letter will include (1) the alleged Community Code of Student Conduct violation(s) and (2) that the Office of Community Standards has identified that the alleged violation(s), the incident context, and the student(s) and/or student organization conduct history mean the responding student and/or student organization may be eligible for a potential separation from the College. The letter will provide details about the Hearing Board process, as well as the option to elect to go through an administrative hearing in lieu of a Hearing Board. A member of the Community Standards staff will communicate with the student(s) and/or student organization as to next steps.

Composition

The Hearing Board is composed of members from three Babson constituencies: students, faculty, or staff. The following is a typical composition of the board:

- A chairperson, two student hearing board members, and one faculty or staff member.
 - When possible, the board will be composed of student members who reflect the classification of the responding party.

The Director of Community Standards, or their designee, has the authority to determine the best course of action when circumstances of a case and/or the timing of a case prevent the ability to convene a Hearing Board, or when the composition of the Hearing Board needs to be altered.

Role of the Community Standards Staff

The Director of Community Standards, or their designee, appoints a staff member to serve as the Advisor to the Hearing Board. The Advisor serves as a resource during the hearing. In this capacity, they advise the Board as to proper procedures, institutional policy, and sanction precedent. Upon request from the Board, the Advisor may recommend appropriate sanctions. However, the Hearing Board is not bound to act on the recommendation.

At the discretion of the Advisor, observers may be invited to attend College hearings. This invitation will occur prior to the date of the hearing.

Hearing Board Processes and Procedures

If the responding student or student organization chooses or is required to proceed through the Hearing Board, the following will occur:

- The responding student or student organization will receive a notice informing them of the date, time, and location of the Hearing, as well as a list of Hearing Board members who will be serving during the hearing. The hearing will be scheduled no earlier than five (5) business days from the date the notice was sent.
- It is the responsibility of the responding student or student organization to promptly resolve any scheduling conflicts with respect to a scheduled hearing. The responding student or student organization has the right to request written postponement of a hearing; however, postponement is rarely granted unless there is a significant circumstance that is subject to the approval of Community Standards Staff.
- It is the responsibility of the responding student or student organization to promptly inform the Office of Community Standards of any conflict of interest with Hearing Board members serving on their hearing no later than three (3) business days prior to the hearing.
- Prior to the hearing, Board members will be asked if they have a conflict of interest in relation to this hearing. If a Hearing Board member indicates they are unable to remain impartial, they will be replaced with an alternate Hearing Board member, or if the Advisor believes they are unable to do so, the Board member shall be excused. The responding party will be notified accordingly.
- All members of the Hearing Board will be instructed to give no weight to any outside information that they have heard regarding the case. Board members will be asked only to consider information from the hearing itself and the hearing packet.
- A responding or reporting party(ies) who wish to submit relevant documentation in support of verbal statements must send all statements to the Office of Community Standards at least three (3) business days prior to the hearing.
- All responding or reporting parties have the right to receive copies of and review the Hearing Board case packet. This information will be provided at least two (2) business days prior to the hearing. Community Standards Staff will ensure the distribution of materials to the Board as well as all responding and reporting parties.
- In cases where the responding party(ies) and/or reporting party decline participation in the hearing process, the hearing will continue as scheduled and

Board members will be instructed not to consider the lack of participation in and of itself as a factor in their deliberations.

In cases involving more than one responding student or student organization, the Director of Community Standards, or their designee, will determine whether the responding students or student organizations will receive separate and distinct hearings. In making this determination, the Community Standards Staff will consider whether the conduct in question arises from a common set of facts, whether separate and distinct hearings would be confusing to the Board, or whether separate hearings would not permit the Board to consider the information in its proper context.

In cases where separate hearings are held, the Board has the discretion to hear all cases before determining the outcome in any one case. Therefore, the time frame for written notification will be extended until all cases have been heard.

All outcomes will be based on the case packet materials and verbal statements presented to the Board.

Previous disciplinary action taken against a responsible responding student or student organization may be considered by the Board solely in the determination of a sanction once a determination of responsibility has been made. The responding student or student organization may voluntarily discuss details of their prior disciplinary history with the Board. Aside from this instance, the Board will not be provided with information regarding any such history until a finding of responsibility has been reached.

The Board's chairperson will prepare a brief written summary and rationale to accompany the outcome determination. This will be made available for review, upon request, to the responding student or student organization after the outcome has been determined and delivered to the responding student or student organization.

The responding student or student organization, witnesses, or support person(s) should keep the case confidential and are requested to refrain from sharing details of the proceedings to protect the integrity of the process and the privacy of those involved.

Support Persons and Witnesses

Both the responding student or student organization and the reporting party have the right to one (1) support person. The support person may be a member of a student or student organization's community who is not involved in the matter. Any parties planning to have a support person at the hearing must notify the Office of

Community Standards at least three (3) business days prior to the hearing. *Note: hearings will not be rescheduled based on a support person's availability.

- The support person's role is limited to providing support to a student or student organization leading up to and during the hearing process. During the hearing, the support person may not address the Board directly or speak directly to witnesses, but may privately confer at reasonable times, with their student or student organization.
- The Community Standards Staff may exclude a support person from a hearing or terminate a student or student organization's right to have a support person, for good cause.
- The support person may not act as a witness for the student or student organization, and a current member of the Board may not serve as a support person.
- The chairperson and/or the Advisor to the Board reserves the right to dismiss a student or student organization's support person should they interfere with the hearing in any way.

The responding student or student organization and the reporting parties will be permitted to call and question witnesses on their behalf. Witnesses are often limited to those who have firsthand knowledge of the events being reviewed and may be limited at the Community Standards Staff's discretion. Witnesses will be invited to participate at their discretion, and the College will not compel any witness to participate. All parties must present a written list of all witnesses to the Community Standards Staff for approval three (3) business days prior to the hearing. *Note: hearings will not be rescheduled based on a witness's availability.

- The responding student or student organization and reporting parties are solely responsible for communicating with their witness(s) about the date, time, and location of the hearing. The list of witnesses will be included in the packet provided to the Hearing Board as well as the responding and reporting parties.
- Witnesses are called into a hearing when needed. They will not sit in on the entire hearing.
- Students or student organizations are not permitted to provide any character references or testimonials on their behalf for the benefit of the Board.

The Hearing

If either the responding student or student organization, or the reporting party fails to appear or chooses not to participate in the hearing, it will be the decision of the Advisor to the Board whether to reschedule the hearing or proceed without the benefit of input from that party.

Hearings that take place absent a party or with limited or no input from one of the parties are not considered grounds for an appeal.

At the start of a hearing, the responding student or student organization will be asked to respond to the policy violations of which they have been charged. They have the right to respond as follows: not responsible, or responsible. If the responding student or student organization is not present, they automatically enter a response of "not responsible".

The responding student or student organization and the reporting party will each be permitted to speak or present relevant written information on their behalf. Verbal statements may be limited by the Board chairperson or the Board Advisor, should they become repetitious or if they are irrelevant, at their discretion.

The hearing will be recorded by the College. Separate recording by any hearing participant is not permitted. The recording and all correspondence are confidential. The recording may be used if the responding student or student organization files for an appeal (as outlined in the appeal section of this document). The responding student or student organization may listen to/watch the recording in preparation for the appeal process. The recording must be listened to/watched in the Office of

Community Standards and in the presence of a designated staff member. Copies of the recording are not permitted.

Order of the Hearing

The general order of a Hearing:

- Introduction of the case by Board chairperson and reading of the charge(s);
- Statement of responsibility;
 - The responding Student or Student Organization is asked to respond responsible or not responsible to the charges as read.
- Opening statements;
 - Reporting Party(ies)
 - Responding Student or Student Organization
- Questioning of the Responding Student or Student Organization and Reporting Party(ies) by the Board;
- Presentation of witness(es) by the Reporting Party(ies);
 - Questioning by Reporting Party(ies)
 - Questioning by Responding Student or Student Organization
 - Questioning by Board
- Presentation of witness(es) by the Responding Student or Student Organization;
 - Questioning by Responding Student or Student Organization
 - Questioning by Reporting Party(ies)

- Questioning by Board

- Final Questioning of the Responding Student or Student Organization and Reporting Party(ies) by the Board;
- Summation of the case by the Reporting Party(ies);
- Summation of the case by the Responding Student or Student Organization;
- All parties other than the Board and its Advisor are dismissed. The Responding Student or Student Organization will be notified of next steps;
- The Board determines responsibility for each potential code violation.
- The Board may be provided with additional information if applicable by the Advisor depending on the responsibility determination. The Board then determines sanctioning.
- The Responding Student or Student Organization is notified of the responsibility finding(s) and sanctions, if any, by the Advisor of the Board.

The procedural order may be changed during a hearing, should the Board chairperson deem it beneficial or to expedite the hearing process. The responding and reporting parties will address the Board according to the process outlined above or as otherwise directed by the Board chairperson.

During a hearing, all questions will be directed to the chairperson.

Disruptions of any kind will not be tolerated by the Board. In such circumstances, the Board chairperson may order the removal of the person(s) causing such disruption. Under extreme circumstances, and in consultation with the Advisor, the Board may order the exclusion of that person's statements. Questions regarding procedures during the hearing should be directed to the Board chairperson. The Advisor will provide clarification when appropriate. In the absence of a Reporting Party, the Advisor will present information to the Board. The presentation of information will include the report to the College and any information gathered via a Community Standards and/or Public Safety investigation.

Outcome of the Hearing

When the hearing is concluded, the Board adjourns with the Board Advisor present to discuss the information that has been presented, and to make a determination. After the discussion is complete, a vote is taken to determine responsibility of the responding student or student organization relative to each specific charge. A simple majority vote is sufficient for a finding. In its deliberations, the Board considers guidelines provided by the College in Babson College's Community Code of Student Conduct, the nature of the violation, and the impact of the violation on the individual(s), the Babson community, the municipalities, including Wellesley and

Needham, and the College's reputation as a member of the community at-large. The Board views each case as distinct, which allows it to consider the unique aspects of every situation.

In deciding an appropriate sanction, the Board may consider any relevant past disciplinary record of the responding student or student organization, including sanctions issued by other Student Accountability Officer(s) and any failure by the student or student organization to fulfill sanction obligations (which may be referred to the Board for future action). The Board assumes the responsibility to consider any past information carefully and in perspective. A list of possible sanctions is available in the Sanction section of this document (the list is not all inclusive). If a student or student organization chooses to appeal, sanctions may or may not be suspended or modified until the exhaustion of the Appeals Process at the discretion of the Director of Community Standards or their designee. Interim actions may stay in place through the conclusion of the Appeals Process.

Notification of an Outcome

When the Board has reached a decision, the Advisor of the Board will attempt to notify the student or student organization via phone. Additionally, the student or student organization will receive official notification in writing within five (5) business days of their hearing. A notification letter will be sent to the student's Babson email account. Failure to fulfill requirements of a sanction may result in further disciplinary action or a hold being placed on the student's account.

All responding students or student organizations have the right to file an appeal of the outcome of a Hearing based on limited grounds outlined in this document. If the appeal is denied, the original sanction(s) will remain in place as they were originally, except applicable deadlines may be modified to accommodate the delayed period. If the responding student or student organization has been subject to Interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee. Please see the Appeals Section for details.

Administrative Hearing

An Administrative Hearing may be utilized for matters where the Office of Community Standards staff determines that the student and/or student organization may be eligible for a potential separation from the College, which includes removal from housing, suspension, and/or expulsion. An Administrative Hearing

is one of two options for resolution of a matter where the responding student and/or student organization may be eligible for a separation from the College.

Initiation of Process and Use of the Administrative Hearing

The responding student(s) and/or student organization will receive a letter sent to their Babson College email informing them of the incident and alleged violation(s) in question. The letter will include (1) the alleged code violation(s) and (2) that the Office of Community Standards has identified that the alleged violation(s), the incident context, and the student and/or student organization conduct history mean the responding student and/or student organization may be eligible for a potential separation from the College. The letter will provide details about the two options for resolution when the alleged is eligible for a separation: an Administrative Hearing or a Hearing Board. The responding student(s) and/or student organization will be provided information on how to select an option for resolution. Additionally, the Director of Community Standards, or their designee, reserves the right to select an appropriate resolution method in cases where the responding student(s) and/or student organization has not made a selection of a resolution process before the deadline listed in their initial notification letter.

If the responding student(s) and/or student organization elects to proceed with an Administrative Hearing, then the case will be heard by a Student Accountability Officer. The Student Accountability Officer will send a letter to the responding student's/students' Babson College email. The letter will include a date, time, and location of the appointment with the Student Accountability Officer to discuss the incident. Failure to attend the meeting(s) by the date in the letter may result in a decision being determined without the benefit of input from the student or student organization. It is the student, or student organization's responsibility to promptly reschedule the meeting if they are unable to attend due to academic-related conflicts and to check their Babson email daily following receipt of the notification until the process is resolved.

Administrative Hearing Procedures

At the Administrative Hearing, the responding student(s) or responding student organization will be asked to provide their perspective on the incident. The Student Accountability Officer will review the incident report with the student or student organization. The Student Accountability Officer will also ask the responding party to verbally respond to the charges. The responding student(s) or student organization has the right to request that the Student Accountability Officer interview any relevant witnesses. However, witness interviews will be conducted in a manner at the sole discretion of the

Student Accountability Officer. Additional and relevant information, witness names, etc. can be submitted via the guidance of the Student Accountability Officer assigned to the individual case.

The hearing will be recorded by the College. Separate recording by any hearing participant is not permitted. The recording and all correspondence are confidential. The recording may be used if the responding student or student organization files for an appeal (as outlined in the appeal section of this document). The responding student or student organization may listen to/watch the recording in preparation for the appeal process. The recording must be listened to/watched in the Office of Community Standards or online and in the presence of a designated staff member. Copies of the recording are not permitted.

Please note: incident reports and/or any other relevant written documentation will be shared with the student or student organization in the Administrative Hearing and will not be provided to the responding student(s) or student organization in hard-copy or electronically.

Determining an Outcome

A decision will be made by the Student Accountability Officer(s) to determine if the student or student organization is to be held responsible in whole or in part for the alleged policy violation(s) and behavior. If the student or student organization accepts responsibility or is found responsible, the Student Accountability Officer will impose appropriate sanctions. If the sanction includes a removal from housing or separation from the College, the responding student(s) or student organization will have the option to accept the sanction or submit an appeal.

Outcome Notification

Notification of the Administrative Hearing decision will be provided to the responding student(s) or student organization within five (5) business days after the conclusion of the Student Accountability Officer's investigation and relevant meetings. A decision letter will be sent to the responding student(s) or student organization representative's Babson email indicating the decision of the Student Accountability Officer. Outcome notifications for responding student organizations will be shared with the Campus Advisor, and, where applicable, the Inter/National Organization.

All responding students or student organizations have the right to file an appeal of the outcome resulting from an Administrative Hearing based on limited grounds outlined in this document. It is important to note that once imposed, sanctions are enacted immediately. While an appeal is pending, any sanction(s) may be suspended or modified at the discretion of the Director of Community Standards, or their designee, as applicable. If the appeal is denied, the original sanction(s) will be

immediately reinstated except applicable deadlines may be modified to accommodate the delayed period. If the responding student(s) or student organization has been subject to interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee. Please see the Appeals Section for details.

Restorative Justice and Alternative Resolution Practices

Not all reports of student behavior rise to the level of a potential policy violation and/or require a formal accountability process. As such, the Office of Community Standards offers a variety of services to help students and student organizations navigate conflicts and other difficult situations. Conflict is a normal, healthy, and expected part of life and ideally is viewed as an opportunity to strengthen relationships, improve efficiency, and rectify underlying concerns that often otherwise go unaddressed. Resolving conflict is a vital part of the educational journey of the Babson student and entrepreneur.

Restorative Justice Practices refer to an array of voluntary processes available to address student behavioral concerns outside of formal processes and with particular emphasis on repairing harm and restoring trust. Within the Student Accountability Process, Restorative Justice Practices may be used in lieu of or in addition to any of the processes outlined above and is at the discretion of the Director of Community Standards in consultation with the involved parties. All parties involved in the incident must also voluntarily and freely consent to the use of Restorative Justice Practices and are free at any time prior to an agreed resolution to return to the formal process if the matter at hand involves a potential policy violation. A failure to abide by the agreed-upon resolution may result in the prolonged condition of the dispute which, if left unattended, may result in referral to the Student Accountability Process.

If, upon review of a report, the Director of Community Standards, or their designee, deems that a Restorative Justice Practice is appropriate, the Director will then provide the students or student organization(s) involved with the option of such methods and answer questions. Students and student organizations are encouraged to proactively seek out the Office of Community Standards and do not need to be referred to the Student Accountability Process to participate in these resolution methods. If a member of the community would like to proactively access conflict navigation services or pursue adaptive resolutions, they may do so via the following form: Restorative Practices Request.

Possible Pathways for Restorative Justice

All cases are unique and present distinct needs and circumstances for reparation. As such, the facilitator may work with the principal parties to map a pathway that addresses their needs. Following intake meetings with all principal parties, the facilitator will determine the most appropriate pathway to repair harms and restore trust. Regardless of the pathway, the involved parties have the option to have support persons with them throughout the process. Depending on how the pathway is designed, individuals serving as support persons may be asked to take an active role in the Restorative Resolution.

The following is a list of examples of Pathways of Restorative Resolution, but is not encompassing of all possible mechanisms:

Restorative Conversations

Restorative Conversations are a restorative resolution option in which students who are willing to accept responsibility for their potentially harmful behavior engage in reflection and thinking to identify impact on self and community, as well as potential resources and strategies for future change. Restorative Conversations are an option for a student's first violation of College policy when deemed appropriate by the Office of Community Standards. Matters resolved under a Restorative Conversation will not result in a reportable disciplinary record but may still result in restorative and/or educational outcomes being assigned.

Resolving a situation through a Restorative Conversation requires the cooperation and prompt attention of the student. In order to take advantage of this option to have the matter addressed as a Restorative Conversation instead of as a Student Accountability Process, the student must communicate with the staff person addressing the matter promptly. Should a student(s) fail to communicate with staff or fail to complete the outcomes from their Restorative Conversation, the matter will be referred to the applicable Student Accountability Process which will result in a reportable disciplinary record. Additionally, should a student(s) wish to opt out of the Restorative Conversation process and elect to have the case resolved through the applicable Student Accountability Process instead, students may elect to do so by communicating as such to the staff member addressing the matter.

Conflict Coaching

Conflict coaching is a one-on-one, private, and individualized conversation to talk through a conflict, explore concerns, frustrations, and goals; in addition to learning ways to manage and resolve conflicts in a way that meets the interests and needs of all parties involved. A conflict coach is someone who is empathetic, trained in conflict resolution, and can provide guidance on best

practices for managing conflict effectively. The conflict coach supports the student in exploring and clarifying what their needs, desires, and viable options are with regard to the conflict. Conflict coaching is less about instructing or mandating how to manage the conflict, and more about empowering and supporting an individual with the confidence and skills to manage conflict on their own. Part of the goal of conflict coaching involves the individual exploring and learning about their individual's conflict style, habits, and ways to manage conflict more effectively in their lives beyond any one particular incident.

Note that assigned conflict coaches are committed to student privacy, however, are not confidential resources.

