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Faculty Support from the **Batten Institute**

**The Batten Institute supports
Darden faculty whose research and
teaching address consequential
questions related to
Entrepreneurship, Innovation and
Technology**

About the Batten Institute: Established in 1999 with an unprecedented gift from entrepreneur and philanthropist Frank Batten Sr., the Batten Institute advances research and education around entrepreneurship, innovation, and technology at the Darden School of Business.

In addition to supporting faculty, the Institute has a wide range of student-facing programs to foster the development of purpose-driven entrepreneurial leaders. Research support from Batten is managed through the Office of Research Support.



DARDEN
Batten Institute

To learn more, visit <https://www.darden.virginia.edu/batten-institute>

To discuss how the Institute can help with Thought Leadership, please contact

Omar Garriott

Executive Director, Batten Institute

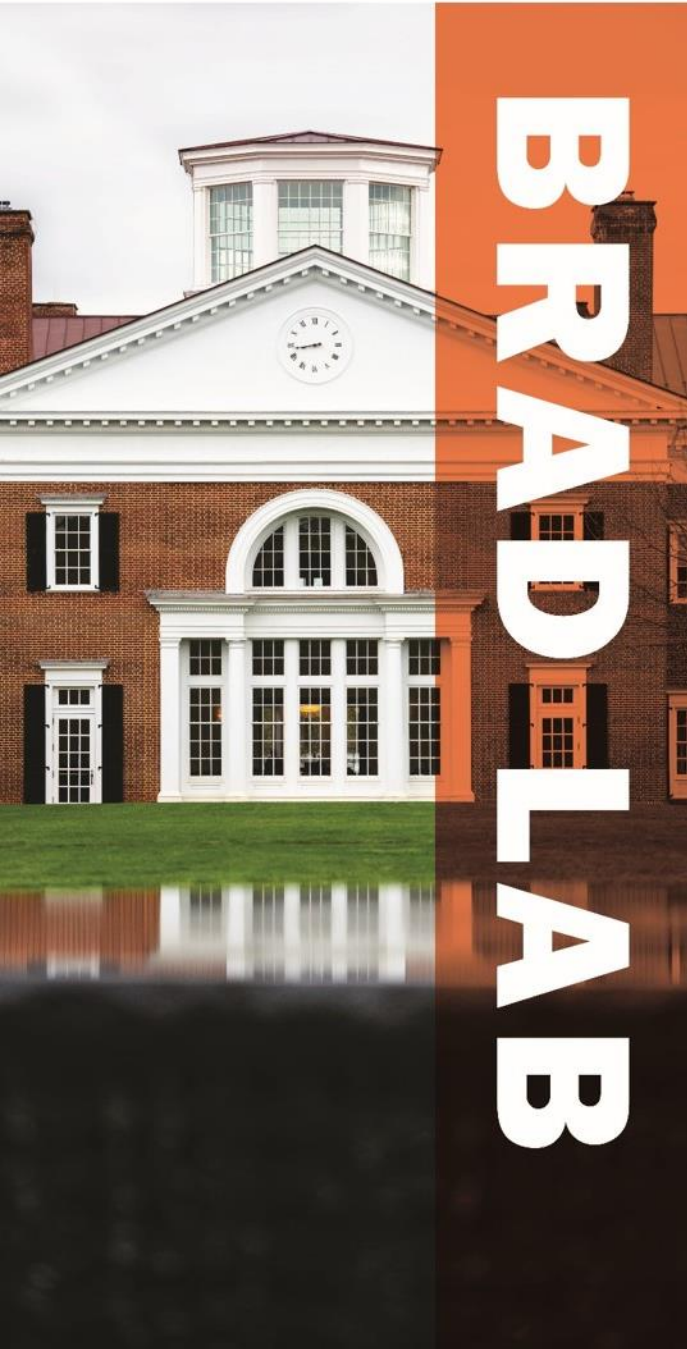
GarriotO@darden.virginia.edu



UNIVERSITY
of VIRGINIA

DARDEN SCHOOL
of BUSINESS

Behavioral Research
at Darden Lab



BRAD LAB

**GET PAID TO
BE YOURSELF
RESEARCHER GUIDE**

ABOUT BRAD LAB

Darden's BRAD Lab is an interdisciplinary laboratory supporting the application of behavioral science to business and society. We are a part of the Office of Research Services (ORS). We serve to further the development and application of behavioral research across disciplines.

The BRAD Lab exists to help a wide variety of faculty, researchers, postdocs, and doctoral students at Darden and across UVA Grounds conduct behavioral research. The lab is located on the Ground Floor of the Darden Camp Library Building at the Darden School of Business.

*To learn more about the lab, please visit:
<https://www.darden.virginia.edu/brad-lab>*

TEAM

If you have questions, contact our team at bradadmin@arden.virginia.edu. If you would like to receive a tour of the lab space, please email us in advance to set up a time. Our team looks forward to helping you achieve your research goals.

ORNUMA WAWSRI, MBA

Director

DANIELLE GODFREY

Lab Manager

SELINE DEGROOT

Research Specialist



SERVICES

- Advising on experimental design, including IRB protocol submission
- Advising, coordinating, and managing behavioral research projects
- Coordinating with partners to secure the space, equipment, technologies, and logistics behind running online and in-lab studies
- Creating study protocols, checking surveys, and ensuring that all elements of conducting studies are tested and in place
- Providing a human subjects pool. Conducting marketing activities to recruit study participants from UVA and the broader community
- Maintaining, updating, and managing recruiting software and Intelligent Video Solutions
- Training researchers on how to use subject pool software and other related technologies
- Recruiting, training, and supervising research assistants to support execution of online and in-lab studies
- Assisting researchers with securing participant fees for in-lab studies
- Connecting researchers to combine studies and resources to maximize efficiency and reduce costs

FACILITIES

SPACE

- Research Computer Lab
- Control Room with two-way mirror
- 3 Small Research Labs
- 3 Large Research Labs

HARDWARE

- 24 Computer Stations
- 24 Headphone Sets
- VALT IVS Audio/Video Recording System: HIPAA compliant, installed throughout lab space
- 65" Samsung TU7000 TV



RESEARCH STUDY GUIDE

The following information describes best practices when using the BRAD Lab to conduct behavioral research experiments.

