Table of Contents

Our Mission 2
Introduction 2
2018-2019 Academic Calendar 4
Academic Advising 9
Academic Ethics 9
Academic Progress 20
Academic Standards 20
Admissions 21
Alumni 28
Athletic Facilities 29
Attendance and Inclement Weather Policy 29
Blackboard® 31
Business Cards for Students 31
Career Development Office 31
Computing Services 33
Course Schedule 33
Disability Support Services 33
Email Activation 33
English Language Program 35
Financial Aid 35
Grading Policy 38
Graduation 42
Grievance Policy 43
Housing 46
Immunization Law 47
Inspection of Academic Records 48
Johns Hopkins Student Assistance Program (JHSAP) 48
J-Card 49
Leave of Absence 49
Library Resources and Services 51
Lockers 52
Office of International Services 53
Parking 55
Registration 56
Student Accounts 62
Student Organizations 68
Student Health Benefit Plan (SHBP) 70
Student Information System 70
Student Success Center 71
Summer Intensive 71
Textbook Information 71
Transcripts and Verifications 71
Transfer of Graduate Credit 75
Transportation 76
Tuition and Fees 77
University and Carey Business School Policies 79
Veterans Assistance 89
Waiver Exams 91
Degrees and Certificates 93
Full-time Programs 94
Part-time Programs 108
Dual Degree Programs 123
Graduate Certificate Programs 131
Faculty and Administration 137
Schedules and Tables 145
Our Mission

The Johns Hopkins Carey Business School supports business knowledge development and education through our own initiatives, innovations, and collaborative programs across the Johns Hopkins University. We create and share knowledge that shapes business practices while educating business leaders who will grow economies and societies, and are exemplary citizens.

Introduction

The Johns Hopkins University

Established in 1876, the Johns Hopkins University was the first American university dedicated to advanced study and scientific research. Today, Johns Hopkins continues as a leader in teaching, research, and community service and is the single largest university recipient of research and development funds from the federal government. There are 10 divisions within the university.

The Johns Hopkins Carey Business School’s faculty, administrative staff, and many of its programs are located in Baltimore, Maryland. Programs are also offered at the Washington, D.C. campus, as well as online.

The Krieger School of Arts and Sciences and the G.W.C. Whiting School of Engineering are based on the Homewood campus in north Baltimore. The School of Education houses its central administration and some programs in the Homewood Campus’ Education Building. Additional campus facilities are in Columbia and Montgomery County. The School of Medicine, Bloomberg School of Public Health, and School of Nursing occupy a campus in East Baltimore, along with the Johns Hopkins Hospital, a separate but closely allied institution. The Peabody Institute, one of the nation’s leading professional schools of music, is also located in Baltimore; the Paul H. Nitze School of Advanced International Studies is in Washington, D.C.; and the Applied Physics Laboratory is in Laurel, MD. Academic campuses overseas are in Nanjing, China; Bologna, Italy; and Singapore.

The Johns Hopkins Carey Business School

The Johns Hopkins Carey Business School brings to the field of business education the intellectual rigor and commitment to excellence that are the hallmarks of the Johns Hopkins University. True to the traditions of the university of which it is a part, the school’s approach is original and transformative. It offers a uniquely humanistic and multidisciplinary model of business education and research, tapping the rich resources of faculty and programs from the other great divisions of the university – the Schools of Medicine, Public Health, Nursing, Engineering, Advanced International Studies, Arts and Sciences, and Education.
Nimble, engaging, forward-thinking, and responsive, Carey School graduates are not just business leaders but global citizens who understand and respect the interconnectedness of business and society and the potential of innovative thinking and sustainable strategies to change lives, communities—the world—for the better.

Carey Business School students gain a sound education in business functions and fundamentals, and a deep understanding in one or more key sectors critical to economic growth and job creation: health care management, financial businesses, real estate and infrastructure, and risk management.

Through programs that combine extensive theory with a wealth of work-world experience, Carey students learn from nationally recognized researchers and leaders in their fields. Faculty are a dynamic blend of academic experts and practitioners drawn from leading corporate, government, and nonprofit institutions, such as Bank of America, Deloitte & Touche LLP, Fannie Mae, NASDAQ, Northrop Grumman, the U.S. Treasury, Wells Fargo, and the World Wildlife Fund. Carey graduates represent a diverse mix of prominent national and international employers, including Black & Decker, the U.S. State Department, Ernst & Young, IBM, and NASA.

By linking this focused business education to urgent social issues—e.g., health, security, infrastructure, education, environmental sustainability, population, and poverty—the Johns Hopkins Carey Business School endeavors to improve lives on a global scale, by producing leaders to tackle not only today’s most difficult challenges, but those of tomorrow as well.

**Curriculum**

Current academic programs include the Johns Hopkins Global MBA (full-time), and the Flexible MBA (part-time), designed to accommodate the needs of working professionals.

Also offered are a wide range of dual MBA programs (in collaboration with other Johns Hopkins schools) in areas such as government, biotechnology, medicine, public health, and design leadership (offered in collaboration with Maryland Institute College of Art). Specialized Master of Science degree programs are offered in business analytics and risk management, finance, health care management, information systems, marketing, and real estate and infrastructure, as well as a variety of graduate certificate programs, and non-credit Executive Education courses.
2018-2019 Academic Calendar
Summer Semester 2018

March 1, 2018
Deadline for 2018-19 Maryland State Scholarships

March 15, 2018
Financial aid priority filing date for academic 2018-19 year for full-time program students

March 26, 2018
Registration period begins for all summer semester classes
Full-time and Part-time students will be billed for summer tuition on April 16th (tentative)

April 2, 2018
Application for graduation available for academic year 2018-19

April 15, 2018
Financial aid priority filing date for 2018-19 academic year part-time program students

April 16, 2018
Full-time and part-time students will be billed for summer 2018 tuition/registrations

May 29, 2018
Late registration period for continuing students begins

May 29, 2018
Graduate 8-week summer session on-site and online classes begin

June 15, 2018
Last day to submit a graduation application for summer 2018 semester
Deadline to submit endowed scholarship application

July 1, 2018
Summer 2018 tuition and fees payment is due

July 4, 2018
Fourth of July holiday – no on-site classes held

July 23, 2018
Graduate 8-week summer session online classes end

July 25, 2018
Make-up day for summer session on-site classes (if needed)

July 25, 2018
Graduate 8-week summer session on-site classes ends
August 2, 2018
Graduation Ceremony for Summer 2018 graduates

Fall Semester 2018

March 1, 2018
Deadline for 2018-19 Maryland State Scholarships

March 15, 2018
Financial Aid priority filing date for 2018-19 academic year for full-time program students

April 2, 2018
Application for graduation available for academic year 2018-19

April 15, 2018
Financial Aid priority filing date for 2018-19 academic year-part-time program students

April 23, 2018
Registration period begins for students in all part-time and continuing full-time academic programs
Full-time and Part-time students will be billed for fall tuition on July 2, 2018

June 15, 2018
Deadline to submit endowed scholarship application

July 3, 2018
Full-time and part-time students will be billed for fall 2018 tuition/registrations

July 26 – August 10, 2018
Summer Intensive Program for some newly admitted International students for Baltimore, MD program

July 27 – August 13, 2018
Summer Intensive Program for some newly admitted International students for Washington, D.C. programs

August 11, 2018 (tentative)
Orientation for all new students in part-time programs

August 13 – 16, 2018
Orientation for new Global MBA students

August 15 – 17, 2018
Orientation for full-time Master of Science students
August 20, 2018
Late registration period for continuing students begins

August 20, 2018
Graduate 8-week Fall I session (on-site and online)

September 1, 2018
Fall 2018 tuition and fees payment is due

September 3, 2018
Labor Day holiday - no on-site classes held

September 21, 2018
Last day to submit an application for graduation for Fall 2018

October 14, 2018
Graduate 8-week Fall I session online classes end

October 15, 2018
Graduate 8-week Fall II session online classes begin

October 16, 2018
Make-up day for Fall I session on-site classes (if needed)

October 16, 2018
Graduate 8-week Fall I session on-site classes end

October 17, 2018
Graduate 8-week Fall II session on-site classes begin

November 21 – 24, 2018
Thanksgiving holiday - no on-site classes held

December 11, 2018
Graduate 8-week Fall II session online classes end

December 17 – 18, 2018
Make-up days for Fall II graduate session on-site classes

December 18, 2018
Fall II graduate session on-site classes

Intersession 2019

Please note that there are currently no classes scheduled during the 2019 Intersession. Please visit https://sis.jhu.edu/classes for any updates.
October 29, 2018
Registration period begins for Intersession classes
Full-time and part-time students will be billed for Intersession 2019 classes as they register

December 17, 2018
Late registration period for continuing students begins

January 2, 2019
Intersession on-site classes begin

January 19, 2019
Make-up day for Intersession (if needed)

January 19, 2019
Intersession on-site classes end

Spring Semester 2019

April 2, 2018
Application for graduation available for academic year 2018-19

October 29, 2018
Registration period begins for all spring semester classes
Full-time students will be billed for spring tuition on this date
Part-time students will be billed for spring tuition as they register for classes

November 1, 2018
Financial aid priority filing date for spring 2019 only

January 19, 2019
Orientation for all new students in part-time programs

January 21, 2019
Martin Luther King Jr. holiday – no classes held

January 22, 2019
Late registration period for continuing students begins

January 22, 2019
Graduate 8-week Spring I session (onsite and online)

February 1, 2019 (tentative)
Spring 2018 tuition and fees payment is due

February 22, 2019
Last day to submit an application for graduation for spring 2019 semester
March 17, 2019
Graduate 8-week Spring I session online classes end

March 18, 2019
Graduate 8-week Spring II session online classes begin

March 19 - 20, 2019
Make-up days for Graduate 8-week Spring I onsite classes (if needed)

March 20, 2019
Graduate 8-week Spring I session on-site classes end

March 21, 2019
Graduate 8-week Spring II session on-site classes begin

May 12, 2019
Graduate 8-week Spring II session online classes end

May 16, 2019
Make-up day for Graduate 8-week Spring II session on-site classes (if needed)

May 16, 2019
Graduate 8-week Spring II session on-site classes

May 21, 2019
Carey Graduation Ceremony

May 23, 2019
University-wide Commencement
Academic Advising

Academic Advisors are available to offer support and direction as students navigate their experience at the Carey Business School. By consulting with academic advisors throughout their degree or certificate programs, students can connect to available resources, ease the registration process, ensure conformity to program curricula and regulations, select course work to best meet career or professional goals, and stay on track for timely completion of their academic program(s).

Each student is assigned an academic advisor after confirmed acceptance. Advising may be done in person, by phone, via Skype, or by email.

When Students Should Seek Advising

Students can connect with their assigned advisor at any time. Advisors will typically connect with students at the beginning, midpoint, and endpoint of their academic program.

New students are expected to meet with their assigned advisor for an introductory advising session or orientation session prior to the start of their first semester.

Students on academic probation or suspension are required to meet with an advisor prior to re-registration.

Any student seeking special requests such as grade appeals, general petitions, transfer of credit, academic program withdrawal, or leave of absence* must first contact his or her academic advisor who can assist with the process.

*All students who are absent for more than one calendar year and who did not obtain an approved Leave of Absence will be required to apply for readmission through the Office of Admissions before being permitted to re-enroll.

Academic Ethics

1. Preamble

The Johns Hopkins University (University or JHU) and the Carey Business School (Carey or School) maintain a reputation for academic excellence and integrity. As members of this community, we hold ourselves to the highest standards of ethical behavior in our endeavor to create knowledge for the world. All members of our community have a personal and professional responsibility to uphold an environment of excellence, respect, integrity, and leadership in our community and in their academic endeavors at Carey and the University.

2. Statement of Commitment

Carey expects graduates to be innovative business leaders and exemplary global citizens. The Carey community believes that honesty, integrity, and community responsibility are qualities inherent in an exemplary citizen. The objective of the Academic Ethics Policy (AEP
or Policy) is to create an environment of trust and respect among all members of the Carey academic community and hold Carey students accountable to the highest standards of academic integrity and excellence.

It is the responsibility of every Carey student, faculty member, and staff member to familiarize themselves with the AEP and its procedures. Failure to become acquainted with this information will not excuse any student, faculty, or staff from the responsibility to abide by this Policy.

The AEP requires that each student in any course taken at Carey act with honesty and integrity in all academic activities and that each student endeavor to hold his or her peers to the same standard. The Policy exists to: (1) ensure the highest level of personal and professional conduct by our students, and (2) provide a fair, deliberative, impartial, timely, and efficient process for resolving allegations of academic misconduct.

Upon witnessing an alleged violation of the AEP, a student, faculty member, or staff member must inform the responsible faculty member (if known) and the Director of Student Services of both the alleged violation and the name of the student accused of committing the alleged violation. The report should be in writing, preferably using the reporting form which can be obtained from the Student Services Office (carey.student@jhu.edu) or by visiting the AEP webpage (carey.jhu.edu/ethics-policy), unless circumstances are such that an immediate oral report should be made (e.g., during a quiz or final examination). If an oral report is made, it should be followed as promptly as possible with a written report. Each member of the Carey community, as a person of integrity, has a personal obligation to adhere to this requirement. It is only by upholding the AEP that members of the entire Carey community can contribute to the School’s ability to maintain its high standards and its reputation. Students aware of a violation who fail to report it may also be found in violation of this Policy. Note, the filing of complaints of academic misconduct that the individual knows to be false is prohibited.

Violations of this Policy are viewed as a serious matter and may result in sanctions and corrective measures as described below.

Carey, in collaboration with students and faculty, offers training and educational opportunities for students to learn about the AEP. Some examples include a virtual tutorial, student and faculty videos, sessions at new student orientations or during the semester, and the student AEP pledge (carey.jhu.edu/ethics-policy). All students are expected to familiarize themselves with the AEP and are required to take the AEP pledge in the Student Information System (SIS). Failure to complete any training will not excuse any student from responsibility to abide by this Policy. The Academic Ethics Board and the Student Services Office are available to answer any inquiries about this Policy at carey.student@jhu.edu or 410-234-9240.
3. **Scope**

The AEP applies to all Carey students.

4. **Cross-Divisional Enrollments**

Carey students may enroll in courses in one or more other University divisions or schools. Carey students are subject to this policy not only when enrolled in Carey courses, but also when enrolled in courses in other University divisions or schools. Academic misconduct in the context of those "outside" courses will be subject to and resolved under this policy.

5. **Non-Academic Misconduct**

All issues of non-academic student misconduct will be subject to the University-wide Student Conduct Code (for more on this code, please refer to studentaffairs.jhu.edu/policies/student-code/).

6. **Authority**

**Carey Academic Ethics Board**

The Carey Academic Ethics Board (AEB) adjudicates alleged violations of the AEP as described below. The Academic Ethics Board comprises Carey students and faculty, and the Director of Student Services (or designee). The faculty representatives are appointed by the Vice Dean for Faculty and Research. Student representatives are selected by the Student Services Office via a nomination and interview process. Those students interested in serving as student Co-Chairs may inform the Student Services Office via this process. Based on a review of the pool of interested students, the Director of Student Services will appoint the student representatives and Co-Chairs for one-year terms. Student representatives may be reappointed for additional terms. The Academic Ethics Board is comprised of at least ten (10) faculty representatives, ten (10) student representatives, and the Director of Student Services (or designee).

Faculty have the authority to resolve certain first-time offenses, as described in Section 8 below.

**Carey Academic Ethics Board Panel**

The Academic Ethics Board Panel is charged with determining, based on a preponderance of the evidence, whether a student’s actions constitute a violation of this Policy and, if so, determining (an) appropriate sanction(s) as described below. The Academic Ethics Board Panel is comprised of one (1) student Co-Chair, two (2) additional students, three (3) faculty representatives, and the Director of Student Services (or designee). A majority vote is required for Panel decisions, except that unanimity is required for a sanction of expulsion. The Director of Student Services (or designee) does not have voting rights.
**Jurisdiction**

The AEB has jurisdiction over the following, without limitation:

- Violations of the Academic Ethics Policy
- Violations may include, but are not limited to, the following:
  - Cheating, plagiarism, unpermitted collaboration, forgery of academic documents, facilitating academic dishonesty, unfair competition, failure to report a violation, or adhere to policies
  - Improper use of intellectual property

**Removal and Vacancies**

A faculty or student representative may be removed from the Academic Ethics Board or a particular Panel if he or she has not met the expectations required of a Board member. This decision will be made by the Director of Student Services with regard to student representatives and by the Vice Dean for Faculty and Research with regard to faculty representatives. Any vacancies in student representatives, including student Co-Chairs, will be filled by the Director of Student Services and any vacancies in faculty representatives will be filled by the Vice Dean for Faculty and Research.

7. **Academic Misconduct**

Academic misconduct is prohibited by this Policy. Academic misconduct is defined as any action or attempted action that may result in creating an unfair academic advantage for oneself or an unfair academic advantage or disadvantage for any other member or members of the academic community. This includes a wide variety of behaviors such as cheating, plagiarism, altering academic documents or transcripts, gaining access to materials before they are meant to be available, and helping another individual(s) to gain an unfair academic advantage. Nonexclusive examples of academic misconduct are listed below.

**Cheating.**

- fraud, deceit, or dishonesty in an academic assignment, text, or examination
- use or consultation of unauthorized or inappropriate materials (e.g., notes, books, etc.) on assignments, tests, or examinations
- unauthorized discussion of a test or examination during its administration
- copying content on an assignment, test, or examination from another individual(s)
- obtaining a test or examination or the answers to a test or examination before administration of the test or examination (e.g., either an electronic copy or hard copy)
- studying from an old test or examination whose circulation is prohibited by the faculty member
- use or consultation of unauthorized electronic devices or software (e.g., calculators, cellular phones, computers, tablets, etc.) in connection with assignments, tests, or examinations
- use of paper writing services or paper databases
• unauthorized collaboration with another individual(s) on assignments, tests, or examinations
• submission of an assignment, test, or examination for a re-grade after modifying the original content submitted
• permitting another individual(s) to contribute to or complete an assignment, or to contribute to or take a test or examination on the student's behalf
• unauthorized submission of the same or substantially similar work, assignment, test, or examination (e.g., a paper, etc.) to fulfill the requirements of more than one course or different requirements within the same course
• tampering with, disabling, or damaging equipment for testing or evaluation

Plagiarism.
• use of material produced by another person without acknowledging its source
• submission of the same or substantially similar work of another person (e.g., an author, a classmate, etc.) without proper attribution and citation
• dual submission of an assignment
• use of the results of another individual's work (e.g., another individual's paper, examination, homework, computer code, lab report, etc.) while representing it as your own
• improper documentation/acknowledgement of quotations, words, ideas, views, or paraphrased passages taken from published or unpublished sources
• wholesale copying of passages from works of others into your homework, essay, term paper, or dissertation without acknowledgment
• paraphrasing of another person's characteristic or original phraseology, metaphor, or other literary device without acknowledgment

Forgery/Falsification/Lying.
• falsification or fabrication of data/information for an assignment, text, or examination, or in an experiment
• citation of nonexistent sources or creation of false information in an assignment
• attributing to a source ideas or information that is not included in the source
• forgery of University or other official documents (e.g., letters, transcripts, etc.)
• impersonating a faculty or staff member
• request for special consideration from faculty members or university officials based upon false information or deception
• fabrication of a reason (e.g., medical emergency, etc.) for needing an extension on or for missing an assignment, test, or examination
• claiming falsely to have completed and/or turned in an assignment, test, or examination
• falsely reporting an academic ethics policy violation by another student
• failing to identify yourself honestly in the context of an academic obligation
• providing false or misleading information to a faculty member or any other University official
Facilitating Academic Dishonesty.

- intentionally or knowingly aiding another student to commit an Academic Ethics Policy violation
- allowing another student(s) to copy from one's own assignment, test, or examination
- making available copies of course materials whose circulation is prohibited (e.g., old assignments, texts, or examinations, etc.)
- completing an assignment or taking a test or examination for another student(s)
- sharing paper mill/answer bank websites or information with another student(s)
- any improper use of intellectual property (including unauthorized class recordings)

Unfair Competition.

- intentionally damaging the academic efforts of another student(s)
- stealing another student's academic materials (e.g., books, notes, assignments, etc.)
- denying another student needed University resources (e.g., hiding library materials, stealing lab equipment, etc.)

Failing to Report Alleged Violation.

- failing to report any known or suspected violation of the AEP

Failing to Follow Applicable Policies, Procedures, Rules.

- failing to follow applicable JHU, divisional/school, program, course, and/or faculty policies, procedures, and rules regarding academic ethics

8. Faculty-Student Resolution of First-Time Offenses

If a student is suspected of academic misconduct, the faculty member responsible for the course in which the misconduct allegedly occurred must, if feasible, promptly review the facts of the case with the student. If the faculty member believes that academic misconduct has occurred, the faculty member must first contact the Director of Student Services (carey.student@jhu.edu) to determine whether the offense is a first or subsequent offense. If a first offense, the faculty member may choose to resolve the case directly with the student in accordance with this section (i.e., the faculty member and student may reach an agreement on the resolution of the alleged misconduct; note that neither the faculty member nor the student are obligated to resolve a complaint under this section). A faculty member may not resolve a second or subsequent offense directly with the student. The maximum sanction that can be imposed by a faculty member in a resolution of a first offense is a zero on the assignment. The faculty member must submit all relevant information regarding any agreement reached with the student to the Director of Student Services. If such an agreement is reached, the Student Services Office will promptly provide the student with a letter outlining the resolution that includes the charges, a summary of all the evidence, the findings, and the sanctions agreed upon.
In addition, the faculty member shall notify the Director of Student Services when:
- The faculty member cannot reach an agreement with the student (e.g., the student denies cheating or does not agree with the proposed sanction, etc.).
- The reported violation is a second or subsequent offense for the same student.
- The faculty member prefers to refer the case to the Director of Student Services for resolution.
- In the case of a first offense, the faculty member believes that the sanction warranted is greater than zero on the assignment.

In such instances, the case will proceed to the next phase of resolution as outlined in Section 9 below.

9. **Hearings**

   The Director of Student Services (or designee) may dismiss a case for a lack of sufficient information or if the alleged conduct does not fall within conduct prohibited by this Policy. Absent these circumstances, the case will be resolved per the proceedings described below.

**First-Time Offenses Not Informally Resolved Between a Faculty Member and Student – Administrative Hearing or Academic Ethics Board Panel Hearing**

In the case of a first offense that is not resolved between the faculty member and student, the Director of Student Services (or designee) shall investigate and recommend one of two options: Administrative Hearing or Academic Ethics Board Panel Hearing. The gathering of case information may include meetings with or requests for statements from the student and witnesses, and review of any related information. In making this recommendation, the Director of Student Services shall also consider the nature of the alleged misconduct and potential sanctions, prior academic misconduct history of the student (if any), and other relevant information and factors.

**Second and Subsequent Offenses**

Second and subsequent offenses must be heard by the Academic Ethics Board. For a second or subsequent violation, as a general matter, the only sanctions that may be imposed are suspension or expulsion, provided that the Academic Ethics Board has discretion to impose a lesser sanction in the rare instances when warranted by the facts and circumstances of a particular case.

**Administrative Hearing (For First-Time Offenses Only)**

An Administrative Hearing involves a meeting between the Director of Student Services (or designee, who serves as a “hearing administrator”) and the student. The Director of Student Services (or designee) may also meet with witnesses and others involved, and obtain and review relevant evidence. The Director of Student Services (or designee) will review the allegations and evidence with the student and give the respondent an opportunity to respond. The Director of Student Services (or designee) will determine based on
preponderance of the evidence whether the student is responsible for the alleged Policy violation(s), and, if so, issue (an) appropriate sanction(s).

**Academic Ethics Board Panel Hearing**

The Academic Ethics Board Panel Hearing is a closed proceeding, meaning that no one other than the Panel members and necessary faculty and staff members may be present (along with, if applicable, the student or witnesses). The student and witnesses called to the hearing will be present in the hearing room only when making a statement or being questioned by the Panel. The student is strongly advised to be present and present his/her case. If the student does not appear for a hearing, the hearing will be conducted as scheduled in his/her absence and a determination made that may result in dismissal or other sanctions.

In general, hearings will proceed as follows, although the Academic Ethics Board Panel has discretion to alter the order or manner in which it hears or receives evidence, and to impose time limits on any stage of the process:

- introductions
- summary of reported charges
- opening statement from the Panel indicating the context, charge(s), and evidence
- opening statement from the student
- questioning of the student by the Panel
- questioning of the witnesses, if any, by the Panel
- closing statement from the student

**Witnesses**

The Director of Student Services (or designee) or the Academic Ethics Board Panel may request the presence of any witness with relevant information about a case. The student may also request the Panel to hear from witnesses with relevant information. Absent exceptional circumstances, the student should inform the Director of Student Services (or designee) in writing at least three (3) business days in advance of any meeting or hearing of the names of the witnesses and to what they will attest. The Director of Student Services (or designee) or Panel may determine whether and if and the extent to which witnesses will be permitted to participate or questioned in any meeting or hearing, including whether their testimony is relevant.

10. **General Procedures**

In connection with the resolution of alleged Policy violations, a student shall:

- be notified in writing of the allegations in advance of any meeting or hearing;
- be notified in writing of the charges, and the date, time, and location of the hearing, and the identity of the hearing administrator and members of the Academic Ethics Board who may sit on the hearing committee in advance of the hearing;
- have the opportunity to review in advance of any meeting or hearing any relevant information to be considered by any faculty member, hearing administrator, or Panel
consistent with the Family Educational Rights and Privacy Act of 1974 (FERPA), as amended, and to protect other confidential information;

- be notified in writing of the outcome of any hearing, namely the findings, determination of responsibility, and any sanctions; and be notified in writing of the outcome of any appeal.

The student has the right for a fair and timely hearing in accordance with the AEP. A student may raise the potential conflict of interest about any University personnel or student participating in the resolution process. A student may also decline to participate in the resolution process. The School may, however, continue the process without the student's participation.

Communications under this Policy will be conducted with students primarily through their official University email address, and students are expected to check their official University email on a regular basis.

11. Evidentiary Standard

A "preponderance of the evidence" standard will be used to determine responsibility for alleged violations of this Policy. A "preponderance of the evidence" standard is an evidentiary standard that means "more likely than not." This standard is met if the proposition is more likely to be true than not true.

12. Appeals

Except in the case of a resolution for first-time offenses with a faculty member, the student may appeal the hearing administrator’s or Academic Ethics Board Panel’s finding of responsibility and/or sanction(s). A student may file any appeal within five (5) business days of the date of the notice of outcome solely on one or more of the following grounds:

- procedural error that could have materially affected the determination of responsibility or sanction(s);
- new information that was not available at the time of the hearing and that could reasonably have affected the determination of responsibility or sanction(s); and
- excessiveness of the sanction(s).

Any appeal must be filed in writing to the Dean via the Vice Dean for Education (email or hard copy). An appeal will involve a review of the file; the appeal does not involve another hearing. The Dean may consult with appropriate University personnel and the Academic Ethics Board Panel in reviewing an appeal. On review of the appeal, the Dean may:

- affirm the decision of the Panel;
- enter a revised determination of responsibility and/or revise the sanction(s); or
- remand the matter to the hearing administrator or Panel to reconsider the determination of responsibility and/or sanction(s); or
- convene a new Panel to consider the case.
The Dean will simultaneously send the appeal determination, with the reasons therefore, to the Vice Dean for Education and to the student. The decision of the Dean is final. No further appeals are permitted.

13. Sanctions

The Academic Ethics Board Panel may impose one or more sanctions (which may include one or more corrective and educational measures that the Panel deems appropriate and commensurate with the Policy violation). In doing so, the Panel may consider:

- the specific academic misconduct at issue;
- the student’s academic misconduct history; and
- other appropriate factors.

This section lists some of the sanctions that may be imposed upon students for violations of the AEP. Carey reserves the right, in its discretion, to impose more stringent or different sanctions than those listed below depending on the facts and circumstances of a particular case. Sanctions for academic misconduct under this Policy are generally cumulative in nature.

A student found in violation of the AEP in a course may not avoid the Policy and any potential sanctions by withdrawing from a course.

The following is a non-exhaustive list of possible sanctions and what these sanctions typically mean. The specific conditions imposed under each sanction (e.g., the terms of a suspension, etc.) will depend on the specific facts and circumstances of each case:

**Formal Warning**

The student is notified in writing that his or her actions constitute a violation of the AEP, and may be subject to other actions (e.g., re-taking an examination or failure in a course).

**Academic**

These sanctions may include but are not limited to grade adjustments, including failure on any work within the course or failure in the course itself, requiring extra credit to be completed, or re-submission of an assignment, or re-taking a test or examination. This may include a notation on the student’s official Carey academic transcript. For example, if the sanction is an “F” for the course, “F due to Academic Dishonesty” may be permanently noted on the student’s official Carey transcript.

**Transcript Notations**

Academic misconduct may be noted on a student’s academic transcript.
**Corrective or Educational Measures**

The student may, for example, be required to write and submit a reflection paper as an opportunity to learn and reflect and/or be required to engage in other corrective or educational measures.

**Probation**

The student is notified that further violations of the AEP within the stated period of time will result in the student being considered for immediate suspension or other appropriate disciplinary action. If at the end of the specified time period no further violations have occurred, the student is removed from probationary status.

**Suspension**

The student is suspended from the University for a specified period of time. The conferring of an academic degree may be deferred for the duration of the suspension. A student must request in writing and then receive written permission from the Director of Student Services (or designee) prior to re-enrollment or re-application. Academic work completed at another institution while on suspension will not be recognized for credit transfer.

**Expulsion**

The student is expelled from the University. Expulsion means the permanent removal of the student from the University. Expulsion includes a forfeiture of all rights and degrees not actually conferred at the time of the expulsion, permanent notation of the expulsion on the student’s University records and academic transcript, withdrawal from all courses according to divisional policies, and the forfeiture of tuition and fees. Any student expelled from the University is prohibited future re-application to the University.

14. **Records**

A case file concerning a student will be retained for the duration of the student's enrollment at Carey plus seven (7) years from the date that the student graduates or otherwise leaves the University.

15. **Amendments to the Academic Ethics Policy**

Significant amendments to the AEP must be approved by the Vice Dean for Faculty and Research, the Vice Dean for Education, the Dean, and a faculty vote (vote passing with simple majority). Minor amendments to the AEP may be made by the Vice Dean for Faculty and Research or the Vice Dean for Education with notification to the Dean.
Academic Progress

Graduate Students

Graduate students at the Carey Business School must have a minimum 3.00 grade point average to graduate and must maintain at least a B average (3.00 on a 4.00 scale) to remain in good academic standing. Students receive credit for courses in which they receive grades lower than a B, except the F grade which does not earn any credits. Students need to repeat any required course in which they receive an F (please refer to Repeating a Course under the Grading Policy for further details).

Graduate students will be placed on academic probation if their cumulative grade point average falls below 3.00. Grades will be reviewed for academic progress at the end of each semester or for full-time programs at the end of each term. Students whose cumulative GPA falls below 3.00 must meet with their advisors to discuss resources such as tutoring or workshops so that they can raise their GPA to assure continued progress toward graduation. A Probation Hold will be placed on the student record for any student with a cumulative GPA below 3.00. Students will be removed from academic probation when their cumulative grade point average reaches 3.00.

If enrolled in a full-time program, students on academic probation who do not raise their cumulative grade point average to 3.00 by the completion of the following semester, or following term if enrolled in a one-year program, may be suspended. After a period of one semester, academically suspended students are required to meet with their academic advisors and may then submit a written petition for reinstatement on a probationary basis.

A student will be dismissed a) when it is not possible for a student to attain the required 3.00 GPA within the school’s academic policies, and/or b) when a student fails the same course a second time.

Note: These policies are for determining satisfactory academic progress. Please review the Financial Aid section of this handbook to determine the standards for satisfactory progress for eligibility to receive or continue to receive financial assistance.