Shuttle Mediation

Shuttle mediation is a process during which a mediator facilitates a negotiation to resolve a dispute between two or more parties without the parties meeting together at the same time in the same room. This option may be especially helpful for parties in a dispute who have reached a high level of frustration or anxiety due to the conflict and may be more effective in resolving the matter through indirect conversation with the other party(s). Each party of the conflict will have an opportunity to share their perspective, concerns, and desired outcomes. During this process, each party will share and write down their needs in a written agreement, which the facilitator will circulate - or "shuttle" - between the two parties until an agreement is found that is accepted by all parties.

Facilitated Conversation

The goal of a facilitated conversation is to support a group of people in communicating openly and effectively. Sometimes, when tensions are high or there is a lot at stake, it can become difficult to understand and empathize with different perspectives and communicate effectively, calmly, and compassionately. An external and impartial facilitator can be helpful in moving a group discussion or process forward when there is disagreement, tension, or a sense of being stuck. Dialogue facilitators are available to support student groups, organizations or teams who are struggling to manage a particular discussion or project on their own, including but not limited to student club meetings, sport teams meetings, and group projects.

Mediation

Mediation is appropriate in situations that involve two or more individuals who are involved in a dispute, when all parties are willing to participate, and all parties are willing to seek a mutually agreed upon resolution. Mediation is a process in which disputants can share their perspectives, thoughts, and feelings surrounding a conflict in a structured manner by a trained and neutral mediator. The mediator facilitates a conversation

between the disputants with the goal of reaching an agreement that satisfies the concerns presented and meets the standards of acceptable behavior in a community environment. The goal of a mediation is not to determine what is just or who is right or wrong, but rather to act as a catalyst in inspiring conflicting parties to define their issues, assert their interests and needs, enhance communication, and work together to find a solution. The role of the Mediator is not to create or impose a solution or offer College intervention to bring about an outcome, but rather to empower the parties to collaboratively come up with their own solutions. Examples of where mediation can be helpful include roommate conflicts, group project conflicts, cultural conflicts, and/or conflicts between friends, partners, and between students or student organizations.

Restorative Resolution for Interpersonal Harm

Babson College remains committed to providing processes in which students or student organizations can repair harm and restore trust, whether in lieu of or in addition to a College accountability process involving a Babson student or student organization. The Restorative Resolution is a voluntary, remedies-based, structured interaction between or among impacted parties that balances support and accountability without formal, punitive disciplinary action against a responding student or student organization.

The philosophical approach of a Restorative Resolution focuses less on what policies have been violated and instead identifies who and what has been harmed and what actions are necessary to repair the harm and to restore trust in the variety of relationships between participants and the community. During a Restorative Resolution, participants work with facilitators through a shared, transparent, and fair decision-making process.

Appropriate Use of Restorative Resolutions

A reporting party may find it useful to engage in a process with an invited party who acknowledges that the reporting party and/or other participants have reported experiencing harm as a result of the responding student or student organization's behavior.

If parties are interested in exploring a Restorative Resolution, the Restorative Resolution facilitator will complete an intake meeting with each primary party to review the following parameters and assess for appropriateness:

- Participation in a Restorative Resolution is entirely voluntary. Both a reporting party and invited party, as well as any other participating individuals, must consent in writing to participation in a restorative resolution; The College will not pressure or compel a reporting party to engage in Restorative

Resolution, to directly confront the invited party, or to participate in any particular form of restorative resolution;

- The relationship between the primary parties does not present significant power differentials (i.e., employment status, abusive relationships);
- There is no imminent risk or threat to the community.

All participating individuals must consent in writing to participation in Restorative Resolution. A written consent will also indicate that either party can choose to discontinue the Restorative Resolution at any time, prior to a signed outcome agreement, and pursue an investigative resolution. The College reserves the right to suspend or terminate a Restorative Resolution at any time, prior to parties formally agreeing to the terms in the signed outcome agreement and refer the case to an investigation/hearing.

Possible Measures of Outcome Agreements

Not all pathways will require a signed agreement, however, if an agreement between parties is made via a Restorative Resolution, the following list represents some possible measures that are available for parties to consider. It should be noted that this list is not all encompassing as each agreement is drafted by the participants of the pathway:

- Amendment of a No Contact Order and/or Stay Away Provision;
- Restriction of one or more parties from participation in specific clubs, organizations, or events;
- Educational or developmental activities;
- One or more parties' referral to the College's Wellness and Prevention Services and/or Counseling & Psychological Services.

Please note, signed agreements cannot include any measure that would constitute a violation of College policy or local, state, or federal law.

Record Retention

Any agreements that are reached via a Restorative Resolution will be documented, signed in-person or via email by the reporting party and invited party, with oversight from the facilitator, and as relevant in coordination with the Title IX Coordinator. Signed resolution outcome agreements that parties enter voluntarily will not be considered a disciplinary record of the College, but like No Contact Orders and other preventative safety measures, the College may take disciplinary action against any student who the College concludes has violated terms of an agreement they have entered.

The College will maintain records of a Restorative Resolution Pathway pursuant to Community Standards protocol. Specifically, the records retained will include the notice of allegation, agreement of participation, and reparation agreement if applicable.

Internal facilitator notes of information shared during a Restorative Resolution Pathway, including references to minor policy violations pursuant with the College's amnesty policy, will not be retained nor referred to an investigation should parties dissolve a Restorative Resolution.

Amnesty Policy / "I Call Because I Care"

The philosophy of the Office of Community Standards is to reward thoughtful decision making. If a situation arises in which an individual's health, safety, or well-being is in jeopardy, we encourage students to seek help through appropriate channels by contacting Public Safety at 781-239-5555 and to stay with the individual until help arrives.

The Amnesty resolution method will be utilized when students and student organizations choose to seek help through appropriate channels and when students choose to bring related serious violations by others to the attention of the College. This process applies to the individual(s) offering assistance, and/or notifying college officials, as well as the individuals in need of assistance. Under the Amnesty Resolution, students will meet with a Student Accountability Officer, and may be referred to Wellness and Prevention Services when and where applicable.

Matters resolved under medical amnesty will not result in a reportable disciplinary record. However, actions related to other Community Code of Student Conduct violations (For example: Property Damage, Harassment, Theft, etc.) may be referred to the Student Accountability Process.

Sanctions

The following is a list of possible sanctions available in the Student Accountability Process involving a responding student or student organization. This list is not exhaustive, and other sanctions may be imposed depending on the case.

Alcohol and Other Drug Sanctions

Wellness and Prevention Services Interventions

The sanctions listed below are designed to offer an opportunity for responding students or student organizations found responsible for Alcohol and Other

Drug violations to reflect on their substance use, discuss any adverse impacts of their use, and provide important information promoting safe and healthy choices. These sanctions will be conducted by a confidential member of the Wellness and Prevention Services Staff.

Responding students or student organizations found responsible for Alcohol and Other Drug Violations will be sent a letter to their Babson email containing a Wellness and Prevention Services Intake form. Once this is completed, they may be assigned any of the following by a member of Wellness and Prevention Services:

BASICS (Brief Alcohol Screening & Intervention for College Students)

BASICS is an educational intervention for college students around their alcohol use. The program is aimed at reducing the adverse effects of alcohol consumption, promoting reduced drinking and healthier choices, and provides important information and coping skills for risk reduction. BASICS is conducted over the course of two interviews with a member of the Wellness & Prevention Team.

Individual Consultation

Students are required to attend one individual meeting with a member of the Wellness & Prevention Team. The meeting will last approximately 45-60 minutes and is designed to offer an opportunity for students to reflect on their current substance use.

Substance Use Assessment

The student is required to complete a Substance Use Assessment and then attend one or more meetings facilitated by Wellness & Prevention Services staff. The assessment is designed to provide an opportunity for the student to explore their substance use in a broader context by examining other social, emotional or psychological factors that may be contributing to the student's choices regarding their substance use.

Change of Status Sanctions

Administrative Warning

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the Community Code of Student Conduct may result in harsher sanctions. The student is not in good standing with the College during the specified period. When the Office of Community Standards completes student conduct checks, administrative warnings will be communicated internally within the College as the lowest level of change of status change.

Disciplinary Probation

A period of time, typically no less than one academic year, which is intended to foster reflection, responsibility,

and improved decision making. During this period, the student is put on notice that any further violations of the Community Code of Student Conduct may result in harsher sanctions. The student is not in good standing with the College during the specified period.

Deferred Loss of College Housing

Although the responding student or student organization is not being removed from College housing at this time, future violations of College policy may result in the loss of College housing. The student is not in good standing with the College during the specified period.

Deferred Suspension

Although the responding student or student organization is not being suspended from the College at this time, future violations of College policy may result in suspension. The student is not in good standing with the College during the specified period.

Deferred Expulsion

Although the responding student or student organization is not being expelled from the College at this time, future violations of college policy may result in expulsion. The student is not in good standing with the College during the specified period.

Separations

Loss of College Housing

The loss of the privilege to reside on-campus permanently or for a designated period of time. This sanction includes cancellation of room and board. Associated costs will be assessed in accordance with the cancellation policy as outlined on the Hub. This sanction may also include forfeiture of the right to participate in the housing lottery. This sanction may or may not be accompanied by an assigned Loss of Privilege(s).

Suspension

Removal from Babson College for a specified period of time. During a suspension, a student may not register for or attend classes, participate in, or attend co-curricular activities or College events, live in the residence halls or access any College property or facility. This sanction includes a permanent transcript notation. Additional restrictions regarding transferable College credit may be imposed. Please refer to the Undergraduate Student Handbook and Graduate Student Handbook for policies regarding applicable refunds of semester charges. During a suspension, the student is expected to adhere to all College policies and will be held accountable for any violations during the period of suspension. The College may specify additional conditions for readmission after a suspension. This sanction may or may not be accompanied by an assigned Loss of Privilege(s).

Expulsion

Permanent removal from the College with no right to seek reinstatement. Expulsion also includes a permanent notation of the student's transcript.

Other Sanctions

Meeting with Campus Administrator

The Student Accountability Officer may deem it necessary that a student or student organization complete a predetermined number of meetings with another campus administrator.

Parent/Guardian Notification

The Student Accountability Officer or Hearing Board may determine that the student's parent/guardian be notified of the violation and/or the assigned sanctions in accordance with applicable law. This may be assigned in incidents involving alcohol or other drugs, or incidents where a student faces separation from the College (i.e., suspension, expulsion, or removal from housing)

Reassignment to Another Room or Living Area

When the behavior in question is deemed to be significantly detrimental to the residential community in which the student is residing, or to their roommates, the student may be required to relocate to another living area on campus designated by the College. This sanction is made in consultation with the Office of Residence Life. No guarantee of exact or similar housing accommodations can be made for every situation, nor shall it be a requirement.

Re-Entry Meeting

Students or student organizations returning to campus or housing after a temporary removal are required to complete a re-entry meeting with a staff member from the Office of Community Standards or other administrator determined by the Student Accountability Officer. The student or student organization may also be assigned an ongoing support person.

Ongoing Support

If the Student Accountability Officer deems appropriate, the student or student organization will be assigned to meet with an individual to facilitate the student or student organization's reacclimating to campus life. The frequency of these meetings, and whom the support person is, will be determined by the Student Accountability Officer.

Restitution

Students or student organizations found responsible for causing damage to property are monetarily responsible for the cost of repair and/or replacement, and labor.

Other Educational Activity

Students or student organizations may be assigned additional educational activities catered to their

developmental needs. These activities may be created and assigned at the discretion of the Student Accountability Officer or Hearing Board and will be reviewed for completion by the Office of Community Standards.

Cyber Bullying Workshop

Students or student organizations may be assigned a workshop designed to prompt reflection on the power of the internet and responsible social media usage. The completion of the sanction is marked by the successful submission of a reflection activity determined by the Student Accountability Officer.

Roommate Agreement

Students may be assigned a roommate agreement designed to create a set of agreed upon expectations for a shared living space between students. Roommates will be assigned a time with a member of the Residence Life or Community Standards team to create the roommate agreement. The completion of the sanction is marked by the successful submission of a completed roommate agreement as determined by the Student Accountability Officer and/or Area Coordinator.

Loss of Privilege(s)

A specified period of time where a student or student organization has been restricted from accessing certain campus resources or participating in specific campus activities and/or leadership roles. Details of the restriction(s) will be provided in the outcome.

Behavioral Conduct Leveling System

Based on the circumstances surrounding an alleged violation of the Community Code of Student Conduct, the allegation will be designated as a Level 1, Level 2, or Level 3 classification. This determination will be made by the Director of Community Standards or their designee. Levels are based upon the seriousness of a violation with successively higher levels indicating that allegations are considered more serious. These levels outline the potential sanctions that a student may be assigned if ultimately found responsible for a violation. This determination does not impact the review process for a case and is only to be referenced when determining appropriate sanctions. If a case is to be addressed in a Hearing Board or Administrative Hearing process, a Community Standards staff member will notify the board or administrator of the alleged violation level in the provided case materials.

Factors that may be considered when determining the level of an alleged violation include but are not limited to the following:

- Impact to the involved student(s);
- Impact to the greater Babson community;
- Level of premeditation involved in the violation;
- Compliance with responding Babson College staff and/or Babson Public Safety;
- Academic year and/or Graduate or Undergraduate student status;
- Any relevant conduct history of the responding student.

Alleged violations of the Community Code of Student Conduct involving students who were previously found responsible for a violation of these policies will result in a case being addressed as Level 2 or Level 3—regardless of the circumstances of the new allegation.

Some examples of behaviors that may constitute violations of different levels include but are not limited to the following:

Level 1:

- Repeated violations of the Residence Life prohibited items policy and/or noise policy;
- First-time alcohol and/or cannabis use/possession policy violations;
- First-time violation of the misuse of College resources policy (e.g., lock outs, campus parking policies)

Level 2:

- First-time tampering with fire safety equipment policy violation;
- First-time smoking within a College building violation;
- Repeated alcohol and/or cannabis use/possession policy violations;
- First-time false information and misrepresentation and/or abuse of or interference with the Student Accountability Process policy violations;
- First-time retaliation policy violations

Level 3:

- First-time causing a fire policy violation;
- First-time physical abuse/violence policy violation;
- First-time driving under the influence policy violation;
- First-time violation of a No Contact or Stay Away Order;
- First-time harassment policy violation;
- First-time weapons policy violation;
- First-time distribution of alcohol and/or other drugs policy violation

If a student is found responsible for a violation of the Community Code of Student Conduct, sanctions will be determined based on the specific circumstances surrounding the incident. Outside extenuating circumstances, the sanctions specified below are minimum sanctions affiliated with a policy violation of

each violation level. Students who are found responsible for a violation of the behavioral policies in the Community Code of Student Conduct are typically assigned both Educational and Change of Status sanctions which are included in this matrix. They may receive additional sanctions as deemed appropriate given the specific circumstances of a particular violation.

Appeals Process

Appeals are confined to a review of the case file based on one or more of the pertinent grounds for appeal described below. Appeals are not intended to re-hear the

Violation Level	Type of Violations	Educational Sanctions*	Change of Status Sanction	Additional Sanction(s)	
Level 1	This level is for minor violations of campus policies and/or students with no prior violations.	Reflective Assignment, Educational Flyer, Roommate Agreement, Referral to another Campus Partner(s).	Administrative Warning through Disciplinary Probation	Upon a finding of responsibility, violations may be assessed for additional sanctions which may/ may not include fines and restitution payments.	Absent clear and material error, appeals determinations are intended to be deferential to the original decision-maker. Findings should be revised by the Appeals Party only when remanding for reconsideration or granting a new hearing would be insufficient, impractical, or unnecessary. Sanctions should be revised by the Appeals Party only if there is a compelling justification to do so. Similarly, the level of an Academic Integrity case should be revised by the Appeals Party only if there is a compelling justification to do so.
Level 2	This level is for more serious violations of campus policies and/or students with previous policy violations.	Required Community Standards follow-up, Workshops, Parent/ Guardian Notification.	Disciplinary Probation through Suspension**	Upon a finding of responsibility, violations may be assessed for additional sanctions which may/ may not include fines and restitution payments and/or Loss of Privileges.	Appeal Grounds An appeal of an Educational Conference or Hearing Board decision may be made solely on the following grounds: - Error in the charge, misapplication of the policy and/or error in the investigation or sanctioning process that has materially affected the outcome (e.g., substantiated bias, material deviation from established procedures, etc.), - New information that could not have been discovered prior to the hearing through the exercise of reasonable diligence and that would have materially affected the outcome. A summary of this new evidence and its potential impact must be included in the written appeal; or - The sanctions imposed fall outside the range of sanction guidelines and are grossly disproportionate to the violation(s) committed.
Level 3	This level is for the most serious violations of campus policies and/or students with previous policy violations.	Ongoing follow-up meetings with Community Standards	Deferred Suspension through Expulsion**	Upon a finding of responsibility, violations may be assessed for additional sanctions which may/ may not include fines and restitution payments and/or Loss of Privileges.	An Educational Conference or Hearing Board that takes place in the absence of a party or with limited and/or no input from one of the parties is not considered grounds for an appeal. Appeal Requests An appeal request must be submitted within five (5) business days after the decision letter is delivered to the student's Babson email account. Any appeal submitted after five (5) business days may be rejected by the Director of Community Standards, or their designee.

*Educational Sanctions may include, but are not limited to, the above mentioned.

**This range includes Reassignment of and/or Loss of Campus Housing.

Please note: If new information that may materially affect the outcome of the case comes to light after five (5) business days has passed, a student or student organization should contact the Office of Community Standards to inquire about the potential to submit an appeal after this deadline.

The appeal must be made in writing to the Office of Community Standards utilizing the Appeal Form and must clearly and succinctly outline and explain how the specific appeal grounds described within the Community Code of Student Conduct have been met. The responding student or student organization submitting the appeal has the burden of demonstrating how the above grounds have been met.

Sanction(s) Enactment Pending an Appeal

It is important to note that once imposed, sanctions are enacted immediately. While an appeal is pending, the student and/or student organization may request that any sanction(s) be suspended or modified. The decision to suspend or modify sanction enactment is at the discretion of the Director of Community Standards, or their designee.

If the appeal is denied, the original sanction(s) will remain in place as they were originally determined. Applicable deadlines may be modified to accommodate the appeal period. If the responding student and/or student organization has been subject to Interim actions, those restrictions may stay in place through the conclusion of this Appeals Process unless otherwise informed in writing by the Director of Community Standards, or their designee.

Appeal Review Processes

Appeals may be heard by either an alternative Student Accountability Officer or an Appeals Board. The Director of Community Standards, or their designee, has the authority to determine the best course of action for an appeal to be resolved. While appeals will be heard in a timely manner, appeals may take a variable amount of time to resolve depending upon the process for resolution and the capacity and schedules of the individuals involved in reviewing the appeal. For updates on an appeal review, students should contact the Office of Community Standards.

Appeal of a Non-Separation Decision

Appeals of an Educational Conference decision that does not result in a separation may be heard by either an alternative Student Accountability Officer or an Appeals Board. In both cases, the original decision maker will have the opportunity to provide a written response to the appeal.

Alternative Student Accountability Officer Review Process

The Office of Community Standards will assign the appeal to an alternative Student Accountability Officer who will conduct the appeal review individually in accordance with the appeal review process.

Appeals Board Review Process

The Director of Community Standards, or their designee,

shall act as the Advisor for the Appeals Board and assemble the Appeals Board members. The Appeals Board is composed of members from three Babson constituencies: students, faculty, or staff. The following is a typical composition of the board:

- A chairperson, two student hearing board members, and one faculty or staff member.
 - When possible, the board will be composed of student members who reflect the classification of the responding party.