1. COMPLETE CITI TRAINING

Before conducting behavioral research at the University of Virginia as well as at the BRAD Lab, you are required to complete the Institutional Review Board (IRB) Collaborative Institutional Training Initiative (CITI) training for Social & Behavioral Sciences (IRB-SBS) at UVA. Please [click here](#) for instructions on completing IRB-SBS CITI Training.

2. CONTACT US (EARLY)

Before submitting your IRB protocol, please contact the BRAD Lab Director or the BRAD Lab Manager to discuss the feasibility of your study. This meeting will help us to better assist you with your study design, as well as understand your need for research assistants and other resources. We can help to ensure your logistics, costs, and other study details are feasible given our space configurations. We will also begin the process of reserving the appropriate space(s) for your study. The earlier you let us know your plan, the better we can help you.

3. SUBMIT IRB PROTOCOL

All research run through the BRAD Lab must receive UVA IRB-SBS approval.^{*} The protocol review process is completely online through the IRB iProtocol portal. Please click [here](#) to access the iProtocol portal.

4. SUBMIT STUDY PROJECT PROPOSAL FORM

After you have received your IRB approval, please contact us and submit a formal request to use the BRAD Lab via the [study project proposal form](#).

5. MEET TO DISCUSS RESEARCH

After receiving your study project proposal form, the BRAD Lab team will contact you to begin the process of final preparation and execution of your study. This includes developing a research protocol, training research assistants, recruiting participants, and securing all necessary resources essential to executing your study.

6. RUN THE STUDY

We can assist you with overseeing the execution of your study. This includes scheduling participants, management of communication to participants, supervising research assistants, troubleshooting issues, and distributing compensation.

^{}There are two IRB offices at UVA: the IRB for Social and Behavioral Sciences (IRB-SBS) and the IRB for Health Sciences Research (IRB-HSR). Studies conducted at the BRAD Lab are generally non-medical behavioral human research. If you are unsure of which category your research falls into, please see the following resource: <https://research.virginia.edu/human-research-protection-program/which-irb-should-i-submit>*

RESEARCH ASSISTANTS

The BRAD Lab supervises a team of paid part-time research assistants (RAs). The RAs are comprised of UVA undergraduate students, graduate students, and research volunteers to assist you in conducting your research.

ACKNOWLEDGEMENT

By using the services of the BRAD Lab, the researcher accepts responsibility for acknowledging our support in the resulting intellectual outputs, including but not limited to: papers, articles, briefings, books, teaching cases, and conferences.

RESOURCES

BRAD Lab for Researchers

<https://www.darden.virginia.edu/brad-lab/for-researchers>

UVA IRB-SBS Site

<https://research.virginia.edu/irb-sbs>

UVA Qualtrics Account Access

https://virginia.service-now.com/its/its?id=itsweb_kb_article&sys_id=ec27144cdbec53044f32fb671d96193c

CITI Training

<https://research.virginia.edu/human-research-protection-program/hrpp-citi-training>

IRB-SBS iProtocol Portal

<https://research.virginia.edu/irb-sbs/sbs-iprotocol>

iProtocol Question Guide

<https://research.virginia.edu/irb-sbs/iprotocol-questions-guide>

Lab Study Project Proposal Form

<https://darden.tfaforms.net/4623330>



FACULTY RESOURCES & SERVICES

DARDEN CAMP LIBRARY

RESEARCH AND REFERENCE ASSISTANCE: Request help from Darden Reference Librarians

- Search for articles on specific topics
- Find data and answers to specific questions
- Help you and your staff develop research strategies through use of current resources.
- Providing database instruction on all resources.
- Tom Marini marinit@arden.virginia.edu
- Senta Sellers SellersS@arden.virginia.edu
- Halley Todd ToddH@arden.virginia.edu

CLASS RESERVES/CIRCULATION; REQUEST ARTICLES AND BOOKS

- Maintain materials for the Darden Camp Library Reserve collection
- Reserve materials are available for limited times. They do not eliminate the need for students to purchase heavily used textbooks.

Send your requests for class materials to be placed on reserve to either:

Claire Clemens ClemensC@arden.virginia.edu 434 924 7321 or Library@arden.virginia.edu

DATABASES

- Connect to the “Darden Anywhere” VPN to access Darden Library subscription databases. Connecting to Darden VPN also allows you access to UVA subscription databases.
- <https://arden.libguides.com/home>
- Request information and pricing data on databases you would like to purchase with your research funds.

RESEARCH INSTRUCTION

- Our librarians are available to assist students, faculty, and staff in the selection and use of our research databases. We are able to provide one on one or group instruction for the databases. We will also arrange for vendor instruction for student or faculty groups, which are often part of a class or various student group: Asset Management, Capital Markets, etc. We can do this in person or virtually, and the instruction will cover various financial databases, such as Bloomberg, FACTSET, and some specific portions of THOMSON REUTERS, now REFINITIV, who maintain DataStream and SDC Platinum, in addition to other content.

WELCOME, and feel free to reach out to us! Tom



Darden Business Publishing (DBP) was established in 2004 at the Darden School of Business to sell Darden cases to universities around the world. Since its inception, DBP's mission has evolved to encompass three specific objectives. They are, in priority order:

- Assist/leverage faculty time in generating high quality teaching materials, e.g. cases, teaching notes, simulations, books, etc.
- Raise Darden's and its faculty's visibility and reputation globally as a leading business school with academics and their students.
- Generate revenue to offset the expenses associated with its operation as well as the development of course materials and supporting documents throughout Darden.

Contact personnel

Steve Momper	director	mompers@darden.virginia.edu
Jennifer Hasher	associate director	hasherj@darden.virginia.edu
Leslie Mullin	senior editor	mullinl@darden.virginia.edu

Services

Editing

Working papers
Cases/technical notes
Book proposals
Books

Marketing and sales

DBP markets and sells cases, technical notes, exercises, simulations, books, and teaching conferences to faculty worldwide
Sold over 740,000 units of content from our storefront and 15 distribution partners
To over 130 countries around the world

Editing URL <https://www.wmcasemgmt.com/sites/casemanagement> (Access with your Darden login user name and password)

Store URL <http://store.darden.virginia.edu/>

Institute for Business in Society (IBiS)

Research Initiatives

The Institute for Business in Society creates and leverages a body of multidisciplinary research and thought leadership to transform the way that academics, students, practicing managers, policy makers and the public see the role of business in the creation of a fairer, and more productive, abundant and connected world.