Academic Standards

Johns Hopkins University and the Carey Business School expect the highest academic standards from its students. The awarding of degrees and certificates is based upon satisfactory completion of all degree/certificate requirements with student performance that meets the expectations of the faculty, as well as compliance with University and School regulations. The Academic Council of the Carey Business School reviews all student applications for graduation and makes recommendations for degree/certificate conferral to the president of the University.

The university does not guarantee the awarding of a degree or certificate to students enrolled in any academic program. Any breach of academic standards may result in disciplinary
actions against the student(s) involved. Please see the Academic Ethics section for an overview of procedures.

Admissions

Students seeking admission to a degree or certificate program must submit an online application and all required application documents outlined on the Carey Admissions website at carey.jhu.edu/admissions, as well as the non-refundable application fee. Materials submitted as part of the application process will not be returned to the applicant. If an applicant does not waive his/her rights to the recommendation letter submitted on their behalf, he/she may request one single copy of each letter be emailed to the student (one time request only). OR, the student can send a self-addressed, postage pre-paid envelop to the Admissions Office to request a single copy.

Johns Hopkins Carey Business School
Office of Admissions
100 International Drive
Baltimore, MD 21202

Admission requirements (e.g., standardized test scores) vary by program. Applicants are encouraged to contact the Office of Admissions or visit carey.jhu.edu/admissions to determine specific admission criteria, suitability of prior degrees, or certification requirements for their desired programs of study. Students who provide fraudulent or misleading information by omitting relevant details during the admission process, or falsifying information will face disciplinary action to include withdrawal of the application. If fraudulent or misleading information is discovered after admission and enrollment, admission may be revoked and students removed from classesdismissed from the program without a refund for tuition paid.

Applicants interested in admission to the Johns Hopkins Carey Business School may apply to only one master’s program and/or certificate at a time and cannot file multiple applications concurrently to Carey. Once a decision has been made and released, if interested, applicants can file additional applications to other programs at Carey. If denied admission, applicants cannot apply again to the same program for the same enrollment term. Denied applicants are not eligible to reapply until the next start period for that particular program. Full-time programs begin once a year in August; part-time programs begin in fall and spring and select part-time programs begin in the summer.

For full-time programs, the Carey Business School reviews applicants by round (i.e. round 1, 2, and 3). Application deadlines and Carey decision dates are clearly indicated online at carey.jhu.edu/admissions/deadlines. Part-time programs at Carey use a rolling admissions process and files are reviewed upon receipt prior to the stated deadline. Application review times vary and are dependent upon receipt prior to the stated date and time an applicant completes the application file with all required documents. To expedite the process, applicants should utilize an E-transcript service to have official copies of undergraduate and/or graduate transcripts (or
course-by-course evaluations for international students) sent before or at the time of submission of their application. E-transcript options include Scrip-Safe (scrip-safe.com), Docufide (parchment.com/u/auth/login), or the National Student Clearinghouse (studentclearinghouse.org). Paper transcripts will only be accepted for applicants coming from institutions that do not offer an E-transcript option. Please visit carey.jhu.edu/admissions for more details.

Academic records (transcripts, diplomas, and degree certificates) for degrees earned from non-U.S. institutions must be evaluated by an authorized credential evaluation agency (WES, ECE, or IERF). Applicants who earned credits at a non-U.S. institution without earning a degree should submit an official English translation of the transcript from the institution where those credits were earned in lieu of a course-by-course evaluation. See the International Credential Evaluation section of this catalog.

All applications to the Carey Business School should be submitted online at carey.jhu.edu/admissions/application-process. Paper applications are no longer accepted. Electronic documents are required and will expedite the process. If hard copy documents must be sent, mail to:

Johns Hopkins Carey Business School, Office of Admissions
100 International Drive, Baltimore, MD 21202

To be eligible for federal financial aid, federal regulations require that students be accepted unconditionally into a 15-credit (or more) degree or certificate program, and maintain an enrollment status of at least half-time each semester. Note that conditionally admitted students who are taking the prerequisite credits necessary for full admission to their program may be considered for limited federal loan assistance for one or two semesters depending on the number of prerequisites required. Loans may not exceed tuition charges for the specific number of required credits, registration or course fees, and a book allowance.

Master’s Programs

Applicants must submit an application for admission, the non-refundable application fee, and all other required supporting documentation (such as letters of recommendation, essay and optional resume), along with official transcripts from all post-secondary colleges or universities attended. Materials submitted to Admissions will not be returned to the applicant. Applicants to graduate degree programs must hold a bachelor’s degree from an accredited college with a minimum cumulative grade point average of 3.00 on a 4.00 scale.

Academic records from non-U.S. institutions must be evaluated by an authorized credential evaluation agency (see list in the International Credential Evaluation section of this catalog for suggested agencies). Additionally, the admission process may include an interview. Some programs may require an in-person interview (GMBA) while other programs will allow for Skype interviews or interview videos uploaded with the application.

Additional materials are required for international student admission. Please see the International Student Admission Policy section for details.
Certificate Programs

Applicants to graduate certificate programs must hold a bachelor’s degree from an accredited college or university recognized by the U.S. Department of Education with a minimum cumulative grade point average of 3.00 on a 4.00 scale. Additional application requirements vary by certificate program. Students have three years to complete the certificate.

Graduate Degree Requirements

Once admitted to a graduate degree program in the Carey Business School, students must complete all coursework at Johns Hopkins University, except with prior written approval from an advisor. For more information, see the Transfer of Graduate Credits section of this catalog. Exceptions are rare, but will be considered on a case-by-case basis.

Graduate students enrolled in master’s programs have six years to complete their degree. For information regarding specific degree requirements for each graduate program, please refer to the detailed program descriptions online.

State-Specific Authorization for Online Courses

State authorization is subject to change according to the states in which the Johns Hopkins Carey Business School is authorized to recruit for online programs. Currently, the Carey Business School is authorized to recruit in most states for online programs. Applicants should, however, contact carey.admissions@jhu.edu if there are questions regarding a particular state.

Verification of Credentials

Accuracy is expected in all documents provided by all applicants. Applicants must not make inaccurate statements, fabricated, or material omissions on their applications, during the interview, nor submit any false materials related to or in connection with seeking admission. Violation of this requirement will result in the application being rejected or withdrawn from consideration.

It is the policy of the Carey Business School to verify all documents and credentials in support of an application. Carey Business School staff and university officials reserve the right to verify the authenticity of any information submitted or provided during the course of the admission process. Essays and letters of recommendation may be traced back to their origin in order to establish authenticity.

If a violation is discovered during the application process an applicant will be withdrawn from admission consideration. If a violation is discovered after an applicant has been admitted, the offer will be rescinded and the student is no longer eligible for enrollment—even if the student has already enrolled and is currently making progress in an academic degree or certificate program. A degree or certificate conferred by the Johns Hopkins Carey
Business School may also be rescinded if admission to the School was previously offered based upon falsified or inaccurate information. The application fee is nonrefundable.

**International Student Admission Policy**

**Demonstration of English Language Proficiency by Non-native-speaking Applicants**

As one measure of potential for academic success while a student in the Carey Business School, international applicants must demonstrate proficiency in both written and spoken English.

To demonstrate proficiency, applicants must submit either official TOEFL (Test of English as a Foreign Language) scores, official PTE (Pearson Test of English) scores, or official IELTS (International English Language Testing System) scores if the undergraduate degree has not been earned from an accredited institution in the U.S. (or Canada). The preferred minimum TOEFL requirement is 600 (paper-based), 250 (computer-based), or 100 (internet-based). The TOEFL code for the Johns Hopkins Carey Business School is 0834. The preferred IELTS score is 7.0. The preferred PTE score is 70. Applicants will generally be required to provide additional evidence of English proficiency in their applications.

The admissions committee may determine that enrollment in business English courses is necessary for some students who are otherwise highly qualified. These students will be offered conditional admission and will be required to enroll in these non-credit courses concurrent with their regular academic courses until they qualify for a waiver by reaching a certain level of proficiency. For more information on these courses, please visit [carey.jhu.edu/students/student-resources/english-language-program](http://carey.jhu.edu/students/student-resources/english-language-program).

**F-1 Visa Applicants**

An international applicant requiring a student (F-1) visa to attend school must obtain admission to a degree program well in advance of the start of the semester. The Carey Business School does not issue I-20 forms for provisional acceptance to a degree program, nor does it issue an I-20 for any certificate programs. I-20s are issued, however, for conditional admissions, as well as for Master’s degree programs. The application and other required admission deadlines for international students who require a student (F-1) visa and who plan to attend the Carey Business School are April 1st for the fall semester and October 15th for the spring semester.

International applicants needing an F-1 visa are strongly encouraged not to wait until the final deadlines to apply. If applications and other required documents are not received on or before these deadlines, the application will be considered at the start of the next semester. For program application deadline dates, visit [carey.jhu.edu/admissions/deadlines/](http://carey.jhu.edu/admissions/deadlines/).

After receipt of the acceptance letter from the Carey Business School and payment of the non-refundable enrollment deposit, international students will be sent an email from the Office of
International Services (OIS) with information on the steps required to receive an I-20 form. The email will be sent to the address listed in the student’s application. This message will be sent the first week of March or, if accepted later, within two weeks of payment of the enrollment fee. If the information is not received, please contact OIS at ois@jhu.edu.

Before an I-20 is issued, the international student is required to submit financial documentation to OIS via iHopkins, per the instructions. I-20s will not be issued until the student has accepted the offer of admission, the enrollment fee has been paid, and all required documents have been uploaded to iHopkins.

An overview of the process and the documentation required can be found online at ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students/.

Specific figures on the estimated expenses and the amount of funding required in order to be issued an I-20 can be found here: ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/For_Students/Carey_Expenses.pdf.

International applicants who hold visa types other than an F-1 visa and who wish to enroll as part-time graduate special (non-degree) students should follow the application directions in this section. International graduate students attending other institutions in student (F-1) status during the regular academic year are also welcome to enroll as graduate special (non-degree) students during the summer. For more information, contact the Office of Admissions at 410-234-9220 or carey.admissions@jhu.edu, or OIS at 410-234-9282, ois@jhu.edu.

Note: Financial aid is not available for international students.

International Credential Evaluation

Applicants who hold degrees from non-U.S. institutions (with the exception of Canada) must have their academic records evaluated by an authorized credential evaluation agency (see list of approved agencies below) before they can be considered for admission to a degree or certificate program. For degrees earned at non-U.S. institutions, an official course-by-course evaluation assessing the degree, the overall grade point average, and the courses taken, should be submitted. Final official course-by-course credential evaluations must be the equivalency of a U.S. degree and from a regionally-accredited university or college in the United States. Please do not send official foreign transcripts. Credential evaluations are used to assess a student’s coursework against the U.S. grading system and to evaluate courses for possible transfer credit. In addition to submitting official academic records to the Carey Business School, applicants should make arrangements with an authorized credential evaluation agency for an evaluation of the degree, an assessment of the overall grade point average, and a course-by-course evaluation.

Fees and required documentation for evaluations may vary. Applicants are encouraged to contact the agency directly for additional information. The following agencies are authorized:
Changing Degree Program

Degree or certificate-seeking students in the Carey Business School who wish to change to another degree or certificate program within the school must submit a new application to the new program. A new application is required for applicants seeking to change to a new degree program. Students may only request to change into a new program during the open admission cycle for that program. Students are not automatically admitted to the desired program; their requests must be approved by Admissions. If selected for admission into the new degree program, students must formally withdraw from the first program through their advisor.

Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Students in F-1 status must notify the International Services office for a new I-20 to reflect the change in program. Students using VA benefits must notify the VA Certifying Official in the Registrar’s Office when changing or adding a degree or certificate.

Second Degree Option

Current Carey Business School Students may pursue a second degree in a number of academic programs. Current Master of Science (MS) students at Carey who wish to obtain a second MS degree at Carey must complete a minimum of 24 credits in as few as two semesters. Current MS students, who wish to obtain an MBA degree as the Second Degree Option, must complete a minimum of 36 credits in as few as three semesters.
Current MBA students who wish to obtain a Master of Science degree complete a minimum of 18 credits in as few as two semesters.

**Admissions requirements for the second degree:**

- Completion of Second Degree Option application (application fee is waived)
- New personal essay (maximum 500 words)
- 1 letter of recommendation
- Updated resume
- Carey Business School transcript
- Program plan completed with the academic advisor of the desired second degree program
- Admissions interview requirement is waived for current Carey students

Students cannot begin work on their second degree credits until they have graduated with their first degree. Students cannot earn a second degree in an area of concentration for their first degree.

*Note: Any current student who was conditionally admitted to Carey must complete their conditional requirements as noted in their admission letter (such as submission of final transcripts with degree conferred or credential evaluation showing equivalency of a U.S. bachelor’s degree.)*

**Adding a Certificate**

**Graduate students**

Students who are currently enrolled in a degree program at the Carey Business School and wish to add a certificate must submit a written request to the Office of Admissions. Please view the *Graduate Programs* section to determine specific requirements. Applications to add a certificate must be submitted during the first semester of enrollment in the Carey Business School degree program.

MS in Finance and MBA students may add either the Graduate Certificate in Financial Management or the Graduate Certificate in Investments, but not both.

*Note: Financial aid recipients must notify the Financial Aid office when changing or adding a degree or certificate program. Those in F-1 status must notify the International Services office for a new I-20 to reflect the change in program. Students using VA benefits must notify the VA Certifying Official in the Registrar’s Office when changing or adding a degree or certificate.*

**Inactive/Deactivated Certificate or Degree Applications**

If it has been longer than one year since a student was admitted and the student did not enroll at the Carey Business School during that time, a new application and all supporting documents must be submitted.
Admission to other Schools of the University

Carey Business School students who wish to transfer to one of the other schools in the university are required to submit an admission application to that school. Documentation submitted to the Carey Business School will not be forwarded to any other school in the university. Admission to the Carey Business School establishes no claim or priority for admission to any other school in the university.

Deferring Admission

Admitted students must accept the offer of admission and pay the non-refundable enrollment deposit prior to requesting deferral. Once the offer of admission has been accepted and the enrollment fee has been paid, students must submit a written deferral request to carey.admissions@jhu.edu and a deferral request form will be sent back to the student. Once the completed form has been received and processed, the deferral approval will be emailed back to the student. The offer of admission is only valid for a maximum of one year. Scholarships are not deferrable—all scholarship recipients will be reconsidered for a scholarship for the next year.

Conditional Admission

An applicant may be admitted on a conditional basis pending the completion of clearly defined conditions stated in their offer of admission letter. These conditions may include: official transcripts with degree conferred, official credential evaluation with degree conferred, the completion of MBA Math or other requirements.

To successfully complete the condition, the applicant must fulfill the required condition within the time frame stated in the offer of admission.

Upon successfully meeting all of the conditions, students are notified by email that they are fully admitted to the program to which they have applied. Applicants who do not successfully meet all of the specified conditions within the stated time frame are notified in writing and cannot graduate from the Carey Business School.

Note: Applicants who have been conditionally admitted are not eligible for financial aid.

Alumni

The Carey Business School alumni network is one of the largest alumni networks within Johns Hopkins University and is composed of an extraordinary group of individuals committed to making an impact in their professions and communities. This commitment is a thread that ties the 220,000 alumni of Johns Hopkins University together, an incredible resource for current students.

The Office of Development and Alumni Relations strengthens the alumni bond with cultural, social, and networking opportunities that connect alumni with one another and with current
students. An array of opportunities exists for students and alumni to engage with the Carey Business School community, including industry events, mentorship and other volunteer opportunities, and student organization activities. The Office of Development and Alumni Relations continues to identify and develop engagement opportunities with the support and guidance of the Dean’s Alumni Advisory Board, comprised of 19 alumni leaders from around the globe. By sharing the Carey Business School experience with colleagues, friends, and prospective students, and staying in touch with professors and classmates, students play an integral role in growing the Carey family. To take advantage of everything the Carey Business School alumni network has to offer, please visit carey.jhu.edu/alumni-friends/.

Students may only spend a few years at Carey, but they are alumni for life. From tools like GoHopOnline (an online networking platform for the Johns Hopkins community) to the six regional alumni clubs, there are a variety of ways to stay connected and be involved. The strength of the Carey Business School and the Johns Hopkins University network is driven by engaged, passionate alumni who are invested in its future success.

The Office of Development and Alumni Relations welcomes all alumni to pursue lifelong engagement with the Carey Business School. Please contact carey.alumni@jhu.edu with any questions, comments, or ideas.

**Athletic Facilities**

Students are encouraged to look for athletic and exercise facility options in their respective residential communities or close to campus if interested. Below is one option available.

**Ralph S. O’Connor Athletic Facility – Homewood Campus**

Carey students may join the O’Connor Recreation Center for a fee of **$192/year**. Students may opt for the $96/6-month minimum membership to enroll.

Faculty, staff, and non-Homewood students of the university and spouses (with affiliate) are eligible to join. Services include climbing wall, swimming pool, basketball courts, squash courts, personal training, and much more. More information is available at 410-516-4434 or web.jhu.edu/recreation.

**Attendance and Inclement Weather Policy**

Participation in lectures, discussions, and other activities is an essential part of the instructional process. Students are expected to attend class; those who are compelled to miss class meetings must inform their instructors of the reasons for absences prior to the class meeting. Faculty members often include classroom participation and attendance in student grading and evaluation. Instructors will clearly communicate expectations and grading policy in the course syllabus. Students who expect to miss several class sessions for personal, professional, or other reasons are encouraged to meet with their academic advisors to
consider alternative courses prior to registration. For religious observances, please see the
section below.

In order to maintain the academic integrity of our programs, it is important that any class
session that is missed due to weather, instructor illness or other emergency is made up, and
that any missed material is covered. However, faculty members have considerable latitude
over how the class sessions will be made up and have two options from which to choose.

They may:

• Plan and schedule an Adobe Connect/ Blackboard online session.

• Re-schedule the class period to a designated make-up day.
  (Designated make-up days are scheduled at the end of each 8-week term or
  semester. Please see the Academic Calendar.)

Whenever a class session is cancelled, each faculty member may choose the appropriate
make-up alternative for that particular class. The faculty member must notify the students in
the class and the Office of Education about which option will be used to make up the class
period.

This policy is designed to address those situations when a single class day has been
cancelled. Weather emergencies or other events that result in multiple-day cancellations will
be handled on a case-by-case basis. Please call the University Weather Emergency Line at
410-516-7781 or 1-800-548-9004 or visit jhu.edu/alert for more information.

Religious Observances

A reasonable religious academic accommodation is a change in the academic environment or
in the way academics, tasks, or responsibilities are customarily done that enables a student to
participate in his/her religious practice or belief without undue hardship on the conduct of
Johns Hopkins University's operation.

Students who feel they need such religious accommodations should be guided by the
University-wide Religious Accommodations Policy located at oie.jhu.edu/religious-
accommodations/.

Examinations

A student who needs to miss an examination must notify the instructor in advance.
The faculty member will decide if and how the student will make up the missed
examination.
Blackboard®

The Carey Business School uses Blackboard as its course management system, which provides the opportunity to integrate technology into the teaching and learning process.

Faculty members manage their own course content within their Blackboard course websites. Enrolled students can access course documents, assignments, and can communicate with instructors and students through the Blackboard course site.

Students enrolled in onsite courses may contact the Blackboard helpdesk at 866-669-6138 or help.edusupportcenter.com/shplite/jhucarey/home.

Students enrolled in online courses may contact the Personal Support Center at 855-270-4436, extension 4, or carey@personalsupportcenter.com.

Carey Blackboard Course Site Availability

As of Summer 2017, Blackboard course sites will remain open to students for 30 days after the term end date. To access a course site after the 30-day period has ended, students must submit a request in writing to the instructor. The instructor reserves the right to grant or deny requests.

Business Cards for Students

Current Carey students enrolled in a degree or certificate program may order official Johns Hopkins Carey Business School cards through Student Services. (Students may not place an order for business cards before the start of their program.) All business cards have the Johns Hopkins University and Carey Business School name in official typeset. Ordering business cards from another vendor using the Johns Hopkins University or Carey Business School name and/or logo is not permitted. Information about ordering student business cards is available at carey.jhu.edu/life-at-carey/student-resources/student-business-cards.

Career Development Office

The Career Development Office (CDO) at the Johns Hopkins Carey Business School partners with internal and external stakeholders to empower students to realize their full potential and go on to secure meaningful, fulfilling careers that make a difference in the world.

Our Baltimore, MD and Washington, D.C. teams include coaching and employer relations professionals from diverse backgrounds and industries. Resources and events offer opportunities for the following:

- Personal interests, values, skills, and exploration assessments
- Value proposition development
- Branded resume and cover letter creation
• Networking opportunities with students, staff, alumni, and employers
• Job search management
• Interview confidence building
• Career transition guidance

All students have access to Carey Compass, the CDO database, after successful enrollment in classes. Students can log onto Carey Compass at carey-jhu-csm.symplicity.com/students/?signin_tab=0&signin_tab=0 with their JHED ID and password to:

1) Review and complete their profile
2) Upload resumes using the “My Documents” tab
3) Book an appointment with a CDO coach
4) Browse and apply to job postings
5) RSVP to attend information sessions, workshops, and other CDO events

When attending CDO events, students should adhere to CDO’s technology, etiquette, dress code, and lateness/cancellation policies. All participants are strongly encouraged to shut off their cell phones and to refrain from using laptops and other mobile devices during CDO programs. Dress for all events is, at a minimum, business casual; please check the dress code for each event. The Career Development Office enforces a 48-hour advance cancellation policy.

Participation in future CDO events is at risk if policies are not followed. Students should arrive early for all events as they begin on time. Doors will close at the start of the event and reopen when the event is finished. Students can call 410-234-9270 or email careerdevelopment@jhu.edu with any questions.

The Career Navigator, CDO’s on-line resource library, compliments the team’s coaching and programming. Carey students and alumni have access to on-line assessments, career planning tools and resources, and webinars to support their career development and job search efforts at carey.jhu.edu/career-development/students/career-navigator.

Students have access to a proprietary resume refinement tool, VMock, a career development platform that combines the power of data science, machine learning, and natural language processing to create personalized, instant, and actionable feedback and benchmarking for students on their resumes. VMock can be found at vmock.com/JHUCarey.

The Career Development Office can be found on Twitter at twitter.com/JHUCareyCareer and Facebook at facebook.com/jhucarey.careerdevelopment. Students can also find career-related information on the CDO blog at careythetorch.com/.
Computing Services

Johns Hopkins students have free access to Office 365. Software from Adobe, Microsoft and other manufacturers are available at a discounted price. To take advantage of this and other offers, visit jhu.onthehub.com. (JHED ID and credentials will be necessary to complete the order.)

Johns Hopkins also offers free Anti-Virus protection to its faculty, staff, and students. Students can download the latest version of Microsoft System Center Endpoint Protection (for Windows, Mac or Linux) at it.johnshopkins.edu/antivirus (JHED ID and credentials required).

The Johns Hopkins University Computer Purchase Program aims to provide the best possible technical support environment for students by promoting the purchase of recommended systems. If you are in the market for a new computer, including Apple, Dell, and HP, please visit studentaffairs.jhu.edu/computing/hopkins-technology-store/.

Note: This program is offered through Homewood Student Affairs and support is located on the Homewood campus.

Limited computer support is available at each center and for password issues, through the main Help Desk phone number 410-516-HELP (4357). There are also FAQs available at it.johnshopkins.edu/help.

Course Schedule

The course schedule is available online at sis.jhu.edu/classes.

Disability Support Services

Johns Hopkins University and the Carey Business School are committed to making all academic programs, support services, and facilities accessible to persons with disabilities. To request accommodations, please contact Carey Disability Support Services. Students are encouraged to submit their registration form and documentation as early as possible in order to avoid any possible delay in providing accommodations. For information on policies and procedures, contact Carey Disability Services by email at carey.disability@jhu.edu, by phone at 410-234-9243, or visit carey.jhu.edu/life-at-carey/student-resources/disability-services/.

Email Activation

The Carey Business School communicates with students via their JHU email account, so it is recommended that students create an account as soon as possible. To set up a JHU
email account, a JHED account must be created first. The JHED account is the Login ID and password students use for all online services at Johns Hopkins University. To set up both a JHED and a JHU email account, please go to the Johns Hopkins Portal Website at my.jhu.edu/.

**To Create a JHED Account**

- Click on “First Time JHED User” in the box on the top left of the page.
- Enter your JHED LID in the Login ID (LID) box.
- Follow the prompts to verify your identity using the last 5 digits of your social security number. (If you do not have a social security number, a temporary replacement number has been issued to you. This number is not a U.S. Government issued social security number, should not be used as such, and is only active within Johns Hopkins University. To locate your temporary replacement number, please refer to the email from Carey. registration@jhu.edu titled “Johns Hopkins Government ID” you received a few days after you paid your deposit. You will need the last 5 digits of this number to authenticate the JHED LID. If you obtain a U.S. Government issued social security number while you are a student, you must submit documentation to the Carey Business School, Registrar’s Office.)
- Create a password (minimum of 8 characters with at least 2 alpha and 2 numeric characters).

  *Note: Passwords expire after 180 days. You will be prompted to reset your password upon logging in as well as prior to the expiration date.*

Johns Hopkins has teamed up with Microsoft to provide Exchange Online (formerly Office 365) email account for Carey students. All students must activate a JHU email account in order to register for classes. The University sends all correspondences including billing statements and universal announcements to the students’ JHU email accounts, so it is important for students to activate and monitor this email. Redirecting or forwarding automatically your JHU emails to another personal account is not recommended.

*Note: Employees of the Johns Hopkins University or Medical Institutions should already have an established email account and do not need to follow the steps outlined below.*

**To Create an Exchange Online (Formerly Office 365) Account**

- The first time you access your Johns Hopkins Exchange Online email account you must go through the University enterprise portal at my.jhu.edu/.
- The first time you log in to the portal, you will need to agree to the Johns Hopkins Exchange Online Terms of Service in order to set up the account for use.
• The initial password for your Exchange Online email account is MMDD99999, where MMDD are the month and day of your birthday and 99999 is the last five digits of your U.S. social security number (or your assigned temporary replacement number if you are an international student).

• Your email should now be established. It may take an hour for your “Email Alert” to be removed from your record. You can access email at my.jhu.edu/.

To Create an Email Alias

An email alias is a shorter, more user-friendly email address that you may use to send and receive mail to the account of your choice. You can use the alias to deliver mail to your Exchange Online account or any non-Hopkins email service such as Hotmail, Gmail, or Yahoo. To create an alias, simply follow these steps:

• Log into the Johns Hopkins Portal website at my.jhu.edu/.

• Click on the “myJHED” tab at the top of the page.

• Click on the Email Alias link under Applications and follow instructions. (More information at it.johnshopkins.edu/services/email/Office365/changeAliasRouting.html).

Important Information:

• When creating an alias for your JHU email address, you are presented with the option to forward that alias to another email address. This will not forward official emails from the school.

More information can be found at it.johnshopkins.edu/services/email/office365.

English Language Program

The English Language Program (ELP) promotes the value of communicative competence for both academic achievement and professional success. The ELP helps students develop their English communication skills and understanding of American business settings. Classes, workshops, and individual tutoring are interactive, student-driven, and in relation to market demands. There is an emphasis on nuances of expression, critical thinking, and intercultural communication skills to serve students in their learning, development, and overall confidence.

Business English for Graduates I, II, III and IV are available at the Baltimore, MD and D.C. campuses. Classes focus on using spoken and written English for both business and academic purposes.
Conditional Admission

For students who are admitted to Carey conditionally with an ESL (English as a Second Language) requirement, enrollment in ELP courses is required for four terms or until a waiver is granted based on student proficiency.

Financial Aid

The Carey Business School offers financial support that includes federal loans, state scholarships, and school-based scholarships. In general, consideration for financial aid is restricted to students who have been fully and unconditionally accepted into a degree or approved certificate program, enroll half-time or more each semester, and maintain satisfactory academic progress. Students admitted in midterm will become eligible for aid for the next semester. Note that provisionally admitted students who are taking the prerequisite credits necessary for unconditional admission to their program may be considered for limited federal loan assistance for one or two semesters depending on the number of prerequisites required.

The academic year consists of the summer, fall, and spring semesters. The Fall I and Fall II terms together comprise the “fall semester”. Likewise, the Spring I and Spring II terms together comprise the “spring semester.” For the purposes of most financial aid programs, students must maintain at least half-time enrollment in the semester. Half-time enrollment for graduate students is at least 4.5 credits per semester (which is 3 two-credit courses) for the fall and spring semester, and at least 3 credits in the summer term. Students who enroll in the January intersession will have those credits added to their spring semester credits to determine their enrollment status.

Deferment of student loan repayment is available for students enrolled at least half-time and in a degree-seeking program. The Registrar’s Office certifies loan deferment forms. Students who only need one or two courses to graduate and will enroll less than half-time will go into their grace period as of the date they cease attending at least half-time.

Financial aid is available only for courses that are required of the degree program and for which students will receive credit toward completion of their program.

Courses taken merely for personal reasons or simply so a student can remain enrolled at least half time are not eligible for federal financial aid. Audited courses do not count toward the credits required for financial aid availability.

Students must maintain satisfactory academic progress and credit compliance (half-time enrollment in required courses per semester in which aid is received) to continue to be eligible for financial aid. Academic progress is reviewed after each semester. Please refer

In addition, to receive federal aid, students must be U.S. citizens or eligible non-citizens; have registered with the Selective Service between the ages of 18 and 26 if male; not owe refunds on federal grants or be in default on federal educational loans; have a valid social security number, and be admitted prior to the first day of classes for the semester in which they receive aid.

International students are encouraged to investigate the possibility of aid through their government or outside agencies. For additional information on scholarships for international students, please visit carey.jhu.edu/admissions/financial-aid/types-of-assistance/private-scholarships/.

To be considered for financial aid, a student must file the Free Application for Federal Student Aid (FAFSA) using school code E02145. Students enrolled in a part-time program should also complete the Supplemental Information Form for Financial Aid. Both forms are available online at carey.jhu.edu/admissions/financial-aid/forms-and-helpful-info. Students need to reapply for aid each year by completing the next academic year’s Renewal FAFSA and Supplemental Information Form, if a part-time student. School-based scholarship applicants also must complete the School-based Scholarship Application and write an essay.

The priority filing date to apply for financial aid each year is April 15 (March 15 for full-time programs). For spring-only applicants, the priority filing date to apply for financial aid is November 1st. Students can apply for financial aid at any time during the academic year (prior to the end of classes), however the application process can take time, and only those who apply by the priority filing date can be assured that their financial aid awards will be ready for the start of classes. Maryland residents who wish to be considered for Maryland state scholarships must complete a FAFSA prior to March 1.

Students must demonstrate financial need as calculated by federal methodology to be considered eligible for all need-based aid, including institutional need-based scholarships. In addition to other documentation, students selected for verification will also have to provide signed copies of their most recent federal tax transcripts and those of spouses (if applicable), including all schedules filed and W-2 forms.

Most financial aid available is in the form of federal student loans. For information on the types of financial aid available, please refer to carey.jhu.edu/admissions/financial-aid/types-of-assistance.

Financial aid awards disburse to the student account on the first day of the semester in the fall and spring for students whose financial aid files are complete and awarded. Aid disburses on July 1 in the summer semester. When aid from all sources exceeds the
tuition and fees charged by the School, the Student Accounts Office will process a refund of any credit balance remaining on the student’s account. Students whose aid awards exceed the cost of tuition and fees may request book vouchers for use at the School’s bookstores three weeks prior to the start of class. Requests should be in writing via email and include the estimated cost of the books from MBS.

The Carey Business School reserves the right to ask for documentation necessary to determine aid eligibility.