The appeals board will conduct the appeal review in accordance with the appeal review process.

Appeal of a Separation Level Decision

Appeals of a separation level decision will be heard individually by an upper-level administrator. The Vice President & Dean of Campus Life or their designee shall act as the appeal party for non-academic appeals. The Associate Dean of Teaching or their designee shall act as the appeal party for academic appeals. The appeal will be reviewed in accordance with the appeal review process.

Appeal Review Process Outline

The Appeals Party will review the following:

- the written appeal(s);
- written statement(s) from the responding student or student organization;
- written statement(s) from the Student Accountability Officer or the Advisor to the Board (when applicable);
- relevant case files.

Once assessed, the Appeals Party will take one of the following actions:

- Reject the appeal as improper based on the grounds articulated above;
- Uphold the original decision and/or sanction(s);
- Grant the appeal and:
 - Remand the case to be readdressed by a new Student Accountability Officer or hearing body; or
 - Modify the sanction(s) by reducing the sanction. A rationale will be provided by the appeal officer when a sanction is modified.

Appeal Decisions

Once an appeal outcome has been decided by the appropriate Appeals Party, the responding student or student organization will be notified of the decision within five (5) business days to their Babson email address. Appeal decisions are final and not subject to further consideration.

If an appeal involves a separation from the College and the sanctions were suspended pending an appeal, the student should be prepared to vacate the College property within 48 hours of the decision notification.

Appendix A: Academic Integrity

Undergraduate and Graduate students are expected to abide by the expectations of Academic Integrity set forth by the Babson College Community Code of Student Conduct.

Students will not be permitted to withdraw from a course while they have a pending academic integrity complaint. Attempting to withdraw from a course while being involved a pending academic integrity complaint may result in a student being charged with abuse of or interference with the Student Accountability Process.

Violations

The following behaviors may constitute a violation of the College's Academic Integrity Policies. Violations of academic integrity can occur either intentionally or unintentionally; it is the responsibility of all Babson students to read and understand these policies in their entirety. Ignorance of academic policies is not an accepted rationale for a violation.

Cheating

Using, attempting to use, or possessing unauthorized materials, testing resources, computing materials, information, or study aids in relation to any academic exercise. Examples include, but are not limited to:

- Unauthorized use of notes, text, or other aids during an examination;
- Copying from another student's examination, research paper, case write-up, lab report, homework, computer disk, flash drive, etc.;
- Talking during an examination;
- Handing in the same paper/assignment/components of a paper for more than one course without the written or explicit permission of the instructors;
- Accessing an assignment's content before it is administered or provided by the professor;
- Accessing an assignment's content from an unapproved location or by unapproved means;
- Unauthorized use or possession of a phone, laptop, calculator, and/or other hand-held or wearable device capable of storing, concealing, transmitting, or accessing notes and/or exam material;
- Receiving assistance/help on an academic exercise from another person/resource without the permission of the instructor;

- Unauthorized use of Artificial Intelligence in any academic exercise.

Fabrication

Falsification, misrepresentation, or invention of any information, data, or citation in relation to an academic exercise. Examples include, but are not limited to:

- Making up the data for a research project;
- Altering the results of a lab experiment or survey;
- Listing a citation for a source not used;
- Citing a source that does not exist;
- Stating an opinion as a scientifically proven fact.

Facilitating Academic Dishonesty

Helping or attempting to help another student(s) to violate any provision of Babson College's academic integrity policies. Examples include, but are not limited to:

- Inaccurately listing a co-author of a paper, case write-up, or project someone who did not contribute;
- Allowing another individual unrestricted access to one's original work
- Sharing a take-home examination, homework assignment, case write-up, lab report, etc., with another without the expressed permission of the instructor;
- Taking an examination or writing a paper for another student.

Plagiarism

Representing the words or ideas of another as one's own in any academic exercise by way of failing to provide proper citation or by intentional misrepresentation. Students are also responsible for appropriately citing work they've previously created and submitted for any past academic exercise. Examples of sources that demand documentation include but are not limited to the following:

- Word-for-word quotations from a source, including your own work from a previous academic exercise or another student's work;
- Paraphrasing the ideas of others, including another student's work;
- Facts not apt to be found in many places;
- Information obtained from any external sources;
- Radio and television programs, interviews, and telephone conversations.

Participation in Academically Dishonest Activities:

Creating or seeking to create an unfair academic advantage or disadvantage for any student—including oneself or others. Examples include, but are not limited to:

- Stealing an examination or seeking access prior to its administration;
- Purchasing or otherwise obtaining a pre-written paper through mail-order or internet service or through generative or other artificial intelligence;
- Selling, loaning, or otherwise distributing materials for the purpose of cheating, plagiarizing, or carrying out other academically dishonest acts;
- Alteration, theft, forgery, and/or destruction of the academic work of other students;
- Destruction of library materials, laboratory materials, or academic records, including transcripts, course registration, course syllabi, and examination/course grades;
- Intentionally missing an exam or assignment deadline to gain an unfair advantage;
- Misrepresenting or falsifying your class attendance or participation in required activities or the participation of another student;
- Intentional misrepresentation of academic information on a resume or job application. Including: grade point average (GPA), coursework, rank, grades earned, and honors received;
- Sharing group work with outside parties (including, but not limited to, recruiters and employers) without the written consent of all contributing individuals;
- Distributing a professor's course content or other proprietary information online or otherwise with external sources without prior authorization;
- Refusing to participate intentionally and/or in a manner that impairs or disrupts the group's activities.

Unauthorized Collaboration

Instances when students who all claim sole authorship submit or attempt to submit separate deliverables that are substantially alike.

Academic Integrity Resolutions

Oversight of the resolution of academic integrity concerns is shared between the Director of Community Standards, the Associate Director of Community Standards, Vice President & Dean of Campus Life, and academic leadership of the College. Reports of academic integrity violations from community members should be reported to the applicable faculty member relative to the course and/or the Office of Community Standards directly.

Faculty are instructed to refer their observations, as well as any relevant information and documentation via the Academic Integrity Concern Report Form. In cases of alleged academic integrity violations, until the matter is resolved the student will receive a grade of Incomplete ("I") for the work and/or course in question. If a student is found responsible for academic misconduct, academic

sanctions impacting the student's grade may be assigned. If it is determined that a student is not responsible for committing a violation, they will be given a grade on the work in question without receiving an academic penalty.

Academic Integrity Resolution Process

Following the receipt of an Academic Integrity Report form, the Director of Community Standards, the Associate Director of Community Standards, or their designee, will begin a review of all submitted materials. During the course of the review, additional information may be gathered. At the conclusion of the review, if sufficient information exists to support a charge of a policy violation, the incident will then be reviewed per the resolution procedures outlined within the Community Code of Student Conduct. In cases where there is insufficient information to charge a student with a policy violation, the faculty member reporting the alleged violation will be notified.

Academic Integrity Sanctions

Possible sanctions for academic integrity violations include, but are not limited to:

Administrative Warning

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the Community Code of Student Conduct may result in harsher sanctions. The student is not in good standing with the College during the specified period. When the Office of Community Standards completes student conduct checks, administrative warnings will be communicated internally within the College as the lowest level of change of status change.

Disciplinary Probation

A period of time, typically no less than one academic year, which is intended to foster reflection, responsibility, and improved decision making. During this period, the student is put on notice that any further violations of the Community Code of Student Conduct may result in harsher sanctions. The student is not in good standing with the College during the specified period.

Internal Academic Integrity Seminar

A seminar intended to facilitate a student's reflection upon the value of integrity both inside and outside of higher education. This seminar is created, managed, and facilitated by the Associate Director of Community Standards or their designee.

External Academic Integrity Seminar

An online seminar targeting the role of honesty, ethics, and trust in the everyday decision-making process. The seminar uses many types of readings and reflections to accomplish this goal and is facilitated by an external organization. The student is responsible for any costs associated with this seminar.

Academic Integrity Violation Transcript Notation

Students found responsible for a serious or repeated academic integrity violation may have a permanent transcript notation designated to the class in which the academic integrity violation occurred.

Course Grade Reduction

The student will receive a grade or percentage reduction on the overall course grade for an academic integrity violation.

Grade Reduction on Course Component

The student will receive a grade or percentage reduction on the course component(s) in question. This may require the student to re-submit the course component(s) in question or complete an alternate academic activity for partial credit.

Failure on the Course Component

The student will receive a "0" (zero) grade on the paper, project, examination, or relevant course component(s).

Failure in a Course

The student will fail the course, without reimbursement, for an academic integrity violation. The student's official transcript will reflect the letter grade of "F."

Other Educational Activity

The student may be assigned additional educational activities catered to their developmental needs. These activities may be created and assigned at the discretion of the reviewing Student Accountability Officer or Hearing Board and will be evaluated for completion by the Office of Community Standards.

Deferred Suspension

Although the responding student or student organization is not being suspended from the College at this time, future violations of College policy may result in suspension. The student is not in good standing with the College during the specified period.

Deferred Expulsion

Although the responding student or student organization is not being expelled from the College at this time, future violations of college policy may result in expulsion. The student is not in good standing with the College during the specified period.

Loss of Privilege(s)

A specified period of time where a student has been restricted from accessing certain campus resources or participating in specific campus activities and/or leadership roles. Specific details of the restriction(s) will be provided in the outcome.

Separations**Suspension**

Removal from Babson College for a specified period of time. During a suspension, a student may not register for or attend classes at Babson College, will not be permitted to transfer credits from another institution taken during the separation. They also may not participate in or attend co-curricular activities or College events, live in the residence halls or access any College property or facility. This sanction includes a permanent transcript notation. Additional restrictions regarding transferable College credit may be imposed. Please refer to the Undergraduate Student Handbook and Graduate Student Handbook for policies regarding applicable refunds of semester charges.

During a suspension, the student is expected to adhere to all College policies and will be held accountable for any violations during the period of suspension. The College may specify additional conditions for readmission after a suspension. This sanction may or may not be accompanied by an assigned Loss of Privilege(s).

Expulsion

Permanent removal from the College with no right to seek reinstatement. Expulsion also includes a permanent notation of the student's transcript.

Academic Integrity Leveling System

Based on the circumstances surrounding an alleged violation of academic integrity, the allegation will be designated as a Level 1, Level 2, or Level 3 classification. This determination will be made by the Director of Community Standards or their designee. Levels are based upon the seriousness of a violation with successively higher levels indicating that allegations are considered more egregious. These levels outline the potential sanctions that a student may be assigned if ultimately found responsible for a violation. This determination does not impact the review process for a case and is only to be referenced when determining appropriate sanctions. If a case is to be addressed in a Hearing Board process, a staff member of Community Standards will notify the board or advisor of the alleged violation level in the provided case materials.

Factors that may be considered when determining the level of an alleged violation include but are not limited to the following:

- Impact of a course component in question on the final grade of course;
- Level of premeditation involved in the violation;
- Potential harm to classmates or Babson community members as a result of the alleged behavior;
- Academic experience of the responding student;
- Graduate or Undergraduate status of the responding student;
- The responding student's relevant history of academic integrity violations.

Any allegations of academic violations involving students who were previously found responsible for a violation of these policies will result in a case being addressed as Level 2 or Level 3—regardless of the circumstances of the new allegation.

Some examples of behaviors that may constitute violations of different levels include but are not limited to the following:

Level 1:

- First-time plagiarism or cheating on a minor course assignment;
- A spontaneous decision to access prohibited material during a quiz or assignment.

Level 2:

- First-time plagiarism or cheating on a major course assignment;
- Repeated plagiarism on minor course assignment(s);
- A premeditated decision to access prohibited material;
- A coordinated plan to provide or receive prohibited assistance;
- Fabricating sources or data that does not exist;
- An alleged repeated violation.

Level 3:

- Rendering payment for completion of one's academic exercises;
- Repeated plagiarism on a major course assignment;
- Stealing exam materials from a professor;
- Sabotaging another student's project;
- Selling completed academic exercises to other students.

If a student is found responsible for a violation of Babson College's academic integrity policies, sanctions will be determined based on the specific circumstances surrounding the incident. Outside extenuating circumstances, the sanctions specified below are minimum sanctions affiliated with a policy violation of each violation level.

Students who are found responsible for a violation of academic integrity are typically assigned sanctions from each of the three categories included in this matrix. They may receive additional or fewer sanctions as deemed appropriate given the specific circumstances of a particular violation. When determining an appropriate Academic Sanction for a violation, input provided by the course instructor may be considered by the sanctioning body or individual.

Violation Level	Academic Sanction	Educational Sanction	Change of
Level 1	Reduced Grade on the Course Component(s) through Failure in the Course	Academic Integrity Seminar	Administrative
Level 2	Reduced Grade on the Course Component(s) in question through Failure in the Coursew/ Transcript Notation	Academic Integrity Seminar and/or Additional Educational Sanction	Administrative
Level 3	Failure in the Course through Failure in the Course w/ Transcript Notation	Academic Integrity Seminar and/or Additional Educational Sanction	Disciplinary Process through Expulsion

Appendix B: Student Organizational Conduct

At Babson College, student organizations play a vital role in shaping a vibrant, inclusive, and engaged campus community. These groups foster leadership, collaboration, and personal growth while advancing the College's mission of entrepreneurial thought and action. As such, student organizations are expected to uphold the highest standards of integrity, respect, and responsibility in all their activities.

This section outlines the expectations, responsibilities, and accountability measures for student organizations and their members. It ensures that all student-led groups operate in alignment with Babson's values, contribute positively to the campus environment, and respect the rights and dignity of all individuals. By adhering to these standards, student organizations help cultivate a community where innovation, belonging, and ethical leadership thrive.

Please note that in some cases both the student organization and individual members of the organization may be charged with policy violations based on the circumstances of the incident. The Director of Community Standards or their designee has the authority to determine if it is appropriate to charge both an organization and individual(s).

Student Organization Accountability Process

When a student organization is alleged to have violated the Community Code of Student Conduct, the matter will

be addressed through a process that closely mirrors the procedures used for individual students, with adjustments made to reflect the collective nature of student organizations.

Upon receipt of a report involving a student organization, the Office of Community Standards will initiate a preliminary review to assess the nature and scope of the alleged conduct. This review will include assessing whether the alleged violations are individual or organization based. As part of this process, the organization's Student Life Staff Advisor or designated advisor or coach to the organization will be notified, along with appropriate staff members in the Office of Student Engagement. This ensures that all relevant parties are informed and can provide support and guidance throughout the process.

The organization may then be invited to participate in an Educational Conference or Hearing Board. This meeting or hearing serves as an opportunity to review the details of the report, explain the conduct process, and allow the organization to respond to the concerns raised. The student accountability process for student organizations is designed to be a constructive and educational dialogue, rather than a punitive proceeding. However, as is reflected in our general student accountability process, appropriate sanctions may still be assigned.

To ensure appropriate representation and accountability, the organization must designate two members of its leadership team to attend the Educational Conference or Hearing. One of these individuals must be the President or their designee. The second representative should be a senior member of the Executive Board, ideally someone whose role is most relevant to the nature of the incident – such as a Risk Manager, Treasurer, or Events Chair. Other members of the organization may be invited to participate in the process as witnesses when relevant as determined by the Office of Community Standards. This approach ensures that those most familiar with the organization's operations and responsibilities are present to engage in the process.

The student organization accountability process will proceed in accordance with the institution's commitment to fairness, education, and accountability. Outcomes may include educational sanctions, reflective exercises, or other measures designed to promote organizational growth and reinforce community standards. This process is intended to support student organizations in maintaining a responsible and positive presence on campus, while upholding the values and expectations of the broader College community.

Should the Organization wish to appeal the decision made by the Board or their Student Accountability Officer, refer to the appeals section of the Community Code of Student Conduct.

Organization Specific Violations

Possible violations specific to student organizations in addition to the above list of possible policy violations.

The examples provided for each potential policy violation are illustrative and not exhaustive.

Financial Misconduct

The use of or accounting of student organization funds in violation of college financial and accounting procedures. Violations include, but are not limited to:

- Breaching contractual obligations;
- Using student organization funds and/or members gathering funds for an activity which violates the Community Code of Student Conduct;
- Using student organization funds for purposes not authorized by the student organization and/or not in accordance with College policy;
- Failing to provide accounting of all contributions and reporting said contributions to the proper College department (i.e., Membership Dues, Fundraising, etc.);
- Failing to abide by established College policy regarding fundraising initiatives;
- Maintaining an off-campus bank account without explicitly permission from the Office of Student Engagement for student organization use;
- Failing to abide by Student Government PCard and Office of Student Engagement expectations during usage.

Non-compliance with Office of Student Engagement Travel Policies

Failing to adhere, knowingly or unknowingly, to the travel policies as outlined in the Club/Org Manual, including, but not limited to violating chaperone expectations, college van usage, as well as unapproved travel.

Non-compliance with the Law

Failing to adhere to all federal, state, and local laws.

Guest Responsibility

College-Recognized Organizations are responsible for the actions of their guests (i.e., fans, performers, non-Babson attendees, and alumni).

Violation of the College-Recognized Organization Constitution and/or governing documents

The disregard for, knowingly or unknowingly, the written documentation which governs the student

organization, including the Student Government Association. These documents can be local, regional, or national.

Violation of Special Interest Housing Agreement

Special Interest Housing organizations are responsible for the terms of their housing agreement as outlined by the Office of Residence Life, including but not limited to roster management, space maintenance, common space modification, and storage.

Organization Specific Sanctions

Possible sanctions specific to student organizations in addition to the above list of possible sanctions violations. The examples listed below each are potential sanctions and are not exhaustive:

Inability to Access College Funds

Rendering a student organization account inactive so as to prevent access to funds or services being granted or disbursed. This includes both generated revenue and Student Government Association funding. This sanction is typically imposed when there are concerns regarding the appropriate use of funds by the student organization.

Loss of Special Interest Housing

The loss of the privilege to reside on-campus permanently or for a designated period of time. This sanction may include cancellation of room and board. Associated costs will be assessed in accordance with the cancellation policy as outlined on the Hub. This sanction may also include forfeiture of the right to participate in the housing selection process.

Organizational Loss of Privileges

Restricting a College-Recognized Organization's ability to access College controlled benefits and resources (e.g., temporary loss of access to College and/or SGA funds, College space, Special Interest Housing Eligibility). The specific loss of privileges will be determined in collaboration with the Office of Student Engagement.

Organization Development Plan

The student organization will work closely with their advisor(s) and/or coach to complete a reflection and development assessment to prepare the organization to achieve their goals and engage in positive community development.

Organizational Administrative Warning

A period of time, typically no less than one semester, which is intended to foster reflection, responsibility, and improved decision making. During this period, the organization is not prohibited from functioning fully, but they are put on notice that any further violations of the Community Code of Student Conduct may result in

harsher sanctions. The organization is not in good standing with the College and their actions will be considered with prejudice during the specified period.

Organizational Disciplinary Probation

A period of time, approximately no less than one academic year, where the organization's actions are subject to close examination. Probation is a notice to a student organization that their actions are of such serious nature that they may jeopardize their status as a student organization. The College shall refrain from suspending the student organization at this time as long as the student organization meets all requirements during the probationary period. During this period, the student organization is not prohibited from functioning fully, but they are placed on notice that any further violations of the Community Code of Student Conduct may result in more severe sanctions. The organization is not in good standing with the College and their actions will be considered with prejudice during the specified period.