Through targeted research initiatives, case writing initiatives, and the creation of scholarly and non-scholarly thought leadership, the Institute connects faculty to research resources and elevates faculty scholarship with non-academic audiences. Through events, reports, and other thought leadership media, the Institute provides students, alumni, and professionals with actionable business insights from Darden's growing body of research that supports the idea that business is a social institution with an important role to play in promoting human flourishing globally.

Programs

We support programs that prepare students and organizational leaders to address critical issues impacting business and society.

- **UVA Tri-Sector Leadership (TSL) Fellows Program:** In partnership with the *UVA Law School* and *Batten School of Leadership and Public Policy*, we offer a valuable extracurricular experience for students to connect with alumni who are currently cross-sector leaders.
- **P3 Impact Award:** In partnership with the *U.S. Department of State* and *Concordia*, we host an Annual Summit – the largest and most inclusive nonpartisan forum alongside the United Nations General Assembly – to foster global development and public-private partnerships that address social challenges.

For assistance on research, faculty should contact Joey Burton, Executive Director of the Institute for Business in Society at burtonj@arden.virginia.edu

For information on current and planned research initiatives, and how to connect to the work of the Institute, faculty, students, and alumni can reach out to Maggie Morse, Director of Research Initiatives at the Institute for Business in Society at morsem@arden.virginia.edu

For information on current student programs, and on how students can benefit from the Institute's offerings, contact Maggie Morse.



DARDEN

Richard A. Mayo
Center for Asset Management

Mayo Center for Asset Management Resources to Support Faculty Research and Course Development

I. Faculty and Thought Leadership

- a. Research grants
 - i. The Mayo Center funds supplemental grants that encourages rigorous and relevant academic research related to asset management that results in high-impact intellectual outputs consistent with the missions of the Mayo Center, the Darden School, and the University of Virginia. This process is conducted in coordination with requests for summer research funding and reviewed by the Research and Course Development Committee.
- b. Postdoctoral researchers
 - i. Our post-docs work closely with finance area faculty, primarily supporting research and data analysis pertaining to the Center's various on-going research projects.
- c. Events
 - i. The Center hosts events throughout the year to include both practitioner and academic conferences such as the UVA Investing Conference and ICI Academic Seminar on Mutual Funds and ETFs.

II. Curriculum and Experiential Learning

- a. Case studies and technical notes
 - i. The Center partners with finance area faculty to write cases, technical notes, and teaching notes for degree programs and Executive Education.
- b. Curriculum
 - i. We regularly work alongside finance area faculty in developing and delivering courses, including electives.
- c. Practitioner guest lectures
 - i. We support faculty in recruiting high-profile industry professionals to join the classroom as guest speakers.

Case Writing Research Group

Who we are:

The Darden Case Writing Research Group is a resource for all faculty to collaborate on case writing ideas and efforts to bring new material into your classrooms. Whether you have an idea or need us to brainstorm, we have a seasoned group of researchers who navigate the case writing process. We currently have four full-time case researchers on staff in addition to several long serving consultants.

Gerry Yemen: Senior Researcher, Executive Director: yemeng@darden.virginia.edu

Steve Maiden: Senior Case Researcher: MaidenS@darden.virginia.edu

Aldo Sesia: Senior Case Researcher: SesiaA@darden.virginia.edu

Benjamin Boatright:: Case Researcher: boatrightb@darden.virginia.edu

What we do:

Case studies across disciplines

- Field-based
- Public-sourced
- Disguised field-based

Multimedia supplements

Teaching notes

Technical notes

How we do it:

1. Faculty initiates the need/desire for a case, technical note, and/or teaching note
 - Work with case researcher to determine pedagogical objectives and initial ideas around student assignment questions.
 - Inform case researcher of teaching deadline (material is queued based on deadlines)
2. Case researcher conducts background research and works with faculty on drafting interview questions and securing company interviews. Post interview, the case researcher writes a draft with exhibits and supplements. Once the draft meets faculty approval, case researcher seeks company approval.
3. If a public sourced case, case researcher conducts research, works to narrow the scope of sources, and writes a first draft with exhibits and supplements.
4. Approved case is sent to DBP, whose editors work directly with case researcher author to finalize and publish the case.
5. Case researcher joins classroom discussion to assist in preparing the teaching note.

Office of Research Services

The Office of Research Services (ORS) offers scholarly research assistance to Darden faculty. Our research professionals have significant expertise supporting a wide array of research activities throughout the research project lifecycle including

- **Research Design & Planning:** hypothesis development, data collection plans, literature searches/reviews, Institutional Review Board (IRB) protocols
- **Data Collection:** quantitative methods (e.g., experiments, surveys) and qualitative methods (e.g., interviews, focus groups)
- **Dataset Development & Analysis:** compile primary and secondary sources, data cleaning, content analysis, statistical analyses (e.g., regressions, ANOVAs)
- **Publication and Writing Assistance:** peer-reviewed journals, books, thought leadership articles
- **Laboratory experiments and experimental data collection**

Additionally, ORS maintains a group of student researchers who can assist on faculty projects. For faculty who need dedicated student help, ORS conducts two rounds of student hiring across grounds, sourcing graduate and undergraduate researchers for those faculty. One round begins in March for Summer hiring; another round begins in August for Fall hiring.

ORS can connect faculty to qualified freelancers where students and other researchers are not able to assist. ORS offers limited advisement and assistance on grant writing projects.

Please contact Megan Juelfs, Research Director at ORS, at juelfsm@arden.virginia.edu; or Joey Burton, Executive Director of ORS, at burtonj@arden.virginia.edu. For laboratory or experimental help, please contact Orn Wawsri, Director of the BRAD Lab, at wawsriO@arden.virginia.edu.

DARDEN INSTRUCTIONAL DESIGN & MEDIA

Welcome to Darden! Darden's Instructional Design and Media area includes three departments. Each is outlined below. We look forward to working with you!