Documents submitted as part of aid applications become the property of the Carey Business School and cannot be returned. Applications for federal aid cannot be processed if the relevant tax returns have not been filed in accordance with IRS code. Federal regulations require that the School report suspected cases of fraud or misrepresentation to the appropriate federal, state, and local authorities. Gift aid (scholarships and grants) may be taxable to the extent that it exceeds the federally allowable costs of tuition, fees, and required books and supplies, or is dedicated to other costs, such as living expenses. Federal grants may be taxable if, together with other gift assistance, they exceed the allowable costs.

In compliance with the Higher Education Amendments of 1998, students receiving Title IV aid who drop below half-time status or withdraw completely may have their aid returned to the government according to a federal formula. Aid proceeds which have been previously refunded to the student for living expenses may have to be repaid immediately as well. For more information please refer to the financial aid website at carey.jhu.edu/admissions/financial-aid/financial-aid-policies/title-iv-funds.

Since such changes in academic status may also affect students’ future eligibility for aid, it is recommended that Title IV aid recipients who contemplate withdrawing or reducing their status below half-time first consult the financial aid office. Office hours are 8:30 a.m. to 5:00 p.m., Monday through Friday.

Financial Aid Office
Johns Hopkins Carey Business School
100 International Drive, 5th Floor
Baltimore, MD 21202
410-516-5950
carey.finaid@jhu.edu

For information on your bill, making payment, credit balance refunds, or payment plans, please contact the Student Accounts Office directly at:

Student Accounts Office
Johns Hopkins Carey Business School
100 International Drive, 6th Floor
Baltimore, MD 21202
410-234-4755
carey.studentaccounts@jhu.edu
Note: Financial Aid recipients are advised to register for all their classes for the semester (both terms) prior to the beginning of the semester. For example, please register for both Fall I and Fall II classes prior to the beginning of the fall semester.

Grading Policy

At Carey, we are committed to fostering a learning environment and assessing academic performance based on merit.

Core & Foundation Courses: A maximum of 25% of students may be awarded an A or A-; the grade point average should not exceed 3.3.

A class is considered “Foundation” or “Core” if the course is listed as such, regardless of the percentage of students taking the course as an elective.

Elective Courses: A maximum of 35% of students may be awarded an A or A-; the grade point average should not exceed 3.4.

The grading system used for official grades for all Carey Business School courses — graduate and undergraduate — is as follows.

- ‘A+’ is not awarded at any level.
- ‘A’ is reserved for those who demonstrate extraordinarily excellent performance as determined by the instructor.
- ‘A-’ is awarded for excellent performance.
- ‘B+’ and ‘B’ are awarded for good performance in a course.
- ‘B-’ is awarded for satisfactory performance in a course.
- ‘C+’, ‘C’, and ‘C-’ are awarded at the graduate and undergraduate levels.
- ‘D+’, ‘D’, and ‘D-’ are not awarded at the graduate level (undergraduate only).
- ‘F’ indicates the student’s failure to satisfactorily complete the course work. If laboratory work is part of a course in which an ‘F’ is received, both the lecture and laboratory work must be repeated unless the instructor in the course indicates otherwise. If the course is not required for graduation, it need not be repeated; the grade, however, remains on the transcript and is calculated into the grade point average.
- ‘I’ (Incomplete) indicates the instructor is not prepared to give a final grade for the course because of some justifiable delay in the student’s completion of specific course work. A final grade is submitted to the Registrar’s Office by the instructor after grading the student’s completed work, provided it is done within the agreed time frame. In the event that the work is not completed
within the agreed time frame and no grade is reported four weeks after the start of the following semester, a grade of ‘F’ replaces the ‘I’ on the student’s transcript.

• ‘P’ indicates successful completion of course work. No quality points assigned.

• ‘R’ indicates that a course has been repeated. When a course is repeated, both the original and repeated course grades appear on the academic record; however, only the repeated course grade is used in calculating the grade point average. Course credit can be applied toward degree requirements only once, even if a course is repeated. Both the original and repeated course are indicated with an ‘R’ on the academic record.

• ‘W’ (Withdrawal) indicates an official withdrawal approved by the Registrar’s Office. It is not assigned by the instructor. If a student wishes to withdraw from a course, an add/drop form must be submitted by the deadline in the Withdrawal Schedule.

• ‘X’ indicates the grade has not yet been submitted by the instructor.

No notation on an official report may be changed except to correct an error or replace an ‘I’ (Incomplete) grade.

Carey courses may not be audited.

Each instructor assigns grades according to his/her own system.

For severe weather-related incidents, hospitalization, etc., a student should present documentation to their advisor to determine that the absence is qualified. The advisor in turn will then contact the instructor who will be responsible for working with the student to make-up any missed coursework. If the qualified student is unable to continue due to prolonged impact, the student should then contact their advisor for further assistance.

Note: A cumulative GPA below the ‘B’ (3.00) level would make a student ineligible for graduation. Our Academic Advisors work with students whose GPA falls below this level to develop a plan to maintain good academic standing.

Grade Point Average

Both semester and cumulative grade point averages are noted on a student’s academic record. To calculate grade point average (GPA), multiply the number of credits for each course by the quality points associated with the grades received in each course; add up quality points; then add up credits and divide quality points by the number of credits. The quality points used for all official grades at the Carey Business School are listed in the following table.
<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>A-</td>
<td>3.70</td>
</tr>
<tr>
<td>B+</td>
<td>3.30</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>2.70</td>
</tr>
<tr>
<td>C+</td>
<td>2.30</td>
</tr>
<tr>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>C-</td>
<td>1.70</td>
</tr>
<tr>
<td>D+*</td>
<td>1.30</td>
</tr>
<tr>
<td>D*</td>
<td>1.00</td>
</tr>
<tr>
<td>D-*</td>
<td>0.70</td>
</tr>
<tr>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

*D+, ‘D’, and ‘D-’ awarded at the undergraduate level only.

**Grade Appeals**

Students wishing to appeal a grade must contact their academic advisor within two weeks of the grade having been assigned by the instructor.

The student’s academic advisor will guide the student through the appeal process. After consulting with the academic advisor and receiving a grade appeal form, students will have two weeks to file the grade appeal with the advisor. Appeals must be submitted no later than four weeks from the date the grade was assigned by the instructor. To be successful, a student must show that 1) there was a clerical error; or 2) that criteria different from those in the syllabus were used to award grades; or 3) the instructor used an arbitrary or inconsistent standard. Examples of arbitrary standards could include differences in political or ethical positions of the instructor and student(s). The student must demonstrate that an accommodation was not reached with the instructor of record, and clearly delineate which appeal criteria are the basis of the petition.

If there is no successful resolution, the appeal will be forwarded to the Chair of the Grade Appeal Committee (GAC). The GAC will investigate and make a determination of the remedy, if warranted. The remedy will be communicated to the Vice Dean for Education, who will inform all parties of the decision.

A student may appeal the decision of GAC to the Dean of the Carey Business School. The Dean has final authority on the appropriate remedy.
Receiving Your Grades

Online: Currently enrolled students can access their semester grades using sis.jhu.edu/sswf.

By Mail: Students who wish to receive an official grade report by mail should submit a request via email to carey.registration@jhu.edu. Phone requests for an official grade report will not be accepted.

Repeating a Course

A graduate student may improve his or her cumulative GPA by repeating a maximum of three courses (not to exceed 6 credits) in which the student received a grade of C, C- or F. Although both courses will remain on the student’s permanent record, the last grade received will be the grade used to determine credit toward a degree and GPA. The first and second attempt will be recorded with both the grade earned and the symbol R to denote it has been repeated. The repeat must be in the same course and must be taken at the Johns Hopkins Carey Business School.

The repeat will not change notations regarding academic standing or academic discipline in the student’s official record for the semester containing the first or second attempt. No course can be repeated more than once.

Note: For federal financial aid recipients, students may only receive federal aid for repeating a course in which an F grade was received.

Graduation

The Johns Hopkins University confers degrees at the end of the summer, fall, and spring semesters. The University Commencement and divisional graduation ceremonies are held in May. The Carey Business School also holds a graduation ceremony in August for summer graduates. The May graduation program will include the names of those students who applied to graduate by the deadlines for the 2018–2019 academic year.

A student who expects to receive more than one degree or certificate must complete a separate graduation application for each degree and/or certificate. Applicants are required to apply by the deadline and within the same academic semester they complete their degree requirements. The Graduation Application is available online using SIS at sis.jhu.edu/sswf. Students in dual and joint degree/certificate programs must apply for graduation from both degree/certificate programs. Late applications for the spring semester may need to wait until the following academic year depending on the time the application is submitted. Students planning to graduate should complete all coursework before the semester ends and should not request or receive the grade of ‘I’ (Incomplete) during their final term.
Deadlines for submitting the graduation application form for
Academic Year 2018–2019

August completion: June 15, 2018
December completion: September 21, 2018
May completion: February 22, 2019

Students who have submitted the Application for Graduation receive an automated
application confirmation which is emailed to their JHU email address. Applicant names
are placed on the tentative graduation list for the semester in which they anticipate
completing their degree requirements. The graduation application is the first step of the
degree audit process. To be eligible to graduate, all students must complete the
requirements of their Academic Program of Study. For Master candidates, credits may
be no older than 6 years; for Graduate Certificate candidates, credits may be no older
than 3 years.

The Carey Business School Academic Board meets three times each year to review
candidates for graduation. Students completing all requirements at the end of summer
session are reviewed by the Academic Board in August; those finishing at the end of the
fall semester are reviewed in December; and those finishing at the end of spring semester
are reviewed in May.

Graduation ceremony information is sent via JHU email in early March for the May
ceremonies. Information is sent in late June for the August ceremony. To receive their
diplomas, students must pay all student accounts in full. Additionally, any outstanding
charges of misconduct and violations of academic integrity must be settled before a
diploma will be released. Johns Hopkins University diplomas indicate the degree (e.g.,
Master of Business Administration, Master of Science – Finance) without identifying the
student’s concentration. Students who apply on time and complete their studies in the
summer and spring will have the choice of attending the Carey ceremonies and receiving
their diplomas that day, or having their diplomas mailed. Students who apply on time
and complete their studies in the fall will have their diplomas mailed. Diplomas will be
mailed to the diploma address listed in SIS approximately 2-3 weeks after the conferral
date. Students in certificate programs will receive their certificates by mail.

Note: Receiving a diploma at an international address can take up to an additional eight weeks, as it is
mailed via International Airmail with no tracking number. In order to have it mailed via FedEx, contact the
Registrar’s Office at 410-234-9250 or carey.graduation@jhu.edu.
Grievance Policy

The grievance policy for the Johns Hopkins Carey Business School (CBS or School) is established for current students and former students within one year of the date of graduation, withdrawal or dismissal (each, a “grievant”). The Dean of the Carey Business School serves as the final reviewer and adjudicator of grievances and may initially delegate grievances and other related issues to an Ad Hoc Committee to provide further facts and recommendations for the Dean’s final decision.

1. Introduction

A grievant may initiate a grievance for an adverse action or failure to act, or for a violation of University or School policy. Typically, a complaint or dispute is brought to the attention of the faculty member, staff member, or Associate/Vice Dean and is resolved through discussion and mutual agreement between the parties involved. In many instances, grievances are resolved informally without implementing the formal grievance procedure. Any student who wishes to seek resolution of a grievance through the informal process is encouraged to contact his/her academic advisor for the informal grievance procedure. This is an available but optional way to potentially resolve a grievance without a formal process. A formal process exists in the event that mutual agreement cannot be reached through discussion and informal procedures. The formal procedure is not meant to supplement attempts at resolving grievances or other complaints through informal means. When at all possible, complaints and disputes should be settled at the lowest possible level through informal discussion, though there are no circumstances under which a grievance must be settled informally.

The procedures presented here are to be applied only after every effort has been made to settle disputes informally. Whether settled informally or formally, the grievance procedure should move expeditiously without sacrificing the integrity of the process. Nothing in this document should be construed to impinge upon the responsibilities of any office and/or regularly constituted body of the University. Moreover, no action may be taken with respect to a grievance that would conflict with or modify any policy approved by the Board of Trustees of the University, any policy of the University or CBS, or any federal, state, or local law or regulation, or any contract to which the University is a party.

In the case of a formal grievance, written communication (including all details and supporting documents) should be sent to:

Johns Hopkins Carey Business School, Office of the Dean
Suite 1202, 100 International Drive, Baltimore, MD 21202.

In the sole case of a formal grievance against the Dean, written communication (including all details and supporting documents) should be sent to:
2. Definitions

A grievance is a complaint that alleges a person has been adversely affected in his/her professional or educational activities within CBS as a result of an arbitrary or capricious act, or failure to act, or a violation of a University or School procedure by a faculty member, staff supervisor, or other administrator or administrative body.

A grievant is a person defined in the first paragraph above who brings a grievance pursuant to this procedure.

An Ad Hoc Committee, may be selected by the Dean may be selected to hear any grievance if the Dean requires additional insights to aid in reaching a decision. The Ad Hoc Committee shall consist of at least one member of the advising staff, one member of the Management Council other than the Dean, and one faculty member. Additional staff, faculty, or other subject matter experts from the School or University may be added at the Dean’s discretion. The members of the Committee shall be made known to the grievant. If the grievant believes that any member of the Ad Hoc Committee has a conflict of interest, he or she may make a request to the Dean that the individual not participate. Any such request should include a description of the alleged conflict. The decision of the Dean as to membership of the Ad Hoc Committee is final.

3. Limits on Scope of Policy

Complaints alleging discrimination or harassment on the basis of race, color, gender, religion, age, sexual orientation, national or ethnic origin, disability, marital status, or veteran status are to be referred to the University’s Office of Institutional Equity, and are not addressed by this procedure.

Disputes that are purely personal in nature and do not involve professional or educational activities are not addressed by this procedure.

A complaint pertaining to issues within the purview of any other committee or administrator or policy or procedure of the University or CBS are not addressed by this procedure, unless the complaint arises from a committee's or administrator’s alleged failure to act on or comply with a properly issued directive by the or administrator pursuant to a policy or procedure of the University or CBS.

Disputes involving grades or other evaluation of academic work (excluding probation decisions) may be addressed by this procedure only if the applicable official evaluation procedure is alleged by the grievant to have been conducted in an arbitrary or capricious manner.

Grievances that are subject to the procedures outlined in the Johns Hopkins Personnel Policy Manual are not addressed by this procedure.
4. Procedures

a. In the event that informal discussion fails to resolve a dispute, the grievant may initiate formal grievance procedures. The formal grievance must be submitted to the Office of the Dean in writing, signed and dated by the grievant. The statement should include (1) a factual description of the complaint or dispute resulting in the grievance; (2) the name of the person(s) against whom the grievance is initiated; (3) a brief description of all informal attempts at resolution; and (4) any other information that the grievant believes to be relevant or helpful. The grievant should attach to the written complaint a copy of any relevant documentation in his/her possession.

b. All grievances will be handled as confidentially as possible. The grievant is cautioned that initiation of a grievance is a serious matter and must not be undertaken in bad faith or over trivial matters. If a grievance is found to have been maliciously motivated or based on false evidence, the Dean may take appropriate disciplinary action against those responsible. If the grievance, however incorrect or unsupportable, is initiated in good faith, no disciplinary action will be taken against the grievant and appropriate measures will be taken to protect the grievant from retaliation. A grievant may formally withdraw their grievance in writing to the Office of the Dean, however the University or the School may still pursue the matter in its own interests.

c. Upon receipt of the written grievance, if there is a grievable issue, the Dean will review the matter and consider whether informal attempts at resolution should be initiated or reinitiated. If the Dean finds that attempts at informal resolution have been exhausted and/or are unlikely to lead to resolution, the Dean will act directly on the grievance or establish an Ad Hoc Committee to provide an initial review, fact finding, or recommendation to resolve the matter. If the Dean establishes an Ad Hoc Committee to review the grievance, the Ad Hoc Committee will assemble all relevant documentation and facts. The Ad Hoc Committee will notify the person(s) against whom the grievance is filed, and will provide them a copy of the grievant statement. The Ad Hoc Committee will assemble all relevant documentation and facts. It may interview and take statements from witnesses, request information in writing from the grievant and respondent(s), convene a hearing, and/or invite the grievant, respondent and/or other witnesses to come before the Ad Hoc Committee. On the basis of the assembled information, the Ad Hoc Committee will attempt to identify a resolution of the grievance in a manner appropriate to the circumstances and report to the Dean.

d. The Dean must receive a summary of the Ad Hoc Committee’s findings (with any dissention indicated) and have an opportunity to consult with the Ad Hoc Committee.
e. The Dean will issue a written determination of the grievance to the grievant within thirty days (30) of the recommendation of the Ad Hoc Committee or for cases in which the Dean acts directly without an Ad Hoc Committee, within thirty (30) days of the date of receipt of the grievant’s complaint.

f. The decision of the Dean (or Provost in the case of a grievance against the Dean), will be the final University action in this matter.

This policy may be updated at any time and the current policy will be posted at carey.jhu.edu/students/student-resources/university-and-school-policies/.

Housing

Baltimore, MD Housing Options

The Carey Business School has joined other Johns Hopkins University schools in partnering with Off Campus Partners to create a new Off-Campus Housing Listing Service and Website to better serve the needs of our Baltimore students. The website allows students, staff, and faculty to view listings on a user name/password protected site. The site provides tools to filter properties by neighborhoods, pricing, and much more.

There is also a roommate section and message board to post requests for roommates as well as a section for furniture for sale. The service also includes educational components designed to help students become good citizens of the Baltimore community. To start a housing search, please visit carey.jhu.edu/life-at-carey/student-resources/housing-resources.

Please contact Off Campus Partners at info@offcampuspartners.com or call 877-895-1234 with any questions.

Washington, D.C., Housing Options

Many resources are available in Washington, D.C. to help with the search for suitable accommodations. There are many distinct neighborhoods for those interested in living near the Carey Business School’s Washington D.C. Center.

Housing options in Washington, D.C. can be researched by visiting dchousingsearch.org/index.html and tools and resources for finding DC housing can be accessed here: dchousingsearch.org/Resources.html. Neighborhoods within a 20 minute walking distance from the Carey Business School include DuPont Circle, Thomas Circle, Logan Circle, Adams Morgan, Foggy Bottom, and West End. For more detailed information regarding housing options in DC, please review our DC Student Housing Guide found at carey.jhu.edu/life-at-carey/student-resources/housing-resources/.
We strongly recommend that students do not sign a lease before visiting the property. We also strongly recommend that students purchase renters insurance.

**Immunization Law**

According to Washington, D.C., Immunization Law 3-20, students under the age of 26 who attend classes in Washington, D.C., must have vaccinations for Measles, Mumps, Rubella (MMR) and Tetanus/Diphtheria. Students must submit proof of immunizations once they register for classes at the Washington D.C. Center. The immunization form is provided to all students when admitted to the Carey Business School.

Students who may have already submitted proof of immunizations for another school or program within JHU are also required to submit the form to the Registrar’s Office at the Carey Business School, as these forms are not transferable across schools or programs.

An immunization alert will be placed on a student’s account if the completed immunization form is not submitted to the Registrar’s Office. This alert will block registration once the class in D.C. begins, but will be removed once the forms have been submitted and reviewed. The immunization form can be found in the Carey Business School student portal or at carey.jhu.edu/uploads/documents/Immunization_Form2017.pdf

Completed immunization forms can be scanned and emailed to the Registrar’s Office at carey.registration@jhu.edu or faxed to the Registrar’s Office at 410-800-4096.

In order to safeguard the health and well-being of the entire Carey community, we encourage all students to obtain vaccinations for Chickenpox; Meningitis; Measles, Mumps, Rubella (MMR); and Tetanus/Diphtheria.

**Inspection of Academic Records**

While enrolled, a Johns Hopkins Carey Business School student can request an appointment to inspect his/her academic record. A written request with an original signature must be submitted to the Registrar’s Office in writing. Faxed requests will not be honored. Mail the request to:

Johns Hopkins Carey Business School  
Registrar’s Office, 5th floor  
100 International Drive  
Baltimore, MD 21202

Requests to inspect and/or receive copies of documents (other than transcripts from previous institutions and confidential letters of recommendation) maintained in a student’s academic record may be submitted under the provisions of the Family
Educational Rights and Privacy Act of 1974 (commonly known as FERPA), as amended. Additional information and copies of this policy can be obtained by calling the Registrar’s Office at 410-234-9250 or by reviewing web.jhu.edu/registrar/FERPA.

Johns Hopkins Student Assistance Program

Being a student can sometimes be difficult. Balancing the demands of school, family, and work can be overwhelming at times. Managing even small life events can be more challenging when our time and energy is heavily committed. As a result, students frequently experience significant amounts of stress during their professional education. Extra support and coping skills can be helpful in these situations.

Johns Hopkins University and the Carey Business School are committed to assisting in these challenging times. The Johns Hopkins Student Assistance Program (JHSAP) provides support to students dealing with pressures and problems they encounter during their academic careers. Services are complimentary and confidential.

JHSAP is a life management service that can help students identify stressors and manage them in a healthy way before more significant problems develop. Some common concerns are:

- Marriage and family
- Depression
- Interpersonal relationships
- Life transitions
- School and work troubles
- Adapting to a new environment
- Stress and anxiety
- Eating disorders
- Academic performance
- Grief and mourning

Getting help is easy, convenient, and confidential. Just call the number listed below. Crisis counseling is always available to ensure that students can get the assistance they need when they need it. In most cases, JHSAP will schedule an appointment for the student to come in and speak with a JHSAP counselor.

The goal of JHSAP is to get to know the student, understand what’s going on, and to talk about how the student can move forward in a healthy way. To do this, JHSAP offers the following services:

- Counseling for assistance with problems of daily living
- Consultation that supports academic and/or professional development
- Immediate support and management for crisis situations
- Identification and assessment of a mental health problem
- Referral to appropriate and accessible services and resources
Confidentiality

All counseling sessions, except as required by law, are confidential. No one will know the student is using the program, unless the student either chooses to verbally discuss participation in the program, or signs a release of information requesting that the program share information with another party. JHSAP carefully follows State and Federal guidelines pertaining to confidentiality whereby if we become aware of harm to self or others, a duty to warn and/or protect may be applicable.

Eligibility and Cost

Services are offered to all active, for-credit students of the Carey Business School. Student eligibility is confirmed by checking JHED. There is no cost to students for using the program, and there is no limit on the number of times the student may access services. Each time a student contacts the program, a counselor will listen to and assess concerns and will work with the student to develop a plan to address the concerns. If longer-term assistance is appropriate, the student may be referred outside of the program for additional support; this can be through the student’s health plan or community resources. In these circumstances, there may be fees associated with the other services and resources to which the student is referred.

Contact Us

For more information or to schedule an appointment, call 443-287-7000 or toll-free 866-764-2317. Please visit JHSAP’s website at jhsap.org/ for more information.

J-Card

The J-CARD is the official identification and access card for students, faculty, and staff of the Homewood divisions of the Johns Hopkins University, including the Johns Hopkins Carey Business School. For more information, please contact Campus Operations at carey.Jcard@jhu.edu.

Leave of Absence

Leave of Absence (LOA) is a period of time that a student is expected to be away from his/her enrollment in classes at the Johns Hopkins Carey Business School while maintaining an active status. Leaves should be timed, whenever possible, to come at the end of a term, preferably at the end of a full academic year. Students may request a Leave of Absence for up to one calendar year. In rare instances, a Leave of Absence of up to two years may be granted.

On the recommendation of the advisor, school administrator, or request by the student, a LOA may be granted to students in good academic standing (see Academic
For further details). Leaves are granted when the student will not be actively pursuing an academic course of study in a term (fall, spring, or summer) to fulfill the degree requirements. Coursework completed at another institution of higher education, including all divisions of Johns Hopkins, while on an LOA may not be used toward completion of academic program requirements. The period of time that a student is on an approved LOA is not counted toward the time to completion of the requirements of his or her academic program of study.

Students on leave are not enrolled or registered students for the period of the leave. If the student does not return to the academic program after the designated leave, his or her student record is made inactive. In order to return to academic work at a later time, the student must formally reapply for admission through the Office of Admissions. The Johns Hopkins Carey Business School reserves the right to place a student on a Leave of Absence if circumstances require it. In such cases, the return from the LOA may be contingent upon academic, medical, or psychological evidence that the student is ready to return to study. Please see Involuntary Leave of Absence and Condition of Enrollment Policy in the University and Carey Business School Policy section of this handbook.

**Leave of Absence (LOA) refund policy:**

- If LOA is approved before the start of semester, full refund is provided to the student’s account.

- If LOA is approved after the first day of classes, the standard Refund Policy will apply to all courses dropped in the specified term (please see Refund Policy in Appendix D Schedules and Charts).

- To request an exception to the refund schedule, students must submit a General Petition Form to the Registrar’s Office. Petitions must be accompanied by documentation of the circumstances leading to the request. Students who experience severe medical problems, a death in their immediate family, or who are called into active military duty may receive a 100% refund. Other requests will be reviewed on a casebycase basis, and refund amounts (if awarded) will be decided by the Registrar.

All students who are absent for more than one calendar year and who did not obtain an approved Leave of Absence will be required to apply for readmission through the Office of Admissions before being permitted to re-enroll. The duration of this absence is applied to the time students have to complete the requirements of their program of study.
Library Resources and Services

Business Research Guide

From the Sheridan Libraries’ website library.jhu.edu, select “Business” under “Research Guides” or go to guides.library.jhu.edu/business for a handy guide to locating key business information resources that are available through the Sheridan Libraries for academic research.

Databases

Access designated links to valuable databases in business and finance through the Business Research Guide or the Articles and Databases menu on the library’s website at library.jhu.edu. Additional, installed resources exist at the campus libraries.

Bloomberg Terminals

Designated terminals at the JHU campuses provide access to Bloomberg’s interactive financial information service for real-time and historical business and economic data and news. Refer to the Bloomberg guide, guides.library.jhu.edu/bloomberg, for details before creating an account.

Access from Off-Campus

Use your JHED ID and password to access secured, electronic resources via the library’s links. In some cases, additional steps may be necessary to create personal accounts, using your JHU e-mail address. Access to specialized, installed databases is available only within the JHU libraries.

RefWorks & Citing Sources

Consult the Citing Sources guide, guides.library.jhu.edu/citing, under “Research Help” on the library’s homepage, for resources that provide examples of proper format for citations. View the RefWorks guide, guides.library.jhu.edu/refworks, before using RefWorks to manage and annotate references, create bibliographies in a particular citation style, and properly footnote a paper.

JHU ID Card & Books

Bring your JHU ID card to enter JHU libraries, use copiers or printers, and check out books requested through the Catalyst or Borrow Direct catalogs. Catalyst’s Advanced Search catalyst.library.jhu.edu/advanced best identifies the JHU libraries’ print and electronic books. Retrieve print JHU library books personally or request weekday delivery to a JHU library. Renewals may be possible through the “My Account” link. Borrow Direct is an alternative service for requesting and borrowing books from selected U.S. libraries. Click on the “Get Materials” link on the library’s homepage for more information on the borrowing services and policies.
Document Delivery

Need books or journal articles that are unavailable through JHU resources or Borrow Direct? Get articles delivered electronically, or borrow books from other U.S. libraries through the Interlibrary Loan service. Click on the “Interlibrary Loan” link under “Request Materials” on the library’s homepage to place or track requests.

Course Reserve Readings

For instructors who have utilized the library’s Reserves service, available electronic course readings would be accessible to their students 24/7 via a designated link within a course’s Blackboard space. Refer to the Course Reserves link under “Get Materials” on the library’s home page, or the campus librarians, to identify whether print books have been placed on reserve at a particular library for a course.

Individual and Group Consultations or Assistance

In addition to the Milton S. Eisenhower Library at the Homewood campus, the following campuses have on-site libraries with the same resources and services for students’ convenience. Librarians are available for individual or group consultations or assistance.

<table>
<thead>
<tr>
<th>Library Locations</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harbor East</td>
<td>410-234-9286</td>
<td><a href="mailto:businesslib@lists.johnshopkins.edu">businesslib@lists.johnshopkins.edu</a></td>
</tr>
<tr>
<td>Homewood (Eisenhower)</td>
<td>410-516-8778</td>
<td><a href="mailto:businesslib@lists.johnshopkins.edu">businesslib@lists.johnshopkins.edu</a></td>
</tr>
<tr>
<td>Columbia</td>
<td>410-516-9709</td>
<td>askdc.library.jhu.edu</td>
</tr>
<tr>
<td>Montgomery</td>
<td>301-294-7030</td>
<td>askdc.library.jhu.edu</td>
</tr>
<tr>
<td>Washington D.C., 1717 Mass. Ave</td>
<td>202-452-0714</td>
<td>askdc.library.jhu.edu</td>
</tr>
</tbody>
</table>

Lockers

A limited number of lockers are available for use at the Baltimore, MD Harbor East and Washington, D.C. locations. Lockers are available on a first come first served basis, therefore there is a preference given to those who share lockers. Please visit the front desk to complete an application for use of a locker for the academic year. Lockers can also be shared with another student. Students will be notified via email once their application has been processed. Students must use the combination lock supplied by the Carey Business School; any unidentified locks will be removed. Please note that lockers are subject to be searched by Carey Business School administration at any time.
Office of International Services

The Office of International Services (OIS) serves international students (specifically those in F-1 status, but also those in other non-immigrant status) at Johns Hopkins on issues related to immigration regulations. The role of OIS is to issue documents required for students to obtain the visa, and help them to maintain their status once they have arrived. OIS also assists with travel, employment authorizations, change of status, and cross-cultural awareness as well as financial concerns, health matters, housing, and other issues that may arise during a student’s stay.

OIS at Carey is part of a larger organization under the umbrella of the Provost’s Office at the Homewood campus, which incorporates all five International Services offices across the Johns Hopkins University. As a part of this umbrella, OIS at Carey is able to share resources, knowledge, and services. Students are not restricted to working with the office at their home campus—for instance, Carey students can visit the Homewood or Washington, D.C. office for travel signatures or advice if this is more convenient for them than visiting the Harbor East office.

For more information, please refer to the OIS website at ois.jhu.edu.

Johns Hopkins Carey Business School
Office of International Services
100 International Drive
Baltimore, MD 21202
667-208-7001
ois@jhu.edu

Regular updates regarding visa-related matters and other items of interest to international students (and other official information) will be sent periodically to your official Johns Hopkins email address.

International student services for newly admitted students

After receiving the acceptance letter from the Carey Business School and payment of the enrollment fee, international students who identify in Apply Yourself as expecting to attend in F-1 status will be sent an email from OIS with information on the steps required to receive an I-20 form. This email will be sent to the address listed in the student’s application in Apply Yourself. If the information is not received, please contact OIS at ois@jhu.edu.

Before an I-20 is issued, the international student is required to submit financial documentation to OIS via iHopkins, per the instructions sent by email. I-20s will not be issued until the student has accepted the offer of admission, the enrollment fee has been paid, and all required documents have been uploaded to iHopkins.

An overview of the process and the documentation required can be found online at
Specific figures on the estimated expenses and the amount of funding required in order to be issued an I-20 for the Carey Business School can be found at the page listed above.

Please note that all I-20s issued to Carey students will have a Baltimore address listed in the ‘School Information’ section on page 1, regardless of whether they plan to attend classes in Baltimore or Washington D.C. This is the administrative address, and will have no effect in your visa application or campus assignment.

After arriving in Baltimore or Washington D.C., students must check in with OIS. This can be completed online at:

ois.jhu.edu/Immigration_and_Visas/For_New_Students_and_Scholars/CheckIn_Process/.

Please note that check in is only one part of the process to activate your SEVIS record. The second part is for OIS to register your record, which normally happens after the end of the drop-add period for classes. If you have a special situation that requires your record to be activated earlier than that, such as transferring your driver’s license from another state in the U.S., please contact us at ois@jhu.edu after completing the online check in.

Orientations for new Carey students will be held in August. These dates can be found at carey.jhu.edu/students/first-steps-for-new-students.

Please note that OIS is here to serve all international students, regardless of what campus they are affiliated with. Students are welcome to visit, email, or call any of the five OIS offices for assistance. OIS office information can be found at ois.jhu.edu.