Deferred Organization Suspension

A Deferred Suspension stipulates the period of suspension when the student organization loses specific privileges associated with being a College-Recognized Organization and may be restricted in their operations. Deferred Suspension requires that the student organization complete assigned sanctions and meet certain requirements before they can fully return to good standing with the College. The purpose of the Deferred Suspension is to provide the student organization the opportunity to partner with the College to correct behavior that led to the suspension, and to realign the student organization's objectives with the college.

The Deferred Suspension shall continue until the term of the suspension is complete and all conditions, as outlined in the sanction notification, are met.

Organizational Separations

Term Suspension

A term suspension stipulates the period of suspension when the student organization loses all privileges associated with being a College-Recognized Organization and may not operate in any fashion. The student organization does not need to re-apply for recognition. When the term is complete and all conditions, as outlined in the sanction notification, are met, the student organization's recognition will be reinstated, and they may return to the College community.

Organizational Suspension

Removal from Babson College for a specified period of time. During the period of suspension, the organization, and its members and/or supporters are prohibited from conducting any activity on-campus or at off-campus

College associated events that in any way promote the goals, purposes, identity, programs, or activities of the organization. The College may specify additional conditions for readmission after a suspension.

Temporary Removal

Temporary separation of a student organization from the College for a designated period. These student organizations are permitted to re-apply for College recognition at the time designated in their sanction notification. The reapplication process may differ based on the type of College-Recognized Organization as outlined by the Office of Student Engagement.

Permanent Removal

Permanent separation of a student organization from the College. Student organizations that are permanently removed are not eligible to apply for recognition. Any change to this status must be approved by the Vice President of Learner Success and Dean of Campus Life or their designee.

****A Suspension or Removal of a College-Recognized Organization does not prohibit alumni groups derived from the student organization from functioning. However, alumni groups may not promote the organization to enrolled students or recruit enrolled students for membership during the term of the Suspension or Removal.**

Appendix C: Alcohol and Other Drugs

Alcohol Policies

Babson College is committed to educating students on responsible decision making, including decisions relating to consumption of alcohol. In accordance with the College's liquor license and Massachusetts state law, alcohol and open containers are restricted throughout all Babson College facilities and residence halls on Babson's Campus, with the exception of inside Roger's Pub during bar service hours or at an event authorized by the town of Wellesley to provide alcohol in conjunction with approved catering services. No outside alcohol is permitted inside Roger's Pub at any time. All students may be asked to present two forms of identification in order to obtain a 21+ wristband from Babson College Dining Services at Roger's Pub. Students under the age of 21 will be permitted inside Roger's Pub before 9pm. After that time, Roger's is 21+ only and underaged individuals will be escorted out by Public Safety Officers.

Alcohol-related Policy Definitions

Possession or Consumption of Alcohol by an Underaged Individual

The Possession, consumption and/or transport of alcohol

by individuals under the age of 21, the Massachusetts legal drinking age. If a student over the age of 21 lives with underage students in a Babson College residence hall, alcohol cannot be stored within the belongings of the underaged individual.

Overconsumption of Alcohol

Intoxication requiring medical and/or staff attention, regardless of age and not protected under the College's Amnesty/ "I Call Because I Care" Policy. See pg. 37 for more information about Babson's "I Call Because I Care" Policy.

Providing Alcohol to Underaged Individuals

Providing alcohol to individuals under the Massachusetts legal age of 21. Including, allowing underage students to consume alcohol in an on or off-campus residence.

Drinking Paraphernalia/Drinking Games

Items that are being used, or could be used, in connection with any drinking game and/or the promotion of rapid, mass, or otherwise dangerous consumption of alcohol. This includes but is not limited to items such as funnels and tabletops used in conjunction with drinking games. The College reserves the right to immediately and permanently confiscate all drinking paraphernalia. Including, shot glasses and empty alcohol bottles. This policy applies to individuals of the legal drinking age, as well as underaged individuals.

Public Intoxication

Being openly under the influence of alcohol and/or other drugs as demonstrated through one's actions or behaviors in any public space on- or off-campus regardless of age.

Open Container

Possession or consumption of alcohol in outdoor areas of the College and/or in-residence hall hallways. Exceptions may apply for college-approved events.

Unauthorized Locations/Events for Alcohol Consumption

Possession or consumption of alcohol in unauthorized locations or events including, but not limited to, at athletic events, in Trim Dining Hall, or in the Reynolds Campus Center.

Central Source

Possession, use and/or distribution of any central source of alcohol. A central source may include but is not limited to items such as a keg, pony keg, beer ball, and/or punch bowl. The College reserves the right, in its sole discretion, and given the specific circumstances of a given incident, to determine the volume of alcohol which constitutes a central source.

Excessive Quantities of Alcohol

Personal possession of alcoholic beverages in excess of the following, whether or not the student is under the age of 21:

- One 12-pack of beer/hard seltzer or equivalent by alcohol volume (144 ounces/4.26 liters); OR
- One-half gallon of wine or equivalent by alcohol volume (64 ounces/1.89 liters); OR
- One pint of hard liquor or equivalent by alcohol volume (16 ounces/470 milliliters).

The College reserves the right, in its sole discretion, and given the specific circumstances of a given incident, to determine the volume of alcohol which constitutes excessive quantities.

Alcohol Delivery

The commercial delivery of alcohol to Babson College, to individual students and/or student organizations. This includes but is not limited to College residence halls and/or other College buildings.

Massachusetts state law subjects an individual to fines ranging from \$300 to \$2,000, loss of driver's license, and/or imprisonment for the following acts:

- sale or delivery of alcohol to anyone under 21 years of age;
- possession, purchase, delivery, or transportation of alcohol by anyone under 21 years of age;
- misrepresentation or falsification of identification in order to purchase alcohol.

The law further states that anyone who wishes to purchase alcohol must show, upon request, a valid Massachusetts driver's license, Massachusetts Liquor Identification card, passport, or Military Identification card indicating that they are 21 years of age or older.

Individuals who operate a motor vehicle while under the influence of alcohol are subject to criminal prosecution in addition to disciplinary action by the College.

Drug Policies

The possession and use of cannabis remains illegal under federal law. Although Massachusetts state law permits the use of cannabis, Babson College must comply with state and federal laws regarding the use of nonprescription drugs. Consistent with federal law, including the Drug-Free Schools and Communities Act of 1989, the use and/or possession of cannabis continues to be prohibited by Babson College.

Students who obtain a medical registration card from the Massachusetts Department of Public Health for

medical cannabis should contact the Associate Vice President for Student Success for information regarding College policies and resources.

Drug-Related Policy Definitions **Drug Use and/or Possession**

Possession or consumption of illegal drugs, prescription medications belonging to another individual, and/or the misuse of prescription or other medications; or misuse of inhalants. The use and/or possession of cannabis, even for medical use, is also prohibited.

Drug Paraphernalia

Use, possession, manufacture, distribution, and/or sale of drug paraphernalia or other items used in preparing or consuming drugs.

Distribution, Sale, or Manufacture of Drugs

Distribution, sale, and/or manufacture of drugs (illegal and prescription) including the cultivation of drugs, any other form of distribution or intention of distribution, even to one person and/or knowingly allowing another to use personal prescription medication.

Drug Free Schools and Communities Act of 1989

The Drug-Free Schools and Communities Act of 1989, as amended, requires that Babson College annually distribute information regarding the unlawful use, possession, or distribution of illicit drugs and alcohol by students and employees on College property or as a part of any of its on-campus or off-campus activities. Babson College's standards of conduct regarding drugs and alcohol abuse are described above, along with the 55 health risks associated with substance abuse. In compliance with the Act, the College has set forth sanctions under federal and state law for the illegal possession, use, or distribution of drugs and alcohol, as well as the range of sanctions for violations of the College's policies regarding substance abuse. Persons who violate the College's policy regarding alcohol and drugs as described above are subject to appropriate disciplinary action including counseling, probation, suspension, expulsion, and referral to law enforcement authorities for investigation and/or prosecution. The Drug-Free Schools and Communities Act Amendment of 1989 requires that a description of health risks associated with drug use and alcohol abuse be distributed to Babson students. Potential health risks resulting from alcohol and drug abuse include, but are not limited to, the following:

- Aggressive behavior
- Heart attack
- Physical dependence
- Brain damage
- Hepatitis
- Pneumonia
- Bronchitis

- Impotence
- Ulcers
- Irritability
- Cirrhosis of the liver
- Malnutrition
- Respiratory arrest
- Delirium tremens
- Meningitis
- Sleep problems
- Fluctuating moods and emotions
- Pancreatitis
- Pregnancy complications
- Cancer of the esophagus
- Relationship Problems

Resources are available to assist Babson students in understanding and dealing with drug and alcohol misuse. You can receive information about on campus resources, or how to get connected to off campus resources, please visit the Student Resources page.

Outside any extenuating circumstances, the sanctions specified below are minimum sanctions imposed by policy violation of each type. Students or student organizations may receive sanctions from one or more of the categories below, corresponding to the assigned violation. They may receive additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident. Repeat and/or egregious violations may incur harsher sanctions.

Appendix D: Policy on Acceptable Use

I. Purpose

Babson College provides access to and use of its Information Technology Resources and Assets to authorized Users to support its educational and administrative activities. This Acceptable Use Policy (AUP) describes the terms and conditions of such access and use by authorized Users, whether through Information Technology Resources and Assets or through Personal Devices using any Information Technology Resources and Assets.

II. Definitions

- Acceptable Use refers to the access and/or use of Babson's Information Technology Resources and Assets by a User as authorized by, and in accordance with, the terms of this AUP.
- Information Technology (IT) Resources and Assets includes all systems, resources, services, equipment, devices, networks, data, content, and media that is owned, contracted and/or controlled

by or on behalf of the College, including but not limited to all operating systems, digital resources, hardware, software, telecommunications and other equipment, apps, databases, storage facilities, computers, IT security tools, and other technologies.

- User means all faculty, staff, students, alumni, affiliates, volunteers, providers, suppliers, vendors, contractors, consultants, visitors, guests and others whom the College authorizes to access or use any IT Resources and Assets in accordance with the role and/or responsibilities of the User.
- Personal Devices means all equipment or devices that are privately owned or provided by a third party neither under contract with, nor controlled by or on behalf of the College.

III. Policy

A. Statement of Acceptable Use Policy

This AUP applies to all Users whom the College authorizes to access or use any IT Resources and Assets. Access to and use of IT Resources and Assets is a privilege extended to Users to allow them to perform functions and activities in furtherance of the College's non-profit mission, including educational and administrative activities. Only Users may access or use IT Resources and Assets, and only to the extent of the User's authorization. In addition, all Users must act efficiently, responsibly, ethically and remain in compliance with the terms of this AUP, the scope of their authorization, applicable law, and other applicable College policies and procedures. By using or accessing any of Babson's IT Resources and Assets, Users agree to comply with, and be subject to, the terms of this AUP.

Users are prohibited from accessing or using IT Resources and Assets to engage in any activity that could adversely affect the security, performance, operations, or availability of IT Resources and Assets, that is inconsistent with or conflicts with the College's tax-exempt status, or that would subject the College to liability. Failure to comply with this AUP may result in legal action, contract termination, and/or disciplinary action up to and including the limitation or denial of access to IT Resources and Assets, dismissal from the College, and/or termination of employment or other recognized status.

B. Additional Obligations

Users must additionally comply with the following obligations:

- Users must protect IT Resources and Assets, including data (regardless of where it is stored or accessed), in accordance with applicable College

policies and procedures, including but not limited to Babson's Policy on Data Classification & Handling;

- Users must always protect their credentials (username/password). See the Authentication and System Access section below for more details;
- Users must abide by all pertinent licensing and contractual obligations. Information resources licensed by the College for the use of its students, faculty, or staff may only be distributed as permitted by the applicable license;
- Users may not use IT Resources and Assets in furtherance of an independent business or commercial activity except as part of an approved College program or sanctioned campus organization or activity in accordance with applicable College policies and procedures. The College reserves the right to remove, without warning, any unapproved commercial activities on any IT Resources and Assets;
- Users should promptly report any known or suspected security incidents or breaches, any lost or stolen IT Resources and Assets, any known or suspected security policy violations or compromises, or any suspicious activity to the Information Security team at informationsecurity@babson.edu;
- IT Resources and Assets are made available to faculty and staff for College activities and business purposes. Faculty and staff may make limited and incidental personal use of certain IT Resources and Assets, provided such use is in accordance with applicable College policies and procedures and at a level that is determined by the College to be reasonable; and
- Users may not use shared IT Resources and Assets in any manner that unreasonably inhibits or interferes with the use of such IT Resources and Assets by other Users.

C. Additional Prohibited Use of IT Resources and Assets

Users are additionally prohibited from engaging in any of the following while accessing or using any IT Resources and Assets:

- Acting in violation of any College policy, including but not limited to its Employment Guidelines, Faculty Handbook, and Community Code of Student Conduct;
- Engaging in prohibited harassment or discrimination in any form, including but not limited to harassment or discrimination on the basis of any characteristic protected by law and/or College policy;

- Promoting and/or facilitating any illegal activity, including but not limited to identity theft, hacking, or fraud;
- Unlawfully distributing, redistributing, downloading or attempting to download copyrighted materials without the permission of the copyright owner;
- Engaging in the unauthorized access, use, disclosure, duplication, alteration, modification, or destruction of data, content, systems, configurations, or IT Resources and Assets;
- Tampering with or changing anti-virus, firewall, or other security-related computer settings;
- Installing prohibited software;
- Deliberately introducing any malicious program onto or into any IT Resources and Assets (e.g., virus, worm, keystroke logger);
- Causing or contributing to security breaches or disruptions of network activities or communications, including but not limited to any of the following:
 - Excessively using systems or network capacity for personal gain/benefit;
 - Accessing data without authorization;
 - Attempting or logging into a server or account without authorization;
 - Interfering with or denying service to any other user host or Babson system;
 - Using a program, script, or command or sending messages with the intention of interfering with or disabling a User's session locally or via the IT Resources and Assets;
 - Making misleading or fraudulent offers of products, items, or services;
 - Exporting software, technical information, encryption software, or technology that may violate export control laws; and
 - Engaging, or attempting to engage in, any other conduct or action which the College determines to be inconsistent with or contrary to the terms of this AUP.

D. Authentication and System Access

Authorized Users must use College-issued credentials (ID and password) to access certain IT Resources and Assets. Users are additionally subject to and must comply with the following requirements applicable to individual system and application credentials:

- Users must keep their College-issued credentials secure and confidential. Sharing credentials is prohibited;
- Users are accountable for all activities associated with their College-issued credentials;
- Users should not use their College-issued credentials with non-Babson applications and/or

websites (e.g., @babson.edu email address and/or network password on a personal shopping or banking website);

- Users must change their passwords upon initial login and/or when required (e.g., upon expiration or password reset by IT Staff);
- Users must change their passwords if they suspect a compromise (e.g., shoulder surfing, phishing);
- Users may be requested to change their password by an IT Staff member if there is an indication that credentials may have been compromised;
- IT Staff may force a password reset or deactivate a User's access or account with or without the consent of the User to the extent necessary to limit potential damage or loss, or to protect the operations or integrity of IT Resources and Assets, e.g., in the event of a compromise or active threat;
- Users are prohibited from attempting to circumvent the authentication and/or security of any computer, host, network, or application account; and
- Strong passphrases are highly recommended (See Password Reset Policy). Multi-factor authentication is required for some College services.
- Emails from IT or Information Security will always have a banner and come from the IT Support Center or Information Security account.
- We will NEVER ask you to enter credentials over email.

E. Email Use

Users who are provided access to an email address issued, sponsored, or supported by the College must additionally comply with the following with respect to such email account:

- User emails relating to College activities or business are considered College records subject to applicable records retention and security requirements. See Records Retention Policy;
- Users must use College-provided email accounts rather than personal ones while conducting College business;
- The College may elect to issue, sponsor, or support email accounts as a courtesy for its alumni. Any such email account is a privilege that may be revoked, modified, or removed by the College at any time, with or without notice, in its sole discretion. See Babson's Alumni Email Policy; and
- Email distribution lists are College property and may not be accessed for personal use or provided to any third party without the prior approval of the applicable Data Steward in accordance with Babson's Policy on Data Classification & Handling.

Users are additionally prohibited from engaging in any of the following activities using an email address issued, sponsored, or supported by the College:

- Accessing or attempting to access the contents of another User's email account except in accordance with the Email Access Policy;
- Soliciting for political or religious activities;
- Soliciting for business or commercial activities not directly connected to College business or activities;
- Sending an email under another individual's name or email address, except when authorized to do so for College business or activities by the owner of the email account;
- Attempting to disguise the identification or origin of an email;
- Sending or forwarding any email that the User suspects contains malware; and
- Sending unwanted/uninvited spam emails and email chain messages (i.e., those sent with the expectation that the recipient will forward the message to a group of people) or other similar messages unrelated to College business or activities.

F. Internet Use

Users who access the internet by or through IT Resources and Assets must additionally do so in a manner that supports College business or activities. With approval of the CIO, CISO, CTO, or their respective designees, the College may block or restrict access to internet websites and protocols to the extent necessary to address or prevent a security threat, data breach, or related risk to the College (e.g., phishing, malware, or other virus or malicious attack).

G. Remote Access

The College makes available secure remote access technologies (e.g., VPN) on College-issued devices and equipment and/or otherwise permits authorized Users to access IT Resources and Assets. VPN is required for privileged accounts and for accessing non-web applications. All remote access to IT Resources and Assets must be accomplished using a remote access method approved by the College.

H. Personal Devices

When accessing or using IT Resources and Assets through Personal Devices, Users must additionally comply with the following requirements:

- Ensure that Personal Devices meet any system requirements that may be issued by Information Technology, including but not limited to:

- Password protection;
- Up-to-date anti-virus protection;
- Supported web browsers and operating systems; and
- Multi-factor authentication, wherever possible.
- Avoid downloading and/or storing Regulated Use Data or Restricted Data on Personal Devices. See Babson's Policy on Data Classification & Handling;
- Avoid merging College data or content with the User's personal data;
- Avoid disclosing or permitting access to College data or content by any unauthorized individual;
- Transfer any College data created and/or stored on Personal Devices to College equipment or devices soon as feasible; and
- Promptly delete or return to the College all College data on Personal Devices upon separation or termination of employment or other designated status with the College (e.g., volunteer status).

I. Access and Privacy

IT Resources and Assets belong to the College, and Users should not consider any data, content, or materials on any IT Resources and Assets to be private. To the extent that Users wish for their private activities to remain private, they should avoid making personal use of IT Resources and Assets.

The College may access User email and email accounts only in accordance with the Email Access Policy. The College does not routinely monitor documents or information stored on or transmitted through IT Resources and Assets but otherwise reserves the right to access, inspect, monitor, block, review, record, restrict, remove, copy, disclose, and preserve all documents and/or information stored on or transmitted through IT Resources and Assets at any time, with or without notice, when it determines in its sole discretion that it has a legitimate need to do so. Legitimate needs for such action may include, but are not limited to, protecting the College from liability; complying with requirements of the law, regulations, or College policy; protecting the integrity, security or proper functioning of IT Resources and Assets; investigating violations of the law, regulations, or College policy; and/or enforcing College policy and investigating or adjudicating potential offenses. Any such action: (i) relating to the integrity, security or proper functioning of IT Resources and Assets shall be taken in consultation with the CIO or CISO, or their respective designees; and (ii) in all other cases shall be taken in consultation with the CIO or CISO, or their respective designees, and the General Counsel.