Instructional Design and Assessment

We partner with you to create innovative and transformational learning experiences. Whether you're looking for a new idea or teaching technique, adapting a course for online delivery, creating asynchronous materials to support a "flipped" classroom or sharing knowledge through a massive open online course (MOOC), our team is ready to collaborate. Using the science of learning as our guide, we pair your goals with instructional strategies that maximize outcomes. We're constantly exploring new approaches, tools, and technology to create learning experiences that capture attention, transform thinking, and motivate growth and change. Contact: Kathryn Surcek (surcekk@arden.virginia.edu)

Live Studios and Distance Learning

Six single-camera studios deliver live synchronous content via Zoom to students in our Professional Degree programs and to Executive Education participants around the world. Each studio has an animator's display to serve as a virtual chalkboard, professional lighting, and state of the art video streaming equipment. Live sessions include classes in which faculty and subject matter experts are teaching students, and webinars for promotion and program information. Every live session has a dedicated technician. This ensures a high-quality interactive experience for both the faculty member and the participants. In addition to live sessions, we also record and edit asynchronous material that can be delivered on demand. These include audio podcasts and lecture videos of the talent using a virtual chalkboard. Contact: Jarrod Tibbs (tibbsj@arden.virginia.edu)

Video Production

We facilitate teaching and we tell stories. Seasoned producers and experienced editors focus on UVA Darden's academic initiatives by creating custom videos that can bring your faculty research and expertise to life. We offer full service video production and post-production, including: Logistics, Video Production, Editing, Narration, Podcast Recording and Digital Distribution. Productions for your videos can take place either off grounds or on grounds including in our 930 square foot, 3-camera studio equipped with lighting grid, green screen capabilities, light board and customizable space. The studio is attached to a control room where the crew work together with you to create content that runs the gamut from course creation to supplements for written case studies and more. Contact: Kris Seale (sealek@arden.virginia.edu)

CANVAS AND YOUR SYLLABUS / OUTLINE

At Darden, your Academic Operations Coordinator (AOC) will build your Canvas course site. While you can certainly do this yourself, we are striving to follow a specific, pedagogically-sound template to successfully deliver course information to Darden students. The first document your AOC will need is the final version of your Syllabus/Outline.

The following information on a course syllabus has become best practice:

1. **Instructor information:** your contact information, phone, email, office location, office hours
2. **General course information:** a description of the course
3. **Course objectives:** what knowledge the student should expect to gain from the course
4. **Course policies:** attendance, use of laptops, late work, etc.
5. **Grading and evaluation:** how will the final grade be determined and the work evaluated
6. **Learning resources:** required and optional texts
7. **Course calendar:** (the outline) dates of class meetings and session information for each date

For each of the (typical) 14 sessions of a course the outline should contain:

1. **Primary topic** to be covered
2. **Materials** (case and case number, readings, links to video clips, etc.)
3. **Assignment questions** necessary for the student to prepare for that session

The case, case number, and other readings are necessary for your AOC to complete the **outline** that is transmitted to Darden Course Materials Management (DCMM). DCMM is responsible for obtaining and uploading the materials to Canvas and/or providing links to online documents to your AOC. The AOC then creates links in each Canvas session to these materials.

A note about bullets and numbers: in "cutting and pasting" from your Word document into Canvas there are formatting issues restricted by the Canvas program. It is best not to use bullets and numbers in your syllabus but to simply use line spacing to separate each question. Numbers or bullets can then be easily applied within the Canvas editor.

Providing course information, session details, topics, materials and assignment questions again is a best practice. Providing this information to your AOC will help create a Canvas course site that contributes to an exceptional learning experience for your students.

Quizzes/Projects/Exams:

In addition to the course and session information, your AOC will enter and/or upload information and documents related to other assignments such as projects, quizzes and exams. Along with documents and/or descriptions of these assignments, please provide the due date and time.

Teaching the same course you did last year with few (if any) changes?

Let your AOC know if you will be making few if any changes to your course. We can copy last year's Canvas course into the current year saving a lot of time. In your Syllabus, just highlight the changes so your AOC can make the appropriate edits. DCMM will still need to go through the folders to update case versions and get permissions so there is still time that is needed to ensure everything is current.

A note about deadlines:

Preparation is critical to successfully deliver a course. An organized and complete syllabus/outline helps your AOC to build your Canvas course site accurately. Our target deadline to receive all materials is approximately 30 days prior to the first day of class. Canvas is published (available to students) approximately one week prior to the first class so they can arrive to class prepared. This gives your AOC three weeks to receive your syllabus/outline, submit the outline to DCMM, receive the materials, enter the information from your syllabus/outline into Canvas, and link materials in each session. He/she does this for multiple faculty in each quarter for both the MBA Program and the Executive MBA Program (along with their non-Canvas responsibilities). You will also need to review the site and sign off before it gets published.

DCMM is responsible for printing course packets (bound books of cases and articles) for every first year and second year course. This is a lot of printing for DCMM every quarter. Additionally, they are responsible for acquiring permissions for all cases, articles, book chapters, etc. that are used in each course and uploading the materials to Canvas and/or providing links to your AOC for online documents. **Depending on the type of material, permission for any new materials in your course can take up to six weeks.**

Your AOC and DCMM work together to help you give your students the best learning experience possible but we need your help too. **Meeting deadlines, adhering to Canvas best-practices, and providing your AOC with a syllabus/outline that requires minimal changes are critical to the process.**

Thank you for considering this in the preparation of your courses.

MANAGING YOUR COURSES

Core Courses

In the Residential format, Core Courses are managed by the Course Head. We expect faculty to follow the same teaching plan for each class. These are developed through teaching meetings where the faculty collectively determine the best approach for each session. In EMBA and PTMBA, faculty manage this course as they do electives.

Electives

Faculty are expected to submit course materials needs in the form of a completed syllabus to their AOC by the established materials deadlines.

We use **Canvas** as our learning management system, so all information – links to cases and articles, assignments, etc. are loaded into Canvas by Academic Operations team members and your AOC.

The materials coordinator (Chloe Emerson) on the academic operations team assures that the most current version of Darden and Harvard cases are used, obtains permission to reproduce articles, etc. If you want to use a textbook, your AOC works with the UVA bookstore to order these for students.

Seating charts and bio cards

To help you learn more about your students, and to better track class participation, we prepare Bio Cards and Seating Charts with your students' names and photos.

You can get copies of both either from your AOC, and the seating chart is available in Canvas. You may want to use a seating chart to track daily participation.

In FY core classes, seating is assigned, so the seating chart maps to where students will be sitting. In SY classes, seating is not assigned and the class roster is not finalized until the end of Drop/Add. So, these charts are to help you connect names and faces.

Attendance policy

Please include your expectations regarding attendance in writing to students including any consequences of missed classes. We alert students that as a courtesy they should inform you of absences in advance if possible.