For more information on the requirements to maintain F-1 visa status, please refer to the OIS website page on “Maintaining F-1 Status” ois.jhu.edu/Immigration_and_Visas/F1_Student/Maintaining_F1_Status/.

Regular updates regarding visa-related matters and other items of interest to international students (and other official information) will be emailed periodically to the student’s official Johns Hopkins email address. Be sure to read emails from OIS to ensure you don’t miss important information.

F-1 Employment

Employment for students in F-1 status is limited. On-campus employment (at any campus of the Johns Hopkins University) is allowed immediately upon arrival in the U.S. Any employment off-campus must wait until the student has completed at least one academic year, or two semesters in F-1 status, either at Carey or another school.

The most common form of off-campus employment is Curricular Practical Training (CPT). Students may request CPT authorization for paid internships approved by the
Career Development Office (CDO). Only part-time CPT (20 hours per week or less) will be approved during the fall and spring semesters, while classes are in session.

Full-time CPT may be approved during the summer or winter breaks. CPT is required for paid positions and highly recommended for unpaid positions.

Optional Practical Training (OPT) is one year of work authorization available to F-1 students, and is generally used after completion of their program of study. Further information on F-1 employment authorization can be found on the OIS website, ois.jhu.edu/Immigration_and_Visas/F1_Student/Employment_With_F1/.

Contact OIS by email at ois@jhu.edu or phone at 667-208-7001.

Parking

Baltimore, MD Harbor East Campus

Parking is available for Carey students on the 5th level of the Legg Mason Tower garage. The garage is located underneath the building. Please pull into the garage and take a ticket. Park on level P5 and take the elevator up to the rear Lobby, exit to the street, and then enter the Carey Business School’s entrance. To re-enter the garage after class, leave the front entrance of the school and enter the parking facility lobby by using the purchased chaser ticket. When leaving the garage, submit the original ticket and then the chaser ticket. For part-time students, discounted parking tickets are available on the 2nd floor at the main reception desk Monday-Thursday from 5:00 p.m. – 7:45 p.m. and on Saturday from 10:00 a.m. – 2:00 p.m. during the first two weeks of the term. Discounted parking vouchers are valid Monday through Thursday after 5:00pm and Saturday from 8:00am – 6:00 p.m. Students can only purchase discounted parking tickets by credit card; there are no refunds and tickets do not expire. For full-time day students, a discounted monthly parking pass is available directly from the garage for $84.00. Monthly discounted parking is subject to availability as determined by Towne Parke towneparkpermit.com/parkers/ParisWeb-Welcome.php.

Washington D.C. Center

The center is conveniently located near two Metro stops: DuPont Circle (south exit) on the red line (two blocks away) and Farragut North also on the red line (five blocks away). Please visit wmata.com for more information.

Parking is available at two convenient locations during the week:

- Colonial Parking garage located underneath 1625 Massachusetts Ave, NW (site #540). The hours are Monday- Friday 7:00 a.m. – 7:00 p.m.; after 7:00 p.m., students may still exit the garage until 9:45 p.m. The cost is $19.00 for all-day access and $7.00 for access after 4:30 p.m. There is also an all-day early bird special for those arriving before 8:30 a.m. for $12.00. Daily parking fees are cash
only. Monthly parking passes are available to students at this garage for $270.00/month or $279.80/month for 24-hour access. Order a monthly parking pass online at ecolonial.com or call 202-295-8100 (credit card only). Please note that students who park in front of another vehicle should retrieve their keys by 7:00 p.m.

- Colonial Parking garage located at 1730 Rhode Island Ave. The hours are Monday - Thursday 7:00 a.m. – 11:00 p.m., and Friday 7:00 a.m. – 3:00 a.m. Students must exit the garage before it closes. The cost is $19.00 for all day access and $10.00 for access after 4:00 p.m. There is also an all-day early bird special of $14.00 for those arriving before 9:00 a.m.

- Saturday parking is available at the Penn parking garage located at 1717 Rhode Island Ave (under St. Matthews Cathedral). The garage is open from 7:00 a.m. – 7:00 p.m. and parking is $5.00 all day. The rate is also $5.00 after 4:00 p.m. on weekdays. Street parking is also available—please read all street signs to ensure that parking is indeed permitted and if there is a cost involved.

Prices listed above are in effect at time of publication and are subject to change. For additional information, please visit carey.jhu.edu/about/campuses.

Registration

Students are encouraged to register as early as possible during each registration period because a section may close before the end of registration. Please note that all outstanding debts to Johns Hopkins University must be paid in full in order to register for the following semester.

Students may not sit in on a class without being officially registered for that class. Auditing is not allowed at the Carey Business School.

Students may only register for classes during terms in which they have been formally admitted.

Online courses are restricted to students admitted to online or hybrid programs.

Registration Options

The Registrar’s Office is available Monday through Friday, 8:30 a.m. - 4:30 p.m.

Students may register using one of several convenient methods:

- Online via SIS: Online registration is available at sis.jhu.edu/sswf to students who are fully admitted and current in their program of study. During registration periods, SIS is available 24 hours a day, 7 days a week.
- By Mail: The Add/Drop form can be obtained from the Registrar’s
Office web page, under Forms: carey.jhu.edu/life-at-carey/office-of-the-registrar/forms/. Mail to: Registrar’s Office, Johns Hopkins Carey Business School, 100 International Drive, Baltimore MD 21202

- By Fax: The Add/Drop form can be obtained from the Registrar’s Office web page, under Forms: carey.jhu.edu/life-at-carey/office-of-the-registrar/forms/. The fax number is 410-800-4096.
- By Email: The Add/Drop form can be obtained from the Registrar’s Office web page, under Forms: carey.jhu.edu/life-at-carey/office-of-the-registrar/forms/. The email address is carey.registration@jhu.edu.
- In Person: The Add/Drop form can be obtained and completed at the Student Service counter at the Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202.

Note: Financial Aid recipients and students using VA benefits are advised to register for all their classes for the semester (both terms) prior to the beginning of the semester. For example, please register for both Fall I and Fall II classes prior to the beginning of the fall semester.

Waitlists

Students attempting to register for a course that is full (is at its enrollment limit), may be placed on the waitlist by going to sis.jhu.edu/sswf. Please note that students may be placed on the waitlist for only one section of a particular course. Students will be contacted via their JHU email address only if an opening occurs prior to the first class meeting of the course. Waitlisting for a course is not an official registration; therefore no payment is required until a seat in the class is confirmed. Students may not attend classes for sections in which they are waitlisted.

Adding a Course

Students who have already registered may add a new course, provided that the course has not met for the first time and is not closed. Students may not add courses after the first class meeting. Students may add courses by using one of the registration options mentioned above.

Payment options for adding a course are the same as for initial registration. (Johns Hopkins employees must submit a tuition remission application to Student Accounts, for each added course.)

Prior to the second class meeting, when dropping one course and adding another, 100 percent of the tuition from the dropped course may be applied to the tuition of the added course. After the second class meeting the appropriate refund may be applied (see Refund Schedule).
Dropping a Course

Students may drop a course without financial penalty up to the date of the second class meeting by going to sis.jhu.edu/sswf. Once the second class begins, students who drop a course receive a pro-rated tuition refund. Tuition refunds are calculated from the date of receipt of the add/drop form in the Registrar’s Office (see Refund Schedule). Students dropping a course after the first class meeting should notify the instructor of their decision.

Note: Financial aid recipients will have their aid award adjusted according to credits registered.

Students dropping to less than half-time status may have their aid canceled and will be responsible for any debit balance created. Students using VA benefits should contact the VA Certifying Official in the Registrar’s Office when adding or dropping a course.

Withdrawing from a Course

To withdraw from a course, students must submit an official add/drop form. Students may not withdraw from courses using SIS. Notice to the instructor of intent to withdraw is not sufficient, nor are telephone withdrawals accepted. The last date to withdraw from a class without academic penalty (without receiving the grade of F) is listed on the course Withdrawal Schedule. Students who withdraw after the deadline or stop attending class at any time without properly submitting an official add/drop form receive an ‘F’ (Failure) for the course. Tuition refunds are calculated from the date of receipt of the add/drop form in the Registrar’s Office. International students on an F-1 visa are advised to contact International Services at 410-234-9280 before withdrawing from or dropping a course.

Note: Federal aid recipients who withdraw from all course work in a semester may have aid returned to the federal government according to federal “Return of Title IV funds” regulations, a copy of which can be obtained from the Office of Financial Aid. Aid recipients who withdraw from some courses in the semester but not all their courses may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to beginning the class may have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students will receive a bill from the school for the balance due. Withdrawing from classes may also impact future aid eligibility. Financial Aid recipients are advised to consult with their academic advisor and the financial aid staff prior to withdrawing from classes. Students using VA benefits should contact the VA Certifying Official immediately.
Incomplete Grades

An ‘I’ (Incomplete) grade is used when the instructor is not prepared to give a final grade for the course because of some justifiable delay in the student’s completion of specific course work. A final grade is submitted to the Registrar’s Office by the instructor after grading the student’s completed work, provided it is done within the agreed time frame, as specified in the contract between the instructor and the student. Both the instructor and the student complete the contract and submit it to the Registrar’s office within 5 business days of the last scheduled class meeting. In the event that the work is not completed within the agreed time frame and no grade is reported within four weeks after the start of the following semester, a grade of ‘F’ replaces the ‘I’ on the student’s transcript.

Course Load

Full-time students may not enroll in more than 16 credits total per semester (Global MBA students register for 18 credits in the first Spring term).

Part time students may not enroll in more than 10 credits total per semester, unless approved by an academic advisor.

For graduate level students (fall and spring semesters)

Not registered – 0 credits
Less than ½-time – 1 to 4 credits
Half-time – 5 to 6 credits
¾-time – 7 to 8 credits
Full-time – 9 or more credits
For graduate level students (summer only)

Not registered – 0 credits
Less than ½-time – 1 to 2 credits
Half-time – 3 to 4 credits
¾-time – 5 credits
Full- time – 6 or more credits

Independent Study Requests

Matriculated students who wish to study a topic or area not represented in the curriculum may complete an independent study request form. Students may only complete an independent project on a topic that does not duplicate either a course offered at Carey, or coursework transferred from another college or university.

Students must request guidelines and proposal forms from their academic advisor and may not register for the independent study until their proposals are approved in writing by their academic advisor, faculty sponsor, and academic program director. Proposal forms must be submitted by the following deadlines; April 1 for Summer semester, May 1 for Fall semester, November 1 for Spring semester. Students may not take more than one independent study.

Interdivisional Registration

During the fall and spring terms, degree-seeking graduate students at the Carey Business School may register for courses in another school at Johns Hopkins by submitting a Carey Business School registration form. Students admitted to full-time programs may enroll in courses at other divisions without additional tuition charges, but will be responsible for any additional fees. Students admitted to part-time programs pay the per-credit tuition rate of the school offering the course and any additional fees required.

Conversely, students from other divisions in the university (except the Schools of Arts and Sciences, and Engineering) may request to enroll in courses offered by the Carey Business School by submitting their registration request to their registrar for processing. Students in full-time Arts and Sciences and Engineering programs should use the Supplemental Registration Form, available from the Homewood Registrar’s Office, which requires permission of their academic advisor and the appropriate school program director or advisor. This form needs to be submitted to their own school’s registrar. Note that Carey Business School students have priority in registering for Carey Business School courses. All interdivisional students must abide by these policies, procedures, and deadlines. All published prerequisites for the course must be met prior to enrollment.

Undergraduate students from other divisions in the university are not allowed to enroll in graduate-level courses at the Carey Business School.
During the summer session, students do not follow the interdivisional registration procedures noted above. Students from other Johns Hopkins divisions in full-time programs that are not in session who want to enroll in Carey Business School summer courses have to be admitted as a Carey non-degree seeking student. Those students should follow the registration procedures outlined in the Registration section. For more information, contact the Registrar’s Office at carey.registration@jhu.edu.

Interdivisional registration is not available during the summer for Carey Business School Students. Carey students who would like to take classes at other Johns Hopkins divisions during the summer should contact the Registrar’s Office of the other division to confirm enrollment requirements. Students will be responsible for the tuition and fees for summer interdivisional courses.

Note: Financial Aid recipients and students using VA benefits should inform the Office of Financial Aid of any interdivisional registration.

**Refunds**

**Part-Time Students**

Students who officially withdraw during an academic term will receive tuition refunds based on the refund schedule noted below. Refunds apply only to the tuition portion of a student’s charges and are calculated from the date that the school receives an official add/drop form.

Federal aid recipients who withdraw from all course work may have aid returned to the federal government according to federal “Return of Title IV funds” regulations.

Those partially withdrawing may have their aid awards adjusted to the reduced cost of attendance. Students who drop to less than half-time prior to commencing the courses that require half-time attendance will have their federal aid canceled, even if some portions have already been refunded to them for living expenses. Students receive a bill from the school for any remaining balance due.

If a course is canceled by the school, the tuition is refunded in full. All other refunds approved in the Registrar’s Office will be in accordance with the refund schedule. A refund may take four to six weeks to process. Students will receive refunds according to their original method of payment.

**Full-Time Students**

Students who officially withdraw prior to an academic term will receive a full tuition refunds, excluding Health Insurance and other non-refundable fees.

A full-time student who is academically suspended or receives an honor code violation, and required to leave Carey for a semester or permanently, will not receive a refund for tuition charged at the time of the suspension, during a semester. A prorated portion of the tuition will be applied to future semesters based on the refund schedule for
academically suspended students. If a student fails to return or is dismissed permanently, no refund will be given. In instances where a student is receiving federal financial aid, the aid will be recalculated and refunded to the federal government. The student is still responsible for the entirety of the tuition.

In order to receive the degree for the full-time students program of study, the student must pay the entire published cost of the tuition regardless of the number of terms needed to complete the degree.

<table>
<thead>
<tr>
<th>Refund</th>
<th>January Intersession</th>
<th>Courses that meet 8 sessions</th>
<th>Online courses – 8 week session</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>From the day of registration to the beginning of the 1st class session, 1st day of orientation for full time programs or the end of the 1st day of the session for online courses.</td>
<td></td>
<td>Prior to the 8th day of the session (Before 11:59 p.m. Eastern Time on the 7th day)</td>
</tr>
<tr>
<td>100%</td>
<td>Prior to the 2nd class session</td>
<td>Prior to the 2nd class session</td>
<td></td>
</tr>
<tr>
<td>70%</td>
<td>from the 2nd class session and prior to the 3rd class session</td>
<td>from the 2nd class session and prior to the 3rd class session</td>
<td>from the 8th day of the session and prior to the 15th day of the session (Before 11:59 p.m. Eastern Time on the 14th day)</td>
</tr>
<tr>
<td>50%</td>
<td>from the 3rd class session and prior to the 4th class session</td>
<td>from the 3rd class session and prior to the 4th class session</td>
<td>from the 15th day of the session and prior to the 22nd day of the session (Before 11:59 p.m. Eastern Time on the 21st day)</td>
</tr>
<tr>
<td>0%</td>
<td>once the 4th class begins there is no refund</td>
<td>once the 4th class begins there is no refund</td>
<td>once the 22nd day of the session begins, there is no refund</td>
</tr>
</tbody>
</table>

**Student Accounts**

For general inquiries about student accounts, specifically receipt of payments, refunds, online tuition payments, financial holds, 1098T forms, collections, company billing, etc., call Student Accounts at 410-234-4755, fax 443-769-1236, or email carey.studentaccounts@jhu.edu.

**Payment Options**

For students in full-time programs:

- Pay online with an electronic check
- Pay with a check by mail
- Pay with check at our Harbor East location
Enroll in the monthly annual payment plan
Pay with a sponsor contract
Pay via wire transfer

For students in part-time programs:
Pay online with an electronic check or credit card
Pay with a check by mail
Pay with cash or a check at our Harbor East location
Enroll in the monthly payment plan
Pay with an employer contract
Pay by Johns Hopkins University tuition remission (available to university employees and only covers tuition)
Pay via wire transfer

Students with approved financial aid should elect to be electronically billed and will be responsible for any charges not covered by their award. All students should refer to Schedule A for billing periods and payment due dates. A late payment fee of $250 will be assessed if payment is not received by the due date. Students who choose the monthly payment plan option may use Schedule B as a payment guide. Schedules A and B can be found in the Appendix at the end of this catalog, or online at carey.jhu.edu/life-at-carey/financial-aid-and-billing.

Students with outstanding balances will receive financial holds. A financial hold prohibits from students registering and receiving services for future courses until the balance is paid in full. Students with a financial holds may also be prohibited from participating in Carey-sponsored events, activities, or excursions as a result of the financial hold. Estimated financial aid awards will not be included in outstanding balances.

Financial aid awards will disburse to the student account on the first day of class, if the student’s file is complete. Excluding financial aid, payments from students seeking to register may be kept and applied against prior obligations to the university. Delinquent accounts turned over to our collection agency will be assessed an additional 25 percent of the outstanding debt.

Pay Online

The fastest way to have a payment credited is to pay via SIS Self Service. Students should go to sis.jhu.edu/sswf to view their student account and make payment online. Students in part-time programs can make payments in Self Service by using a credit card (Visa/MasterCard/Discover/American Express) or electronic check. Full-time students can only use the electronic check option when paying tuition online.
Paper or electronic ACH checks that are returned by the bank will incur a $35 returned check fee. The student’s account will be placed on financial hold, and the student may be removed from any courses for which he or she is currently registered. Grades, transcripts and diplomas may be withheld, and the student will be prevented from registering for future courses until payment is secured. Payments from students seeking to register may be kept and applied against prior obligations to the university.

**Pay With a Check by Mail**

Checks for tuition and fees should be made payable to Johns Hopkins University and should reference the student’s Hopkins/Person ID.

Payments can be mailed to the following address:

Johns Hopkins Carey Business School  
Office of Student Accounts  
100 International Drive, 6th Floor  
Baltimore, MD 21202

Paying by check authorizes the school to electronically debit the account. Once the transaction has been completed, the actual check will be destroyed and will not be returned.

Paper or electronic ACH checks that are returned by the bank will incur a $35 returned check fee. The student’s account will be placed on financial hold, and the student may be removed from any courses. Grades, transcripts, and diplomas may be withheld, and the student will be prevented from registering for future courses until payment is secured. Payments from students seeking to register may be kept and applied against prior obligations to the university.

**Pay In Person**

Pay with a check at our Baltimore campus Monday through Friday between 9:00 a.m. – 4:30 p.m.:

Johns Hopkins Carey Business School  
Office of Student Accounts  
100 International Drive, 6th Floor  
Baltimore, MD 21202

The university accepts four major credit cards from part-time students ONLY: MasterCard, Visa, Discover, or American Express. Credit card payments may not be processed immediately. When the student pays with a credit card, a staff member will verify that the credit card information on the payment authorization form is complete and forward payment to the Student Accounts Office to be processed at a later date.

If a credit card payment is declined, a financial hold will be placed on the student’s account. This could also result in the student being removed from courses. Grades,
transcripts, and diplomas may be withheld, and the student will be prevented from registering for future courses until payment is secured. Payments from students seeking to register may be kept and applied against prior obligations to the university.

**Monthly Payment Plan**

Students have the option of deferring tuition payment by enrolling in the monthly payment plan. To enroll, contact Tuition Management Systems (TMS) by phone at 1-888-713-7238 or visit their website at afford.com/jhucarey.

Students in part-time programs should choose the semester plan. Payment plans are semester-specific and cannot be used to pay past due balances from previous semesters. Book charges cannot be included in the payment plan. To enroll in the payment plan, students should have their Hopkins ID and the full amount of tuition and fees to be budgeted on hand for the call. (January courses should be included in the spring semester payment plan).

- There is an enrollment fee of $55 per semester for the part-time program payment plan.
- There is an enrollment fee of $75 annually for the full-time program payment plan.
- Students in full-time programs should choose the annual plan and should have their Hopkins ID and the full amount of tuition, fees and all out of pocket expenses to be budgeted for the entire academic year on hand for the call.
- If payment has not been made in accordance with the payment schedule, Tuition Management Systems (TMS) has the right to assess a $40 late payment fee and/or terminate the agreement.

In addition, if a student is no longer eligible to participate in the monthly payment plan, a $50 termination fee will be charged to the student account by the Carey Business School and the student will not be allowed to receive any future services until the account is paid in full.

**Employer/Sponsor Contract**

If an employer or sponsor will pay for all or part of the tuition, please note the following:

- The student must submit a purchase order or contract from the employer or sponsor authorizing the school to bill them directly for tuition and any fees.
- If the contract does not cover the entire cost of tuition and fees, the student is required to pay the remaining balance.
- Students can choose to receive an electronic bill, or enroll in the monthly payment plan to cover additional costs for tuition and associated fees not covered by the employer or sponsor.
• A faxed copy of the contract from the employer or sponsor is acceptable. Fax to 443-769-1236.

**Johns Hopkins Tuition Remission**

JHU employees participating in the tuition remission benefit plan should note the following:

• Tuition remission covers tuition costs for part-time courses ONLY. Fees are not covered.

• A completed tuition remission application for each course must be submitted to Student Accounts.

• The application(s) can be mailed or emailed to:
  Johns Hopkins Carey Business School
  Office of Student Accounts
  100 International Drive, 6th Floor
  Baltimore, MD 21202
  carey.studentaccounts@jhu.edu

If the remission does not cover the entire cost of tuition, the student is required to pay the remaining balance. Students can select the monthly payment plan to pay for tuition not covered by the tuition remission benefit, or choose to be electronically billed. For more information, or to apply for tuition remission, go to [benefits.jhu.edu/tuition/remission.cfm](http://benefits.jhu.edu/tuition/remission.cfm). Additional information is available from Student Accounts at 410-234-4755 or carey.studentaccounts@jhu.edu.

**Electronic Billing**

Students are required to have a current Johns Hopkins University email address and a valid Johns Hopkins Enterprise Directory (JHED). Notification of outstanding tuition balances will be sent electronically to the student’s Johns Hopkins University email account. Billing statements are available the second Wednesday of each month if activity has occurred since the last billing cycle. Students are required to make payment upon notification of this bill or if there is an outstanding balance. Balances not paid by the due date will be assessed a $250 late payment fee. Paper statements are no longer mailed to students.

For our current billing periods and due dates, see **Schedule A** in the **Appendix** at the end of this catalog, or online at [carey.jhu.edu/life-at-carey/financial-aid-and-billing](http://carey.jhu.edu/life-at-carey/financial-aid-and-billing). For students wishing to view or pay their student account or monthly bill online visit [sis.jhu.edu/sswf](http://sis.jhu.edu/sswf).

**Wire Transfer Information**

To wire directly to JHU, please be sure to include the student’s Hopkins ID number and/or other identifying information with the wire transfer. Once the wire transfer is
completed, the student should notify the Office of Student Accounts of the payment amount and date of remittance by calling 410-234-4755 or emailing carey.studentaccounts@jhu.edu.

Students may choose to wire payment information directly to Johns Hopkins University or use our new service with Western Union. Information for both options is provided below:

**For U.S. and international students ONLY**
Bank Name and Address:
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Account Type: Checking
Account Name: Johns Hopkins University
Swift Code: MANTUS33INT
Transit/Routing/ABA number: 022000046
Account number: 970370230
CHIPS ABA number: 0555

**For U.S. sponsor payments ONLY**
Bank Name and Address:
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Account Name: Johns Hopkins University
Transit/routing/ABA number: 022000046
Account number: 09000522
DUNS number: 01910777
Cage Code: 5L406

**For International sponsor payments ONLY**
Bank Name and Address:
M&T Bank
One M&T Plaza
Buffalo, NY 14203
Account Name: Johns Hopkins University
Swift Code: MANTUS33INT
Transit/Routing/ABA number: 022000046
IBAN number: N/A
Western Union for International Payments

Johns Hopkins University has contracted with Western Union Business Solutions to assist with processing wire payments from international students. This payment option allows students to pay their student account balance to the university in the currency of their choice and provides a simple and secure method for initiating payments electronically. We encourage all international students to choose this cost-effective and efficient method of payment to the Johns Hopkins University.

Log on to SIS Self-Service account or student.globalpay.wu.com/geo-buyer/johnshopkins#!/ to begin the wire transfer process. Those students logging into SIS should go to the billing tab and select the Summary or Statements option. The “Pay by International Wire Transfer” link is one of the payment options.

Student Organizations

Student organizations exist to enhance the quality of life at the Carey Business School. Active participation in an organization is a great way to meet other students, network with industry experts and employers, and develop critical leadership and professional skills. Each year’s organizations are shaped by the academic and social interests of current students. Organizations and events are available to students on both campuses in Baltimore, MD and Washington, D.C. Visit B-Involved, our online platform for student organizations and events, at jhucarey.campuslabs.com/engage/. Students can also email carey.activities@jhu.edu for more information.

The active student organizations are listed below and categorized under the four focus areas of the Student Engagement Office:

Industry Professional Organizations:

- Carey Finance Organization
- Carey Marketing Association
- Finance Discussion Group
- Financial Technology Club
- GMBA Association
- Health Care Business Association
- Hopkins Biotech Network
- Information Systems Club
- Pan Asian Career Association
- Private Equity & Venture Capital Club
- Real Estate and Investment Association
- Risk Management Club
- Sports Management Club
- Young Professionals in Energy

Diversity and Inclusion Organizations:
- Black, Hispanic, and Indian Association
- Carey Women in Business
- Chinese Student Scholars Association
- Design for America
- Innovation Factory
- Net Impact
- Out for Business LGBT Student Association
- Veteran Student Network

Innovation and Impact Organizations:
- Carey Consulting Club
- Carey Volunteer Club
- Design for America
- Innovation Factory
- Net Impact

Community and Wellbeing Organizations:
- Carey Connect
- Foodie Club
- Student Government Association
Student Health Benefit Plan (SHBP)

All students enrolled in full-time programs (with the exception of the MBA/MPH program), and all F-1 visa status students are required to maintain adequate health insurance coverage to provide protection against unexpected accidents and illnesses. Full-time programs and F-1 students are automatically enrolled in the Student Health Benefit Plan (SHBP).

Students are billed each fall and spring for the premium on their SIS Student Account. Coverage for new students begins on the first day of orientation and ends the following summer. Coverage for returning students begins on August 14, 2018 and ends the following summer. No refunds are issued once enrolled in the Student Health Benefit Plan after September 15, 2018. Students enrolled in the Student Health Benefit Plan may add a spouse/child to their policy at an additional cost.

If current coverage is ending

Currently enrolled full-time/part-time students whose existing health insurance coverage is ending can enroll in the University’s student health benefit plan before the published enrollment date by submitting a copy of the termination letter from the current insurance carrier to the Student Services Office at carey.student@jhu.edu. New coverage is available beginning the 15th of each month and continues until the next regular enrollment date.

Insurance Waiver Process

All students enrolled in full-time programs (except the MBA/MPH program), and all F-1 visa status students must purchase the University’s student health benefit plan and are not permitted to waive coverage. Only students who are already enrolled in a U.S.-based insurance plan through their employer or family may request a waiver of the University’s health plan coverage. Students who do qualify for a waiver can log in to SIS at sis.jhu.edu/sswf and complete a waiver request. The deadline to waive coverage is September 15, 2018. Students will not be permitted to waive coverage after this deadline. It is the student’s responsibility to waive coverage if eligible.

Student Information System

The Integrated Student Information System (often referred as SIS) is Johns Hopkins’ university-wide, web-based student information system. Applicants to the Carey Business School can apply online and receive regular application status communications. Current students can use any web-browser to get 24/7 access to information about financial aid, class schedule, grades, and billing. Access the Student Information System at sis.jhu.edu/sswf.
**Student Success Center**

The Carey Business School’s Student Success Center (SSC) supports classroom learning and the development of critical thinking skills by providing online and in-person one-on-one and group tutoring, academic coaching, workshops, final exam study sessions, and course primer sessions. Its mission is to guide you in developing skills needed to complete homework, tests, papers, and other course work independently. The SSC serves all students currently enrolled in Carey courses.

For more information about the SSC and its policies, to make an appointment, or to take advantage of its many resources, visit carey.jhu.edu/ssc.

**Summer Intensive**

The Summer Intensive is a unique two week acculturation program specifically designed for international students entering the Carey Business School. The program is intentionally designed to include experiential activities that challenge students to think critically and creatively, communicate clearly, work independently and on a team. Students are provided the opportunity to reflect on their learning and plan their personal, professional, and academic development. Throughout the program, students will build social and inter-cultural knowledge while engaging in many individual and team projects and activities.

Various opportunities to interact with peers and experience American culture are offered to familiarize students with the city and culture they will live in. Some of the activities that students enjoyed in 2017 included a Major League baseball game, a trolley ride around the nation’s capital (Washington, D.C.) and a crab feast (Baltimore, MD). Additional information is available online at carey.jhu.edu/summerintensive.

**Textbook Information**

Carey Business School textbooks are available for purchase through MBS Direct. Call MBS Direct at 800-325-3252, or access the Carey Business School MBS Direct site at bookstore.mbsdirect.net/jhu-carey.htm.

*Note: When purchasing or renting books from vendors other than MBS Direct, the school is not responsible for refunds if courses are cancelled or the instructor changes the text.*

**Transcripts and Verifications**

A transcript is an official document containing a record of all the coursework taken by a student each term with his/her final grades, grade point average for the term, cumulative grade point average, and the degree received, if applicable. The official transcript is available in paper or electronic format. All transcripts are official.
The following policies apply regarding transcripts:

- Photocopies of transcripts from other educational institutions are not available. These documents are submitted specifically for consideration of admission. Students must request transcripts from previously attended colleges and universities directly.

- A Johns Hopkins University transcript will not be released without signed authorization from the student. Also, transcripts and grades are not issued to a student if there is an outstanding financial obligation to the university.

- Transcripts will not be sent by fax.

**Transcript Ordering Options**

Students may request transcripts using one of several convenient methods:

**On-line**

Visit the National Student Clearinghouse at studentclearinghouse.org/. The transcript will be Blue Ribbon Certified (a secure electronic alternative to the traditional paper transcript) in a PDF format delivered via email. The service fee per electronic address is $4.00. A traditional paper transcript may also be requested using this method. The service fee per paper address is $2.25.

*Note: Electronic transcripts sent to the recipient are considered OFFICIAL upon delivery.*

**In person**

Registrar’s Office, 100 International Drive, 5th Floor, Baltimore, MD 21202, weekdays between 8:30 a.m. – 4:00 p.m.

**By Mail**

Send a written request or transcript request form with photo identification to:

- Johns Hopkins Carey Business School
- Registrar’s Office
- 100 International Drive
- Baltimore, MD 21202

**By Fax**

Email a signed transcript request form with photo identification to carey.transcript@jhu.edu.

Students may request up to five transcripts in one order. If a student would like to order more than five copies in one order, there is a $5.00 per copy fee associated.
The transcript request form can be found at carey.jhu.edu/uploads/documents/TRANSCRIPT_REQUEST_FORM_2017.pdf

**Processing Time**

Please allow 3–5 business days for processing. Transcripts of coursework completed prior to 2000 may require additional processing time. All requests for transcripts must include the following information:

- Name under which the student was registered
- Student’s/Graduate’s date of birth
- Dates of attendance and/or graduation year
- Number of transcripts requested
- Mailing or email address (or addresses) or contact telephone number or email address
- Signature
- Photocopy of picture identification with signature

**Cost**

Up to five transcripts per request are provided at no charge unless same-day service is required. No more than 10 free transcripts may be requested within a 30 day period. Any additional transcripts ordered will be $5.00 each. Same-day service is available at a cost of $10.00 per transcript. Requests for same-day service must be made in-person weekdays between 8:30 a.m. – 4:00 p.m. and can be processed at the Harbor East location only.

**Rush Processing Requests**

Students who require immediate service, and cannot come in-person, must provide a prepaid air-bill for overnight service. For expedited document shipping, students may also create a FedEx account and provide the account number to the Registrar’s Office. For more information contact the Registrar’s Office at 410-234-9250 or carey.transcript@jhu.edu.