IV. Additional Information

The College additionally reserves the right to periodically inspect IT Resources and Assets and take any other actions necessary to protect the same.

V. Responsible Office/Department

ITSD, under the direction of the CISO, is responsible for reviewing this AUP and updating as needed in accordance with the College's policies and practices for the same.

VI. Contact Information

Michael Gioia Chief Information Security Officer
mgioia@babson.edu

VII. Related Policies

- Employment Guidelines
- Faculty Handbook
- Community Code of Student Conduct
- Policy on Data Classification & Handling
- Information Security Policy
- Records Retention Policy
- Electronic Social Media Policy
- Password Reset Policy
- Email Access Policy
- Alumni Email Policy

Violations of the Computer Code of Ethics/Acceptable Use Policy will be treated as violations of College policy and may result in disciplinary action including, but not limited to, loss of network and laptop privileges. Prosecution under state and federal laws also may apply.

The College will respond in the following way after receiving notification of the transmission (upload or download) of copyrighted electronic files without the permission of the copyright owner. See below for sanctioning information related to illegal download cases.

For Undergraduate Students:

First Notification/Official Warning: The Office of Community Standards will send an email to the student with a copy of the notice the College received regarding the transmission. The email will ask the student to remove the software and the copyrighted files from their computer. The email will remind the student of the policy, explain that they have received an official warning and will indicate that future violations of the policy will result in disciplinary action.

Second Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose laptop privileges for seven days.

Third Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose Babson network privileges for a specified period of time.

For Graduate Students:

First Notification/Official Warning: The Office of Community Standards will send an email to the student with a copy of the notice the College received regarding the transmission. The email will ask the student to remove the software and the copyrighted files from their computer. The email will remind the student of the policy, explain that they have received an official warning and will indicate that future violations of the policy will result in disciplinary action.

Second Notification: The Office of Community Standards will charge the student with a violation of the Computer Code of Ethics/Acceptable Use policy. If the student is found responsible, the student will lose network privileges for a specified period of time. The sanctions specified above are minimum sanctions. They may include additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident.

Appendix E: Fire and Life Safety

The residence halls are equipped with automated fire protection systems that are monitored 24 hours a day by Babson Public Safety. Each room has an early detection smoke alarm, and the hallways are equipped with smoke detector units. Additionally, there are emergency pull stations in every hallway and fire extinguishers in the hallways and in every kitchen area. Babson also permits students to have an ABC fire extinguisher. Training for fire extinguisher use is available through Babson Public Safety. All Babson community members shall immediately exit the building in a safe and orderly manner during a fire alarm.

In Advance

- Become familiar with fire equipment, fire exits, and evacuation procedures.
- Keep rooms and public areas free of fire hazards.
- Report all damaged or inoperable fire equipment to the Office of Public Safety at x5555.
- Participate in all fire drills in your residence hall.

In Case of Fire

- Sound the nearest campus alarm or activate the nearest emergency pull station. These are linked automatically with the Wellesley Fire Department and Public Safety.
- Use fire extinguishers only on small fires that are not spreading and never attempt to extinguish the fire if you are in jeopardy or feel uncomfortable doing so.
- When possible, shut windows, unlock and close doors, and leave the lights on.
- Alert other occupants on the way out, if possible.
- Keep the driveways clear and stay at least 100 feet from the building.
- Do not re-enter the building until it has been cleared by the Fire Department.

Prevention

- Do not overload electrical circuits and only use laboratory tested appliances (UL listed). Replace damaged wires.
- Do not use hookahs, candles, cigarettes/e-cigarettes, cigars, incense, open flames, propane tanks, hot plates/burners, or halogen lamps.
- Extinguish all smoking material before disposing of it in a nonflammable container.
- Storage of bicycles, chairs, desks, and other combustible items is prohibited in all exit ways. Blocked exits have caused "chain reaction" pile ups of fallen people during emergencies.
- Storage of E-bikes or other lithium-ion battery powered scooters are prohibited within residence halls.
- Never store flammable liquids of any kind.
- Never store flammable gas or liquid in or near a residence hall.
- Never prop open a door.
- Never tamper with or damage door hardware or door lock/safety equipment (including warning alarms).

Students are encouraged to play an active role in fire prevention and security in their buildings by doing the following:

- Never propping open an exterior door;
- Not allowing suspicious or unknown persons into a building;
- Never pulling or forcing a door open or damaging or tampering with any door or safety equipment.

Any violation of these precautions is a violation of College policy and may be referred to the College's Student Accountability Process. It also may constitute a crime. Students should contact Public Safety if they observe unauthorized people in a residence hall. Please refer to MA state law if you have any questions.

Prohibited Items

Due to the serious risk of potential injury to persons and property and to minimize fire and safety hazards within the residence halls, the following items including, but not limited to, are prohibited in the residence halls:

- Air conditioner units – window and/or portable;
- Appliances and/or household items without an automatic shutoff and/or a timer;
- Coffee pots/makers with exposed elements;
- Cut trees, branches or greens;
- Extension cords and power strips without a surge protector;
- Fireworks;
- Fog, Smoke or Foam machines;
- Grills (gas, charcoal, or electric) that are not college supplied;
- Halogen, Lava and/or any heat emitting and flammable lamps;
- Hoverboards, E-Bikes and other lithium ion battery powered scooters;
- Incense, Incense burners, Candles and/or other types of open flames;
- Inhalants;
- Kegerators;
- LED strip lights with adhesive backing;
- Microwaves larger than .8 cubic feet/700 watts;
- Non-LED string lights;
- Refrigerators larger than 5.0 cubic feet;
- Space heaters.

Items found which violate this policy will be confiscated and students found to be in possession of those items will be referred to the Student Accountability Process. In the event Public Safety, Residence Life, or other campus officials identify an item not on this list that is inherently dangerous and/or presents a risk of fire or injury, the student may be asked to have it removed from campus.

Appliances such as toasters, toaster ovens, and other heat-producing cookware are permitted in residential living areas and suites that currently have working cooktop ranges. These items can be stored in the room (not plugged in) but may only be used in the residential living areas and suites that have working cooktop ranges. Excessive appliances in these areas will be evaluated and may result in removal of appliances by Residence Life.

The setting of fires is strictly prohibited. Violators are subject to immediate referral to the College's Student Accountability Process and/or the appropriate law enforcement agency for possible legal action. When a fire alarm is sounded, whether established as actual or false, the building must be evacuated immediately. Any individual failing to vacate a building during a fire alarm may be referred to the College's Student Accountability Process.

Tampering with fire extinguishers, fire protection equipment, or fire exits is a criminal offense. Students found responsible for doing so may be subject to criminal prosecution and College disciplinary action if malicious or unintentional damage is done to fire equipment including, but not limited to, pull boxes, hoses, smoke alarms, heat sensors, and fire extinguishers.

In the event that a pulled alarm box or activation of the alarm system is determined to be malicious, disciplinary action may be taken, including revocation of campus housing privileges, suspension, or expulsion from Babson. Violators will be reported to the Wellesley or Needham fire departments for possible criminal prosecution.

Finally, if modifications to the fire equipment are deemed necessary because of misuse or damage, those determined responsible will be billed for the cost of repairs. If no individual(s) is found responsible, the residents of the hall or a portion thereof will be billed. All fines are due within 10 days following the billing, which will occur as soon after the event as possible. If an individual is not held responsible for the malicious activation of a fire alarm, the residents of the floor/wing section and/or building may be collectively responsible for a \$250 College fine for each alarm.

Outside any extenuating circumstances, the sanctions specified below are minimum sanctions imposed by policy violation of each type. Students or student organizations may receive sanctions from one or more of the categories below, corresponding to the assigned violation. They may receive additional sanctions as deemed appropriate given the specific circumstances of a particular violation/incident. Repeat and/or egregious violations may incur harsher sanctions. See complete definitions of violations above.

Charges	Fines	Change of Status Sanctions
Tampering with fire extinguishers, fire exits, pull boxes, hoses, smoke alarms, heat sensors, or emergency phone/lighting equipment. This includes the act of covering a smoke detector;	\$250	Disciplinary probation through suspension, and/or deferred/loss of College housing;
Obstruction of a fire exit, hallway, or fire/Public Safety personnel in the performance of their duty.		Restitution for any damage
Causing a fire	\$500	Loss of College housing and suspension through expulsion from the College; Restitution for any damage

Appendix F: Hazing

Hazing is strictly prohibited and will not be tolerated at Babson College. This policy addresses hazing involving student groups, teams, and organizations of any kind whether or not they are registered or recognized by the College (collectively, "Student Group(s)"). Examples of Student Groups include but are not limited to athletic teams, fraternities and sororities, and any other student group or organization. This policy applies to all members of the College community, including faculty, staff, students, alumni, and other affiliates. Hazing is prohibited both on-and off-campus, regardless of whether someone consents to participate in hazing activities.

1. Hazing Under Massachusetts Law

The Commonwealth of Massachusetts passed legislation in November 1985 regarding the issue of hazing. The College is required by this statute to issue a copy of the law to designated Student Groups. The Office of Student Engagement will require all registered groups to sign an acknowledgement of this law and attend a seminar about the dangers and illegality of hazing.

Hazing is a crime defined under Massachusetts law as "any conduct or method of initiation into any student organization, whether on public or private property, which willfully or recklessly endangers the physical or mental health of any student or other person. Such conduct shall include whipping; beating; branding; forced calisthenics; exposure to the weather; forced consumption of any food, liquor, beverage, drug, or any other substance; or any other brutal treatment, or forced physical activity which is likely to adversely affect the physical health or safety of any such student or other person, or which subjects such student or other person to extreme mental stress, including extended deprivation of sleep or rest, or extended isolation."

A second important aspect of the Massachusetts law concerns the failure to report hazing. It states, "Whoever knows that another person is the victim of hazing (as defined) and is at the scene of such crime shall, to the extent that such a person can do so without danger or peril to [themselves] or others, report such crime to an appropriate law enforcement official as soon as reasonably practicable." Failure to report hazing is not a neutral behavior and constitutes a potential violation of this policy.

2. Hazing Under Federal Law

A federal act named the Stop Campus Hazing Act was signed into law in December 2024. This federal law requires the College to compile and disclose statistics on hazing incidents in its Annual Security Report, to publish information related to hazing incidents involving student

organizations in a Campus Hazing Transparency Report, and to publish specified information related to anti-hazing policies and hazing prevention and awareness programs. The College fully complies with the federal Stop Campus Hazing Act.

3. College Hazing Policy

Hazing is strictly prohibited by the College. Suspected or reported violations of this policy will be investigated and addressed by the College in accordance with applicable College policy and may result in disciplinary action up to and including expulsion for students, termination of employment for College employees, and/or termination of all benefits of affiliation with the College for all other members of the College community.

For purposes of this policy, hazing means any action or situation that recklessly or intentionally endangers, or has the potential of endangering, the mental or physical health or safety of a student for purposes including, but not limited to, pre-initiation, initiation, or admission into or affiliation with any organization. Hazing includes, but is not limited to, the following examples below. These examples can also span categories depending upon context, severity, and other factors:

- **Subtle Hazing:** Behaviors that create or build upon a power imbalance between members of a group, team, or organization. Subtle hazing is often taken for granted or viewed as harmless by those doing or being impacted by subtle hazing. Subtle hazing often disrupts one's integrity and mutual respect, oftentimes resulting in humiliation or embarrassment.
 - Deprivation of privileges granted to other members;
 - Requirement to engage in activities or service based on new member status;
 - Drills/tests on trivial or noneducational information unrelated to club/organization purposes, often with consequences for failure to produce the correct answers;
 - Expecting certain items to always be in one's possession;
 - Name calling or requiring members to refer to other members with formal titles; and/or
 - Requiring members to wear humiliating attire or carry humiliating items.
- **Overt Hazing:** Behaviors that may cause physical, emotional, or psychological discomfort or undue stress to oneself or others.
 - Forced engagement in stunts or otherwise embarrassing behaviors;
 - Yelling, using derogatory language, insulting, and/or other verbal actions intended to induce fear, discomfort, or stress;
 - Threats or implied threats;
 - Expecting members to harass others;

- Encouraged engagement in behaviors based upon a points or ranking systems;
- Encouraged consumption of food, liquid, alcohol, drugs, or other substances; and/or
- Forced engagement in law-breaking behaviors that causes stress or discomfort.
- **Potentially Violent Hazing:** Behavior that may cause physical, emotional, or psychological harm to oneself or others.
 - Whipping, beating, branding, or other corporal punishment;
 - Exposure to the elements or adverse conditions;
 - Forced consumption of food, liquid, alcohol, drugs, or other substances;
 - Forced physical activity to the point of harm, including engagement in calisthenics or sleep deprivation;
 - Forced behaviors that cause extreme emotional distress, such as social isolation, forced embarrassing behavior, etc.;
 - Forced engagement in law-breaking behaviors that lead to harm;
 - Abduction / kidnapping;
 - Public nudity; and/or
 - Expecting or requiring members to inflict harm upon others.

New member initiation processes must be conducted in a manner and environment that respects the dignity, integrity, wellbeing, and autonomy of all parties involved. If students are unsure that a behavior or activity would constitute hazing, they should consult the following resources:

- The Office of Community Standards, communitystandards@babson.edu;
- The Office of Student Engagement, ose@babson.edu

4. College Procedures to Report, Investigate, and Address Hazing

Any person having knowledge of any conduct which may constitute hazing, should report said behavior to the College immediately. Information regarding potential hazing may be reported to the College using the hazing experience reporting form or by contacting the following resources:

Resource	Email	Telephone
The Office of Community Standards	Communitystandards@babson.edu	781-239-6344
The Office of Student Engagement	Ose@babson.edu	781-239-4500
Vice President of Learner	deanofcampuslife@babson.edu	781-239-5028

Success and Dean of Campus Life		
Dean of Students	deanofstudents@babson.edu	781-239-4084
Public Safety	Publicsafety@babson.edu	781-239-5555 (Emergency); 781-239-4555 (Non-Emergency); 781-237-8164 (Anonymous Tipline)
Office of Human Resources (for hazing matters involving College employees or volunteers)	Hr@babson.edu	781-239-5497

The College will investigate and address suspected or reported violations of this policy as follows:

- Suspected or reported hazing involving students will be investigated and addressed in accordance with the Student Accountability Process as described in the Community Code of Student Conduct and/or other applicable policies and procedures. Students who fail to comply with this policy and/or applicable hazing laws will be subject to disciplinary action in accordance with the same, which may result in action including immediate suspension from College housing, suspension or expulsion from the College, loss of organizational recognition, and other sanctions.
- Suspected or reported hazing involving College employees will be investigated and addressed in accordance with the Employment Guidelines and/or other applicable policies and procedures. Employees who fail to comply with this policy and/or applicable hazing laws will be subject to disciplinary action in accordance with the same, which may result in action up to and including termination of employment.
- Suspected or reported hazing involving members of the College community other than students or employees will be investigated and addressed in accordance with applicable College policies and procedures depending on their status, role, and/or affiliation with the College. Members of the College community other than students and employees who fail to comply with this policy and/or hazing laws will be subject to disciplinary action in accordance with the same, which may result in action including removal from College property, suspension of privileges, and/or termination of all benefits of affiliation with the College.

The actions described above are in addition to any fines and/or other civil or criminal penalties that may result under applicable law. Alleged violations of the hazing laws may be referred to Babson Public Safety and/or

other appropriate law enforcement authorities and may be addressed under applicable legal procedures. Reports of potential hazing received by Babson Public Safety will be assessed in accordance with timely warning, emergency warning, daily crime log, and other applicable requirements.

5. Anti-Hazing Prevention and Awareness

The College maintains an anti-hazing prevention and awareness program which includes a number of prevention strategies intended to stop hazing before it occurs. Details regarding the prevention and awareness program are available on the Annual Security Report.

Appendix G: Residence Hall Expectations

Students who choose to live in the College's on and off-campus residences must abide by the expectations put forth by The Office of Residence Life. Students are expected to be aware of the following Residence Hall Expectations and follow them. Please contact The Office of Residence Life if you have any questions.

General Policies

Furnishings

Rooms are furnished with a bed and mattress (extra-long twin), dresser/set of drawers, closet or wardrobe, desk and chair, bookcase, trash bin, and recycling bin. Students may not remove College furniture or equipment from its assigned room, suite, lounge or other area within a residence hall and personal furniture cannot be brought in to replace these items.

For the safety of all residents, furniture may not be arranged in such a fashion that it impedes access to a door, window, or hallway. If a student would like to bring their own furniture to campus due to a medical need, they must complete the Medical Housing Accommodation request form through Accessibility Services via the Babson Portal.

Shades are provided for windows, and students may install curtains or drapes, provided they conform to fireproofing standards and do not damage walls. Any student-installed curtains or drapes must not cause any damage to the walls or other facilities. Drilling curtain rods into the wall is not allowed; tension rods or command hooks supports are recommended as an alternative. Lofted beds of appropriate construction are allowed within the following dimensions: 67" high x 39" wide x 84" long. Due to issues of safety, the College prohibits the use of cinder blocks by students in residence halls. The College does recognize the need for in-room student storage and, therefore, will supply bed

risers upon request in order to lift a student's bed. Risers can be requested by submitting a Facilities work order. Waterbeds are not permitted.

Guest Policy

All guests on the Babson campus are expected to act in a responsible and lawful manner, adhere to the regulations and policies of the College, and comply with applicable federal, state, and local laws, bylaws, and mandates, particularly those relating to use and/or possession of drugs and alcohol. A guest is defined as any person who is not a resident of the room or living unit in which they are present. This includes other Babson students who are visiting other parts of campus. Host students should themselves be aware of and are responsible for ensuring that their guests are informed of the following guidelines, and that they act accordingly:

- Keys and OneCard access are issued for students' use and may not be altered, duplicated, or distributed to a guest for their use.
- It is the host's responsibility to accompany their guests at all times while on the campus and inform guests of College policies. Guests are not permitted to live, cohabitate, or stay in a student's room for an extended period of time, not to exceed three consecutive days.
- Students will be held responsible for any violation that involves their guests. This includes responsibility for the consequences of their guest's actions, such as payment for any damages and reimbursement for any extraordinary expenses incurred by the College as a result of the guest's actions or behavior, and any fines or non-monetary sanctions imposed.
- Guests should be informed that failure to properly identify themselves upon request by a member or representative of the Office of Public Safety, Student Life, or the Office of Residence Life may result in their being asked to leave the campus.
- A guest's or host's failure to leave the campus when ordered to do so by College authorities may result in the issuance of a Trespass Order. A violation of a Trespass Order may result in an arrest.
- The right of a student to live in reasonable privacy takes priority over the right of their roommate to host a guest in the room. It is the responsibility of the host to seek permission from all roommates prior to arranging for a guest overnight. This includes College-sponsored overnights. Note, all overnight guests are permitted to stay no more than three consecutive nights.
- Guests who are non-Babson students and plan to park a vehicle on campus must obtain a visitor's parking pass from the Office of Public Safety. Failure to obtain a visitor's parking pass may result in the issuance of a fine (for which the host would

be responsible, and/or removal of the vehicle from campus at the host's expense). It is expected that guests will abide by all parking regulations while on campus.