Second Year course assignments

All assignments (papers, projects, etc.) must be made due on a regular class day of a course. Any papers assigned in lieu of a final examination are due on or before the last day of the examination period. Take-home examinations must be due on the last day of the examination period.

Grades

The grading system at Darden includes:

- DP – Distinguished Performance
- HP – High Performance
- SP – Standard Performance

- LP – Low Performance
- UP – Unsatisfactory Performance
- F – Fail

The faculty use a distribution system for core and elective courses as summarized in the table below. Generally, core courses follow a “full distribution” forced curved, and electives follow a “top end distribution.” If this distribution is problematic from a teaching objective, you can ask for an exception. Please provide the Dean’s Office, via the program Associate Dean, a justification for this request.

Grading System Descriptive Table for MBA Degrees*

Grade Category	University Letter Grade	Core Course Grade Distribution:		Non-Core Course Grade Distribution:		University Letter Grade
		Full Distribution		Top-End Distribution		
		Cumulative Minimum	Cumulative Maximum	Cumulative Minimum	Cumulative Maximum	
Distinguished Performance	DP	0%	15%	0%	25%	DP
High Performance	HP	20%	40%	20%	60%	HP
Standard Performance	SP	40%	90%	Minimum of 40% required for these categories combined	100%	SP
Low Performance	LP	Minimum of 10% required for these categories combined	100%			LP
Unsatisfactory Performance	UP					UP
Fail	F					F

For courses graded as Satisfactory/Unsatisfactory (S/U), U grades can represent 0%–15%, and S grades can represent 85%–100% of the grades awarded.

* These standards apply to a minimum class size of 25. For core classes with enrollment of less than 25, the grading distribution will follow the Top-End Distribution standards.

Course evaluations

Each faculty member who is teaching a course are asked to have students complete the Darden Course Feedback Survey at the end of their course. This is important feedback for the faculty in improving the course and their teaching. These data also provide one source of information about teaching effectiveness. For elective courses, portions of these data are provided during the course registration process.

We ask faculty to provide students with time in class to complete the survey. Our experience which has been collaborated at other schools is that the response rate when time is not allowed during class is very poor. Students perceive that faculty are really serious about valuing student feedback and improving their courses when class time is allowed during class. Information about the response rate for elective courses is part of the data that will be provided during course registration.

If students are absent from class, it is possible to complete the survey by accessing the evaluations through the [Student Management System](#). Surveys are normally activated on the day of the last class and remain available for seven days. Students are sent a reminder notice two days and one day before course evaluations are unavailable if they have not submitted one.

The faculty and Dean's Office do not have access to any information about the identity of students who complete feedback surveys.

Results from Darden Course Feedback Survey

After grades have been turned in to the Registrar's Office, faculty may access their evaluations through the [Faculty Student Management System](#).

Updated July 2022

July 2022

ESTABLISHING A NEW ELECTIVE

The degree programs include a mix of required and elective courses. Faculty are encouraged to design and offer electives in areas of interest to students. New electives are launched as program elective, ones with an expected broad range of enrollment, or as a Directed Study, signifying a more specialized topic.

All new electives have to be approved by the voting faculty. Plan to start this process in the late fall to offer a course in the next academic year.

As you consider creating a new elective, please talk with your Area Coordinator about your plans. Please also review the course directory to be sure a similar course is not already being taught.

You will need to provide information about your proposed course and complete the [appropriate form](#). and share this with the respective Program Committee chair. They will bring this to the full committee for their review. Once it has their approval it then goes to the full faculty for the necessary vote.

Exam Processes

Exams at Darden take place at the end of each quarter, and are delivered in a variety of formats:

- File uploads (papers, essay, memos, presentations, etc.)
- Q&A's in a quiz format
- Combination of Q&A and file upload
- Individual or group presentations/projects that may or may not use Canvas as a means of delivery and submission.

We strive to maintain consistency in the design and delivery of exams so students develop a sense of familiarity with the flow, which in essence, saves them added stress and time. For assistance with building exams or to have settings and instructions reviewed for accuracy, please contact Bea Leiderman at LeidermanB@arden.virginia.edu or Kristie Wood at woodk@arden.virginia.edu, 4-6282, or in FOB 155.

There are several options available for grading exams, including:

- Manually grading printed papers/essays (these will be printed in-house upon request)
- Electronically grading PDF papers/essays (PDF's are placed in drop boxes and links are provided)
- Grading using a .csv file containing exam responses (only for Q&A-type quizzes) (provided within 24 hours of the end of the exam period upon request)
- Using the Canvas Speedgrader

For assistance with using the Canvas Speedgrader, please reach out to Christy Wood, woodc@arden.virginia.edu or Bea Leiderman, LeidermanB@arden.virginia.edu. Exam grades are typically entered by your AOC along with final grades.

The typical time allowance for exams is 4 contiguous hours and timestamp reports are made available upon request following the exam period. The MBA Program Committee has developed guidelines for grading exams from students with unexcused overages. ***These guidelines are not to be shared with students.***

Unexcused overages = No approved academic accommodations, no issues reported to ExamHelp during the exam period:

- **Within 15 minutes over:** No significant penalty
- **15 minutes to 45 minutes over:** penalty of 1 standard deviation, or the greater of (1) 1 standard deviation or (2) the number of points earned after the 15 min "grace period" (for those courses that can track those points in (2))
- **45 minutes to 1 hour and 15 minutes over:** penalty of 2 standard deviations, or the greater of (1) 2 standard deviations or (2) the number of points earned after the 15 min "grace period" (for those courses that can track those points in (2))
- **Beyond 1 hour and 15 minutes over:** Exam is not graded by faculty

ACADEMIC OPERATIONS COORDINATORS (AOC)

We have a team of AOC's to support our full time and adjunct faculty members teaching in both the residential program (MBA), as well as the professional degree programs (EMBA and PMBA). You have been assigned to an AOC who will support you in a variety of activities, or they can point you to the appropriate person to address your needs. The key areas of responsibility for AOC's include:

- **Administrative Support:**
 - Manages and submits reimbursements for supplies and travel, as well as reimbursements for related guest speakers, case writers and seminar speakers.
 - Coordinate in-person and virtual course guest speaker logistics.
 - Coordinate in-person and virtual meetings and meeting space for faculty.
 - Support course special events and projects by reserving space, managing catering and other necessary vendors where appropriate.
 - Order gifts for visitors and office supplies.
 - Maintains calendars.
 - Supports special projects.