**Verification of Enrollment or Degree Requests**

An Enrollment Verification serves as documentation that a student is currently enrolled, and/or has been enrolled for a particular semester(s) as a full-time, half-time, or less than half-time student. This document can also serve as proof of having earned a degree or certificate. This document will be authenticated with the raised-seal appearing with the name Johns Hopkins Carey Business School. Johns Hopkins University is a participating school submitting enrollment and degree data to the National Student Clearinghouse.
which provides enrollment verifications and deferments for financial aid students to lending organizations and NSLDS (National Student Loan Data System)*.

To request a verification of enrollment or degree:

Students may request a verification of enrollment or degree using one of several convenient methods. Please allow 3–5 business days for processing.

- In person:
  Registrar’s Office
  100 International Drive, Baltimore, MD 21202
  Weekdays 8:30 a.m. – 4:00 p.m.

- By Mail: Send a written request and signed Request for Verification Services form with photo identification to:
  Johns Hopkins Carey Business School
  Registrar’s Office
  100 International Drive
  Baltimore, MD 21202

- By Fax: Fax a signed Request for Verification Services form with photo identification to 410-800-4096

- By Email: Email a signed Request for Verification Services form with photo identification to carey.transcript@jhu.edu.

- Online: Current students may access their self-service account in the Integrated Student Information System, sis.jhu.edu/sswf and request a verification of enrollment.*

*Students enrolled as non-degree may not request verifications through the online process.

Processing Time

Please allow 3–5 business days for processing. Verification of degrees earned or coursework completed prior to 2000 may require additional processing time.

All requests for enrollment or degree verification must include the following information:

- Name under which the student was registered
- Student’s/Graduate’s date of birth
- Dates of attendance and/or graduation year
- Number of verifications requested
- Mailing or email address (or addresses) or contact telephone number or email address
- Signature
- Photocopy of picture identification with signature
Cost

Up to five verifications per request are provided at no charge unless same-day service is required. No more than 10 free verifications may be requested within a 30 day period. Any additional verifications ordered will be $5.00 each.

Same-day service is available at a cost of $10 per verification. Requests for same-day service must be made in-person weekdays between 8:30 am – 4:00 pm and can be processed at the Harbor East location only.

Rush Processing Requests

Students who require immediate service, and cannot come in-person, must provide a prepaid air-bill for overnight service. For expedited document shipping, students may also create a FedEx account and provide the account number to the Registrar’s Office. For more information or assistance, contact the Registrar’s Office at 410-234-9250 or carey.transcript@jhu.edu.

Transfer of Graduate Credit (available to part-time students only)

Transfer with Replacement

The maximum number of credits earned at another regionally accredited college or university that may be transferred with replacement into a graduate degree program in the Carey Business School in no case can exceed four credits or two classes. Any request for transfer credit must be submitted within the first semester. Coursework must be completed within the last 5 years and the student must have a “B+” or better in the completed coursework. Faculty Course Leads make the final decision on course equivalencies, but student should start the process with their academic advisor. The Waiver Exam policy is separate from the Transfer of Graduate Credit policy. See the Waiver Exam policy for more information.

Full-time degree programs at the Carey Business School do not allow transfer credits.

Transfer from another JHU School

The maximum number of credits earned at another school within Johns Hopkins University that may be transferred into a graduate degree program in the Carey Business School in no case can exceed four credits or two classes as long as each course transferred counts toward one two-credit course. Academic Program Directors make the final decision on how transfer credits will be applied to specific degree requirements, but students should start the process with their academic advisor. Dual degree students may not apply transfer credits from other divisions of Johns Hopkins towards completion of their Carey degree. All credits earned towards the Carey portion of a dual degree must be earned in the Carey Business School.
Students in full-time academic programs at other Johns Hopkins University divisions may take classes at the Carey Business School as a graduate level, non-degree seeking student. These interdivisional requests for enrollment will be processed the week before the semester starts to allow degree-seeking students ample time to register for classes. Only six credits earned as a non-degree student may be counted toward an MBA, MS or Graduate Certificate from the Carey Business School.

**Transportation**

**Baltimore, MD**

The Carey Business School’s Baltimore center is in Baltimore’s Harbor East neighborhood at 100 International Drive, Baltimore, MD 21202.

There are many different ways to travel into and throughout downtown Baltimore City. Below are some links and information about the best way to get around downtown. The Maryland Transit Administration (MTA) manages public transit in the greater Baltimore region and has a range of options. Monthly MTA passes can be purchased at the Johns Hopkins University Homewood campus. More information is available at studentaffairs.jhu.edu/studentemployment/student-information/handbook/transportation-services/.

The Charm City Circulator is a free shuttle service with routes throughout the city. For routes and stops, visit charmcitycirculator.com/content/about. The orange and green routes, as well as the Harbor Connector water shuttle, stop in Harbor East.

The Light Rail operates from Hunt Valley through downtown and ends at BWI or Glen Burnie. The Metro Subway runs between Owings Mills and Johns Hopkins Hospital, with stops in the downtown area. Local buses serve the city and surrounding counties, while commuter buses are express lines that run from Laurel, Columbia, Bel Air, and Havre de Grace to downtown Baltimore. The MARC is a commuter rail system with three lines that offer service from Washington, D.C., to Frederick, Baltimore, and Perryville, Maryland with stops in between. For more information visit mta.maryland.gov or call 410-539-5000.

**JHU Shuttle**

Johns Hopkins University operates a shuttle between the Homewood campus and the Carey Business School Monday through Friday. The Carey Business School shuttle has a morning run, two mid-day runs, a late afternoon run, and a late evening run. Specific shuttle times and shuttle stop locations are also available at ts.jhu.edu. The shuttle runs without stops between the Carey Business School and Mason Hall at the Homewood Campus.
Baltimore Collegetown Shuttle Bus

Johns Hopkins is also part of a consortium of schools in the Baltimore area that participate in the Baltimore Collegetown website and shuttle service. The closest shuttle stop to the Carey Business School in Harbor East is the Inner Harbor stop. More information is available at baltimorecollegetown.org/shuttle. More information about getting around downtown Baltimore can be found at godowntownbaltimore.com/getting-around/index.aspx.

Washington, D.C.

The Carey Business School’s Washington D.C. Center is located at 1625 Massachusetts Avenue, NW, Washington, D.C., 20036, with offices and space on the 3rd and 8th floors of 1717 Massachusetts Ave, NW, Washington, D.C., 20036. Mass transit is the easiest means of getting around the city and the Carey Washington D.C. Center is conveniently located near two subway stops: DuPont Circle and Farragut West.

Washington Metropolitan Area Transit Authority (wmata.com) manages public transportation in the Washington, D.C., region. Bus and rail service is extensive throughout the Washington, D.C., region. The Carey Washington D.C. Center is accessible from two Metrorail stops: DuPont Circle (south exit) on the red line (two blocks away) and Farragut West on the blue and orange lines (five blocks away).

Tuition and Fees

<table>
<thead>
<tr>
<th>Program</th>
<th>Tuition</th>
<th>Application Fee</th>
<th>Matriculation Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global MBA</td>
<td>$59,875*</td>
<td>$100</td>
<td>$500</td>
</tr>
<tr>
<td>Flexible MBA Programs</td>
<td>$1,370 per credit</td>
<td>$100</td>
<td>$250</td>
</tr>
<tr>
<td>MBA/MA in Design Leadership</td>
<td>$97,500**</td>
<td>$100</td>
<td>$500</td>
</tr>
<tr>
<td>Full-time MS Programs</td>
<td>$68,900***</td>
<td>$100</td>
<td>$500</td>
</tr>
<tr>
<td>2nd Degree MBA to MS</td>
<td>$27,000</td>
<td>N/A</td>
<td>$250</td>
</tr>
<tr>
<td>2nd Degree MS to MBA</td>
<td>$53,500</td>
<td>N/A</td>
<td>$250</td>
</tr>
<tr>
<td>2nd Degree MS to MS</td>
<td>$34,700</td>
<td>N/A</td>
<td>$250</td>
</tr>
<tr>
<td>Part-time MS Programs</td>
<td>$1,370 per credit</td>
<td>$100</td>
<td>$250</td>
</tr>
<tr>
<td>Certificate Programs</td>
<td>$1,370 per credit</td>
<td>$100</td>
<td>$250</td>
</tr>
<tr>
<td>Business of Health Care Graduate Certificate (online)</td>
<td>$1,370 per credit</td>
<td>$100</td>
<td>$250</td>
</tr>
<tr>
<td>Summer Intensive</td>
<td>$2,900</td>
<td>No other fees</td>
<td></td>
</tr>
</tbody>
</table>

* For one year of a two-year program
** For entire 23-month program
*** For entire 12-month program
Prior to the first day of the summer, fall, and spring semesters, students may select from a number of payment options (refer to the Student Accounts section for details). Registration cannot be processed unless accompanied by appropriate payment or selection of an available payment option.

Students who have just begun the aid application process may not check “financial aid” in lieu of payment at the time of registration.

Students wishing to receive financial aid must pay for courses at the time of registration if they have not completed all required documentation.

All fees are nonrefundable:

- Late Registration Fee – $250
- Late Payment Fee – $250
- Returned Check Fee – $35
- Payment Plan Termination Fee – $75

Delinquent Account Collection Fee – 25% of the outstanding debt

**Tuition Refund Policy for Dropped or Cancelled Courses**

Please refer to the Financial Aid portion of this handbook for information about how financial aid refunds are affected by dropping or cancelling courses. Students who become eligible to receive a refund as a result of a dropped or cancelled course will be refunded according to the original method payment. Students who paid tuition by Wire Transfer or Western Union will be refunded in the form of a check, unless otherwise requested. JHU employees who used Tuition Remission benefits, and then drop a course will have the remission benefit reversed at 100%. Tuition Remission does not cover tuition costs for any course which is not completed. (Please see benefits.jhu.edu/tuition/reimbursement.cfm for more information.) All fees are non-refundable unless a course is cancelled and it is the only course for which the student is registered.
University and Carey Business School Policies

The Johns Hopkins University Anti-Discrimination and Sexual Misconduct Policies and Procedures

The University does not discriminate on the basis of sex, gender, marital status, pregnancy, race, color, ethnicity, national origin, age, disability, religion, sexual orientation, gender identity or expression, veteran status or other legally protected characteristic. The University's equal opportunity, anti-harassment, and sexual misconduct policies apply to prohibit discrimination in all academic programs administered by the University, its educational policies, admission policies, scholarship and loan programs and athletic programs. These policies apply to all employment decisions as well. Every member of the Johns Hopkins University community is entitled to equal access to the abundant educational and employment opportunities available.

The Office of Institutional Equity (OIE) coordinates ongoing efforts to make the campus accessible and to make JHU programs available to everyone. OIE is charged with ensuring compliance with federal, state and local laws related to affirmative action and equal opportunity; investigates discrimination complaints, including sexual misconduct; provides harassment prevention and disability services training; and serves as a central resource for faculty, staff and students with disabilities. Complaints of discrimination and harassment based on any legally protected characteristic (including, but not limited to, sexual misconduct complaints) may be brought to OIE:

3400 N. Charles Street/Wyman Park Building, Suite 515
Baltimore, MD 21218
TTY: Dial 711, MD Relay
Phone: 410-516-8075
Fax: 410.516.5300
E-mail: OIE@jhu.edu

For sexual misconduct and other Title IX matters, you may also contact Joy K. Gaslevic, JD, OIE Assistant Vice Provost & Title IX Coordinator, directly at (410) 516-8075 or titleixcoordinator@jhu.edu.

OIE online complaint filing options may also be accessed as follows:

For complaints of sexual misconduct:
sexualassault.jhu.edu/file-complaint/complaint-form.html

For complaints of discrimination and harassment:
oie.jhu.edu/discrimination-and-harassment/complaint-form/
For links to important University non-discrimination policies, procedures, codes, statements and principles:

[oie.jhu.edu/policies-and-laws/jhu-policies/index.html](http://oie.jhu.edu/policies-and-laws/jhu-policies/index.html)

The following important non-discrimination statement, policies and procedures can also be accessed through the direct links below:


**The Johns Hopkins University Sexual Misconduct Policy and Procedures** - [sexualassault.jhu.edu/policies-laws/](http://sexualassault.jhu.edu/policies-laws/)


**Statement of Diversity and Inclusion**

Johns Hopkins University is a community committed to the values of diversity and inclusion. At the Carey Business School, we firmly believe that excellence is best promoted by creating a community that demonstrates respect for each other, embraces individual differences, and provides opportunities for each individual to maximize his or her potential. We actively seek to ensure that many different opinions and beliefs, communicated in a respectful manner, are part of and enrich our professional, educational, and personal experience. Every member of our community will be responsible for creating a welcoming environment for all. For more information, please visit [oie.jhu.edu/diversity](http://oie.jhu.edu/diversity).

**Accommodations for Nursing Mothers**

In keeping with the Fair Labor Standards Act, all students who breastfeed their child (referred to as “nursing mothers”) will be provided access to a private area.

The area provided will be made available when needed by the student. To reserve a private area please send your name, JHED ID, and date needed to:

For Harbor East room reservations, please contact carey.operations@jhu.edu.

For Washington D.C. reservations, please contact support@sais.zendesk.com.

**Private Area for Prayer/Meditation**

Please contact carey.operations@jhu.edu
Policy on Film and Photography Rights

The Johns Hopkins University reserves the right from time to time to film or take photographs of faculty, staff, and students engaged in teaching, research, clinical practices, and other activities, as well as casual and portrait photography or film. These photographs and films will be used in such publications as catalogs, posters, advertisements, recruitment and development materials, as well as on the university’s website, for various videos, or for distribution to local, state, or national media for promotional purposes. Classes will be photographed only with the permission of the faculty member.

Such photographs and film—including digital media—which will be kept in the files and archives of The Johns Hopkins University, will remain available for use by the university without time limitations or restrictions. Faculty, students, and staff are made aware by virtue of this policy that the university reserves the right to alter photography and film for creative purposes. Faculty, students, and staff who do not want their photographs used in the manner(s) described in this policy statement should contact the Office of Communications and Public Affairs.

Faculty and students are advised that persons in public places are deemed by law to have no expectation of privacy and are subject to being photographed by third parties. The Johns Hopkins University has no control over the use of photographs or film taken by third parties, including without limitation the news media covering university activities. This policy is online at pages.jh.edu/news_info/policy/photography.html.

Policy on Alcohol and Drug Abuse and Drug-Free Environment

The Johns Hopkins University recognizes that alcoholism and other drug addictions are illnesses that are not easily resolved by personal effort and may require professional assistance and treatment. Faculty, staff, and students with alcohol or other drug problems are encouraged to take advantage of the diagnostic, referral, counseling, and preventive services available throughout the University. Procedures have been developed to assure confidentiality of participation, program files, and medical records generated in the course of these services.

Substance or alcohol abuse does not excuse faculty, staff, or students from fulfilling their employment or academic responsibilities. Individuals whose work or academic performance is impaired as the result of the use or abuse of alcohol or other drugs may be required to participate in an appropriate diagnostic evaluation and treatment plan. Further, use of alcohol or other drugs in situations off campus or removed from University activities that in any way impairs work performance is treated as misconduct on campus. Students are prohibited from engaging in the unlawful possession, use, or distribution of alcohol or other drugs on University property or as a part of University activities.
It is the policy of Johns Hopkins University that the unlawful manufacture, distribution, dispensation, possession, or use of controlled substances is prohibited on the University property or as a part of University activities. Individuals who possess, use, manufacture, or illegally distribute drugs or controlled dangerous substances are subject to University disciplinary action, as well as possible referral for criminal prosecution. Such disciplinary action of faculty and staff may, in accordance with the University policy on alcohol abuse and maintenance of a drug-free workplace, range from a minimum of a three-day suspension without pay to termination of University employment. Disciplinary action against a student may include expulsion from School.

As a condition of employment, each faculty and staff member and student employee must agree to abide by the University’s Drug-Free Workplace Policy, and to notify the divisional human resources director of any criminal conviction related to drug activity in the workplace (which includes any location where one is in the performance of duties) within five days after such conviction. If the individual is supported by a federal grant or contract, the University will notify the supporting government agency within 10 days after the notice is received. This policy can be viewed at hrnt.jhu.edu/pol-man/appendices/sectionE.cfm.

**Privacy Rights of Students (FERPA)**

Notice is hereby given that the Carey Business School of the Johns Hopkins University complies with the provisions of the Family Educational Rights and Privacy Act of 1974 (P.L. 93-380), as amended, and regulations promulgated there under. Eligible students, as defined in the regulations, have the right: (1) to inspect and review their education records, as defined in the regulations; (2) to request the amendment of their education records if they are inaccurate, misleading, or otherwise in violation of the student’s rights; (3) to consent to the disclosures of personally identifiable information in their education records except to the extent permitted by law, regulation, or University policy; and (4) to file a complaint with the U.S. Department of Education if the University has failed to comply with the requirements of law or regulation.

The University’s policy on Family Rights and Privacy is published periodically in the Johns Hopkins Gazette. The policy is available online at jhu.edu/assets/uploads/2017/01/ferpa.pdf or from the Registrar’s Office (carey.jhu.edu/life-at-carey/office-of-the-registrar/).

**Retention of Records**

The academic record includes all documents related to an individual student such as application for admission, letters of recommendation, etc., as well as the record of academic performance commonly referred to as the transcript.

- Retention of student records is dependent on an individual’s student status within the Carey Business School.
• Records for individuals who are denied admission are retained for a period of one year.
• Records for students who are admitted to a program but do not register for courses are retained for a period of one year.
• Records for students who are admitted to a program, enroll, but do not complete the program and do not graduate are retained for six years after the last term of enrollment.
• Records for students who are admitted to a program and graduate from that program are retained permanently.

Transcript records are archived permanently in the Registrar’s Office. Documentation pertaining to registration is held only for a period of five years. If any questions should arise regarding documentation of enrollment in a course beyond that five-year period, it will be the student’s responsibility to produce proper documentation to support any claim for a change to their record.

General Requirements

The following requirements apply to paper and electronic records:

• Authorization. Only individuals with a “need to know” are authorized to access the student SSN. These individuals are to receive appropriate on-line privacy training and sign a confidentiality statement prior to receiving the student SSN.

• Document Handling and Storage. Documents containing the student SSN are not to be distributed to or viewed by unauthorized individuals. Such documents are to be stored in secured cabinets and locations. In high traffic areas, such documents are not to be left on desks or other visible areas.

• Disposal. The student SSN stored in either documentary or electronic formats is to be destroyed (e.g., shredding papers, wiping electronic files, etc.) prior to disposal.

• Current and Future Records. JHU will insert in all student records in the new information systems (SIS and HopkinsOne) new primary identifiers. Until those numbers are available it is acceptable to use the last four digits of the student SSN as a secondary identifier.

• Historical Records. The student SSN is included in archived databases and in imaged documents. Such historical records cannot be altered. All records and files containing student SSN data are to be considered sensitive information and must be handled and stored accordingly.
• Acceptable Release to Third Parties. JHU may release a student SSN to third parties as allowed by law, when authorization is granted by the individual student, when the Office of the General Counsel has approved the release (e.g., subpoenas) or when the authorized third party is acting as JHU’s agent and when appropriate security is guaranteed by the agreement (e.g., National Student Loan Clearinghouse, financial institutions providing student loans or other financial services to students, and student-designated entities receiving a student academic transcript).

Requirements for Electronic Data

“SSN Data” include any aggregation or collection of JHU student SSN stored, processed or transmitted in an electronic format. Examples of these include: enterprise databases, small databases such as MS Access, Web pages, email, spreadsheets, and tables or lists in word processing documents.

1. Student SSN Transmission by Email, Instant Messaging, Etc. SSN Data may not be transmitted (e.g., email, instant messaging) to parties outside JHU without appropriate security controls. Generally, such controls include encryption and authentication of recipients (e.g., password protection of files). Great care is to be taken to ensure that emails are sent only to intended recipients.

2. Student SSN Transmission by Fax. A student SSN may not be faxed except as required by law or as part of an essential administrative process (e.g., financial aid, tax reporting, and transcripts). In such cases, reasonable and appropriate security controls must be established and maintained to protect confidentiality (e.g., verifying fax numbers; cover sheets; marking documents as confidential; including sender phone number).

3. Storage of Student SSN Data. JHU student administration databases and datasets may not store or otherwise maintain a student SSN, except as required for government reporting or other specific business purposes. Carey Business School leadership is responsible for:
   a. maintaining an up-to-date inventory of SSN databases and datasets
   b. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique Identifier)
   c. documenting security controls and risk remediation
   d. Administrative Research with SSN Data. Electronic data maintained for institutional research, enrollment planning, and University planning are considered to be administrative research data for the purposes of this policy. Administrative research databases or datasets may continue to store or otherwise maintain student SSN so long as divisional leadership is responsible for:
i. maintaining an up-to-date inventory of SSN databases and datasets
ii. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique Identifier)
iii. documenting security controls and risk remediation

4. Academic Research with SSN Data. Research databases that include student SSN as a data element must be disclosed by the investigator to the appropriate institutional review board. Researchers are responsible for:
   a. maintaining an up-to-date inventory of SSN databases and datasets
   b. minimizing the use of SSN (including use of substitutes such as partial SSN and the Hopkins unique identifier)
   c. documenting security controls and risk remediation

References:

University Policy on Family Educational Rights and Privacy Johns Hopkins Information Technology Policies Social Security Number Privacy Act, Sec. 14-3401 of the Maryland Commercial Law Code

Software Use Guidelines

Whether you buy software from an outside vendor or from Information Technology at Johns Hopkins (IT@JH), you acquire a license to use it. You do not own it. You acquire the license either from the company that owns the copyrights, or from IT@JH, which has made arrangements with the company to distribute a set number of copies.

IT@JH makes software available to JHU departments through various bulk purchases and site license agreements. In most cases, departments that purchase software from IT@JH via bulk purchases and/or site license agreements are able to place a copy of that software on one machine that is owned by the university. However, software agreements vary, and patrons should adhere to the terms and conditions specified by each individual license.

Restrictions on the use of software are far from uniform. You should carefully examine each piece of software and the accompanying documentation. Unless it is explicitly permitted, you do not have the right to make copies of software for others, or receive and use copies of software from others. The university reserves the right to refuse to defend any faculty, student, or staff member who engages in any alleged infringement activity. In other words, you are responsible for ensuring the appropriate use of any software in your possession. As a consequence of this policy, IT@JH employees are forbidden to install software for which ownership cannot be clearly demonstrated.

If you have any questions about the distribution of a software product, contact IT@JH, the software developer or publisher, or the Office of the General Counsel at 410-516-8128.
Student Social Security Number Protection and Use

In 2003 Johns Hopkins University (JHU) issued to its faculty and staff specific guidance for the protection and use of the student’s social security number (SSN).

This policy statement clarifies and extends that prior guidance. University-wide implementation of this policy, which applies to the entire JHU community, is guided by the following objectives and needs:

1. Broaden awareness about the confidential, protected nature of the student SSN.
2. Reduce reliance on the student SSN for identification purposes.
3. Establish consistent University-wide and divisional student SSN protection and use policies and practices.
4. Increase student confidence surrounding handling of their SSN.

This policy can be found at pages.jh.edu/news_info/policy/ssnuse.html.

IN ADDITION TO THE JOHNS HOPKINS UNIVERSITY POLICIES LISTED PREVIOUSLY, ALL STUDENTS ARE REQUIRED TO ABIDE BY THE FOLLOWING CAREY BUSINESS SCHOOL POLICIES.

Involuntary Leave of Absence and Condition of Enrollment Policy

For purpose of this policy, the term Vice Dean means the Vice Dean for Education of the Johns Hopkins Carey Business School or designee.

1. Introduction

The University is committed to fostering a learning environment that enables students to thrive and participate fully in academic life. There are, however, occasions when a student’s health interferes with his or her ability to take part in the academic community, and at such times the School provides the opportunity for the student to initiate a leave of absence. For instance, a student’s mental or emotional health, medical condition, or inappropriate behavior or communication may necessitate a leave of absence or placement of conditions on continuing enrollment. The guidelines and procedures described herein are not intended to address such instances, for which long-standing policy exists. Rather, these guidelines and procedures shall apply in those extraordinary circumstances when a student has not or cannot voluntarily address the issues of concern.

2. Guidelines for use

a. Involuntary Leave of Absence

In situations when a leave of absence is indicated, the Vice Dean or designee will encourage the student to initiate a voluntary leave of absence. If the
student declines to do so, the Vice Dean or designee may require an involuntary leave of absence. This step will be taken when necessary to protect the safety of the student or other individuals or to preserve the integrity of the University’s learning environment. Such a decision may be based on behavior and/or communication that:

- Harms or threatens harm to the health or safety of the student or others;
- Causes or threatens to cause significant damage to the property or resources of the University;
- Evidences chronic and/or serious drug or alcohol abuse;
- Significantly disrupts the functioning of the University community; and/or
- Reflects disorganized or altered thinking incompatible with successful participation in the academic program.

b. **Condition of Enrollment**

When circumstances indicate that a leave of absence is not appropriate, the Vice Dean or designee may nevertheless impose certain conditions as a requirement of continued enrollment. This step will be taken only after consultation with those responsible for oversight of the student’s program of study.

3. **Procedure**

When the Vice Dean or designee becomes aware, by whatever means, of the potential need for action, the following procedures will be initiated:

a. The Vice Dean or designee will contact the student and describe the issues of concern. If this discussion alleviates all concerns, no further action is needed. Alternatively, procedures outlined below may also be initiated.

b. The Vice Dean or designee may mandate a mental health or physical evaluation of the student. The Vice Dean or designee may also specify conditions under which the student is allowed to remain at the University. Such conditions will be developed in consultation with others charged with oversight of the student’s academic program and the Director of the Student Assistance Program. The Vice Dean or designee will provide written notice to the student when such conditions are mandated.

c. If a leave of absence is indicated, and if the student so agrees, procedures governing voluntary leaves of absence shall apply.
d. When a leave of absence is indicated and the student declines to accept a voluntary leave, the Vice Dean or designee will discuss the implications of an involuntary leave of absence. If the student continues to decline, the Vice Dean or designee will initiate an involuntary leave of absence after consultation with those charged with oversight of the student’s academic program and the Director of the Student Assistance Program. In urgent situations, the Vice Dean or designee may initiate an involuntary leave of absence immediately.

Under these circumstances, such consultation will be undertaken promptly thereafter. When an involuntary leave is imposed, the Vice Dean or designee will provide the student with written notification to this effect. This notification will outline the steps required for re-entry into the academic program and also note other pertinent information regarding the student’s status while on leave.

4. Re-entry

A student seeking re-entry to the curriculum after a voluntary or involuntary leave as described under this policy will undergo a “fitness for return” evaluation by the Student Assistance Program and/or the appropriate health service (University or Occupational Health Services). Upon re-entry, the Vice Dean or designee may impose conditions under which the student will be allowed to remain at the University (as described in Section 3B). The Vice Dean or designee will provide written notice to the student when such conditions are instituted.

5. Confidentiality

All records related to student leaves of absence and conditions placed on continuing enrollment will be maintained in accordance with applicable law and policy.

**Program Continuity and Completion**

A student must be continuously enrolled in his or her program. Any student not enrolling and successfully completing courses at the Carey Business School for a period of one year or more must petition to restart their program. In addition, a student must complete all program requirements within six years of starting their first course at the Carey Business School. Any student not completing their program within six years must petition for an extension.

**Recording and Non-class Use of Class Materials**

Unless explicitly allowed by the instructor, course materials, class lectures and discussions, and examinations are created for and expected to be used by class participants only.

The recording and rebroadcasting of such materials, by any means, is forbidden.
Violations are subject to sanctions under the Academic Ethics Policy (AEP).

**Unaccompanied Children Policy**

In order to promote a strong learning environment and the safety of the children of Carey students, Carey students may not bring children, ages 0-17 years, to the Carey campuses without adult supervision. Children may not attend classes with a Carey student unless pre-arranged by an instructor for curriculum purposes. Children must be supervised at all times, and maintain a quiet and respectful presence that does not interfere with the learning environment. The Carey Business School is not responsible for the welfare of unsupervised children, and any child left unsupervised or whose behavior does not meet the above expectations will be asked to leave the campus with his/her related Carey student and/or caregiver.

**Veterans Assistance**

Johns Hopkins is approved by the Maryland Higher Education Commission for training veterans and their beneficiaries under provisions of the various federal laws pertaining to veterans’ educational benefits.

Information about veterans’ benefits and enrollment procedures may be obtained from the Department of Veterans Affairs at benefits.va.gov/benefits.

Students eligible for veterans’ educational benefits register and pay their University bills in the same manner as non-veteran students. Reimbursement is made by the Department of Veterans Affairs. The amount of reimbursement is determined by the veteran’s tuition costs and benefit eligibility.

**Initial Enrollment**

1. The veteran applies for his or her VA education benefits through ebenefits.va.gov/ebenefits/homepage.

2. The veteran must apply and be admitted to one of the programs of the Johns Hopkins Carey Business School carey.jhu.edu/admissions.

3. Once the VA education benefits application is processed, a copy of the Certificate of Eligibility (COE) or screenshot of Education Enrollment Status from eBenefits must be provided to the certifying official at Johns Hopkins Carey Business School at the following address:

   Johns Hopkins Carey Business School
   Registrar’s Office: VA School Certifying Official
   100 International Drive, 5th Floor
   Baltimore, MD 21202

   It may also be emailed to carey.veteran@jhu.edu or faxed to 410-800-4096.
4. Once the COE is received, the certifying official confirms acceptance and enrollment for the JHU program. Students must request to be certified prior to every semester they wish to receive benefits. Using the VA-ONCE system for payment disbursement, enrollment data is provided for payment according to the requirements of the Department of Veteran Affairs. If you have any questions regarding payment contact the VA at 1-888-442-4551.

Note: Regular, semester-long courses; i.e., courses meeting regularly for the entire length of the semester, will be certified as one certification with the Department of Veterans Affairs. Any course that meets for a compressed period, for example, fall 1 term vs. the entire fall semester, is required by the Department of Veterans Affairs to be certified separately and generally has a different time status assigned that could affect benefits. Contact the School Certifying Official in the Registrar’s Office at carey.veteran@jhu.edu with any questions about these types of certifications.

Transfers

When transferring from another college or university, the veteran must obtain a Request for Change of Program or Place of Training (VA Form 22-1995) from the Department of Veterans Affairs by logging into the online application as mentioned above. A copy of the completed form must also be submitted to the School Certifying Official.

Re-Enrollment

A student who received veteran’s benefits while attending the University during the preceding fall or spring semester and who plans to re-enroll with no change of objective needs only to advise the certifying official in the Registrar’s Office when submitting registration materials that re-certification under the provisions of the original VA form 22-1990 is desired.

Students receiving veteran’s benefits must pursue a program of courses that leads to the exact objective (normally a degree or certificate) indicated on the original VA application. Any change in program or objective requires the student to submit a Request for Change of Program (VA Form 22-1995) to the VA.

Veterans are required to immediately advise the certifying official in the Office of the Registrar at 410-234-9250 or carey.veteran@jhu.edu regarding any change in their program or status that might affect the amount of their monthly payment from the VA. Failure to do so causes the Department of Veterans Affairs to seek restitution from the veteran of a resulting overpayment of benefits.

Department of Veterans Affairs

- Web Automated Verification of Enrollment gibill.va.gov/wave/index.do
- Montgomery G.I. Bill benefits.va.gov/gibill/montgomery_bill.asp
Student Veterans Network

The purpose of the Carey Student Veterans Organization is to foster a community focused on providing support and advocacy for students of the Carey Business School who are Active Duty, Veterans of the Armed Forces for the United States, or are family members of Veterans.