Health and Safety Inspections

The College may conduct health and safety inspections of campus housing during school breaks and periodically throughout the year. This serves as notification that such inspections may occur. Each student living in campus housing expressly acknowledges this right. In addition to the prohibited items, the College expects that all rooms are free from excessive amounts of trash and kept in sanitary conditions. In the event that a prohibited item, such as a candle, is seized from a room, it will remain in the Area Coordinator's possession until the end of the semester. If an item seized is also in violation of the College's Alcohol and Other Drug Policy (i.e. alcohol bottles, drugs, and drug paraphernalia: bong, grinders, water pipes, etc.), the items in question will be retained by Public Safety and destroyed.

Residence Life Policy Violations Lounge Furniture (College-Owned)

College-owned furniture is placed in lounges and other locations/common areas on campus for the benefit of all students. Theft, removal, damage or possession of, and relocation to student rooms is prohibited; such incidents will be referred to the Student Accountability Process. Removal of College furniture or property from public areas or student rooms will result in a charge equal to the cost of the missing furniture documented through the damage billing process.

Noise and Quiet Hours

It is expected that all students and their guests will show consideration and respect for the need of others for quiet at all times of the day and night in all areas of campus. Noise caused by speakers, televisions, voices, or otherwise should be monitored by the residents of a room so as not to negatively impact the other residents in the building or persons outside the building. It is the responsibility of all residents to ensure that a given noise level caused by themselves or their guest(s) is not problematic to others. Students should seek out a residence hall staff member if they have questions about this responsibility. The College in its sole discretion reserves the right to make a determination about appropriate levels of noise.

Common courtesy is in effect 24 hours a day, in addition to the following guidelines regarding stereo use:

- Speakers may not be placed in windows, aimed outside;
- Speakers should be played at a reasonable decibel level, and doors to the rooms must be shut.
("Reasonable level" shall be defined and interpreted

by peers and, if necessary, by the residence hall staff, Public Safety, or members of the Office of Residence Life staff);

- There will be minimal, or no speaker use during those hours of the day or night designated as "quiet hours" by the residence hall community or during 24-hour quiet hours.

It is expected that residents and their guests will be respectful of others' need for quiet, specifically between the designated quiet hours of 11pm and 8am Sunday to Thursday, and 1am and 8am Friday and Saturday. 24-hour quiet hours are in effect during reading days and final exams.

In the event that a conflict arises between two or more parties, each party should seek out the assistance of their Resident Assistant (RA) and/or Area Coordinator. The residence hall staff will mediate and help students reach an agreement in resolving the noise issue.

Pets

No pets are allowed in the residence halls, student apartment buildings, or other campus buildings. The College reserves the right to contact the humane society to facilitate the removal of unauthorized animals from campus. Students requesting an animal due to a medical need must submit the Medical Housing Accommodation form and the animal registration form with vaccination records to The Office of Residence Life prior to move-in.

Roofs, Windows, and Fire Escapes

In the interest of safety and well-being, students are not permitted on the roof or fire escape of any College building, except in the case of a fire or other emergency. Residents may not remove screens from windows or sit on window ledges. Except in cases of a fire or life safety emergency, it is prohibited to use any window as an entrance or egress from a residence hall. Violations may result in a \$100 fine and/or other disciplinary action. Also, it is prohibited to hang any item (such as flag, banner, satellite dish, and/or air conditioner) from any window without the permission of Residence Life. Violations may result in a fine of \$100 and/or removal from housing.

Room Search Policy

The College reserves the right to enter and search a student's room, suite, apartment, or any residential space or area in College housing and their contents without notice for any of the following reasons:

- To determine occupancy;
- To inspect for health and safety reasons;
- For maintenance and repairs;
- To uphold community standards (including discipline and other College policies);

- Where the occupant or owner of the content consents;
- In cases of emergency as determined by College staff. If a directive is issued by the Vice President of Learner Success and Dean of Campus Life, or their designee, after sufficient information is presented to give rise to a belief that a search will disclose a violation of College policy or state or federal law that has, is, or will take place; or that a danger to the health or safety of the occupant(s) or other members of the Babson College community exists; and/or in furtherance of law enforcement activities.

Except where there is an emergency, immediate concerns about a student's well-being, to minimize damage to campus housing, or in connection with law enforcement activities, the College will use reasonable efforts to notify occupants of entry in advance by campus mail, email or telephone. When entrance is made for any of the above reasons, the College reserves the right to conduct a plain-view search and to remove any item(s) not in conformity with College policy or local, state, or federal law. A College search authorization, of all contents of a room including safes, luggage, lock box, etc., shall be issued when sufficient information is presented to give rise to a belief that a search will disclose a violation of College policy or state or federal law has taken place or will take place; or that a danger to the health or safety of the occupant(s) or other members of the Babson community exists.

Any item(s) seized in a search shall be turned over to the Vice President of Learner Success and Dean of Campus Life or their designee. Items that are determined to be in violation of college policy, local, state, or federal law will not be returned to the student. If possession of item(s) violates a local, state, or federal law, the item(s) seized will be turned over to the department of public safety or the appropriate government authorities. Records documenting item(s) seized and chain of custody will be maintained.

Babson College exists within a larger community that has its own laws and standards of behavior, and the College confers no exemption from those laws and standards. All Babson College students are subject to the legitimate exercise of government authority. This policy does not prohibit the department of public safety from exercising its lawful authority.

Woodside and Babson Executive Conference Center Expectations

Woodside is a community of undergraduate students living in a wing comprised of four floors connected to the Babson Executive Conference Center (BECC). In some circumstances the College may also utilize additional rooms located in the BECC for student housing located in the main hotel. The BECC is utilized for executive

education programs and conferences. Being part of this community, residents must adhere to these additional policies that support the mission of the BECC.

In summary:

- Residents must acknowledge that the BECC is utilized for executive education and BECC program participants will be studying in their rooms when not in sessions. Accordingly, noise must be kept at a minimum and courtesy hours are expected at all times (i.e., no loud music, etc.).
- Residents must not use the main entrance to the BECC, except in an emergency. They are not permitted to access the BECC from their rooms through the internal BECC door, nor may they use the internal BECC door to access their rooms from the BECC.
- Residents will access the BECC only for legitimate purposes.
- Residents requiring access to the BECC agree to utilize the main entrance for such access.
- Residents may not bring alcohol into Woodside rooms or the BECC.
- Residents may not have events where alcohol would be consumed.
- Residents may not utilize grills of any kind.
- Parking is limited to the area specifically designated for Woodside residents. Parking under the parking deck is prohibited at all times.
- Residents may not have a toaster, toaster oven, microwave, or heat devices in their rooms. These items may be used in the kitchens.
- Use of outdoor patios may be restricted or prohibited. Students are expected to comply with posted guidance regarding specific access to outdoor spaces.

Appendix H: Gender-Based Misconduct

Conduct prohibited by Babson's Title IX and Gender-Based Misconduct Policies fall under the purview of the College's Title IX Coordinator, Betsy Rauch. A list of support resources, reporting options and policies can be found on the Title IX Website.

Appendix I: Campus Utilization Policies

Statement Regarding Campus Utilization

All Babson College campus spaces associated with the Wellesley, MA, Boston, MA, and Miami, FL properties, indoors and outside, are managed at the discretion of the

College in accordance with these or any other campus policy, other applicable College policies, guidelines, and procedures, and applicable state and federal laws. Space reservations by faculty, staff, and/or students for College-related purposes must be reserved through the Events Management System (EMS) to ensure appropriate utilization. Individuals or organizations wishing to utilize Babson campus space in conjunction with an outside entity may request space through the Campus and Community Events Office and/or Summer Programs Office to initiate a utilization agreement between the requestor and the College, typically for a fee.

Solicitation, Vending, Distribution of Publications

At Babson, we are committed to a campus environment that prioritizes the academic experience. As such, we prohibit solicitation efforts that do not relate to Babson College's business or interests. Community members may not sell, solicit, and/or distribute any non-College-related materials on Babson owned property or through Babson operated email and/or online platforms. Approved student organizations or businesses wishing to promote a non-College related opportunity, experience, or business may in a limited capacity reserve a designated vendor table through the Events Management System (EMS) located in either Trim Dining Hall, Olin Hall, Len Green Recreation and Athletics Complex, or the Reynolds Campus Center for such efforts. An associated fee may apply, and reservations are subject to approval in accordance with applicable policies and procedures.

Displays – Posters, Banners, Chalking and Graffiti

A. Flyers, Posters and Banners

Flyers, posters and banners may only be displayed inside campus buildings in designated posting areas in accordance with policies of the specific campus location. No flyers, posters, or banners may be displayed on the exterior of campus buildings, unless associated with an approved College program or event, e.g., Orientation, Back To Babson, NCAA Championships. Projections on campus-buildings is prohibited with exceptions made only for events or initiatives approved by College Marketing.

Community members are expected to utilize designated posting areas respectfully. The following conditions must be followed. Failure to abide by these conditions may result in removal of posted materials and other action in accordance with applicable policy:

- Avoid posting over other materials that are relevant to current opportunities or events on campus;
- Limit postings to a reasonable number of materials per location;
- Materials must be promptly removed by the student organization or individual student who posted them once the event or opportunity has

concluded. If there is no specific date associated with the posting, postings must to be removed within two weeks to allow space for other materials;

- Posting on doors or windows is prohibited unless identified as a designated posting area;
- Materials posted may not promote content or include language or text that violates College policy, including the Community Code of Student Conduct;
- Babson College Marketing brand guidelines must be used as applicable;
- The name of the group or organization responsible for the promotional material must be clearly displayed on the flyer, poster, or banner;
- Promotional materials of others may not be removed, vandalized, or altered. Concerns with posted materials can be referred for review to the campus space owner where the posting occurred.

Note: Banners can be displayed in the Reynolds Campus Center, Trim Dining Hall, Len Green Recreation and Athletics Complex, the Main Entrance Gate, West Gate Entrance, Olin Hall (institutional events only), and College Drive lamp posts (institutional events only). To reserve a banner location please do so through EMS and in coordination with associated space owners.

B. Chalking

Chalking is only permitted in designated areas of campus to promote approved campus events and initiatives. The individual or group chalking is responsible for ensuring that the sponsoring organization is identified or clearly recognizable from the contents of the chalking. Under no circumstance may chalking occur on any building, wall, or landscape feature. Chalking in any non-designated location and chalking that includes language or images that violate College policy may be removed by the College.

Designated areas include:

- the sidewalk between (including the side of) the Sorenson Theater and Babson Commons along College Drive;
- the blacktop under the Sorenson/Reynolds Skybridge;
- The blacktop of Webster lower entrance (other areas surrounding athletics complex and fields may be requested for specific events with approval from recreation and wellness team);
- the blacktop sidewalk in front of the Olin Hall patio;
- the blacktop sidewalk between Olin Hall and Knight Auditorium (on the Olin Hall side of College Drive only);
- any other area that may be designated by the College.

C. Graffiti

Any kind of graffiti, permanent or temporary, is prohibited. This includes window painting. Graffiti of any kind will be considered as damage and/or misuse of space under the Community Code of Student Conduct and may additionally be referred to Babson Public Safety.

Displays, Exhibits, and Temporary Structures

Campus buildings and exterior campus spaces may only be used for displays, exhibits, and/or temporary structures with the prior explicit permission by the Office of Student Engagement, Office of Graduate Student Life and Leadership, and/or the Dean of Students Office and in coordination with space owners. Displays or exhibits of any kind will not be approved during the reading period, exams, or outside of any academic session. The timing and location for approved displays, exhibits, and/or temporary structures is at the discretion of the Office of Student Engagement, Office of Graduate Student Life and Leadership, the Dean of Students, and in coordination with space owners. Displays, exhibits, and/or temporary structures must be removed by the organizers within one calendar week from the first day approved to set-up. Any exterior display, exhibit, and/or temporary structures will also require approval from Facilities Management and Planning and Public Safety to ensure there is no disruption to maintenance operations or community safety. All locations for approved display, exhibit, and/or temporary structures must be reserved in EMS.

Student organizations, and/or individuals sponsoring an approved display, exhibit, and/or temporary structure are required to include the following statement (or such other statement as approved by the Office of Student Engagement, Graduate Student Life and Leadership, and/or Dean of Students Office:

The ability for a student or student group to display their personal views, beliefs, and/or opinions on Babson College property in no way implies that Babson College supports or endorses the views, beliefs, and/or opinions represented in said display(s).

Students wishing to voice their personal views, beliefs, and/or opinions are encouraged to email the Dean of Students Office (deanofstudents@babson.edu) for support and guidance.

Where applicable: Please note that tampering with or destroying these displays is a violation of College policy. This area may subject to video surveillance.

Note: In an effort to maintain a community of respect and promote civil discourse, the Dean of Students Office, Office of Student Engagement, and Office of Graduate

Student Life and Leadership are available to guide students through the logistical requirements of the planning process.

Additional guidance for events, displays, exhibits, demonstrations, etc. can be found on the Hub.

Disclosures

The Babson College Catalog is an annual publication that includes information about the College, academic programs offered, academic and financial policies, and student services and resources. Babson College reserves the right to make changes to information included in the College Catalog as deemed necessary and without notice. The information included in this catalog is effective the date of publication.

Babson College prohibits discrimination on the basis of race, color, national or ethnic origin, ancestry, religion, sex, sexual orientation, gender identity, gender expression, age, genetics, physical or mental disability, and veteran or other protected status. This policy extends to all rights, privileges, programs, and activities, including admission, employment, education, and athletics. In addition, Babson College respects, values, and benefits from diversity in the College community. The College, through the president, vice presidents, and deans, requests that all members of the community support efforts that reinforce the value of diversity throughout the curriculum and all aspects of campus life.

Degrees

Master of Business Administration - Blended Learning Miami MBA - Starting Fall 2022

Program of Study
MBA

Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2
MBA7400	Startup Foundations	0.5
MOB7200	Creating and Leading Effective Orgs	2
ACC7200	Financial Reporting	2
MBA7601	Special Topics: Entrepreneurial Growth	3
EPS7201	Strategic Innovation Mature Organizations	3
ECN7200	Managerial Economics	2
MKT7200	Marketing	2
QTM7200	Data, Models and Decisions	2
FIN7200	Introduction to Financial Management	2
LAW7200	Law	1
MBA7602	Special Topics: Social Innovation	3
ACC7201	Measuring and Managing Strategic Performance	2
MOB7202	Strategy	2
OPS7200	Technology and Operations Management	2
MBA7603	Special Topics: Global Enterprising	3
MBA7604	Special Topics: Entrepreneurship in a Digital World	3
MBA7401	Disruptive Change and Enterprise Transformation	1.5
ECN7201	International Macroeconomics and Business Environment Analysis	2
MBA7402	Capstone: Corporate Entrepreneurship	6

Total Credits: 46

Master of Business Administration - Blended Learning Miami MBA - Starting Fall 2024

Program of Study
MBA

Required

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2
MBA7400	Startup Foundations	0.5
MOB7200	Creating and Leading Effective Orgs	2
ACC7200	Financial Reporting	2
EPS7201	Strategic Innovation Mature Organizations	3
ECN7200	Managerial Economics	2
MKT7200	Marketing	2
QTM7200	Data, Models and Decisions	2
FIN7200	Introduction to Financial Management	2
LAW7200	Law	1
ACC7201	Measuring and Managing Strategic Performance	2
MOB7202	Strategy	2
OPS7200	Technology and Operations Management	2
MBA7401	Disruptive Change and Enterprise Transformation	1.5
MBA7606	Selling and Sales Management	2
MBA7402	Capstone: Corporate Entrepreneurship	6
	Blended Miami Elective Credit	12

Total Credits: 46

Master of Business Administration - Blended Learning Miami MBA-Starting Fall 2026

Program of Study
MBA

Course Code	Title	Credits
EPS7200	Entrepreneurship and Opportunity	2
MBA7400	Startup Foundations	0.5
MOB7200	Creating and Leading Effective Orgs	2

ACC7200	Financial Reporting	2
EPS7509	AI Pioneers:creating Future Business	3
ECN7200	Managerial Economics	2
MKT7200	Marketing	2
QTM7200	Data, Models and Decisions	2
FIN7200	Introduction to Financial Management	2
LAW7200	Law	1
ACC7201	Measuring and Managing Strategic Performance	2
MOB7202	Strategy	2
OPS7200	Technology and Operations Management	2
MBA7401	Disruptive Change and Enterprise Transformation	1.5
MBA7606	Selling and Sales Management	2
MBA7402	Capstone: Corporate Entrepreneurship	6
	Blended Miami Elective Credit	12

Total Credits: 46

Master of Science in Management in Business Creation

Program of Study
MSMBC

Degree starting Spring 2027

Course Code	Title	Credits
EPS6610	Eps: Opportunity Discovery&validation	1.5
MOB6610	Entrepreneurial Leadership	1.5
MKT6610	Marketing for Entrepreneurs	1.5
QTM6610	Analytics for Decision Makers	1.5
STR6610	Strategic Problem Formulation	1.5
ACC6610	Financial SustAInab&perform Measurement	1.5
EPS6611	New Venture Creation	3
OIM6610	Scaling Lean Ventures	3
MBC6600	Design Thinking Opportunity Frontier	3
EPS6612	Entrepreneurial Finance	3
MBC6601	Launch Plan Value Theory	3
MBC6602	Launch Plan Go to Market	3
MBC6603	Launch Plan Pitch,defend,modify&deploy	3

Total Credits: 30

Online MBA

Program of Study
MBA

Course Code	Title	Credits
ACC7800	Financial and SustAInability Reporting	2
EPS7800	Entrepreneurship	2
FIN7800	Finance	2
MKT7800	Marketing	2
MOB7800	Managing People and Organizations	2
	MOB7801 or STR7800	2
OIM7800	Operations and Information Management	2
QTM7800	Business Analytics	2
MBA7800	Babson Consulting Experience	2
	Elective Credits	27

Graduate GPA Requirement:

Cumulative GPA greater than or equal to 2.8

Certificates

Certificate in Advanced Management

Program of Study
Certificate

Elective Credits

Courses chosen from graduate course portfolio

Course Code	Title	Credits
	Elective Credits	9

Total Credits: 9

Certificate in Applied AI and Analytics

Program of Study
Certificate

Certificate starting Spring 2027

Student must complete all four (4) courses.

Course Code	Title	Credits
EPS7554	Entrepreneur, Analytics&strat of the Firm	3
MBA7512	Storytelling/Communication with Data	3
OIM7510	Programming for Business Analytics	3
QTM7571	Machine Learning Methods for Bus	3

Total Credits: 12

Certificate in Core Leadership Essentials

Program of Study
Certificate

Student must complete 10 credits from the courses below

Course Code	Title	Credits
ACC7800	Financial and SustAInability Reporting	2
EPS7800	Entrepreneurship	2
FIN7800	Finance	2

MKT7800	Marketing	2
MOB7800	Managing People and Organizations	2
OIM7800	Operations and Information Management	2
QTM7800	Business Analytics	2
STR7800	Strategy	2

Total Credits: 10 Credits

Courses

ACC6610: Financial Sustainability & Performance Measurement

ACC6610: Financial Sustainability & Performance Measurement

1.5 Credits

In this course, you will develop the quantitative skills and logical analysis required to evaluate the financial feasibility of strategic opportunities such as entering new markets, pursuing new customers, or introducing new products or services. You will learn the concept of cost behavior and how to conduct cost-volume-profit analysis, or CVP analysis. We will explore relevant costing and ways to use accounting data to analyze alternative courses of action and make better operating decisions. You will learn to build budgets and forecasts and address the question that every venture must answer: "How are we doing?" Finally, you will be introduced to performance management frameworks and financial and non-financial metric development and analysis.