- **Teaching Support:**
 - Coordinate and troubleshoot regarding course materials and assessment delivery, and bookstore logistics for textbook orders.
 - Communicate and coordinate operational deadlines to faculty.
 - Build and maintain courses on the Learning Management System (Canvas).
 - Ensures assignment and exam materials are created and available within communicated deadlines.
 - Support with virtual teaching needs where requested.
 - Collect and check in exams, enter grades, audit grades where requested.
 - Provide support for the electronic grading processes as needed.
 - Organize and returns exam/grade feedback to students where requested.
 - Enter final grades into the Registrar System.

Other special projects – it is appropriate to ask your AOC for help on special projects related to your research or course development. They will work with you to determine if they have the skills and the capacity to complete the work you need done in your timeframe.

Faculty	AOC	Ofc	AOC Partner	Ofc
Abuzov, Rustam	Rose, Donna	265	Gayhart, Katie	282
Adams, Gabe	Boyer, Caitlin	187	Oklesson, Lauren	191C
Albert, Michael	Oklesson, Lauren	191C	Boyer, Caitlin	187
Alexander, Les	Rose, Donna	265	Gayhart, Katie	282
Allayannis, Yiorgos	Boyer, Caitlin	187	Oklesson, Lauren	191C
Andrasko, Joe	Oklesson, Lauren	191C	Boyer, Caitlin	187
Appel, Ian	Darnell, Mary	251	Kane, Kathy	234
Artuso, Anthony	Rose, Donna	265	Gayhart, Katie	282
Batova, Tatiana	Boyer, Caitlin	187	Oklesson, Lauren	191C
Baucells, Manel	Oklesson, Lauren	191C	Boyer, Caitlin	187
Beardsley, Scott	Kane, Kathy	264	Darnell, Mary	251
Beckenstein, Alan	Rose, Donna	265	Gayhart, Katie	282
Belmi, Peter	Quarles, Debbie	135	Musselman, Karen	165
Biggs, Max	Oklesson, Lauren	191C	Boyer, Caitlin	187
Brozenske, Rachel	Boyer, Caitlin	187	Oklesson, Lauren	191C
Bruner, Robert	Boyer, Caitlin	187	Oklesson, Lauren	191C
Carraway, Robert	Darnell, Mary	251	Kane, Kathy	234
Carter, Bill	Kane, Kathy	264	Darnell, Mary	251
Chao, Raul	Dodge, Matt	264	Hughes, Nathaniel	291C
Chaplinsky, Susan	Kane, Kathy	264	Darnell, Mary	251
Chen, Ming Jer	Gayhart, Katie	282	Rose, Donna	265
Cheng, Yo-Jud	Boyer, Caitlin	187	Oklesson, Lauren	191C
Chiplunkar, Gaurav	Rose, Donna	265	Gayhart, Katie	282
Cian, Luca	Oklesson, Lauren	191C	Boyer, Caitlin	187
Connelly, Moya	Boyer, Caitlin	187	Oklesson, Lauren	191C
Conroy, Bob	Kane, Kathy	264	Darnell, Mary	251
Cowan, Alex	Hughes, Nathaniel	291C	Dodge, Matt	264
Creeden, Bob	Boyer, Caitlin	187	Oklesson, Lauren	191C
Cullen, Kevin	Boyer, Caitlin	187	Oklesson, Lauren	191C
Curtis, Quinn	Gayhart, Katie	282	Rose, Donna	265
Davidson, Martin	Rose, Donna	265	Gayhart, Katie	282
Debaere, Peter	Gayhart, Katie	282	Rose, Donna	265
Detert, Jim	Boyer, Caitlin	187	Oklesson, Lauren	191C
DeVito, Damon	Hughes, Nathaniel	291C	Dodge, Matt	264
Dikolli, Shane	Dodge, Matt	264	Hughes, Nathaniel	291C
Doyle, Jacquie	Hughes, Nathaniel	291C	Dodge, Matt	264
Duke, Thomas	Hughes, Nathaniel	291C	Dodge, Matt	264
Elias, Allison	Boyer, Caitlin	187	Oklesson, Lauren	191C
Ellis, Lily	Boyer, Caitlin	187	Oklesson, Lauren	191C
English, Austin	Quarles, Debbie	135	Musselman, Karen	165
Evans, Rich	Rose, Donna	265	Gayhart, Katie	282
Fairchild, Greg	Darnell, Mary	251	Kane, Kathy	234
Frank, Mary Margaret	Boyer, Caitlin	187	Oklesson, Lauren	191C
Frazer, Anne	Hughes, Nathaniel	291C	Dodge, Matt	264