Yellow Ribbon Benefits

Carey Business School participates in the Yellow Ribbon program. For the academic year 2018-2019, Carey supported 25 scholarships in the amount of up to $5,000 each. The VA matches the award with an additional amount, up to $5,000. For more information on the Yellow Ribbon program, contact the School Certifying Official at 410-234-9250.

Waiver Exams (available to part-time students only)

The Carey Business School anticipates that students will complete all required coursework and credits needed for completion of the degree (or certificate) at Johns Hopkins University. Part-time students who enter Carey with professional work experience and prior completed course work at the undergraduate level in the following areas: Statistical Analysis or Accounting & Financial Reporting may request a course waiver.

Part-time students seeking a course waiver must have a B+ or better in the undergraduate course and pass a waiver exam offered at the Carey Business School within the first semester of study at Carey. A maximum of 4 credits may be waived with the aforementioned criteria. Students who seek to take a waiver exam must notify their academic advisor. All determinations regarding the grade for the exam (pass or fail) are final and not eligible for appeal. Students who pass the waiver examination must complete the equivalent number of credits in an advanced course. This policy is separate from the Transfer of Credit policy.

Eligibility, Exam Format and Student Preparation

Students have the option of either completing the courses or waiving the course by passing the waiver exam. Waiver exams may be taken only once.

For more information, students should contact their academic advisor for assistance through the process.
Registering and Scheduling an Exam

Waiver exams are administered in an online Blackboard format two times a year—in January and in August. Students must complete registration three weeks prior to the start of the semester and will have one week to complete the exam.

To register, students must submit an Add/Drop form to their academic advisor, and submit a payment of $100 (fee subject to change without notice) per exam. Any questions pertaining to registration for waiver exams should be directed to the Academic Advising Office at 410-234-9320. Students who are paying with JHU tuition remission should contact their Human Resources Office for clarification regarding the pass/fail policy.

Please note the following:

- Waiver exams are to be taken prior to the semester in which registration occurs.
- Waiver exam course sites are available for a full week, three weeks before the start of the semester.
- Waiver exams are administered through the online Blackboard format.
- Students must complete the New Online Student Orientation before receiving access to the waiver exam Blackboard site.
- Registration for waiver exams does not carry over to the next semester. Semesters are defined as: August (fall) and January (spring).
Degrees and Certificates

The Carey Business School offers a wide array of degree and certificate programs that are listed on the following pages. The listing provides information about each program, from admission requirements to concentration areas. Please consult the school’s website carey.jhu.edu/academics for the most current information about each program. Click on a degree or certificate in the following list to view the description in this catalog.

### Graduate Programs

#### Full-Time Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>No. of Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Master of Business Administration</td>
<td>54</td>
</tr>
<tr>
<td>Master of Science in Business Analytics and Risk Management</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Finance</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Health Care Management</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Information Systems</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Marketing</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Real Estate and Infrastructure</td>
<td>36</td>
</tr>
</tbody>
</table>

#### Part-Time Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>No. of Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master of Business Administration (Flexible MBA)**</td>
<td>54</td>
</tr>
<tr>
<td>Master of Science in Business Analytics and Risk Management*</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Finance**</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Health Care Management**</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Information Systems*</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Marketing</td>
<td>36</td>
</tr>
<tr>
<td>Master of Science in Real Estate and Infrastructure</td>
<td>36</td>
</tr>
</tbody>
</table>

#### Dual Degree Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>No. of Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA/JD</td>
<td>54</td>
</tr>
<tr>
<td>MBA/MD</td>
<td>54</td>
</tr>
<tr>
<td>MBA/Doctor of Nursing Practice</td>
<td>66</td>
</tr>
<tr>
<td>MBA/Master of Public Health</td>
<td>66</td>
</tr>
<tr>
<td>MBA/MA in Communication</td>
<td>60</td>
</tr>
<tr>
<td>MBA/MA in Design Leadership</td>
<td>66</td>
</tr>
<tr>
<td>MBA/MA in Government</td>
<td>60</td>
</tr>
<tr>
<td>MBA/MS in Applied Economics</td>
<td>66</td>
</tr>
<tr>
<td>MBA/MS in Biotechnology</td>
<td>77</td>
</tr>
<tr>
<td>MBA/MS in Environmental Engineering</td>
<td>66</td>
</tr>
<tr>
<td>MBA/MS in Environmental Engineering and Science</td>
<td>66</td>
</tr>
<tr>
<td>MBA/MS in Nursing Health Systems Management</td>
<td>65</td>
</tr>
</tbody>
</table>
Graduate Certificate Programs

Business of Health Care* 12
Financial Management** 16
Investments** 16
Financial Management or Investments and MS in Applied Economics** 16

* These degrees and certificates are no longer being offered. All degree requirements will be honored under the curriculum and academic year admitted. Following is information for students who are completing the program.

**These degrees and certificates can be completed both onsite and online.

Note: students who are receiving federal financial aid must maintain satisfactory progress by advancing 12 credits per year toward their degree. Graduate and post-master’s certificate programs of less than 15 credits do not qualify for financial aid.

FULL-TIME PROGRAMS

Global Master of Business Administration

The Global MBA, a full-time, two-year, cohort program, encompasses all aspects of business knowledge and skills in an innovative, interdisciplinary curriculum. The program is designed for people from diverse academic and professional backgrounds who possess strong analytical and quantitative aptitude.

The key tenets of the Global MBA program are:

EXPERIENTIAL. Students in the MBA will have the opportunity to learn by doing. While key business fundamentals are taught in a more traditional classroom environment, the project work at the core of the program helps students bridge theory with reality and get a sense of how complex issues are solved in the real world.

ENTREPRENEURIAL. Innovation and creativity are hallmarks of the program. There is great emphasis on creating new approaches and solutions to critical business and social issues.

INTERNATIONAL. The program recognizes that nearly all business is now international business and brings together students from around the world to think about, discuss, and work on some of the world’s major issues.

INTERDISCIPLINARY. The program takes advantage of the many outstanding departments and divisions within Johns Hopkins University to create a learning environment that brings together scholars, teachers and researchers from many different disciplines. This interdisciplinary approach provides insights and perspectives that are not possible otherwise.
PROGRAM REQUIREMENTS

This unique program consists of a curriculum that is interdisciplinary, as well as two experiential learning projects, including Innovation for Humanity, an international consulting project, as well as a Flexible Experiential Learning course. Second-year elective courses offer students the opportunity to specialize in an industry vertical, such as Health Care Management and/or an academic discipline such as Marketing. The program requires 54 credits and is completed in two years, which cannot be accelerated. Course waivers are not granted in this program.

CURRICULUM

All courses are 2 credits unless otherwise noted.

Business Foundations (32 credits)
BU.910.610 Accounting Foundations
BU.913.610 Business Analytics
BU.930.633 Business Microeconomics
BU.914.610 Business Statistics
BU.912.610 Competitive Strategy
BU.910.611 Corporate Finance
BU.930.610 Effective Communication (1 credit)
BU.932.610 Ethical Leadership
BU.913.600 Experiences in Leadership
BU.930.634 Financial Valuation
BU.940.611 Innovation for Humanity (4 credits)
BU.913.611 Judgement and Decision Making
BU.930.632 Management and Organizational Behavior
BU.911.610 Marketing Management
BU.912.611 Operations Management
BU.001.351 Professional Development for Career Success (0 credit)

BU.930.630 Solving Organizational Problems (1 credit)

Flexible Experiential Learning –
Students are required to choose a second-year experiential course (2 – 4 credits)

Concentrations and Professional Specializations:

GMBA students are required to complete a 12 credit concentration or two 8 credit specializations. A concentration requires a minimum of 12 credits, and a specialization requires a minimum of 8 credits.

In the event that a student declares two concentrations and there are shared courses between the two concentrations, only one course to will count twice for concentration requirements.

Detailed course offerings for each concentration and specialization are as follows:

Entrepreneurship concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:
Entrepreneurship concentration (continued)

BU.233.730 Entrepreneurial Finance (required for Concentration)

BU.152.710 Entrepreneurial Ventures (required for Concentration)

BU.460.730 New Product Development (required for Concentration)

BU.152.740 City Lab Toolkit: Business for Urban Social Innovation and Impact (taken in sequence with BU.152.745)

BU.152.745 City Lab Practicum: Urban Neighborhood Project

BU.450.730 Design Leadership

BU.150.710 Discovery to Market I (taken in sequence with BU.150.715)

BU.150.715 Discovery to Market II (taken in sequence with BU.150.710)

BU.141.710 Effective Teaming

BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy

BU.300.620 Managing Complex Projects

BU.121.610 Negotiation

BU.151.770 Power and Politics

Financial Businesses concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

BU.231.790 Advanced Corporate Finance (required for Concentration)

BU.232.701 Investments (required for Concentration)

BU.210.650 Advanced Financial Accounting

BU.232.790 Advanced Hedge Fund Strategies

BU.232.750 Advanced Portfolio Management

BU.231.720 Corporate Governance

BU.510.650 Data Analytics

BU.232.710 Derivatives

BU.233.730 Entrepreneurial Finance

BU.230.750 Financial Crisis and Contagion

BU.220.720 Financial Econometrics

BU.231.710 Financial Institutions

BU.230.620 Financial Modeling and Valuation

BU.232.720 Fixed Income

BU.230.730 Managing Financial Risk

BU.231.740 Mergers and Acquisitions

BU.230.710 Quantitative Financial Analysis

BU.232.730 Wealth Management

Health Care Management concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

BU.881.702 Frameworks for Analyzing Health Care Markets (required for concentration)

BU.881.703 Health Care Law and Regulation (required for concentration)
Health Care Management concentration
(continued)
BU.881.707 Accounting for Decision Making in Health Care
BU.555.710 Applied and Behavioral Economics in Health Care
BU.883.704 Biotechnology and Pharmaceuticals
BU.890.713 Client Consulting Practicum I (taken in sequence with BU.890.714)
BU.890.714 Client Consulting Practicum II (taken in sequence with BU.890.713)
BU.510.650 Data Analytics
BU.883.702 Emerging Frontiers in Health Technologies and Strategies
BU.150.710 Discovery to Market I (taken in sequence with BU.150.715)
BU.150.715 Discovery to Market II (taken in sequence with BU.150.710)
BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy
BU.881.701 Fundamentals of Health Care Systems
BU.883.705 Health Care Financing and Financial Management
BU.883.701 Health Care Operations
BU.881.706 Health Innovation and Evaluation
BU.881.705 Health Marketing and Access
BU.890.711 Health Policy Design and Implementation I (taken in sequence with BU.890.712)
BU.890.712 Health Policy Design and Implementation II (taken in sequence with BU.890.711)
BU.890.715 Health Services Improvement I (taken in sequence with BU.890.716)
BU.890.716 Health Services Improvement II (taken in sequence with BU.890.715)
BU.883.703 Medical Devices and Diagnostics
BU.883.708 Negotiation in Health Care Settings
BU.881.704 Providers and Payers
BU.881.710 Research and Policy Seminars in Health
BU.550.620 The U.S. Health Care System: Past, Present, and Future
BU.883.707 The Wire: Business Solutions for Community Health Improvement

Marketing concentration
Students choose 4 courses for specialization or 6 courses for concentration from the following:
BU.420.710 Consumer Behavior (required for Concentration)
BU.410.601 Marketing Research (required for Concentration)
BU.450.710 Marketing Strategy (required for Concentration)
Marketing concentration (continued)

BU.420.730 Advanced Behavioral Marketing
BU.430.710 Branding and Marketing Communications
BU.460.710 Business-to-Business Marketing
BU.460.760 Customer Analytics
BU.420.720 Customer Relationship Management
BU.510.650 Data Analytics
BU.450.730 Design Leadership
BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy
BU.460.700 Integrated Digital Marketing
BU.460.730 New Product Development
BU.430.720 Pricing Analysis
BU.430.740 Sales Force and Channels of Distribution
BU.450.765 Social Media Analytics
BU.450.750 Strategic Market Intelligence

Real Estate and Infrastructure concentration

Students choose 4 courses for specialization or 6 courses for concentration from the following:

BU.234.610 Real Estate and Infrastructure Finance (required for Concentration and taken at the beginning of Concentration coursework)
BU.241.610 Real Estate Investment and Development (required for Concentration and taken at the beginning of Concentration coursework)
BU.241.750 Advanced Valuation and Investment Analysis
BU.241.620 Design and Construction Feasibility
BU.230.640 Development Modeling and Risk Analysis
BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy
BU.241.725 Global Perspectives in Real Estate
BU.241.735 Infrastructure Development for Sustainable Cities
BU.241.740 Project Finance and Public-Private Infrastructure Delivery
BU.242.720 Real Estate Capital Market Analysis
BU.152.725 Real Estate Entrepreneurship
BU.242.710 Real Estate Funds and Portfolio Management
BU.242.715 Real Estate and Infrastructure Valuation
BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
BU.132.615 Real Estate Legal Environment
BU.242.601 Real Estate Market Feasibility Study
Non-Concentration Business Electives

Students may choose general electives to complete the remaining credits for the 54 total credits needed for degree completion.

**Master of Science in Business Analytics and Risk Management**

The Master of Science in Business Analytics and Risk Management (BARM) full-time program equips managers to improve decision making processes based on a rigorous treatment of data and information using the management of risk as the underlying guide and framework. This program is designed to teach ways to: quantify multiple dimensions of hard business problems; analyze the structure and data related to those problems; and to create rigorous approaches based on that analysis to respond to problems. In each setting the management of the risks inherent in the business serves as the motivation and guide for the analysis. Coursework provides exposure to a variety of analytical tools along with many areas of risk management and integrates the concepts to enable managers to make better decisions for themselves and their organizations.

An MS in Business Analytics and Risk Management provides graduates with the tools and knowledge to:

- Convert raw data into useful information
- Use that information to understand complex decision settings
- Create rigorous approaches to problem solving
- Place decision making within the context of risk management
- Protect shareholder value by managing the downside of risk
- Position the organization to better leverage the upside of uncertain outcomes
- Improve decision making at all levels of the organization

**PROGRAM REQUIREMENTS**

The program requires 36 credits. Full-time MS BARM students must complete the program in 3 semesters: fall, spring and summer. Course waivers are not granted in this program.

**CURRICULUM**

All courses are 2 credits unless otherwise noted.

**Business Foundations (18 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.620</td>
<td>Accounting and Financial Reporting</td>
</tr>
<tr>
<td>BU.913.610</td>
<td>Business Analytics</td>
</tr>
<tr>
<td>BU.120.601</td>
<td>Business Communication</td>
</tr>
<tr>
<td>BU.131.601</td>
<td>Business Leadership and Human Values</td>
</tr>
</tbody>
</table>
Business Foundations (continued)
BU.231.620 Corporate Finance
BU.350.620 Information Systems
BU.410.620 Marketing Management
BU.680.620 Operations Management
BU.510.601 Statistical Analysis
Functional Core (6 credits)
BU.520.620 Advanced Business Analytics
BU.510.650 Data Analytics
BU.610.625 Simulation and Strategic Options
Elective Courses (12 credits)
Students choose 6 courses from the following:

Business Analytics Electives
BU.520.710 Big Data Machine Learning
BU.450.760 Customer Analytics

Risk Management Electives
BU.132.601 Business Law
BU.231.720 Corporate Governance
BU.610.705 Crisis Management
BU.330.730 Cybersecurity
BU.520.701 Enterprise Risk Management Frameworks
BU.230.750 Financial Crises and Contagion
BU.610.750 Global Supply Chain Management

Master of Science in Finance

The Master of Science in Finance (MSF) program prepares students for careers in financial analysis and management. This rigorous quantitative program relies on current technology and financial methodologies to analyze complex problems. The coursework stresses the application of contemporary theories in a global context to develop financial modeling and analytical skills for value creation, leading to innovative solutions, while placing an emphasis on social responsibility and ethical conduct in finance as a means to sustainable economic growth and shared prosperity.

The MS in Finance full-time program is offered in an accelerated 12-month, day format.
**PROGRAM REQUIREMENTS**

The program requires 36 credits. Full-time MS Finance students must complete the program in three semesters: fall, spring, and summer. Course waivers are not granted in this program.

**CURRICULUM**

All courses are 2 credits unless otherwise noted.

**Business Foundations (16 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.620</td>
<td>Accounting and Financial</td>
</tr>
<tr>
<td></td>
<td>Reporting</td>
</tr>
<tr>
<td>BU.120.601</td>
<td>Business Communication</td>
</tr>
<tr>
<td>BU.131.601</td>
<td>Business Leadership and Human</td>
</tr>
<tr>
<td></td>
<td>Values</td>
</tr>
<tr>
<td>BU.231.620</td>
<td>Corporate Finance</td>
</tr>
<tr>
<td>BU.220.620</td>
<td>Economics for Decision Making</td>
</tr>
<tr>
<td>BU.220.610</td>
<td>The Firm and the Macroeconomy</td>
</tr>
<tr>
<td>BU.232.701</td>
<td>Investments</td>
</tr>
<tr>
<td>BU.510.601</td>
<td>Statistical Analysis</td>
</tr>
</tbody>
</table>

**Functional Core (8 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.232.710</td>
<td>Derivatives</td>
</tr>
<tr>
<td>BU.231.710</td>
<td>Financial Institutions</td>
</tr>
<tr>
<td>BU.230.620</td>
<td>Financial Modeling and Valuation</td>
</tr>
<tr>
<td>BU.232.720</td>
<td>Fixed Income</td>
</tr>
<tr>
<td>BU.233.730</td>
<td>Entrepreneurial Finance</td>
</tr>
<tr>
<td>BU.230.750</td>
<td>Financial Crises and Contagion</td>
</tr>
<tr>
<td>BU.220.720</td>
<td>Financial Econometrics</td>
</tr>
<tr>
<td>BU.230.730</td>
<td>Managing Financial Risk</td>
</tr>
<tr>
<td>BU.231.740</td>
<td>Mergers and Acquisitions</td>
</tr>
<tr>
<td>BU.230.710</td>
<td>Quantitative Financial Analysis</td>
</tr>
<tr>
<td>BU.232.730</td>
<td>Wealth Management</td>
</tr>
</tbody>
</table>

**Elective Courses (12 credits)**

Students choose 6 courses from the following:
Master of Science in Health Care Management

The Master of Science in Health Care Management (MSHCM) program prepares students to assess and act on opportunities to innovate and improve productivity in the health care sector. The program is unique in its breadth, in recognition of the fact that the health care sector is large and diverse, comprising a variety of actors in multiple industries including providers (clinics, hospitals, health care services companies); payers (public and private insurance, social insurance); innovators (pharmaceutical manufacturers, device makers, software and hardware makers); and the institutions that impact them (regulators, civil service, civil society, advocacy groups, foundations, and funders).

This is the only business school degree program in the world that can harness the resources, reputation, and experience of Johns Hopkins University and its top-ranked schools of Medicine, Nursing, and Public Health.

The MS in Health Care Management program provides students with the most relevant business skills to be effective and efficient leaders who will improve the quality and access to health care at appropriate cost in light of the regulatory, cultural, and ethical context of the relevant health care ecosystem.

The rigorous curriculum of the MS in Health Care Management program at the Johns Hopkins Carey Business School enables students to:

- Apply the most relevant business skills and principles, and make informed decisions based on this knowledge.
- Gain an in-depth understanding of complex health care issues in order to lead and change enterprises.
- Develop the knowledge, confidence, and judgment to anticipate needed changes in a dynamic industry.

PROGRAM REQUIREMENTS

The program requires 36 credits. Full-time MSHCM students must complete the program in 3 semesters: fall, spring, and summer.

Course waivers are not granted in this program.

CURRICULUM

All courses are 2 credits unless otherwise noted.

All students in the program will take the following required coursework components:

- BU.881.700 Health Care Overview Bootcamp (non-credit online)
- BU.120.601 Business Communication (2 credits)
- BU.131.601 Business Leadership and Human Values (2 credits)
- 10 Core Courses (20 credits)
• 4 Elective Courses (8 credits) a minimum of 2 elective courses must be Health Care Depth courses. A maximum of 2 elective courses may be Non-Health Care Depth courses. Additional elective courses may be taken as overloads).
• 1 Action-Based Learning Course set (4 credits)

**Core Courses (20 credits)**

BU.881.707 Accounting for Decision Making in Health Care

BU.881.702 Frameworks for Analyzing Health Care Markets

BU.881.701 Fundamentals of Health Care Systems

BU.881.706 Health Care Innovation and Evaluation

BU.881.703 Health Care Law and Regulation

BU.881.705 Health Care Marketing and Access

BU.883.701 Health Care Operations

BU.883.706 Leading High Reliability Health Care Organizations

BU.881.704 Providers and Payers

BU.550.620 The U.S. Health Care System: Past, Present, and Future

**Health Care Depth Electives** (minimum 4 credits)

BU.555.710 Applied and Behavioral Economics in Health Care

BU.883.704 Biotechnology and Pharmaceuticals

BU.883.702 Emerging Frontiers in Health Care Technology and Strategy

BU.883.705 Health Care Financing and Financial Management

BU.883.703 Medical Devices and Diagnostics

BU.883.708 Negotiation in Health Care Settings

BU.881.710 Research and Policy Seminars in Health Care I

BU.883.707 The Wire: Business Solutions for Community Health Improvement

**Action-Based Learning** (4 credits, students choose only one course set)

BU.890.713/4 Client Consulting Practicum I and II

BU.890.717/8 Commercializing Biomedical Innovations I and II

BU.890.711/2 Health Policy Design and Implementation I and II

BU.890.715/6 Health Services Improvement I and II

**Non-Health Care Electives** (maximum 4 credits)

BU.210.620 Accounting and Financial Reporting

BU.520.710 Big Data Machine Learning

BU.430.720 Pricing Analysis
Non-Health Care Electives (continued)

BU.420.710 Consumer Behavior
BU.231.620 Corporate Finance
BU.510.650 Data Analytics

BU.520.601 Decision Models
BU.300.620 Managing Complex Projects
BU.142.730 Strategic Human Capital

Subject to prior Academic Program Director approval, courses not listed above may also be chosen.

Master of Science in Information Systems

Information systems and technologies are revolutionizing the way we live and work. The rapid pace of technological advances requires a new generation of talented and tech-savvy business leaders who possess a framework of foundational knowledge to anticipate change and recognize opportunities for true business value from adapting new technologies. The Master of Science in Information Systems (MSIS) program prepares students to lead IT initiatives aimed at organizational success, providing secure infrastructure platforms and breakthrough strategic advantage.

The MSIS program is designed for:

- IS professionals who want to advance into leadership roles in their organizations or start their own business or consultancy.
- Business professionals who want to leverage their expertise in functional areas, recognizing that advances in IT are changing every part of an organization.
- Recent graduates who want to learn how information and related technologies can be decisive factors for organizations to succeed in the global marketplace.

The MSIS curriculum reflects the latest IS research and industry best practices.

The program bridges technology and business: big data, predictive analytics, cloud strategy, cybersecurity, telecommunications, mobile platforms, enterprise architecture, decision models, supply chains, and project management. The MSIS core spans the foundational breadth of IS, from hands-on experience with web services to high-level IS strategy. Elective courses provide students the flexibility to specialize the program to address personal and career objectives.

PROGRAM REQUIREMENTS

The program requires 36 credits. Full-time MSIS students must complete the program in three semesters: fall, spring, and summer. Course waivers are not granted.
CURRICULUM
All courses are 2 credits unless otherwise noted.

Business Foundations (12 credits)
BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.520.601 Decision Models
BU.350.620 Information Systems
BU.680.620 Operations Management
BU.510.601 Statistical Analysis

Functional Core (12 credits)
BU.330.790 Applied IS Architecture
BU.510.650 Data Analytics
BU.300.700 Developing Internet Systems and Services
BU.350.710 IT and Global Sourcing Strategy
BU.300.620 Managing Complex Projects
BU.330.705 Telecom Clouds and Mobile Applications

Elective Courses (12 credits)
Students choose 6 courses from the following:
BU.210.620 Accounting and Financial Reporting
BU.360.701 Competitive Intelligence
BU.610.705 Crisis Management
BU.330.730 Cybersecurity
BU.330.780 Data Science and Business Intelligence
BU.883.702 Emerging Frontiers in Health Technologies and Strategies
BU.152.710 Entrepreneurial Ventures
BU.610.750 Global Supply Chain Management
BU.883.701 Health Care Operations
BU.142.620 Leadership in Organizations
BU.520.620 Optimization Models

In addition to the elective courses listed above, MSIS students can select up to 2 courses (maximum 4 credits) from any area as part of the 12 elective credits. These courses must be approved by an academic advisor. The advisor-approved electives provide flexibility for students in tailoring their MSIS program.

Master of Science in Marketing
The Master of Science in Marketing (MSM) program is deeply committed to the enhancement and facilitation of each student’s career by combining a world-class education with highly valuable and practical experience. The MSM curriculum incorporates the latest knowledge and technology in the field. Course offerings provide students with a thorough foundation in marketing theory, analysis, and practical
applications. The course sequence maximizes student learning by progressing logically from foundation and core theory to specific practice. The program focuses on the application of marketing theory, current and future trends, and state-of-the-art techniques required by marketing professionals for success in the global market.

**PROGRAM REQUIREMENTS**

The program requires 36 credits. Full-time MSM students must complete the program in 3 semesters: fall, spring, and summer. Course waivers are not granted in this program.

**CURRICULUM**

All courses are 2 credits unless otherwise noted.

<table>
<thead>
<tr>
<th>Business Foundations (12 credits)</th>
<th>BU.450.760 Customer Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.120.601 Business Communication</td>
<td>BU.510.650 Data Analytics</td>
</tr>
<tr>
<td>BU.132.601 Business Law</td>
<td>BU.520.601 Decision Models</td>
</tr>
<tr>
<td>BU.131.601 Business Leadership and Human Values</td>
<td>BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy</td>
</tr>
<tr>
<td>BU.410.620 Marketing Management</td>
<td></td>
</tr>
<tr>
<td>BU.510.601 Statistical Analysis</td>
<td>BU.460.700 Integrated Digital Marketing</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Functional Core (6 credits)</th>
<th>BU.460.730 New Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.420.710 Consumer Behavior</td>
<td>BU.430.720 Pricing Analysis</td>
</tr>
<tr>
<td>BU.410.601 Marketing Research</td>
<td>BU.430.740 Sales Force and Channels of Distribution</td>
</tr>
<tr>
<td>BU.450.710 Marketing Strategy</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Elective Courses (18 credits)</th>
<th>BU.450.765 Social Media Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students choose 9 courses from the following:</td>
<td>BU.450.750 Strategic Market Intelligence</td>
</tr>
<tr>
<td>BU.420.730 Advanced Behavioral Marketing</td>
<td></td>
</tr>
<tr>
<td>BU.430.710 Branding and Marketing Communications</td>
<td></td>
</tr>
<tr>
<td>BU.460.710 Business-to-Business Marketing</td>
<td></td>
</tr>
</tbody>
</table>
Master of Science in Real Estate and Infrastructure

The Edward St. John Real Estate Program offers a Master of Science in Real Estate and Infrastructure (MSREI) degree program that provides students with a comprehensive understanding of real estate finance, investment, development, management, and capital markets.

The full-time MSREI program is guided by a faculty composed of Johns Hopkins professors and of Real Estate practitioners from the region’s leading investment, development, planning, law, and architectural firms. A supportive network of alumni and business professionals is available to students throughout their 12-month course of study.

The full-time program is designed for students who are prepared to be challenged by a fast pace and heavy course load. The program is ideal for real estate professionals with fewer than eight years of experience. Foundation, core, and elective courses are offered at the Washington D.C. campus. Elective courses are offered in the day, evening, and on Saturdays. Students may choose to structure their Real Estate and Infrastructure Capstone to provide hands-on industry experience.

PROGRAM REQUIREMENTS

The MSREI program requires 36 credits. Full-time students must complete the program in 3 semesters: fall, spring, and summer. The core curriculum integrates the study of the major disciplines that influence real estate decisions: market analysis, law, construction, investment analysis, finance, and development.

Throughout the program of study, a series of mandatory field trips and workshops will be scheduled (both during the week and on Saturdays). Workshop sessions include: Excel for Real Estate Professionals, Becoming an Excel Power User, Presentation Skills, Statistics and Finance boot camps, and ARGUS software. Additional information will be available at the beginning of each semester.

Course waivers are not granted in this program.

CURRICULUM

All courses are 2 credits unless otherwise noted.

**Business Foundations (8 credits)**

BU.120.601 Business Communication

BU.131.601 Business Leadership and Human Values

BU.231.620 Corporate Finance

**Functional Core (18 credits)**

BU.510.601 Statistical Analysis

BU.241.620 Design and Construction Feasibility

BU.230.640 Development Modeling and Risk Analysis
Functional Core (continued)

- BU.241.735 Infrastructure Development for Sustainable Cities
- BU.241.740 Project Finance and Public-Private Infrastructure Delivery
- BU.242.720 Real Estate Capital Market Analysis
- BU.234.610 Real Estate and Infrastructure Finance
- BU.241.610 Real Estate Investment and Development
- BU.132.615 Real Estate Legal Environment
- BU.242.601 Real Estate Market Feasibility Study

Elective Courses (8 credits)

Students choose 4 courses from the following:

- BU.241.750 Advanced Valuation and Investment Analysis
- BU.241.725 Global Perspectives in Real Estate
- BU.152.725 Real Estate Entrepreneurship
- BU.242.710 Real Estate Funds and Portfolio Management
- BU.242.715 Real Estate and Infrastructure Valuation
- BU.242.701 Real Estate Investment Trusts: Analysis and Structuring

Capstone (2 credits)

- BU.245.790 Real Estate and Infrastructure Carey REAF — Real Estate Alumni Forum, a Relationship and Business Network

The JHU Carey Business School Real Estate Alumni Forum — known as Carey REAF — promotes and facilitates relationship building between students, alumni, faculty, Advisory Board members, and real estate industry leaders. Educational and social events are held regularly in addition to events hosted by local, regional, and national real estate professional organizations.

PART-TIME PROGRAMS

Master of Business Administration

The Flexible MBA is designed for people with full-time work experience in private sector, governmental, or public sector organizations. The program emphasizes the latest concepts, practices, and skills that professionals need to be effective managers and leaders in a wide variety of organizations. Applicants to the Flexible MBA have the option of pursuing their degree onsite, online or in a combination of onsite and online.
PROGRAM REQUIREMENTS

The Flexible MBA curriculum consists of Business Foundations courses, concentration core and elective courses, and non-concentration electives. Students declare a concentration upon entering the program, but may change their concentration by contacting their advisor. In the event that a student declares two concentrations and there are shared courses between the two concentrations, only one course will count twice for concentration requirements.

Concentration areas include:

- Entrepreneurship
- Financial Businesses (Available through online course format)
- Health Care Management (Available through online course format)
- Interdisciplinary Business
- Leading Organizations (Available through online course format)
- Marketing
- Real Estate and Infrastructure

Students enrolled in the online-only Flexible MBA program will be required to take three residency courses which include a several-day onsite component to complete their degree. These onsite residency courses will be held at the Carey Business School’s Harbor East campus in Baltimore, MD.

Course scheduling allows for completion of the program in three years. Students must complete the required 54 graduate credits within six years. A waived course must be replaced with an equivalent number of credits in an advanced course.

CURRICULUM

All courses are 2 credits unless otherwise noted.

**Business Foundations**

BU.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication**
BU.132.601 Business Law
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.520.601 Decision Models

**BU.220.620** Economics for Decision Making
**BU.350.620** Information Systems
**BU.232.701** Investments
**BU.142.620** Leadership in Organizations**
**BU.410.620** Marketing Management
**BU.121.610** Negotiation**
**BU.680.620** Operations Management
**BU.510.601** Statistical Analysis
Business Foundations
(continued)

BU.220.610 The Firm and the Macroeconomy

**Designates courses that students enrolled in the online Flexible MBA programs are required to take as residency courses to complete their degree.

Concentration Electives

+Designates courses available online.