Credits 1.5

ACC7200: Financial Reporting

ACC7200 Financial Reporting

2 Credits

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

Credits 2

ACC7201: Measuring and Managing Strategic Performance

ACC7201 Measuring & Managing Strategic Performance

2 Credits

Measuring & Managing Strategic Performance (MMSP) – This course is focused on the connection between strategy execution and profitability. Students develop skills in quantitatively-grounded logical analysis in order to be able to:

- o Judge the financial feasibility of plans for launching new businesses or for redesigning existing ones.
- o Grow profitable and sustainable ventures.
- o Create business models that make money.

Credits 2

ACC7577: Finance and Accounting As Competitive Tools

ACC7577 Finance for Non-Financial Professionals

3 Elective Credits

This finance course bridges the gap between functional business knowledge and practical financial information. By connecting your company strategy to its financial implications, you increase the value of your organization and become a more effective business leader. Topics covered include: understanding financial statements, using finance to improve decision-making, projecting cashflows, and assessing organizational performance. The curriculum focuses on universal business problems that are specific to your needs, and teaches you how to immediately apply that information in ways that are relevant to your job.

Credits 3

ACC7800: Financial and Sustainability Reporting

ACC7800 Financial and Sustainability Reporting
(Formerly Financial Reporting)
2 Credits (Core MBA)

If you have taken and passed ACC7200, you cannot register for ACC7800, as these two courses are equivalent

The purpose of this course is to review the concepts surrounding financial and environmental, social, and governance (ESG) reporting and to emphasize the importance of being an informed user of financial and ESG information for any entrepreneurial leader. Whether you are involved in an existing business or starting your own, working in the not-for-profit sector or managing your personal finances, you will need to be able to incorporate financial information into your decision-making process. We will be constructing financial statements, analyzing them across companies and industries, and providing linkages to entrepreneurial and strategic decision making. We will also be exploring how the reporting of ESG factors integrates with financial reports to provide useful information for evaluating risks and the long-term sustainability of a business.

****It is strongly recommended that students complete this course prior to taking FIN7800****

Credits 2

ECN7200: Managerial Economics

ECN7200 Managerial Economics

2 Credits

Managerial Economics (MICRO) - This course provides a framework for systematic analysis of consumer and firm's choices in light of global market dynamics to create and capture value given the firm's and industry's market structure. This framework is used to explain firm adjustment to changes in market conditions, as well as to changes in government policies and laws. While the course focuses on understanding how the value of the firm can be increased, it also addresses broader questions of efficiency, equity and sustainability.

Credits 2

ECN7201: International Macroeconomics and Business Environment Analysis

ECN7201 International Macroeconomics and Business Environment Analysis
(Formerly Managing at the Crossroads: Business, Government, and the International Economy)

2 Credits

Managing at the Crossroads: Business, Government, and the International Economy (Mac-BGIE) – This course focuses on domestic and international cause-and-effect relationships among credit markets, goods and services markets, and foreign exchange markets. This global framework is used to explain the effect that economic, social, and/or political shocks have on a nation's growth and prosperity.

Credits 2

EPS6300: Entrepreneurship, Analytics, and Strategy of the Firm

EPS6300 Entrepreneurship, Analytics, and Strategy of the Firm
3 Blended Credits

This course provides an overview of the entrepreneurship method that will enable students to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations, while also introducing students to the use of analytics throughout the lifecycle of business applications. The method, called Entrepreneurial Thought and Action® (ET&A), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts. Topics will include: innovation uncertainty in the corporate environment, Design Thinking, Shareholder Value and EVA/Multi Business Strategy in Large Corporations, Industry Analysis, Ecosystems and Competitive Positioning and How Big Companies Make Decisions.

Prerequisites: Admission in to the MSBA program. CAM students should contact Graduate Academic Services to pursue enrollment in this course.

Credits 3

EPS6610: Eps: Opportunity Discovery&validation

EPS6610: Entrepreneurship: Opportunity Discovery and Validation

1.5 Credits

This course introduces you to a methodology that we practice at Babson, called Entrepreneurial Thought & Action (ET&A). You will have several opportunities to practice the skills associated with this method, such as the ability to effectively pitch your ideas, enroll others on your entrepreneurial journey, and manage risk through a process of trial-and-error learning. You will also examine the importance of creativity and lateral thinking in this process, and develop your abilities as they relate to entrepreneurship. Through this process, you will become more adept at both recognizing and acting upon entrepreneurial opportunities. Lastly, you will integrate these skills to define, iterate, and communicate the feasibility of an early-stage business concept.

Credits 1.5

EPS6611: New Venture Creation

EPS6611: New Venture Creation

3 credits

New ventures operate in environments marked by uncertainty, limited resources, and the constant need to create new value. Founders and entrepreneurial leaders must learn how to build capabilities, test assumptions, and develop systems that support growth without losing the flexibility that makes entrepreneurship possible. In this course, students examine different approaches ventures can take to build and strengthen their entrepreneurial capability as they move from idea to execution and early growth. We consider the challenges of building structures, processes, and management practices that support innovation while still enabling focus, speed, and learning. The course emphasizes how entrepreneurship can become an enduring capability within a growing business, not just a one-time startup effort.

Credits 3

EPS6612: Entrepreneurial Finance

EPS6612: Entrepreneurial Finance

3 Credits

This course focuses on the financial challenges and funding options associated with starting, building, and growing a new venture. Students examine a range of financing sources available to entrepreneurs, including personal investment, co-founders and partners, friends and family, bootstrapping, commercial lending, angel investors, venture capital, and other sources of seed and growth capital. The course explores how entrepreneurs evaluate funding choices in light of the venture's stage, goals, risk profile, and ownership implications. Students will also examine the financial viability of new business opportunities, develop financial plans for emerging ventures, and consider the financial management challenges that arise over the life of a business. Topics may include financing start-ups, managing cash and growth, financial planning for small and medium-sized enterprises, preparing for investment, and navigating major transition points such as rapid expansion, sale, or failure.

Credits 3

EPS7200: Entrepreneurship and Opportunity

EPS7200 Entrepreneurship & Opportunity

2 Credits

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

Credits 2

EPS7201: Strategic Innovation Mature Organizations

EPS7201 Strategic Innovation in Mature Organizations

3 Core Credits - Blended Miami Program Core Course

Corporations caught up in the web of commoditization and stagnation have come to realize that they need entrepreneurial capabilities to create new platforms of business that will be the promise of the future. Yet overall, these efforts have produced uneven success. Although entrepreneurs in organizations can benefit from the resources, experience, financial assets and networks of the large company, they are constrained by its bureaucratic practices. Recent evidence points to corporate leaders' renewed attention to developing management systems that work with, rather than against intrapreneurs. In this course we will examine various approaches companies have taken to build this organizational capability. We examine five different approaches and consider the shortcomings of each. We will build the rationale for why innovation must become an organizational function if a company truly wishes to compete for the Future. We focus at the organizational level rather than the individual project level, seeking insights about how organizations can institutionalize structures and processes for entrepreneurship, even within a dominant culture of operational excellence that, of necessity, pervades most large established firms.

Credits 3

EPS7500: New Venture Creation

EPS7500 New Venture Creation

(Formerly Entrepreneurship)

3 Credits

This course integrates many of the concepts, tools and practices of entrepreneurship. Students will learn to be superior opportunity assessors and shapers, to understand the integration of people and process in entrepreneurship, to write, articulate and present a new venture execution plan, understand the alternatives and trade-offs in financing, starting and operating a venture, and gain a better understanding of their personal entrepreneurial capabilities. Students will engage in feasibility assessment, venture viability analysis and resource acquisition. Students will learn how to conduct rigorous business-planning, and also how to network for resources and to be able to communicate about a new venture in a confident, articulate and effective manner. The course builds on foundation concepts from the Opportunity and Entrepreneurship courses, and is designed for students seriously considering launching a new venture in a variety of contexts (e.g. corporate, family, organization, franchise) or students planning to work in an early-stage venture.

Prerequisites: EPS7200 or EPS7800

Credits 3

EPS7509: AI Pioneers:creating Future Business

EPS 7509: AI Pioneers: Creating the Future of Business

3 elective credit

This experiential seminar explores the rapidly evolving field of artificial intelligence (AI) and its potential for creating new business opportunities. Students will learn about cutting-edge technologies in AI, such as machine learning, computer vision, neural networks, and natural language processing. We will also cover recent developments in the AI industry and the impact of venture capital investment on AI startups. Throughout the course, students will have the opportunity to experiment with AI technologies and develop their own innovative projects. By the end of the course, students will have a deep understanding of the current state of AI and the potential for new business opportunities in this field. This course is ideal for students interested in the intersection of entrepreneurship and technology.

Prerequisites: None

Credits 3

EPS7539: Future Trends in Entrepreneurial Ventures

EPS7539 Future Trends in Entrepreneurial Ventures
3 Credits

Changing industry and market forces create scalable, emergent markets for new ventures. Entrepreneurs and Corporate Innovators who can grasp future trends have a distinct advantage in being able to focus their efforts where opportunities and markets converge. In this course, we will scan the future in Three Areas (Business and Economic, Technology, and Organization) that are further expanded into twelve dimensions. The goal of this course is to create an understanding of how to develop entrepreneurial and innovative vision and action in order to scan, identify, and test future customer needs; design products and services to meet those needs; and build support from the entrepreneurial eco-system including investors and business partners. Students will develop an understanding of the future that applies to her/his own innovation leadership vision; identify Key Future Factors that allow innovative leaders to address customer needs currently unmet; and develop an action approach to scale an opportunity with an assessment of future trends and markets.

Credits 3

EPS7554: Entrepreneur, Analytics&strat of the Firm

EPS 7554 Entrepreneurship, Analytics, and Strategy of the Firm
3 Blended Credits

This course provides an overview of the entrepreneurship method that will enable students to create, identify, assess, shape, and act on opportunities in a variety of contexts and organizations, while also introducing students to the use of analytics throughout the lifecycle of business applications. The method, called Entrepreneurial Thought and Action® (ET&A), is teachable and learnable, but is not predictable. This is a results-oriented course that emphasizes early action in order to test and refine new venture concepts. Topics will include: innovation uncertainty in the corporate environment, Design Thinking, Shareholder Value and EVA/Multi Business Strategy in Large Corporations, Industry Analysis, Ecosystems and Competitive Positioning and How Big Companies Make Decisions.

Prerequisites: Admission in to the MSBA program. CAM students should contact Graduate Academic Services to pursue enrollment in this course.

Credits 3

EPS7800: Entrepreneurship

EPS7800 Entrepreneurship
2 Credits (Core MBA)

If you have taken and passed EPS7200, you cannot register for EPS7800, as these two courses are equivalent

Through the Entrepreneurship components of the course, you will explore and practice the concepts of creativity, innovation, and entrepreneurship, and how these three concepts come together to create the future. You will examine the importance of creativity in this process, and how it fosters an innovative and entrepreneurial approach to identifying, solving and acting on management challenges. You will build an ET&A toolkit to create and evaluate entrepreneurial opportunities, marshal resources, and form teams driven by creativity, leadership, and smart action. You will explore questions about value exploration and value appropriation - for yourself and for others in society. In sum, this course is a journey through the fuzzy front-end of early-stage entrepreneurial activity. This course is not intended to be a complete overview of entrepreneurship. It makes no effort to deal with all the complex issues of entrepreneurial practice. Topics such as managing growth, franchising, entrepreneurial finance, corporate entrepreneurship, family entrepreneurship, or buying businesses are not covered in the course. Other courses offered during your MBA program go into greater depth in many of these issues. This course is an immersion experience for finding, creating, and evaluating early-stage opportunities for value creation. It also expands your horizons about how to determine what is valuable not only for yourself, but for others across people, organizations, and society in new and creative ways.

Credits 2

FIN7200: Introduction to Financial Management

FIN7200 Introduction to Financial Management

2 Credits

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

Credits 2

FIN7800: Finance

FIN7800 Finance

2 Credits (Core MBA)

If you have taken and passed FIN7200, you cannot register for FIN7800, as these two courses are equivalent

This course provides an introduction to the principles and practices of financial decision making. It introduces the foundation concepts of the time value of money, the valuation of securities, and forecasting. These concepts are used to show how managers can analyze the risk and return of capital investment proposals and identify those projects that are expected to create shareholder value. The concepts also are used to estimate the value of an enterprise for purposes of initial public offering (IPO) and corporate acquisitions. Financial modeling will be at the heart of the course using Excel.

Students are strongly encouraged to complete ACC7800 prior to taking this course.

Credits 2

LAW7200: Law

LAW7200 Law

1 Credit

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

Credits 1

MBA7400: Startup Foundations

MBA7400 Startup Foundations

0.5 Credits

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

Credits 0.5

MBA7401: Disruptive Change and Enterprise Transformation

MBA7401 Disruptive Change and Enterprise Transformation

(Formerly Business Model Innovation)

1.5 Credits

Industry: Rapid changes in science and technology, a great rebalancing if not fundamental resetting of the global social and economic order, the blurring of traditional boundaries between industry sectors, shifting attitudes towards business and globalization, and greater concern for the environment, to name but a few of the major forces disrupting the world around us, are unleashing major tectonic shifts in multiple industries such as agriculture, clothing and apparel, education, energy, finance, healthcare, manufacturing, media and entertainment, mining and excavation, retailing, telecommunications, transportation, utilities, and even government and nonprofits. During the multi-decade span of one's career, a business manager and leader can very reasonably expect to be in the throes of such tectonic shifts at least once if not multiple times and must be prepared not just to survive but energetically thrive. During this 3-day interactive, executive-style workshop, students will learn to make sense of the bigger forces and narrower trends driving ecosystem-wide change, envision alternative scenarios for the future, identify implied strategic imperatives for an incumbent enterprise of their choice, and explore necessary transformations in the enterprise. Student learning will be facilitated by an hand-on, integrative approach that seamlessly weaves together concepts and tools from the MBA core curriculum as well the disciplines of entrepreneurship, innovation, technology, finance, marketing, operations, leadership, strategy, social concern, and sustainability. By way of context for student work and learning, students will be able to choose from any of the following five settings: agriculture, currency and payment systems, fashion and apparel, healthcare, and media.

Credits 1.5

MBA7402: Capstone: Corporate Entrepreneurship

MBA7402 Capstone: Corporate Entrepreneurship

6 Credits

The Corporate Entrepreneurship capstone course has three learning objectives:

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

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

Credits 6

MBA7601: Special Topics: Entrepreneurial Growth

MBA7601 Special Topics: Entrepreneurial Growth
3 Elective Credits

This course provides students insight into the challenges and opportunities that arise as a company grows. It provides students with concepts and frameworks necessary to facilitate entrepreneurial management in organizations of all sizes and types. It is relevant to individuals interested in managing growth in their own companies as well as those growing an existing company.

Prerequisites: None

Credits 3

MBA7602: Special Topics: Social Innovation

MBA7602 Special Topics: Social Innovation
3 Elective Credits

We are living in a world where societal expectations of business have shifted and the lines between business, government, and the social sectors are being blurred. Businesses are called upon to create both economic and social value in new ways. This course addresses issues related to the social, economic, and environmental responsibilities of business. The topic of sustainability is also addressed.

Credits 3

MBA7603: Special Topics: Global Enterprising

MBA7603 Special Topics: Global Enterprising
3 Credits

This course addresses the ways in which entrepreneurial value creation is affected by (and sometimes inspired by) social institutions and national business systems. In the proposed Miami Blended Learning program, we will provide students a chance to study the business environment of Latin America. The goal is to encourage students to practice Entrepreneurial Thought and Action (ET&A) within the institutional (e.g., social, political, cultural) environment in Latin America.

Credits 3

MBA7604: Special Topics: Entrepreneurship in a Digital World

MBA7604 Special Topics: Entrepreneurship in a Digital World

3 Credits

Digital technologies, processes and business models are impacting all aspects of businesses today, from startups to large organizations that need to practice corporate intrapreneurship. This course will focus on how digital strategies, tactics, and tools can be leveraged by today's entrepreneurial leaders to innovate, grow, and renew initiatives in their organizations. We will study how digital platforms can be used to scale operations, improve decision-making, and enable new business models to grow customers and revenue. Topics will include cloud computing platforms that focus on operations, employee collaboration, customer relationships, and machine-to-machine connections such as the Internet of Things (IoT) to capture, analyze, and share data and insights. New digital business models will be explored that will inform corporate strategy and business opportunities. Students will gain hands-on experience using popular data analytics and visualization tools, such as Tableau, to explore opportunities, gather insights, and make more informed decisions. The course will expose students to emerging technology enablers, such as machine learning and augmented/virtual reality tools, and effectively identify the role they can play in the organization's growth and renewal. Finally, we will discuss digital development and implementation strategies, including agile methods, to deliver digital technologies and gain adoption throughout the organization.

Credits 3

MBA7605: Special Topics:new Venture Creation

MBA 7605: Special Topics: New Venture Creation

3 Credits Miami MBA

This course integrates many of the concepts, tools and practices of entrepreneurship. Students will learn to be superior opportunity assessors and shapers, to understand the integration of people and process in entrepreneurship, to write, articulate and present a new venture execution plan, understand the alternatives and trade-offs in financing, starting and operating a venture, and gain a better understanding of their personal entrepreneurial capabilities. Students will engage in feasibility assessment, venture viability analysis and resource acquisition. Students will learn how to conduct rigorous business-planning, and also how to network for resources and to be able to communicate about a new venture in a confident, articulate and effective manner. The course builds on foundation concepts from the Opportunity and Entrepreneurship courses, and is designed for students seriously considering launching a new venture in a variety of contexts (e.g. corporate, family, organization, franchise) or students planning to work in an early-stage venture.

Credits 3

MBA7606: Selling and Sales Management

MBA 7606: Selling and Sales Management

2 credits

****Blended Miami students only****

Nothing happens until someone sells something. It is the ultimate validation of every value proposition and the guarantee of every stakeholder's interest. Modern go-to-market (GTM) leadership is essential for business growth and sales is at its core. Sales, the life blood of every organization, doesn't just happen. It needs to be enabled through thoughtful planning, implementation, and management. We address how organizations go from zero to one to scaled revenue. This course focuses on customer development, not product development. Specifically, we learn about the creation and management of a loyal customer base and partners/channels who facilitate access. We deepen our knowledge of the culture, strategy, people, technology, and processes that facilitate the sustainable generation of sales revenues. We do this through readings, cases, discussions, projects, and simulations. No sales, no venture.

Credits 2

MBA7800: Babson Consulting Experience

MBA7800 Babson Consulting Experience

3 Credits

If you have taken and passed MBA7201, you cannot register for MBA7800, as these two courses are equivalent

All MBA students will be enrolled in the Babson Consulting Experience (BCE) and assigned to a team of five to six other one-year students to work on consulting project for a partner organization. Guided by a faculty advisor (who also is the instructor of the course), BCE teams work directly with company representatives to address a real organizational opportunity or challenge and create value-added solutions.