Freeman, Ed	Musselman, Karen	165	Quarles, Debbie	135
Freeman, Rupert	Gayhart, Katie	282	Rose, Donna	265
Gallagher, Gary	Hughes, Nathaniel	291C	Dodge, Matt	264
Glynn, John	Rose, Donna	265	Gayhart, Katie	282
Grushka-Cockayne, Yael	Oklesson, Lauren	191C	Boyer, Caitlin	187
Hachem, Kinda	Rose, Donna	265	Gayhart, Katie	282
Hagerty, Serena	Kane, Kathy	264	Darnell, Mary	251
Halperin, Larry	Dodge, Matt	264	Hughes, Nathaniel	291C
Harris, Bob	Darnell, Mary	251	Kane, Kathy	234
Harris, Jared	Boyer, Caitlin	187	Oklesson, Lauren	191C
Haskins, Mark	Kane, Kathy	264	Darnell, Mary	251
Ho, Michael	Hughes, Nathaniel	291C	Dodge, Matt	264
Hopkins, Justin J.	Hughes, Nathaniel	291C	Dodge, Matt	264
Hou, Young	Boyer, Caitlin	187	Oklesson, Lauren	191C
Huyett, Bill	Kane, Kathy	264	Darnell, Mary	251
Irving, Toni	Darnell, Mary	251	Kane, Kathy	234
Isabella, Lynn	Darnell, Mary	251	Kane, Kathy	234
Johnson, Marc	Kane, Kathy	264	Darnell, Mary	251
Jordan, Jason	Dodge, Matt	264	Hughes, Nathaniel	291C
Julien, Christie	Campbell, Sharon	235	Kane, Kathy	234
Kaufmann, Lauren	Oklesson, Lauren	191C	Boyer, Caitlin	187
Keevil, Adrian	Dodge, Matt	264	Hughes, Nathaniel	291C
Khwaja, Ahmed	Rose, Donna	265	Gayhart, Katie	282
Kim, Dennie	Gayhart, Katie	282	Rose, Donna	265
Kim, Kenneth	Rose, Donna	265	Gayhart, Katie	282
Kim, Tami	Quarles, Debbie	135	Musselman, Karen	165
Korinek, Anton	Quarles, Debbie	135	Musselman, Karen	165
Laseter, Tim	Hughes, Nathaniel	291C	Dodge, Matt	264
Lenox, Mike	Gayhart, Katie	282	Rose, Donna	265
Liedtka, Jeanne	Musselman, Karen	165	Quarles, Debbie	135
Lipson, Marc	Campbell, Sharon	235	Kane, Kathy	234
Loutskina, Elena	Boyer, Caitlin	187	Oklesson, Lauren	191C
Lynch, Luann	Kane, Kathy	264	Darnell, Mary	251
Mani, Vidya	Gayhart, Katie	282	Rose, Donna	265
Markou, Panos	Quarles, Debbie	135	Musselman, Karen	165
Martin, Sean	Boyer, Caitlin	187	Oklesson, Lauren	191C
Matherne, Paul	Quarles, Debbie	135	Musselman, Karen	165
Matos, Pedro	Darnell, Mary	251	Kane, Kathy	234
McBrady, Matt	Campbell, Sharon	235	Kane, Kathy	234
Miles, Carolyn	Hughes, Nathaniel	291C	Dodge, Matt	264
Millar, Barbara	Oklesson, Lauren	191C	Boyer, Caitlin	187
Miller, Scott	Campbell, Sharon	235	Kane, Kathy	234
Modica, Marc	Boyer, Caitlin	187	Oklesson, Lauren	191C
Moore, Sherri	Hughes, Nathaniel	291C	Dodge, Matt	264
Morgan-Roberts, Laura	Boyer, Caitlin	187	Oklesson, Lauren	191C

Moriarty, Brian	Boyer, Caitlin	187	<i>Oklesson, Lauren</i>	191C
Murphy, Dan	Campbell, Sharon	235	<i>Kane, Kathy</i>	234
Murray, Meghan	Dodge, Matt	264	<i>Hughes, Nathaniel</i>	291C
Naughton, James	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Nimmagada, Varshik	Gayhart, Katie	282	<i>Rose, Donna</i>	265
Palomba, Anthony	Boyer, Caitlin	187	<i>Oklesson, Lauren</i>	191C
Pancotto, Marcello	Darnell, Mary	251	<i>Kane, Kathy</i>	234
Parmar, Bobby	Musselman, Karen	165	<i>Quarles, Debbie</i>	135
Popescu, Dana	Darnell, Mary	251	<i>Kane, Kathy</i>	234
Powell, Lili	Darnell, Mary	251	<i>Kane, Kathy</i>	234
Prengler, Melanie	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Prowitt, Peter	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Ransler, Chip	Quarles, Debbie	135	<i>Musselman, Karen</i>	165
Raveendhran, Roshni	Boyer, Caitlin	187	<i>Oklesson, Lauren</i>	191C
Reichert, Hunter	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Riefberg, Vivian	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Roberts, Laura Morgan	Boyer, Caitlin	187	<i>Oklesson, Lauren</i>	191C
Roy, Dwai	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Ruediger, Stefan	Dodge, Matt	264	<i>Hughes, Nathaniel</i>	291C
Ruggiano, Marc	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Saffie, Filipe	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Salzman, Randy	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Sarasvathy, Saras	Gayhart, Katie	282	<i>Rose, Donna</i>	265
Schill, Michael	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Seibert, Randy	Gayhart, Katie	282	<i>Rose, Donna</i>	265
Siegel, Eric	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Simko, Paul	Campbell, Sharon	235	<i>Kane, Kathy</i>	234
Smith, Tony	Gayhart, Katie	282	<i>Rose, Donna</i>	265
Snell, Scott	Gayhart, Katie	282	<i>Rose, Donna</i>	265
Soltis, Steve	Campbell, Sharon	235	<i>Kane, Kathy</i>	234
Storrs, Tom	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Strangfeld, John	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Sullivan, Rodney	Dodge, Matt	264	<i>Hughes, Nathaniel</i>	291C
Sun, Bo	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Tassone, Eric	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Thomas-Hunt, Melissa	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Thomas, Doug	Quarles, Debbie	135	<i>Musselman, Karen</i>	165
Tomio, Davide	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Touve, David	Kane, Kathy	264	<i>Darnell, Mary</i>	251
Ukrop, Lowell	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Venkataraman, Sankaran	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Venkatesan, Rajkumar	Boyer, Caitlin	187	<i>Oklesson, Lauren</i>	191C
Viguerie, Patrick	Kane, Kathy	264	<i>Darnell, Mary</i>	251
Walker, Jim	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Warnock, Frank	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187

Warnock, Veronica	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Webb, David	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
West, June	Campbell, Sharon	235	<i>Kane, Kathy</i>	234
Wheelock, Matt	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Whitler, Kim	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Wicks, Andy	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187
Wilcox, Ron	Kane, Kathy	264	<i>Darnell, Mary</i>	251
Xu, Ting	Rose, Donna	264	<i>Gayhart, Katie</i>	282
Yang, Dennis	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Yemen, Gerry	Rose, Donna	265	<i>Gayhart, Katie</i>	282
Younge, Ayana	Kane, Kathy	264	<i>Darnell, Mary</i>	251
Zhang, Zhihao	Dodge, Matt	264	<i>Hughes, Nathaniel</i>	291C
Ziegler, Scott	Hughes, Nathaniel	291C	<i>Dodge, Matt</i>	264
Zorc, Sasa	Oklesson, Lauren	191C	<i>Boyer, Caitlin</i>	187