Entrepreneurship concentration

Students choose 6 courses from the following:

BU.233.730 Entrepreneurial Finance+ (required for concentration)
BU.152.710 Entrepreneurial Ventures+ (required for concentration)
BU.460.730 New Product Development (required for concentration)
BU.152.740 City Lab Toolkit: Business for Urban Social Innovation and Impact+
BU.152.745 City Lab Practicum: Urban Neighborhood Project (taken in sequence with BU.152.740)
BU.450.730 Design Leadership
BU.150.710 Discovery to Market I (taken in sequence with BU.150.715)

Financial Businesses concentration

Concentration available through online course format

+Designates courses that available online.

Students choose 6 courses from the following:

BU.231.790 Advanced Corporate Finance+
BU.210.650 Advanced Financial Accounting+
BU.232.790 Advanced Hedge Fund Strategies
BU.232.750 Advanced Portfolio Management+
BU.231.720 Corporate Governance+
BU.510.650 Data Analytics+
BU.232.710 Derivatives+
BU.233.730 Entrepreneurial Finance+
BU.230.750 Financial Crises and Contagion+
BU.220.720 Financial Econometrics

BU.150.715 Discovery to Market II (taken in sequence with BU.150.710)
BU.141.710 Effective Teaming
BU.450.630 Field Experiments: Innovation and Evidence for Business Policy
BU.300.620 Managing Complex Projects+
BU.151.770 Power and Politics
Financial Businesses concentration
(continued)
BU.231.710 Financial Institutions+
BU.230.620 Financial Modeling and Valuation+
BU.232.720 Fixed Income+
BU.230.730 Managing Financial Risk
BU.231.740 Mergers and Acquisitions+
BU.230.710 Quantitative Financial Analysis
BU.232.730 Wealth Management+

Health Care Management concentration
Concentration available through online course format
+Designates courses available online
Students choose 6 courses from the following:

BU.881.702 Frameworks for Analyzing Health Markets+ (required for concentration)
BU.881.703 Health Care Law and Regulation+ (required for concentration)
BU.881.707 Accounting for Decision Making in Health Care
BU.555.710 Applied and Behavioral Economics in Health Care
BU.883.704 Biotechnology and Pharmaceuticals+
BU.890.713 Client Consulting Practicum I (taken in sequence with BU.890.714)
BU.890.714 Client Consulting Practicum II (taken in sequence with BU.890.713)
BU.510.650 Data Analytics+
BU.883.702 Emerging Frontiers in Health Technologies and Strategies+
BU.150.710 Discovery to Market I (taken in sequence with BU.150.715)
BU.150.715 Discovery to Market II (taken in sequence with BU.150.710)
BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy
BU.881.701 Fundamentals of Health Care Systems+
BU.883.705 Health Financing and Financial Management
BU.883.701 Health Care Operations+
BU.881.706 Health Innovation and Evaluation+
BU.881.705 Health Marketing and Access
BU.890.711 Health Policy Design and Implementation I (taken in sequence with BU.890.712)
BU.890.712 Health Policy Design and Implementation II (taken in sequence with BU.890.711)
BU.890.715 Health Services Improvement I (taken in sequence with BU.890.716)
BU.890.716 Health Services Improvement II (taken in sequence with BU.890.715)
Health Care Management concentration (continued)

BU.883.703 Medical Devices and Diagnostics+

BU.883.708 Negotiation in Health Care Settings

BU.881.704 Providers and Payers

BU.881.710 Research and Policy Seminars in Health+

BU.550.620 The U.S. Health Care System: Past, Present, and Future+

BU.883.707 The Wire: Business Solutions for Community Health Improvement+

Interdisciplinary Business concentration

Students interested in a greater knowledge across disciplines or in developing a customized program of study may elect the Interdisciplinary Business concentration. Students choose 6 courses from course offerings across the other concentrations. To develop an interdisciplinary business concentration, please consult your academic advisor.

Leading Organizations concentration

Concentration available through online course format. +Designates courses available online.

Students choose 6 courses from the following:

BU.141.710 Effective Teaming+ (required for concentration)

BU.151.770 Power and Politics+ (required for concentration)

BU.152.740 City Lab Toolkit: Business for Urban Social Innovation and Impact+

BU.152.745 City Lab Practicum: Urban Neighborhood Project (taken in sequence with BU.152.740)

BU.151.720 Corporate Strategy+

BU.610.705 Crisis Management+

BU.450.730 Design Leadership

BU.450.630 Field Experiments: Innovation and Evidence for Business Policy

BU.003.903 Global Immersion

BU.151.620 Global Strategy

BU.003.893 Leadership Development Expedition

BU.300.620 Managing Complex Projects+

BU.142.720 Managing in a Diverse and Global World

BU.142.730 Strategic Human Capital+

BU.152.735 Strategy Consulting Project

Marketing concentration

Students choose 6 courses from the following:

BU.420.710 Consumer Behavior (required for concentration)

BU.410.601 Marketing Research (required for concentration)

BU.450.710 Marketing Strategy+ (required for concentration)
Marketing concentration (continued)

BU.420.730 Advanced Behavioral Marketing
BU.430.710 Branding and Marketing Communications
BU.460.710 Business-to-Business Marketing
BU.450.760 Customer Analytics
BU.420.720 Customer Relationship Management
BU.510.650 Data Analytics+
BU.450.730 Design Leadership
BU.450.630 Field Experiments: Innovation and Evidence for Business Policy
BU.460.700 Integrated Digital Marketing
BU.460.730 New Product Development
BU.430.720 Pricing Analysis
BU.430.740 Sales Force and Channels of Distribution+
BU.460.700 Social Media Analytics
BU.450.750 Strategic Market Intelligence

Real Estate and Infrastructure concentration

++Required for concentration and taken at the beginning of Concentration coursework.

Students choose 6 courses from the following:

BU.234.610 Real Estate and Infrastructure Finance ++

BU.241.610 Real Estate Investment and Development++
BU.241.750 Advanced Valuation and Investment Analysis
BU.241.620 Design and Construction Feasibility
BU.230.640 Development Modeling and Risk Analysis
BU.450.630 Field Experiments: Innovation and Evidence for Business Policy
BU.241.725 Global Perspectives in Real Estate
BU.241.735 Infrastructure Development for Sustainable Cities
BU.241.740 Project Finance and Public-Private Infrastructure Delivery
BU.242.720 Real Estate Capital Market Analysis
BU.152.725 Real Estate Entrepreneurship
BU.242.710 Real Estate Funds and Portfolio Management
BU.242.715 Real Estate and Infrastructure Valuation
BU.242.701 Real Estate Investment Trusts: Analysis and Structuring
BU.132.615 Real Estate Legal Environment
BU.242.601 Real Estate Market Feasibility Study
Non-Concentration Business Electives (12 credits)

Students may either choose a second concentration to complete their remaining 12 credits or take electives of interest for a total of 12 credits.

Master of Science in Business Analytics and Risk Management

The Master of Science in Business Analytics and Risk Management (formerly Master of Science in Enterprise Risk Management) part-time program is no longer accepting applicants. All degree requirements will be honored under the curriculum and academic year admitted.

The Master of Science in Business Analytics and Risk Management (MS BARM) program develops managers and leaders with the knowledge and skills to anticipate and manage risks, while leveraging unique opportunities in chaotic environments. This program is designed to teach how to quantify risks and manage processes to change or respond to those risks.

The program also addresses how to lead and manage organizations during periods of dramatic change or crisis. Coursework provides exposure to a variety of areas of risk management and provides tools to integrate the management of a portfolio of risks that an Enterprise will face.

An MS in Business Analytics and Risk Management provides graduates with the tools and knowledge to:

- Develop a thorough understanding of risk
- Protect shareholder value by managing the downside of risk
- Position the organization to better leverage the upside of uncertain outcomes
- Develop plans to protect reputation, information, financial assets, and personnel
- Improve decision making at all levels of the organization

PROGRAM REQUIREMENTS

The program requires 36 credits. Part-time MS BARM students must complete the program within six years. Effective Spring 2018, this program will no longer accept applications.

CURRICULUM

All courses are 2 credits unless otherwise noted.
Business Foundations (18 credits)

BU.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication
BU.132.601 Business Law
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.520.601 Decision Models
BU.350.620 Information Systems
BU.680.620 Operations Management
BU.510.601 Statistical Analysis

Functional Core (6 credits)

BU.510.650 Data Analytics
BU.520.620 Advanced Business Analytics
BU.610.625 Simulation and Strategic Options

Elective Courses (12 credits)

Students choose 6 courses from the following:

BU.520.710 Big Data Machine Learning
BU.231.720 Corporate Governance
BU.610.705 Crisis Management
BU.330.730 Cybersecurity
BU.230.750 Financial Crises and Contagion
BU.610.750 Global Supply Chain Management
BU.610.630 Insurance and Risk Management
BU.300.620 Managing Complex Projects
BU.610.730 Supply and Service Contracting
BU.520.701 Special Topics in Risk Management
BU.330.780 Data Science and Business Intelligence

Master of Science in Finance

The Master of Science in Finance (MSF) program prepares students for careers in financial analysis and management. This rigorous quantitative program relies on current technology and financial methodologies to analyze complex problems.

The coursework stresses the application of contemporary theories in a global context to develop financial modeling and analytical skills for value creation, leading to innovative solutions, while placing an emphasis on social responsibility and ethical conduct in finance as a means to sustainable economic growth and shared prosperity.
PROGRAM REQUIREMENTS

The program requires 36 credits. Part-time students must complete the program within six years. Part-time MSF students have the option of pursuing their degree onsite, online, or in a hybrid format.

Students enrolled in the online MSF program will be required to take one residency course which includes a several-day onsite component to complete their degree. Onsite residency courses are held at the Carey Business School’s Harbor East campus in Baltimore.

CURRICULUM

All courses are 2 credits unless otherwise note.

Business Foundations (16 credits)

**Designates course that students enrolled in the online MSF program are required to take as the residency course to complete their degree.

BU.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication**
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.220.620 Economics for Decision Making
BU.220.610 The Firm and the Macroeconomy
BU.232.701 Investments
BU.510.601 Statistical Analysis

Functional Core (8 credits)

BU.232.710 Derivatives
BU.231.710 Financial Institutions

BU.230.620 Financial Modeling and Valuation
BU.232.720 Fixed Income

Elective Courses (12 credits)

Students choose 6 courses from the following:

+Designates courses that are available online

BU.231.790 Advanced Corporate Finance+
BU.210.650 Advanced Financial Accounting+
BU.232.790 Advanced Hedge Fund Strategies
BU.232.750 Advanced Portfolio Management+
BU.520.710 Big Data Machine Learning
BU.232.650 Continuous Time Finance
BU.231.720 Corporate Governance+
BU.510.650 Data Analytics+
BU.233.730 Entrepreneurial Finance+
Elective Courses (continued)

BU.230.750 Financial Crises and Contagion+
BU.220.720 Financial Econometrics
BU.230.730 Managing Financial Risk
BU.231.740 Mergers and Acquisitions+
BU.230.710 Quantitative Financial Analysis
BU.232.730 Wealth Management

Master of Science in Health Care Management

The Master of Science in Health Care Management (MSHCM) program prepares students to assess and act on opportunities to innovate and improve productivity in the health care sector. The program is unique in its breadth, in recognition of the fact that the health care sector is large and diverse, comprising a variety of actors in multiple industries including providers (clinics, hospitals, health care services companies), payers (public and private insurance, social insurance), innovators (pharmaceutical manufacturers, device makers, software and hardware makers), and the institutions that impact them (regulators, civil service, civil society, advocacy groups, foundations, and funders).

This is the only business school degree program in the world that can harness the resources, reputation, and experience of Johns Hopkins University and its top-ranked schools of Medicine, Nursing, and Public Health.

The MS in Health Care Management program provides students with the most relevant business skills to be effective and efficient leaders who will improve the quality and access to health care at appropriate cost in light of the regulatory, cultural, and ethical context of the relevant health care ecosystem.

The rigorous curriculum of the MS in Health Care Management program at the Johns Hopkins Carey Business School enables students to:

- Apply the most relevant business skills and principles, and make informed decisions based on this knowledge.
- Gain an in-depth understanding of complex health care issues in order to lead and change enterprises.
- Develop the knowledge, confidence, and judgment to anticipate needed changes in a dynamic industry.

PROGRAM REQUIREMENTS

The program requires 36 credits. Part-time students must complete the program within six years. Part-time MSHCM students have the option of pursuing their degree onsite, online, or in a hybrid format.
Students enrolled in the online MSHCM program will be required to take one residency course which includes a several-day onsite component to complete their degree. Onsite residency courses are held at the Carey Business School’s Harbor East campus in Baltimore, MD.

**CURRICULUM**

All courses are 2 credits unless otherwise noted.

**Business Foundations (18 credits)**

**Designates course that students enrolled in the online MSHCM program are required to take as the residency course to complete their degree.**

- BU.210.620 Accounting and Financial Reporting
- BU.120.601 Business Communication**
- BU.131.601 Business Leadership and Human Values
- BU.520.601 Decision Models
- BU.220.620 Economics for Decision Making
- BU.350.620 Information Systems
- BU.410.620 Marketing Management
- BU.680.620 Operations Management
- BU.510.601 Statistical Analysis

**Functional Core (6 credits)**

- BU.881.702 Frameworks for Analyzing Health Care Markets
- BU.883.705 Health Care Financing and Financial Management
- BU.881.703 Health Care Law and Regulation

**Elective Courses (12 credits)**

Students choose 6 courses from the following:

+Designates courses that are available online

*This course must be taken in sequence. You must speak with your advisor before registering.

- BU.555.710 Applied and Behavioral Economics in Health Care
- BU.883.704 Biotechnology and Pharmaceuticals+
- BU.510.650 Data Analytics+
- BU.150.710/5 Discovery to Market I and II*
- BU.883.702 Emerging Frontiers in Health Technologies and Strategies+
- BU.881.701 Fundamentals of Health Care Systems+
- BU.883.701 Health Care Operations+
- BU.881.706 Health Innovation and Evaluation
- BU.881.705 Health Marketing and Access
- BU.883.706 Leading High Reliability Health Organizations
Elective Courses (continued)

BU.883.703 Medical Devices and Diagnostics+

BU.883.708 Negotiation in Health Care Settings

BU.881.704 Providers and Payers

BU.881.710 Research and Policy Seminars in Health I

BU.550.620 The U.S. Health Care System: Past, Present, and Future

BU.883.707 The Wire: Business Solutions for Community Health Improvement

**Master of Science in Information Systems**

*The Master of Science in Information Systems part-time program is no longer accepting applicants. All degree requirements will be honored under the curriculum and academic year admitted.*

Information systems and technologies are revolutionizing the way we live and work. The rapid pace of technological advances requires a new generation of talented and tech-savvy business leaders who possess a framework of foundational knowledge to anticipate change and recognize opportunities for true business value from adapting new technologies. The Master of Science in Information Systems (MSIS) program prepares students to lead IT initiatives aimed at organizational success, providing secure infrastructure platforms and breakthrough strategic advantage.

The MSIS program is designed for:

- IS professionals who want to advance into leadership roles in their organizations or start their own business or consultancy
- Business professionals who want to leverage their expertise in functional areas, recognizing that advances in IT are changing every part of an organization
- Recent graduates who want to learn how information and related technologies can be decisive factors for organizations to succeed in the global marketplace.

The MSIS curriculum reflects the latest IS research and industry best practices.

The program bridges technology and business: big data, predictive analytics, cloud strategy, cybersecurity, telecommunications, mobile platforms, enterprise architecture, decision models, supply chains, and project management. The MSIS core spans the foundational breadth of IS, from hands-on experience with web services to high-level IS strategy. Elective courses provide students the flexibility to specialize the program to address personal and career objectives.

**PROGRAM REQUIREMENTS**

The program requires 36 credits. Part-time students must complete the program within six years. Effective Spring 2018, this program will no longer accept applications.
CURRICULUM
All courses are 2 credits unless otherwise noted.

Business Foundations (12 credits)
BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.520.601 Decision Models
BU.350.620 Information Systems
BU.680.620 Operations Management
BU.510.601 Statistical Analysis

Functional Core (12 credits)
BU.330.790 Applied IS Architecture
BU.510.650 Data Analytics
BU.300.700 Developing Internet Systems and Services
BU.350.710 IT and Global Sourcing Strategy
BU.300.620 Managing Complex Projects
BU.330.705 Telecom Clouds and Mobile Applications

Elective Courses (12 credits)
Students choose 6 courses from the following:
BU.210.620 Accounting and Financial Reporting
BU.360.701 Competitive Intelligence
BU.610.705 Crisis Management
BU.330.730 Cybersecurity
BU.330.780 Data Science and Business Intelligence
BU.883.702 Emerging Frontiers in Health Technologies and Strategies
BU.152.710 Entrepreneurial Ventures
BU.610.750 Global Supply Chain Management
BU.883.701 Health Care Operations
BU.142.620 Leadership in Organizations
BU.520.620 Optimization Models

In addition to the elective courses listed above, MSIS students can select up to 2 courses (maximum 4 credits) from any area as part of the 12 elective credits. These courses must be approved by an academic advisor. The advisor-approved electives provide flexibility for students in tailoring their MSIS program.

Master of Science in Marketing

The Master of Science in Marketing (MSM) program is deeply committed to the enhancement and facilitation of each student’s career by combining a world-class education, with highly valuable practical experience.

The MSM curriculum incorporates the latest knowledge and technology in the field. Course offerings provide students with a thorough foundation in marketing theory,
analysis, and practical applications. The course sequence maximizes student learning by progressing logically from foundation and core theory to specific practice. The program focuses on the application of marketing theory, current and future trends, and state-of-the-art techniques required by marketing professionals for success in the global market.

PROGRAM REQUIREMENTS
The program requires 36 credits. Part-time MSM students must complete the program within six years.

CURRICULUM
All courses are 2 credits unless otherwise noted.

Business Foundations (12 credits)
BU.210.620 Accounting and Financial Reporting
BU.120.601 Business Communication
BU.132.601 Business Law
BU.131.601 Business Leadership and Human Values
BU.410.620 Marketing Management
BU.510.601 Statistical Analysis

Functional Core (6 credits)
BU.420.710 Consumer Behavior
BU.410.601 Marketing Research
BU.450.710 Marketing Strategy

Elective Courses (18 credits)
Students choose 9 courses from the following:
BU.420.730 Advanced Behavioral Marketing
BU.430.710 Branding and Marketing Communications
BU.460.710 Business-to-Business Marketing
BU.450.760 Customer Analytics
BU.420.720 Customer Relationship Management
BU.510.650 Data Analytics
BU.520.601 Decision Models
BU.450.630 Field Experiments: Innovation and Evidence for Business and Policy
BU.460.700 Integrated Digital Marketing
BU.460.730 New Product Development
BU.430.720 Pricing Analysis
BU.430.740 Sales Force and Channels of Distribution
BU.450.765 Social Media Analytics
BU.450.750 Strategic Market Intelligence
Master of Science in Real Estate and Infrastructure

The Master of Science in Real Estate and Infrastructure (MSREI) part-time program is ideal for mid-career real estate professionals with industry experience. Working with academic and practitioner faculty, students develop the knowledge and skills needed to take advantage of the latest developments in this fast-changing profession. This core curriculum integrates the study of the major disciplines that influence real estate decisions: market analysis, law, investment analysis, finance, and development. The part-time program is offered at the Washington D.C. and Harbor East, Baltimore, MD campuses with classes held in the evenings and on Saturdays.

PROGRAM REQUIREMENTS

The program requires 36 credits. Part-time MSREI students must complete the program within six years. In the first semester, optional workshops will be scheduled (usually on Saturdays).

Seats are available on a first come, first served basis. Session topics include: Excel for Real Estate Professionals, Becoming an Excel Power User, and ARGUS software. Additional information will be available prior to the beginning of the semester.

CURRICULUM

All courses are 2 credits unless otherwise noted.

Business Foundations (8 credits)

BU.120.601 Business Communication
BU.131.601 Business Leadership and Human Values
BU.231.620 Corporate Finance
BU.510.601 Statistical Analysis

Functional Core (18 credits)

BU.241.620 Design and Construction Feasibility
BU.230.640 Development Modeling and Risk Analysis
BU.241.735 Infrastructure Development for Sustainable Cities

BU.241.740 Project Finance and Public-Private Infrastructure Delivery
BU.242.720 Real Estate Capital Market Analysis
BU.234.610 Real Estate and Infrastructure Finance
BU.241.610 Real Estate Investment and Development
BU.132.615 Real Estate Legal Environment
BU.242.601 Real Estate Market Feasibility Study
Elective Courses (8 credits)

Students choose 4 courses from the following:

BU.241.750 Advanced Valuation and Investment Analysis

BU.241.725 Global Perspectives in Real Estate

BU.152.725 Real Estate Entrepreneurship

BU.242.715 Real Estate and Infrastructure Valuation

BU.242.710 Real Estate Funds and Portfolio Management

BU.242.701 Real Estate Investment Trusts: Analysis and Structuring

Capstone (2 credits)

BU.245.790 Real Estate and Infrastructure Capstone

BU.001.900 Continuation of Real Estate and Infrastructure

Dual Degree Programs

MBA/JD

The MBA/JD program is a dual degree offered by the University Of Maryland Carey School Of Law and the Johns Hopkins Carey Business School to prepare students for complex challenges in business, industry, commerce, government organizations, and the nonprofit sector. The dual-degree program will provide a unique opportunity to add another dimension to the educational preparation of students who seek management and leadership responsibilities in legal practice, financing and delivery of legal services, development of new legal services, establishing and managing law firms, as well as pursuing a career focused on law and business in national and international organizations and academic institutions. More information is available at carey.jhu.edu/academics/%20master-of-business-administration/dual-degree-programs/mba-jd.

PROGRAM REQUIREMENTS

Students complete 42 credits toward the MBA, which the Johns Hopkins Carey Business School provides, and will accept 12 credits transferred from University of Maryland Carey School Of Law to complete the 54-credit degree. Students complete 76 credits which University Of Maryland Carey School Of Law provides toward the JD and will accept 9 credits transferred from Johns Hopkins Carey Business School to complete the 85-credit degree. Dual degree recipients receive both diplomas upon completion of both programs.
ADMISSION

Applicants need to apply to both programs separately. For more information on University of Maryland Carey School of Law, please visit law.umaryland.edu/academics/program/dualdegree.html.

MBA/MD

The Johns Hopkins dual-degree MBA/MD program is structured as a five-year academic program, with students as full-time members of the medical school and the full-time MBA cohort as they progress through the program.

The program is designed to prepare physicians for leadership roles in medicine and in the health care industry. The proposed dual-degree program will give students a unique educational experience through the Genes to Society (GTS) medical school curriculum and Carey’s full-time Global MBA program. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-md.

PROGRAM REQUIREMENTS

For the Carey MBA program, students are required to complete 54 credits. Up to 12 credits from the MD electives can be applied to program requirements for the MBA electives, subject to review and approval of the MD/MBA Academic Program Committee. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Students applying to the MD/MBA program will be required to meet the admissions criteria of the JHU School of Medicine and be admitted to the MD program. Once students are accepted by the School of Medicine, they have an opportunity to apply for the MBA/MD program. The applications will be reviewed for business school admission.

MBA/Doctor of Nursing Practice

Students may pursue an MBA/Doctor of Nursing Practice offered through the School of Nursing and the Carey Business School. This area of study puts a nurse in rare company alongside leaders of health care or academic institutions setting a course for the future. Graduates of this program will be prepared to create and lead new models of care delivery for communities locally, across the nation, and around the world.

PROGRAM REQUIREMENTS

The program requires 66 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the Flexible MBA. Students have the option of pursuing their degree onsite, online, or in a combination of onsite and online. Course scheduling
allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply through the School of Nursing website. Please visit https://nursing.jhu.edu/admissions/apply/index.html

MBA/Master of Public Health

This unique, 22-month, full-time program of study will enable students to integrate the philosophies, functions, and competencies of the seemingly disparate fields of public health and business. Students in this program will acquire knowledge and skills in the principles of population-based health as well as finance and management, which will enable them to be effective managers and leaders in health-related agencies and organizations. Graduates will be able to assess the public health needs of a defined population; develop, analyze, and implement targeted health policies and programs; lead the process of change within one’s own organization and community; manage health care organizations to achieve identified goals; and communicate messages to targeted audiences.

More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-master-of-public-health.

PROGRAM REQUIREMENTS

The program requires 127 credits (MPH and MBA based on School of Public Health credit system). Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Applications for the combined degree program must be obtained from and submitted to the Johns Hopkins Bloomberg School of Public Health and will be reviewed by the admissions committees of both the Johns Hopkins Bloomberg School of Public Health and the Carey Business School. For more information, please visit jhsp.h.edu/academics/degree-programs/master-of-public-health/academic-overview/combined-degrees-and-programs.html.

MBA/MA in Communication

The Hopkins MBA/MA in Communication prepares managers in public and media relations, advertising, crisis communication, organizational development, and risk communication. It provides managers with the knowledge and skills to solve
communication problems in the workplace, use new media to transform existing business practices, reach out to media and clientele, and manage corporate images. This program enables communication professionals to expand their knowledge and skills in business and management, preparing them to lead nonprofit, public sector, or commercial enterprises. Students in these degrees complete both the professional managerial education requirements of the MBA and the advanced disciplinary requirements of a specialized MA in Communication. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-communications.

PROGRAM REQUIREMENTS

The program requires 60 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the MBA. Course scheduling allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply to the MBA/MA in Communication through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For information, please visit advanced.jhu.edu/academics/dual-degree-programs/communication-mba.

MBA/MA in Design Leadership

The MBA/MA in Design Leadership, in partnership with the Maryland Institute College of Art (MICA), enrolls students who want to be transformative business leaders at the highest levels by developing a next-generation approach to management and problem solving. Students’ backgrounds are likely to include business management, marketing, engineering, finance, art and design, architecture, fine arts, and other fields. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-design-leadership.

PROGRAM REQUIREMENTS

The MBA/MA in Design Leadership program is an 18- to 20-month, 66 credit program of study (42 MBA credits and 24 MA credits) that allows students to combine the skill sets of a traditional MBA with the design expertise increasingly needed in today’s complex business world. Dual degree recipients receive both diplomas upon completion of both programs.

BU.450.730 Design Thinking does not count toward elective credits within this program.
ADMISSION

Apply to the MBA/MA in Design Leadership through the Carey Business School. For more information, please visit carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-design-leadership.

MBA/MA in Government

The MBA/MA in Government prepares managers to move between the public and private sectors, or work for agencies that span the two. The program combines the public sector management strengths of the MA in Government with the private sector business savvy of the MBA. The MBA/MA in Government bridges the traditional separation of business leadership and public sector management. Advance your knowledge in government and politics, ethics, global economics, financial theory, and management, and set yourself apart from the competition in a career that overlaps public and private sectors. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ma-in-government.

PROGRAM REQUIREMENTS

The program requires 60 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the MBA. Course scheduling allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

For more information about the MBA/MA in Government with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences, visit advanced.jhu.edu/academics/%20dual-degree-programs/government-mba.

MBA/MS in Applied Economics

To allow students to better exploit the strong complementary nature between business and economics, the Carey Business School and the Johns Hopkins Zanvyl Krieger School of Arts and Sciences Applied Economics Program have eliminated the overlap between the MS in Applied Economics and the MBA. This enables students to earn both the MS degree and the MBA for fewer courses than if pursued separately.

PROGRAM REQUIREMENTS

The program requires 66 credits, 42 credits (24 credits Flex MBA Business Foundation and 18 credits of electives) for the MBA. Course scheduling allows for completion of the MBA
portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply to the MBA/MS in Applied Economics through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For more information, please visit advanced.jhu.edu/academics/dual-degree-programs/applied-economicsmba.

MBA/MS in Biotechnology

The MBA/MS in Biotechnology program teaches fundamental and advanced principles of both business and biotechnology that cover accounting, negotiation, finance, and regulatory and legal matters, as well as biochemistry, biostatistics, and bioinformatics. With a perspective informed both by business and science, students work and learn in a team-oriented cohort. They emerge from the program—offered jointly with the Johns Hopkins Zanvyl Krieger School of Arts and Sciences—possessing the expertise and the confidence to become innovative managers in the biotechnology field. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ms-in-biotechnology.

PROGRAM REQUIREMENTS

The program requires 60 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the MBA. Course scheduling allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply to the MBA/MS in Biotechnology through the Johns Hopkins Zanvyl Krieger School of Arts and Sciences. For more information, please visit advanced.jhu.edu/academics/dual-degree-programs/biotechnology-mba.

MBA/MS in Environmental Engineering

Students may pursue an MBA/MS of Environmental Engineering offered through the Whiting School’s Engineering for Professionals program (EP) and the Carey Business School. This area of study focuses on the design of collection and treatment processes for air, water, wastewater, and solid and hazardous waste, including study of the conceptual principles underlying biological, physical, and chemical treatment. Courses may be taken
in the two schools simultaneously or sequentially. Graduates will receive two degrees, one from each school. More information is available at carey.jhu.edu/academics/master-of-business-administration/dual-degree-programs/mba-ms-in-environmental-engineering.

PROGRAM REQUIREMENTS

The program requires 66 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the flexible MBA. Course scheduling allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply through the Whiting School’s Engineering for Professionals program website. Please visit ep.jhu.edu/programs-and-courses/programs/environmental-engineering.

MBA/MS in Environmental Engineering and Science

Students may pursue an MBA/MS in Environmental Engineering offered through the Whiting School’s Engineering for Professionals program (EP) and the Carey Business School. This area of study stresses the fundamental concepts of physics, chemistry, biology, and geology as applied in the context of environmental issues, with less emphasis on design and management. Courses may be taken in the two schools simultaneously or sequentially. Graduates will receive two degrees, one from each school.

PROGRAM REQUIREMENTS

The program requires 66 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the Flexible MBA. Course scheduling allows for completion of MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply through the Whiting School’s Engineering for Professionals program website. Please visit ep.jhu.edu/programs-and-courses/programs/environmental-engineering-and-science.
MBA/MS in Nursing Health Systems Management

Students may pursue an MBA/Master of Science in Nursing Health Systems Management offered through the School of Nursing and the Carey Business School. This area of study provides thoughtful, strong leaders within health systems the ability to blend an understanding of medical, economic, regulatory, and ethical standards to help set organizational policy and priorities within a high-functioning organization.

PROGRAM REQUIREMENTS

The program requires 65 credits, 42 credits (30 credits Flex MBA Business Foundation and 12 credits of electives) for the Flexible MBA. Students have the option of pursuing their degree onsite, online, or in a combination of onsite and online. Course scheduling allows for completion of the MBA portion of the program in 30 months. Students must complete the MBA portion within six years. A waived course must be replaced with an equivalent number of credits in an advanced course. Dual degree recipients receive both diplomas upon completion of both programs.

ADMISSION

Apply through the School of Nursing website, please visit nursing.jhu.edu/admissions/apply/index.html

GRADUATE AWARDS AND HONORS

Beta Gamma Sigma

Beta Gamma Sigma is the international honor society serving business programs accredited by AACSB International - The Association to Advance Collegiate Schools of Business. Membership in Beta Gamma Sigma is the highest recognition a business student anywhere in the world can receive in a business program accredited by AACSB International. Carey students in the top 20% of their class receive an invitation for membership.

Edward J. Stegman, CPA, Memorial Award

The Edward J. Stegman, CPA, Memorial Award for Excellence in Business Scholarship is named in memory of Edward J. Stegman, founder of Stegman & Company, who taught Business Economics and Accounting at Johns Hopkins University from 1928 until 1945. Since 1975, over 430 high-achieving graduating students have earned this prestigious award. The Award is currently presented to graduating students with the highest GPA in the full-time MBA program, the full-time MS programs, and the part-time graduate programs.
GRADUATE CERTIFICATE PROGRAMS

Graduate Certificate in Business of Health Care (Online only)

Note: This certificate program is no longer accepting new applicants or current students who wish to add a certificate.