A signature learning experience, BCE gives students an opportunity to deepen their understanding of conceptual and developmental tools learned in the classroom through hands-on applications in messy real-world contexts. Students will sharpen their ability to analyze and frame complex problems, and to effectively present insights and action recommendations, in both oral and written form. Finally, by working in teams and with external organizations, students will have many opportunities to practice the teamwork and leadership skills that they will need as you continue your professional development.

****It is strongly recommended that students take this course after completing a majority of the core courses.****

Prerequisites: Minimum of 12 credits completed

Credits 3

MBC6600: Design Thinking Opportunity Frontier

MBC6600: Design Thinking on the Opportunity Frontier

3 Credits

This course focuses on the use of design thinking to identify, develop, and refine new product and service opportunities in the context of business creation. Students will learn how to observe customers, uncover unmet needs and pain points, and translate those insights into promising venture ideas. The course examines best practices in product and service innovation, including customer discovery, problem framing, ideation, concept development, prototyping, and iterative testing. Students will explore how entrepreneurs use these approaches to reduce uncertainty, improve the fit between customer needs and proposed solutions, and guide the early development of new ventures. Throughout the course, emphasis is placed on experimentation, learning through feedback, and moving from insight to actionable business concepts.

Credits 3

MBC6601: Launch Plan Value Theory

MBC6601: Launch Plan Value Theory

3 Credits

This course focuses on helping students clarify and strengthen the new venture or growth opportunity they will advance through the Value Lab sequence. Students examine the desirability of their proposed product, service, or business concept through activities such as customer discovery, customer testing, prototyping, feedback collection, competitive analysis and market sizing. The course emphasizes identifying unmet needs, refining the value proposition, and testing key assumptions about the market and the proposed solution. Students will work with faculty, peers, and mentors to evaluate early evidence, sharpen the direction of their venture, and define the venture-appropriate final deliverable they will continue to build across the remaining Value Lab courses.

Credits 3

MBC6602: Launch Plan Go to Market

MBC6602: Launch Plan Go-to-Market

3 credits

This course focuses on refining a promising venture concept into a more feasible and viable business opportunity. Building on earlier customer and market learning, students examine the operational, functional, and early-stage financial elements required to strengthen their proposed venture or growth plan. The course emphasizes business model refinement, capability development, implementation planning, and the analysis of risks, assumptions, and resource requirements. Students will work to improve the fit between the opportunity and the venture's operating and financial logic while continuing to develop the venture-appropriate final deliverable established in the Develop course. The goal is to help students move from a desirable idea to a more executable and sustainable venture proposal.

Credits 3

MBC6603: Launch Plan Pitch,defend,modify&deploy

MBC6603: Launch Plan-Pitch, Defend, Modify & Deploy

3 credits

This course focuses on helping students develop, refine, and present a polished, stakeholder-ready venture proposal. Depending on the stage and needs of the venture, this may take the form of an investor pitch deck, launch plan, growth proposal, funding request, or other venture-appropriate business plan deliverable. The course emphasizes the integration of prior customer, market, operational, and financial work into a coherent and persuasive final proposal tailored to audiences such as investors, lenders, prospective hires, partners, or board members. Students will strengthen the substance, structure, and communication of their proposal through feedback, revision, and practice, with the goal of completing a final deliverable that can support the launch, growth, or advancement of their venture.

Credits 3

MKT6610: Marketing for Entrepreneurs

MKT6610: MKT FOR ENTREPRENEURS

1.5 Credits

This course teaches students how to reach, engage, and retain customers for a new venture — covering value proposition design, positioning, go-to-market strategy, pricing, and the economics of acquisition and retention alongside the digital tools that define how modern entrepreneurs execute: search, content, paid acquisition, lifecycle marketing, and analytics. Students build marketing knowledge through direct contact with the market, designing and running real experiments against their own venture each week, testing assumptions, and using what they learn to make sharper decisions. The course ends not with a marketing plan but with a tested growth practice built from actual customer evidence.

Credits 1.5

MKT7200: Marketing

MKT7200 Marketing

2 Credits

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

Credits 2

MKT7542: Digital Marketing

MKT7542 Digital Marketing

3 Elective Credits

This course is designed to serve as both a survey and an applied approach to the field of digital marketing. In this course, we will approach digital marketing from three lenses: owned, paid, and earned media. Owned Media are the digital assets and brand image the firm manages (e.g., websites, social media, blogs, etc.). Paid Media are what the firm pays for to reach consumers using tools such as display ads, email marketing, and search marketing. Earned Media are what the firm gains through customer and community activity (e.g., e-word of mouth, communities, etc.) throughout the Internet. The course will present current trends and strategies on how to use and integrate these three media as well as build basic technical skills needed in the digital space (e.g., adwords advertising, SEO, etc.) Upon completion of the course, students will have an understanding of how to apply various marketing models and strategy to develop a strong digital presence using a variety of marketing content and digital tools. In addition to articles and book chapters to inform our thinking, we will also use case studies, professional certifications, and an online simulation to build a solid base in digital marketing.

Prerequisites: MKT7200 or MKT7800

Credits 3

MKT7800: Marketing

MKT7800 Marketing

2 Credits (Core MBA)

If you have taken and passed MKT7200, you cannot register for MKT7800, as these two courses are equivalent

With ET&A as its underpinning, the course is divided into three general parts. We begin the course with a big picture view of marketing in the 21st century. The middle part of the course will focus on what we marketers call the 4 Ps – product, place, price, and promotion. The course wraps up by understanding the need to constantly assess marketing's performance.

Credits 2

MKT9501: Strategy & Tactics of Pricing

MKT9501 Strategy and Tactics of Pricing
3 Elective Credits

Pricing decisions determine sales volume and revenue, so pricing strategy and structure are vital to a company's profitability and growth. Price determination is a top priority for managers in charge of marketing strategy or product strategy for existing or new products. Revenue and pricing are financial metrics considered to be table stakes for startups. Pricing is also a key variable for CFOs and controllers who have to forecast and manage the impact of pricing changes on a firm's financial results in competitive markets.

MKT9501 is designed to provide you with the concepts, techniques and knowledge that will enable you to determine the best prices and pricing strategy for your business and identify ways to improve existing pricing practice in companies. In the first part of the course, we will cover the fundamental analytical tools and theoretical frameworks needed to analyze costs, customers, and competition in order to set a proactive pricing strategy. We will focus on articulating sources of customer value and introduce tools companies can use to charge for value. The second part of the course introduces examples of pricing tactics from a variety of industries, and in B2B and B2C contexts. Examples of topics included are dynamic pricing, price discrimination and versioning, product line pricing, pricing psychology, bundling and subscriptions. MKT9501 also explores how companies can respond to pricing pressures and (re)structure their revenue models to adapt to increased competition and technological disruptions in global and dynamic markets.

Pre-requisites: It is strongly recommended that students take ECN7500 Economic Analysis for Business Decisions before or concurrently with this course.

Credits 3

MOB6610: Entrepreneurial Leadership

MOB 6610: Entrepreneurial Leadership

1.5 credits

This course focuses on how to develop and deploy an entrepreneurial mindset as a leader in new and growing ventures. It examines key entrepreneurial leadership competencies, including how to mobilize and enlist others to get things done; how to develop emotional intelligence for leader effectiveness; how to cultivate positive work relationships; and how to diagnose team and organizational dynamics and processes. There will be opportunities to practice entrepreneurial leader behaviors including self-assessment and reflection, influencing and relationship building inside and outside the venture, organizational analysis, action planning, and peer coaching. Students will be exposed to a wide range of leaders and venture contexts throughout the course and will be challenged to consider how to advance their own entrepreneurial leadership.

Credits 1.5

MOB7200: Creating and Leading Effective Orgs

MOB7200 Creating and Leading Effective Organizations

2 Credits

Creating and Leading Effective Organizations (CLEO) - This course studies the core issues of entrepreneurial leadership: how to get things done when you can't give orders, how to develop influence and build effective teams and organizations, and how to design and implement management structures and processes for high performance. There will be opportunity for practicing influence, stakeholder analysis and action planning skills.

Credits 2

MOB7202: Strategy

MOB7202 Strategy

2 Credits

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

Prerequisites: MOB7200, EPS7200, MKT7200 and QTM7200

Credits 2

MOB7511: Negotiations

MOB7511 Negotiation

3 Credits

Explores formal and informal ways that business professionals negotiate with colleagues, supervisors, employees, clients, suppliers, competitors, and others. Examines research and concepts developed in a number of academic fields, and looks closely at personal skills and experiences. Requires intense involvement in negotiation simulation exercises, and thoughtful application of theory and research.

Prerequisites: None

Credits 3

MOB7580: Independent Research

MOB7580 Independent Research

1.5-3 Credits

Independent research is available for all academic divisions. Registration is manual for students through Graduate Programs and Office of Graduate Academic Services.

Independent Research provides an opportunity to conduct in-depth research in areas of a student's own specific interest. Students may undertake Independent Research for academic credit with the approval of a student-selected faculty advisor, the appropriate division chair, and Graduate Academic Services. Please note that a student is responsible for recruiting a faculty advisor through the student's own initiative and obtain the advisor's prior consent/commitment before applying for an independent research project. The research project normally carries 1.5 or 3 credits.

For more information and a proposal outline please visit: <http://www.babson.edu/Academics/graduate/mba/Pages/independent-research.aspx>

Credits 3

MOB7800: Managing People and Organizations

MOB7800 Managing People & Organizations

2 Credits (Core MBA)

If you have taken and passed MOB7200, you cannot register for MOB7800, as these two courses are equivalent

Through the People & Organizations course you will gain a better understanding of your leadership and career capacity with a particular emphasis on developing your ability to think and act as an entrepreneurial leader. You will have multiple chances to reflect on who you are, how you work with others as you pursue an opportunity, and how this relates to you as a growing leader. This self-awareness forms the basis for your leadership development as we explore issues such as enlisting and motivating a diverse team, influencing and negotiating, cultivating a developmental network, and how to grow and align an organization to support new and innovative opportunities. You will have a variety of ways to practice and gain feedback on these skills.

Credits 2

OIM6610: Scaling Lean Ventures

OIM 6610: Scaling Lean Ventures

3 Credits

Operational systems and processes are essential for turning a promising venture into a scalable business. In early-stage ventures, founders must define how work gets done across key areas such as process design, capacity, quality, sourcing, fulfillment, service delivery, and logistics, while building operating models that can evolve as the venture grows. In this course, students explore how to design, manage, and improve operations in ways that support both current execution and future scale. This includes examining how processes move from informal founder-led workarounds to more consistent and repeatable systems, how operating choices affect cost, speed, flexibility, and customer experience, and how technologies and digital tools can support coordination, visibility, and decision making. We will also discuss the operational challenges associated with moving from pilot or limited delivery to larger-scale execution. The course helps students understand how strong operations can become a source of discipline, adaptability, and competitive advantage in a growing business.

Credits 3

OIM7572: Supply Chain Management

OIM7572 Supply Chain Management

3 Elective Credits

This graduate elective offers an in-depth exploration of supply chain management as a strategic function within modern organizations. Students from all concentrations will examine advanced concepts in demand planning, procurement, logistics, inventory optimization, and supplier collaboration, with a focus on how these elements align to achieve strategic fit & contribute to competitive advantage. Emphasis is placed on global supply chain dynamics, ethical sourcing, and the integration of digital technologies into supply chain design and operation. Case studies from diverse industries will challenge students to critically evaluate real-world scenarios and propose innovative solutions.

Supply Chains have evolved rapidly in the Digital Age and will continue more so in the AI epoch. In some cases, supply chains function well beyond a commercial utility as geopolitical instruments and catalysts for social change. This course is designed for graduate students preparing for leadership roles in existing organizations, institutions or new ventures where the supply chain is an instrument of strategic intent & actualization. As such the course integrates analytical tools, emerging technologies, and quantitative models to support data-driven decision-making.

Students of Supply Chain Management will engage in simulations, team-based projects, and applied research to develop practical skills in designing and managing capital, material and information flows involving multiple, interactive parties. Thus, asymmetric interests & information pooling often govern the Chain's behavior as it interprets the uncertainty inherent in both supply and demand. As global systems that cross geographic, cultural & regulatory boundaries, supply chains often exhibit adaptive, self-resilient and even goal-seeking behaviors. By the end of the course, participants will be equipped to assess supply chain performance, lead strategic initiatives, and contribute to organizational transformation in complex, global environments.

Prerequisites:

- 1) NONE for those involved in Specialty Masters Programs (MSBA, MSF)
- 2) Completion of OIM 7800 for all other students

Credits 3

OIM7800: Operations and Information Management

OIM7800 Operations and Information Management
2 Credits (Core MBA)

If you have taken and passed OPS7200, you cannot register for OIM7800, as these two courses are equivalent

This course focuses on the role of operations and information in executing a firm's strategy and delivering the organization's products and/or services. Within this focus, students learn to apply operations design and strategy in three ways. First, they learn to configure resources and design processes to achieve performance, identify improvement opportunities, and leverage strategic capabilities for sustainable growth. Second, they learn the strategic role of technology and data, and use data for improving the operational model. Third, they study the operational model of innovation to create sustainable value for an organization. With an emphasis on building long-term sustainable models, this course helps managers consider environmental and social impact in their operating models.

Credits 2

OPS7200: Technology and Operations Management

OPS7200 Technology & Operations Management

2 Credits

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

Credits 2

QTM6300: Machine Learning for Business

QTM6300 Machine Learning for Business
(Formerly Data Exploration and Analytics)
3 Blended Credits

This course will examine the methods and challenges faced in turning data into insightful analytics in business. With data sizes significantly increasing in the last decade, extracting meaningful information to compete successfully is essential. You will accomplish this by learning techniques for data gathering, data analysis, and visualization as well as in discussion on companies currently trying to turn the information they gather into business opportunities. We will learn a variety of methods and software for finding patterns (such as regression, neural networks, association rules, CART, forecasting etc.), building models, and ultimately making decisions using large data sets. Guest speakers who are executives and consultants in the field of analytics and visualization will discuss how they address these challenges in their companies. This is a hands-on course with in-class exercises and group projects to help students learn and apply data analysis techniques preparing them for the practical challenges analysts face in the real world. We will address questions such as:

- How does Amazon recommend products based on your past purchases?
- How to forecast energy consumption based on historical weather and consumption data?
- How do credit-card companies detect fraud?
- What challenges does Big Data pose to companies and how to handle these challenges?

Credits 3

QTM6610: Analytics for Decision Makers

QTM6610: Analytics for Decision-Makers

1.5 credits

Data exploration and data-driven decision making are integral to identifying and validating business opportunities. Depending on the nature of the problem and the entrepreneurial context, techniques ranging from classical statistical methods (descriptive and inferential statistics) to more recent advances in big data and tools (Excel, R, Tableau) might provide the greatest utility and deepest insights. In this course, students encounter a selection of these techniques and develop their ability to formulate analytics problems in ambiguous contexts, quantify the performance of various solutions, and articulate the key results of their analysis to a non-technical audience, including through visualization methods.

Credits 1.5

QTM7200: Data, Models and Decisions

QTM7200 Data, Models and Decisions

2 Credits

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

Credits 2

QTM7571: Machine Learning Methods for Bus

QTM7571 Introduction to Machine Learning Methods for Business

(Formerly Business Intelligence, Analytics & Visualization)

3 Credits

This course introduces machine learning methods for business intelligence. Given the ease of data collection and storage, extracting meaningful information from data has become an essential trait for competitiveness, for companies large and small. In this course, you will learn a variety of supervised and unsupervised machine learning methods that companies use to turn data into insights, such as linear regression, k-nearest neighbors, logistic regression, classification and regression trees, etc. You will get hands-on experience in data pre-processing, generating business predictions, and model performance evaluation. Your learnings will be in practical contexts with in-class exercises and projects.

The various methods covered in this course will be implemented using a programming language. No prior knowledge in programming is required.

Prerequisites: QTM 7200 OR QTM7800

Credits 3

QTM7800: Business Analytics

QTM7800 Business Analytics

2 Credits (Core MBA)

If you have taken and passed QTM7200, you cannot register for QTM7800, as these two courses are equivalent

In the BA stream of the course, regression models are used to understand dependence relations and thereby improve the accuracy of predictive modeling. Sensitivity analyses are used to determine which factors drive our decisions, and, thus, determine which factors need to be carefully managed. In the OIM stream of the paired course, strategic tradeoffs are discussed to understand the operations and information models for a variety of settings (e.g., startups, nascent or established organizations) and thereby improve any model by utilizing resources (e.g., physical assets, people, data, digital technologies, markets) and processes for the flow of goods, people and information.

Credits 2

STR6610: Strategic Problem Formulation

STR 6610: Strategic Problem Formulation

1.5 Credits

This course prepares students to become effective problem solvers and lead strategic growth in new and emerging ventures. Through case studies on real-world business problems, students will become familiar with conducting analyses on industries and ecosystems, competitive advantages, organizational capabilities, and business models that enable them to identify strategic issues, challenges, and opportunities facing ventures, and formulate comprehensive problem-solving approaches that generate effective solutions.

Credits 1.5

STR7509: Decisions

STR7509 Decisions, Decisions, Decisions - How Managers Make Good and Bad Choices
3 Credits

MBA students are exposed to a wide variety of concepts and tools which should enable them to make intelligent decisions. However, the decision-making performance of corporate managers, most of them trained in these concepts and tools, is very uneven.

This course will seek to enable a student to understand some key factors that can influence the quality of decision making. Using case examples from both business and government, the course will build on a basic understanding of analysis and decision making to expose participants to the circumstances that can limit the effectiveness of the techniques they have learned and help them understand the challenges they will face as members of leadership teams making complex choices throughout their careers. Students will also learn about the factors involved in providing information for decision-making, and the roles that information technology plays in decision situations.

At the conclusion of the course, students will have an appreciation for the factors they will encounter in leadership roles and the methods they can employ to ensure that they contribute to the making of good decisions. Their exposure to the broad topics presented should also acquaint them with areas which may draw their interest for more intensive study in specific academic disciplines.

Prerequisites: None

Credits 3

STR7559: Global Strategic Management

STR7559 Global Strategic Management
3 Credits

This course is the only required course for those who seek a Global Management Concentration (Requirement A). The course aims at understanding the development and implementation of broad global strategies by businesses. The course expands students' strategic thinking and combines it with a global perspective. The strategic elements include business systems analysis, competitive strategies, key success factors, and strategic imperatives. We will look at a number of issues relevant to international business such as global opportunity analysis, market(s) selection, assessing international competitors, selecting generic or complex global strategies, geographic priority setting, resource allocation across geographies and products, global functional strategies, and organizational implications. Students learn to develop global strategies, paying attention to their implementation through organizational innovations such as fostering a global mindset within the organization and using global strategic alliances. Teaching is discussion driven and involves case analysis.

For more information: <http://www.kaltura.com/tiny/vvvyo>

Prerequisites: MOB 7202 or MOB 7801 or STR 7800
Credits 3

STR7800: Strategy

STR7800 Strategy

2 Credits (Core MBA)

If you have taken and passed MOB7202/MOB7801, you cannot register for STR7800 as these courses are equivalent

This integrative course focuses on strategic and competitive analysis to enable entrepreneurial action. How can we identify the main strategic issues facing our company? How should we position our business strategically to compete effectively? What sources of competitive advantage can we create, exploit and sustain? What capabilities do we need to launch the business, grow the business, and adapt successfully to changes in the environment? Students will need to demonstrate that they can write coherently about strategic developments and options.

Credits 2