The Johns Hopkins Business of Health Care Graduate Certificate, taught in conjunction with the Hopkins Schools of Medicine, Nursing, and Public Health, was designed primarily for two types of students:

- Leaders in medicine and health care who lack formal training in business
- Professionals seeking positions in medicine and health care who lack experience, or have not had formal training in leadership

The Business of Health Care Graduate Certificate provides students with a breadth of information related to health care and medicine from across Johns Hopkins, allowing them to specialize in areas of their choosing based on their electives. Each of the schools allow students who have completed the certificate program to apply credits earned toward specific degree programs. The choice of the program to which the credits may be applied will be driven in part by the electives chosen.

All courses in this program are online.

Course descriptions for courses offered by other schools within the University are available at sis.jhu.edu/classes. Please refer to the State-specific Information for Online Programs section in the Handbook portion for additional information about online classes. Course waivers are not permitted for this certificate.

CERTIFICATE REQUIREMENTS

Students are required to complete the Business of Health Care Graduate Certificate within three years. The certificate consists of six courses (12 credits). All courses are two credits.

REQUIRED COURSE
Carey Business School
BU.555.610 Leading Health Care Organizations
BU.550.605 Legal Foundations of Health Care

ELECTIVE COURSES
Carey Business School
BU.550.610 Health Care Financing

Bloomberg School of Public Health
(one of the following)
PH.309.600 Evaluating Quality Improvement and Patient Safety Programs
PH.221.637 Health Information Systems
ELECTIVE COURSES

Bloomberg School of Public Health
(continued)

PH.312.633 Health Management Information Systems
OR
BU.550.605 Legal Foundations of Health Care

PH.221.646 Health Systems in Low and Middle Income Countries

PH.300.651 Introduction to the U.S. Healthcare System

PH.317.605 Methods in Quantitative Risk Assessment

PH.309.730 Patient Safety and Medical Errors

PH.309.631 Population Health Informatics

PH.221.722 Quality Assurance Management Methods for Developing Countries

PH.311.615 Quality of Medical Care

NR.110.605 Leadership and Management in Health Care

NR.110.560 Program Evaluation and Development in Health Care

School of Medicine
(one of the following)

ME.600.900 Health Information Systems: Design to Deployment

ME.600.901 Health Sciences Informatics, Knowledge Engineering and Decision Support

ME.600.904 HIT Standards and Systems Interoperability

ME.600.902 Leading Change through Health IT

Final Elective (one of the following)

PH.309.600 Evaluating Quality Improvement and Patient Safety Programs

BU.550.610 Health Care Financing

PH.221.637 Health Information Systems

ME.600.900 Health Information Systems: Design to Deployment

PH.312.633 Health Management Information Systems

ME.600.901 Health Sciences Informatics, Knowledge Engineering and Decision Support

PH.221.646 Health Systems in Low and Middle Income Countries

ME.600.904 HIT Standards and Systems Interoperability

PH.300.651 Introduction to the U.S. Healthcare System
Final Elective (continued)

NR.110.605 Leadership and Management in Health Care

ME.600.902 Leading Change through Health IT

PH.221.707 Management of Health Systems in Developing Countries II

PH.317.605 Methods in Quantitative Risk Assessment

PH.309.730 Patient Safety and Medical Errors

PH.309.631 Population Health Informatics

NR.110.560 Program Evaluation and Development in Health Care

PH.221.722 Quality Assurance Management Methods for Developing Countries

PH.311.615 Quality of Medical Care

Course descriptions for courses offered by other schools within the University are available at sis.jhu.edu/classes.

BU = Classes offered at Carey Business School

ME = Classes offered at the School of Medicine

NR = Classes offered at the School of Nursing

PH = Classes offered at the School of Public Health

Graduate Certificate in Financial Management

The financial markets have evolved dramatically in recent decades through the development of new financial instruments and techniques, integration of global markets, and advancements in information technology. The growth of global financial markets and rapid development of advanced analytical tools make the study of finance increasingly vital. In today’s fast-paced, uncertain economic environment, financial managers require a sophisticated, global understanding of theory and analytical tools to make the right decision in a particular financial situation.

This certificate program is designed to prepare a student for a career in corporate financial management. This program is designed to give students a broad, thorough, and up-to-date foundation in finance and the practical tools needed to thrive as effective financial managers. The curriculum provides students with a strong foundation in financial theory, as well as technical skills, and a unique opportunity to develop analytical skills and critical thinking abilities by integrating theory into practice.
CERTIFICATE REQUIREMENTS

Students have the option of pursuing the certificate onsite, online, or in a hybrid format. Please note, online and hybrid students must start the program in fall or spring. Students are required to complete the Graduate Certificate in Financial Management within three years. The certificate consists of eight courses (16 credits). All courses are two credits. Course waivers are not permitted for this certificate.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.620</td>
<td>Accounting and Financial Reporting+</td>
</tr>
<tr>
<td>BU.510.601</td>
<td>Statistical Analysis+</td>
</tr>
<tr>
<td>BU.231.620</td>
<td>Corporate Finance+</td>
</tr>
<tr>
<td>BU.231.720</td>
<td>Corporate Governance+</td>
</tr>
<tr>
<td>BU.230.620</td>
<td>Financial Modeling and Valuation+</td>
</tr>
<tr>
<td>BU.232.701</td>
<td>Investments+</td>
</tr>
</tbody>
</table>

**Elective Courses**

Chose 2 of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.650</td>
<td>Advanced Financial Accounting+</td>
</tr>
<tr>
<td>BU.220.610</td>
<td>The Firm &amp; the Macroeconomy+</td>
</tr>
<tr>
<td>BU.220.620</td>
<td>Economics for Decision Making+</td>
</tr>
<tr>
<td>BU.220.720</td>
<td>Financial Econometrics</td>
</tr>
<tr>
<td>BU.230.710</td>
<td>Quantitative Financial Analysis+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.230.730</td>
<td>Managing Financial Risk+</td>
</tr>
<tr>
<td>BU.230.750</td>
<td>Financial Crises &amp; Contagion+</td>
</tr>
<tr>
<td>BU.231.710</td>
<td>Financial Institutions+</td>
</tr>
<tr>
<td>BU.231.740</td>
<td>Mergers &amp; Acquisitions+</td>
</tr>
<tr>
<td>BU.231.790</td>
<td>Advanced Corporate Finance+</td>
</tr>
<tr>
<td>BU.232.650</td>
<td>Continuous Time Finance</td>
</tr>
<tr>
<td>BU.232.710</td>
<td>Derivatives+</td>
</tr>
<tr>
<td>BU.232.720</td>
<td>Fixed Income+</td>
</tr>
<tr>
<td>BU.232.730</td>
<td>Wealth Management+</td>
</tr>
<tr>
<td>BU.232.750</td>
<td>Advanced Portfolio Management+</td>
</tr>
<tr>
<td>BU.232.790</td>
<td>Advanced Hedge Fund Strategies</td>
</tr>
<tr>
<td>BU.233.730</td>
<td>Entrepreneurial Finance+</td>
</tr>
<tr>
<td>BU.510.650</td>
<td>Data Analytics+</td>
</tr>
<tr>
<td>BU.520.710</td>
<td>Big Data Machine Learning</td>
</tr>
</tbody>
</table>

+Designates courses that are available online.

Note: MS in Finance and MBA students may add either the Graduate Certificate in Financial Management or the Graduate Certificate in Investments, but not both.
Graduate Certificate in Investments

Mutual funds, trust departments, brokerage firms, and investment bankers require professionally trained financial managers. Today’s fast-paced, technology-driven investment environment demands that market participants understand and employ the latest financial tools and techniques.

The Graduate Certificate in Investments is designed to meet the demands of professionals in the rapidly developing field of investments and finance. The curriculum is both rigorous and contemporary, applying modern investment theory to real-world scenarios. Case studies and projects are used at various points of the curriculum. The certificate program is structured to complement preparation for the Chartered Financial Analyst (CFA) examinations.

CERTIFICATE REQUIREMENTS

Students have the option of pursuing the certificate onsite, online, or in a hybrid format. Please note, online and hybrid students must start the program in fall or spring. Students are required to complete the Graduate Certificate in Investments within three years. The certificate consists of eight courses (16 credits). All courses are two credits. Course waivers are not permitted for this certificate.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.210.620</td>
<td>Accounting and Financial Reporting+</td>
</tr>
<tr>
<td>BU.231.620</td>
<td>Corporate Finance+</td>
</tr>
<tr>
<td>BU.232.710</td>
<td>Derivatives+</td>
</tr>
<tr>
<td>BU.232.720</td>
<td>Fixed Income+</td>
</tr>
<tr>
<td>BU.232.701</td>
<td>Investments+</td>
</tr>
<tr>
<td>BU.232.701</td>
<td>Statistical Analysis</td>
</tr>
</tbody>
</table>

**Elective Courses** Chose 2 of the following:

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU.231.790</td>
<td>Advanced Corporate Finance+</td>
</tr>
<tr>
<td>BU.210.650</td>
<td>Advanced Financial Accounting+</td>
</tr>
<tr>
<td>BU.232.790</td>
<td>Advanced Hedge Strategies</td>
</tr>
<tr>
<td>BU.232.750</td>
<td>Advanced Portfolio Management+</td>
</tr>
<tr>
<td>BU.520.710</td>
<td>Big Data Machine Learning</td>
</tr>
<tr>
<td>BU.232.650</td>
<td>Continuous Time Finance</td>
</tr>
<tr>
<td>BU.231.720</td>
<td>Corporate Governance+</td>
</tr>
<tr>
<td>BU.510.650</td>
<td>Data Analytics+</td>
</tr>
<tr>
<td>BU.220.620</td>
<td>Economics for Decision Making+</td>
</tr>
<tr>
<td>BU.233.730</td>
<td>Entrepreneurial Finance+</td>
</tr>
<tr>
<td>BU.230.750</td>
<td>Financial Crises &amp; Contagion+</td>
</tr>
<tr>
<td>BU.220.720</td>
<td>Financial Econometrics</td>
</tr>
<tr>
<td>BU.231.710</td>
<td>Financial Institutions+</td>
</tr>
<tr>
<td>BU.230.620</td>
<td>Financial Modeling &amp; Valuation+</td>
</tr>
</tbody>
</table>
Elective Courses (continued)

BU.220.610 The Firm & the Macroeconomy+
BU.230.710 Quantitative Financial Analysis
BU.231.740 Mergers & Acquisitions+
BU.230.730 Managing Financial Risk+
BU.232.730 Wealth Management

+Designates courses that are available online.

Note: MS in Finance and MBA students may add either the Graduate Certificate in Financial Management or the Graduate Certificate in Investments, but not both.

Graduate Certificate in Financial Management or Graduate Certificate in Investments and MS in Applied Economics

Students may pursue an MS in Applied Economics and a Graduate Certificate in Financial Management or in Investments, taught in conjunction with the Zanvyl Krieger School of Arts and Sciences. Those interested, including current students of either school, should apply to the Dual MS Degree in Applied Economics/Graduate Certificate in Financial Management or in Investments through Advanced Academic Programs. The Carey Graduate Certificate in Investments accompanies preparation for the Chartered Financial Analyst (CFA) examination, which is preserved in the Dual Diploma program. Interested students should contact carey.admissions@jhu.edu.

CERTIFICATE REQUIREMENTS

Students have the opportunity to earn both the MS in Applied Economics and a Graduate Certificate in Financial Management or in Investments for a total of 15 courses, eight at Arts and Sciences (Applied Economics) and seven at Carey. Additional information regarding the Graduate Certificate and MS requirements is available at http://carey.jhu.edu/academics/certificate-programs/ms-in-applied-economics-financial-management-or-investments-certificate
FACULTY AND ADMINISTRATION

CAREY BUSINESS SCHOOL FACULTY
To view our faculty directory, visit carey.jhu.edu/faculty-research/faculty-directory/

CAREY BUSINESS SCHOOL ADMINISTRATION

Bernard T. Ferrari  
*Dean*

Kevin Frick  
*Vice Dean for Education*

Valerie Suslow  
*Vice Dean for Faculty and Research*

Glen Steinbach  
*Senior Associate Dean for Finance and Administration*

Greg Bowden  
*Associate Dean for Development*

Kiera Hynninen  
*Associate Dean for Global Marketing and Communications*

TBD  
*Associate Dean for Admissions and Academic Programs*

D. Jill Green  
*Associate Dean for Student Development*

Oksana Carlson  
*Assistant Dean for Global Collaborations*

Pamela Williams  
*Assistant Dean for Executive Education*

Johns Hopkins University Administration

PRESIDENT’S CABINET

Ronald J. Daniels  
*President*

Kerry A. Ates  
*Vice President and Chief of Staff*

Andrew Conner  
*Interim Vice President, Investments and Chief Investment Officer*

Heidi E. Conway  
*Vice President for Human Resources*

Daniel G. Ennis  
*Senior Vice President for Finance and Administration*

Andrew B. Frank  
*Special Adviser to the President of Economic Development*

Helene T. Grady  
*Vice President for Planning and Budget*

Charlene Moore Hayes  
*Senior Executive for Human Capital Strategy*

Keith O. Hill  
*Vice President for Corporate Security*
Jason Kravitz  
*Senior Adviser to the President for Communications*

Sunil Kumar  
*Provost and Senior Vice President for Academic Affairs*

Thomas S. Lewis  
*Vice President for Government and Community Affairs*

Maureen Marsh  
*Secretary of the Board of Trustees*

Robert McLean  
*Vice President for Facilities and Real Estate*

Catherine Pierre  
*Interim Vice President for Communications*

Paul Pineau  
*Vice President and General Counsel*

Stephanie L. Reel  
*Vice Provost for Information Technology and Chief Information Officer*

Stephen M. Ruckman  
*Senior Adviser to the President for Policy*

Fritz W. Schroder  
*Vice President for Development and Alumni Relations*

Christy Wyskiel  
*Senior Advisor to the President for Enterprise Development*

**DEANS AND DIRECTORS**

Mariale Hardiman  
*Interim Dean of the School of Education*

Fred Bronstein  
*Dean of the Peabody Institute*

Patricia M. Davidson  
*Dean of the School of Nursing*

Bernard T. Ferrari  
*Dean of the Carey Business School*

Elaine T. Hansen  
*Executive Director of the Center for Talented Youth*

Michael J. Klag  
*Dean of the Bloomberg School of Public Health*

Vali R. Nasr  
*Dean of the Paul H. Nitze School of Advanced International Studies*

Paul B. Rothman  
*Frances Watt Baker and Lenox D. Baker Jr. Dean of the School of Medicine*

T.E. Schlesinger  
*Benjamin T. Rome Dean of the G.W.C. Whiting School of Engineering*

Ralph D. Semmel  
*Director of the Applied Physics Laboratory*

Winston Tabb  
*Sheridan Dean of University Libraries and Museums*
Beverly Wendland  
*James B. Knapp Dean of the Zanvyl Krieger School of Arts and Science*

**JOHNS HOPKINS UNIVERSITY BOARD OF TRUSTEES**

Dr. Ashok Agarwal  
Mr. Anthony A. Anderson  
Mr. James K. Anderson  
Mr. Jeffrey H. Aronson  
Ms. Janie E. "Liza" Bailey  
Mr. Jeffrey S. Barber  
Ms. Chaomei Chen  
Ms. Renee Y. Chenault-Fattah  
Mr. Charles Clarvit  
Mr. Blake L. Cordish  
Ms. Susan Daimler  
Mr. Ronald J. Daniels  
Mr. Andreas C. Dracopoulos  
Mr. Roger C. Faxon  
Mr. Louis J. Forster  
Dr. Allyson H. Handley  
Ms. Taylor Hanex  
Mr. Michael D. Hankin  
Mr. David C. Hodgson  
Dr. Charles J. Homcy  
Dr. Bahija Jallal  
Mr. Solomon J. Kumin  
Mr. Ethan D. Leder  
Mr. Ross Margolies  
Dr. Stephen G. Moore  
Ms. Heather H. Murren  
Mr. David P. Nolan  
Ms. Sarah Brown O'Hagan  
Ms. Karen B. Peetz  
Mr. Brian C. Rogers  
Mr. Marshal L. Salant  
Mr. Charles W. Scharf  
Mr. Charles P. Scheeler  
Mr. Mayo A. Shattuck III  
Mr. William J. Stromberg  
Mr. James L. Winter  
Mr. David P. Yaffe

**TRUSTEES EMERITI**

Mr. Robert J. Abernethy  
Mr. Leonard Abramson  
Mr. Peter G. Angelos  
Mr. C. Michael Armstrong  
Mr. Norman R. Augustine  
Dr. Lenox D. Baker Jr.  
Mr. H. Furlong Baldwin  
Dr. Jeremiah A. Barondess  
Dr. Ernest A. Bates  
Mr. David H. Bernstein  
Ms. Paula E. Boggs  
Ms. Aurelia G. Bolton  
Mr. George L. Bunting Jr.  
Ms. Constance R. Caplan  
Mr. Anthony W. Deering
APPENDIX A

STUDENT AFFAIRS OFFICES

Advanced Academic Programs

Briggs S. Rolfsrud, Associate Director Student & Faculty Services
1717 Massachusetts Ave NW, Suite 104-F, Washington, DC 20036
Telephone: 202-452-0983
Email: brolfsrud@jhu.edu

Carey Business School

Bobbie Tchopev, Director, Student Services
Johns Hopkins Carey Business School
100 International Drive
Baltimore, MD 21202-1099
Phone: 410-234-9245
Email: bobbie@jhu.edu

School of Education

Jennifer Eddinger, Interim Student Relations Officer
6740 Alexander Bell Drive
Columbia, MD 21046
Phone: 410-516-9734
Email: jeddinger@jhu.edu

KSAS and WSE

Tiffany Sanchez
Interim Dean of Students Homewood Campus
Baltimore, MD 21218
Phone: 410-516-8208
Email: tsanchez@jhu.edu

Renee Eastwood
Director of Graduate and Postdoctoral Academic Affairs
Krieger School of Arts & Sciences
614 Wyman Park Building Johns Hopkins University
Phone: 410-516-8477
Email: rseitz5@jhu.edu

Office of Graduate Academic Affairs Whiting School of Engineering
Rm 103 Shaffer Hall Johns Hopkins University
Main phone: 410-516-0764
Tom Koenig, Associate Dean for Student Affairs, Assistant Professor, Department of General Psychiatry
Broadway Research Building (BRB), Room 137, 733 North Broadway
Baltimore, MD 21205-1832
Telephone: 410-955-3419
Email: tkoenig@jhmi.edu

Carolyn Machamer, Professor
Wood Basic Science Building (WBSB), Room 104
725 North Wolfe Street, Baltimore, MD 21205
Telephone: 410-955-1809
Email: machamer@jhmi.edu

School of Nursing
Associate Dean of Enrollment Management and Student Affairs
525 North Wolfe Street
Baltimore, MD 21205
Telephone: 410-955-7545

Peabody
Kyley Sommer, Director of Student Affairs
One East Mount Vernon Place, Unger Lounge Plaza Level, Baltimore, MD 21202
Telephone: 667-208-6071
Email: ksommer@jhu.edu

SAIS
Noemi Crespo Rice, Chief Student Affairs Officer
1740 Massachusetts Avenue, N.W., Suite #: 305
Washington, DC 20036
Telephone: 202-663-5707
Electronic Mail: noemi.crespo@jhu.edu
### APPENDIX B

**CAMPUS SECURITY & LOCAL LAW ENFORCEMENT AUTHORITIES**

<table>
<thead>
<tr>
<th>Campus</th>
<th>Agency/Office</th>
<th>Non-Emergency</th>
<th>Emergency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homewood Campus</td>
<td>Campus Safety &amp; Security</td>
<td>410.516.4600</td>
<td>410.516.7777</td>
</tr>
<tr>
<td></td>
<td>Shriver Hall, 3400 N. Charles St.</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Baltimore Police Department</td>
<td>410.396.2455</td>
<td>911</td>
</tr>
<tr>
<td>Peabody Campus</td>
<td>Campus Security</td>
<td>410.234.4605</td>
<td>410.234.4600</td>
</tr>
<tr>
<td></td>
<td>Schapiro House Basement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Baltimore Police Department</td>
<td>410.396.2411</td>
<td>911</td>
</tr>
<tr>
<td>JHMI East Baltimore Campus</td>
<td>Corporate Security</td>
<td>410.614.3473</td>
<td>410.955.5585</td>
</tr>
<tr>
<td></td>
<td>550 North Broadway, Suite 503</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Baltimore Police Department</td>
<td>410.396.2433</td>
<td>911</td>
</tr>
<tr>
<td>Bayview Medical Campus</td>
<td>Local Baltimore Police Department</td>
<td>410.396.2422</td>
<td>911</td>
</tr>
<tr>
<td>Carey Business School (Harbor East)</td>
<td>Campus Security</td>
<td>410.234.9301</td>
<td>410.234.9300</td>
</tr>
<tr>
<td></td>
<td>Local Baltimore Police Department</td>
<td>410.396.2411</td>
<td>911</td>
</tr>
<tr>
<td>Columbia Center Campus</td>
<td>Director of Campus Operations</td>
<td>410.516.9700</td>
<td>410.516.9700</td>
</tr>
<tr>
<td></td>
<td>Local Howard County Police Dept.</td>
<td>410.313.2929</td>
<td>911</td>
</tr>
<tr>
<td>Montgomery County Campus</td>
<td>Campus Security</td>
<td>301.294.7191</td>
<td>301.294.7191</td>
</tr>
<tr>
<td></td>
<td>Local Montgomery County Police</td>
<td>301.279.8000</td>
<td>911</td>
</tr>
<tr>
<td>Applied Physics Center</td>
<td>Campus Security Services Department</td>
<td>443.778.7575</td>
<td>443.778.7575</td>
</tr>
<tr>
<td></td>
<td>Local Howard County Police Dept.</td>
<td>410.313.3700</td>
<td>911</td>
</tr>
<tr>
<td>Washington D.C. Campus</td>
<td>SAIS Security/Allied Barton</td>
<td>202.663.7796</td>
<td>202.663.7796</td>
</tr>
<tr>
<td></td>
<td>Local Metropolitan Police Dept.</td>
<td>202.737.4404</td>
<td>911</td>
</tr>
<tr>
<td>Bologna Campus</td>
<td>Finance and Administration</td>
<td>39.051.2917.811</td>
<td>39.051.2917.811</td>
</tr>
<tr>
<td></td>
<td>Local State Police</td>
<td>113</td>
<td>113</td>
</tr>
<tr>
<td>Nanjing Campus</td>
<td>American Co-director</td>
<td>86.25.8359.2436</td>
<td>86.25.8359.2436</td>
</tr>
<tr>
<td></td>
<td>Local Nanjing Public Security Bureau</td>
<td>84420009</td>
<td>84420009</td>
</tr>
</tbody>
</table>
APPENDIX C

CONFIDENTIAL RESOURCES

The Johns Hopkins University Counseling Center
Serves full-time undergraduate and graduate students from KSAS, WSE, and Peabody without charge.
3003 N. Charles Street, Suite S-200 Baltimore, Maryland 21218
410.516.8278  web.jhu.edu/counselingcenter

Johns Hopkins Student Assistance Program (JHSAP)
Serves graduate and professional students, and immediate family members, without charge.
East Baltimore Campus  Johns Hopkins @ Eastern
550 North Broadway  1101 East 33rd Street, Suite C100
Baltimore, MD 21205  Baltimore, MD 21218
443.287.7000  jhsap.org

UHS University Mental-Health Services
Serves BSPH, SOM, and SON students, residents, fellows, and trainees and their spouses or domestic partners.
410.955.1892 Available by telephone 24/7.
Press “0” to speak with the on-call psychiatrist in an emergency.

Faculty and Staff Assistance Program (FASAP)
Serves faculty and staff, and immediate family members, without charge.
East Baltimore Campus  Johns Hopkins @ Eastern
550 North Broadway  1101 East 33rd Street, Suite C100
Baltimore, MD 21205  Baltimore, MD 21218
Telephone: 443.997.7000
hopkinsworklife.org/employee_assistance/fasap/

*Other locations include Bayview, Columbia, and Washington, D.C.

JHU Sexual Assault Helpline
Students may talk with an on-call counselor 24/7. 410-516-7333

Sexual Assault Specialist
Serves as a confidential source for students or helps students navigate reporting.
Alyse Campbell
340 North Charles Street AMR 2, Baltimore, MD 21218
410-516-8396  acampb39@jhu.edu

Chaplain, Bunting Meyerhoff Interfaith and Community Service Center
Baltimore, MD 21218
Telephone: 410-516-1880
## Appendix D Schedules and Charts

### Schedule A: Billing Cycles—April 2018 through May 2019
JHU Carey Business School

<table>
<thead>
<tr>
<th>The Bill Covers Charges and Payments Applied to Your Student Account Between the Following Dates</th>
<th>Date when the electronic bill is presented on the Web</th>
<th>Statement Due Date**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Summer 2018</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 12, 2018 - May 9, 2018</td>
<td>May 10, 2018</td>
<td>July 1, 2018</td>
</tr>
<tr>
<td>May 10, 2018 - June 13, 2018</td>
<td>June 14, 2018</td>
<td>July 1, 2018</td>
</tr>
<tr>
<td><strong>Summer Intensive</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fall 2018</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>April 12, 2018 - May 9, 2018</td>
<td>July 12, 2018</td>
<td>September 1, 2018</td>
</tr>
<tr>
<td>May 10, 2018 - June 13, 2018</td>
<td>July 12, 2018</td>
<td>September 1, 2018</td>
</tr>
<tr>
<td>June 14, 2018 - July 11, 2018</td>
<td>July 12, 2018</td>
<td>September 1, 2018</td>
</tr>
<tr>
<td>July 12, 2018 - August 8, 2018</td>
<td>August 9, 2018</td>
<td>September 1, 2018</td>
</tr>
<tr>
<td>August 9, 2018 - September 12, 2018</td>
<td>September 13, 2018</td>
<td>October 1, 2018</td>
</tr>
<tr>
<td>September 13, 2018 - October 10, 2018</td>
<td>October 11, 2018</td>
<td>October 28, 2018</td>
</tr>
<tr>
<td><strong>Spring 2019</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>October 11, 2018 – November 14, 2018</td>
<td>November 15, 2018</td>
<td>February 1, 2019</td>
</tr>
<tr>
<td>November 15, 2018 -December 12, 2018</td>
<td>December 13, 2018</td>
<td>February 1, 2019</td>
</tr>
<tr>
<td>December 13, 2018 - January 9, 2019</td>
<td>January 10, 2019</td>
<td>February 1, 2019</td>
</tr>
<tr>
<td>January 10, 2019- February 13, 2019</td>
<td>February 14, 2019</td>
<td>March 1, 2019</td>
</tr>
<tr>
<td>February 14, 2019 - March 13, 2019</td>
<td>March 14, 2019</td>
<td>April 1, 2019</td>
</tr>
<tr>
<td>March 14, 2019 - April 10, 2019</td>
<td>April 11, 2019</td>
<td>May 1, 2019</td>
</tr>
</tbody>
</table>

**DUE DATES AS THEY APPEAR ARE SUBJECT TO CHANGE**
<table>
<thead>
<tr>
<th>Semester</th>
<th>Payment Plan Enrollment Start Date</th>
<th>Payment Plan Enrollment End Date</th>
<th>First Payment Due</th>
<th>Payment Plan Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Summer 2018</td>
<td>March 26, 2018</td>
<td>June 15, 2018</td>
<td>June 15, 2018</td>
<td>TWO installments due the 15th of each month. First payment due June 15th; remaining balance due on July 15th.</td>
</tr>
<tr>
<td>Annual Plan for Full-time Programs</td>
<td>March 26, 2018</td>
<td></td>
<td>Aug 15, 2018</td>
<td>TEN installments due the 15th of each month. First payment due Aug 15th; remaining balance due on the 15th of Sept, Oct, Nov, Dec, Jan, Feb, Mar, April, and May.</td>
</tr>
</tbody>
</table>

To enroll in a monthly payment plan, contact Tuition Management Systems (TMS) either by phone at 1-888-713- 7238 or visit their website at [www.afford.com/jhucarey](http://www.afford.com/jhucarey).
<table>
<thead>
<tr>
<th>No notation on transcript if student drops course</th>
<th>January intersession prior to the 3rd class session</th>
<th>Courses that meet 8 class sessions (including Online courses) prior to the 3rd class session (Before 11:59pm Eastern Time on the 14th day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Withdrawn (&quot;W&quot;) noted on transcript if student withdraws from course</td>
<td>from the 3rd and prior to the 4th class session</td>
<td>from the 3rd and prior to the 4th class session (After 12:00am Eastern Time on the 15th day and before 11:59pm Eastern Time on the 22nd day)</td>
</tr>
<tr>
<td>Student may not withdraw from a course</td>
<td>once the 4th session begins</td>
<td>once the 4th session begins (After 12:00am Eastern Time on the 21st day)</td>
</tr>
<tr>
<td>Refund</td>
<td>January Intersession</td>
<td>Courses that meet 8 sessions</td>
</tr>
<tr>
<td>--------</td>
<td>----------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>100%</td>
<td>From the day of registration to the beginning of the 1\textsuperscript{st} class session, 1\textsuperscript{st} day of orientation for full time programs or the end of the 1\textsuperscript{st} day of the session for online courses.</td>
<td>Prior to the 2\textsuperscript{nd} class session</td>
</tr>
<tr>
<td>100%</td>
<td>Prior to the 2\textsuperscript{nd} class session</td>
<td>Prior to the 2\textsuperscript{nd} class session and prior to the 3\textsuperscript{rd} class session</td>
</tr>
<tr>
<td>70%</td>
<td>from the 2\textsuperscript{nd} class session and prior to the 3\textsuperscript{rd} class session</td>
<td>from the 2\textsuperscript{nd} class session and prior to the 3\textsuperscript{rd} class session</td>
</tr>
<tr>
<td>50%</td>
<td>from the 3\textsuperscript{rd} class session and prior to the 4\textsuperscript{th} class session</td>
<td>from the 3\textsuperscript{rd} class session and prior to the 4\textsuperscript{th} class session</td>
</tr>
<tr>
<td>0%</td>
<td>once the 4\textsuperscript{th} class begins there is no refund</td>
<td>once the 4\textsuperscript{th} class begins there is no refund</td>
</tr>
</tbody>
</table>

Exceptions to the Refund Policy: Students who experience events beyond their control may request an exception to the course refund policy by submitting a General Petition Form to the Registrar’s Office. Petitions must be submitted in the same semester in which the course was taken, and must be accompanied by documentation of the circumstances leading to the request. Students who experience severe medical problems, a death in their immediate family, or who are called into active military duty may receive a 100% refund. Other requests will be reviewed on a case-by-case basis, and refund amounts (if awarded) will be decided by the Registrar. Petitions are reviewed monthly, and notification of the final decision is sent to the student by email.

The General Petition Form can be downloaded at [carey.jhu.edu/uploads/documents/PETFORM2017.pdf](http://carey.jhu.edu/uploads/documents/PETFORM2017.pdf) and mailed with supporting documentation to the Registrar’s Office, Johns Hopkins Carey Business School, 100 International Drive, Baltimore, MD 21202, faxed to 410-800-4096, or emailed to [carey.registration@jhu.edu](mailto:carey.registration@jhu.edu).

**Full-Time Students**

A full-time student who is academically suspended or receives an honor code violation, and required to leave Carey for a semester or permanently, will not receive a refund for tuition charged at the time of the suspension, during a semester. A prorated portion of the tuition will be applied to future semesters based on the refund schedule for academically suspended students. If a student fails to return or is dismissed permanently, no refund will be given. In instances where a student is receiving federal financial aid, the aid will be recalculated and refunded to the federal government. The student is still responsible for the entirety of the tuition.

In order to receive the degree for the full-time students program of study, the student must pay the entire published cost of the tuition regardless of the number of terms needed to complete the degree.