KEY CONTACTS AT DARDEN

Academic Operations Coordinator	See list	Most questions – expense reports, office supplies, mail, steer you to the right person for more detailed questions		
Human Resources	Elsa Burnette	Visa, payroll, benefits, parking	BurnetteE@Darden.virginia.edu Library 22 Human Resources - Home (sharepoint.com)	434-243-0339
Finance	Kirby Armentrout	Moving expenses, procurement – how to spend Darden funds	ArmentroutK@Darden.virginia.edu Library 46	434-924-4852
	Beth Van Hook		VanHookE@darden.virginia.edu Library 34	434-924-7197
Faculty and Research	Venkat	Your appointment – salary, assignments, research support, etc.	VenkatS@Darden.virginia.edu Faculty Office Building (FOB) 288	434-924-6892
	Karen Morris		Morrisk@Darden.virginia.edu FOB 295A	434-924-7340
Library	Tom Marini	Data sets – identification and purchase, research resources, collaborate on creating projects for students related to data evaluation and analysis; establishing Google Scholar etc.	MariniT@Darden.virginia.edu Library 144A https://darden.libguides.com/home	434-924-7271
Technology	Brad Armpriester	Technology advocate – can help or direct you to proper resources	ArmpriesterB@darden.virginia.edu Darden Help Desk	434-243-8985
MBA program	Ed Warwick	Ed and Kristie are resources for operational questions. Tom as associate dean is more focused on curriculum topics.	WarwickE@Darden.virginia.edu Classroom 112-C	434-243-5332
	Kristie Wood		WoodK@Darden.virginia.edu FOB155	434-924-6282
	Tom Steenburgh		SteenburghT@Darden.virginia.edu FOB 299D	434-982-2393
Hiring an RA	Debbie Wihte and Megan Julefs	Debbie and Megan can help you recruit a UVA student to be an RA	WhiteD@Darden.virginia.edu Library 209F JuelfsM@Darden.virginia.edu Library 211 C	434-924-3886 434-243-4248
	Mary Jones	Mary can help you hire an outside person to be an RA	JonesM@Darden.virginia.edu Library 24	434-243-4807
	Orn Wawsri	Orn maintains a group of RAs (primarily during the school year) to help with studies	WawsriO@Darden.virginia.edu Library 72	434-924-1833
Behavioral research studies	Orn Wawsri	BRAD lab can help with online or in person studies	WawsriO@Darden.virginia.edu Library 72	434-924-1833
Website – Faculty profile	Amy Fitzgerald	Amy Fitzgerald will work with you to build out your profile pages and incorporate a photo	FitzgeraldA@Darden.virginia.edu FOB 195A	434-924-7418
Case writing	Gerry Yemen	Gerry can connect you with a Darden based case writer or freelancer. She can also provide an orientation for case writers you hire directly	YemenG@Darden.virginia.edu FOB 295 B	434-924-7193
Cases, manuscripts and book contracts	Steve Momper	Darden Business Publishing will edit and publish your cases, can help review manuscripts and book contracts	MomperS@Darden.virginia.edu	434-924-6981
	Jennifer Hasher		HasherJ@Darden.virginia.edu FOB215	434-924-3208
Facilities	Rachel Dudzik	Furniture and office space needs	DudzikR@Darden.virginia.edu Library 212	434-982-4892
Misc. questions	Maureen Wellen	Case writing, web page, Most any question	WellenM@darden.virginia.edu FOB 198D	434-924-7053
	Karen Morris		Morrisk@Darden.virginia.edu FOB295A	434-924-7340

Executive Summary: Office of Student Affairs (OSA)

WHO WE ARE

Sarah Elliott, Sr. Assistant Dean Student Engagement and FT MBA

Ed Warwick, Assistant Dean FT MBA and Student Affairs

Eva Blau, Assistant Director Student Affairs

Katie Manning, Assistant Director Student Affairs

Karen Marshall, Assistant Director FT MBA

Ali Torres, Program Coordinator Student Affairs and FT MBA

WHAT WE DO & HOW WE DO IT

Our philosophy is one of integrative learning: developing complete leaders through a blend of challenge and support across the academic, co-curricular, social, and interpersonal environments. By partnering with student leaders and faculty, we help students shape their best experience possible.

ACCOUNTABILITY METRICS

The end of year survey captures information on the following:

- Responsiveness
- Availability
- Communication
- Care and concern for students
- Problem resolution
- Student leader support
- Resource identification and referral recommendation

We consistently rank 4.5 on a 5-point Likert scale.

AREAS OF OWNERSHIP

The “out of classroom” experience.

- Club management (56 and growing!) and DSA advising
- Event calendaring
- Student awards: call for nominations, selection, announcement
- Student advocacy on Darden and UVA committees
- Check-in meetings offered to all FY students
- SY exit interviews offered to all SY students
- Office touch-points with students (exam breakfast, card swiping)
- Crisis response
 - Emergency card with SWE and Ed’s cell phone numbers
- Follow up post act of terrorism or natural disaster
- Assisting with any student need
 - Counseling; direct referrals to Dr. Debbie Wilson
 - Contacting faculty
 - Managing the recording and 1-way streaming requests

- Liaising with Student Disability Access Center (SDAC)
 - Liaising with Title IX office
- Academic advising
 - Tutoring Program
 - Academic Standards Committee (ASC)
- Diversity programming with Martin Davidson (CDO) and Christie Julien
- International programming with Larry Mueller
- Mental health programming with Dr. Debbie Wilson and through advising the student-led Resilience Committee
- E-cards for students: Birthday, any notable milestone (engagement, marriage, child), condolence, *Goodnight Cavaliers* for future Dardenites

Degree Programs

The degree programs we offer at Darden include an MBA in three formats – full time (residential), part time (PT), and Executive (EMBA/GEMBA). The Full time format is a traditional program based in Charlottesville. The PT and Exec MBA programs are blended formats for working professionals. These includes two residencies in Charlottesville and then are based in Rosslyn at the Sands Family Grounds. About 1/3 of the content is delivered through online sessions. While Executive MBA students finish their 60 credits within 20 months and graduate as a cohort, the PT students finish the electives portion of their experience at their own pace, with the majority graduating within 3 years.

We also offer a 1 year Masters in Business Analytics in partnership with McIntire. This is a 30-credit program targeted to working professionals as well. It has two residencies in Charlottesville and then meets monthly at the Sands Family Grounds. It also includes an online component.

MBA Curriculum

The Full time, Part-Time, and Executive MBA require 60 credit hours and a mix of required Core courses and electives.

Full time format

The Core Curriculum is delivered over the first three quarters of the first year (FY).

Core Course	Class Sessions	Credit Hours
Accounting for Managers	28	3.0
Global Economies and Markets	28	3.0
Business Ethics	14	1.5
Financial Management and Policies	28	3.0
Leadership Communication	14	1.5
Marketing	28	3.0
Operations Management	28	3.0
Leading Organizations	14	1.5
Decision Analysis	28	3.0
Strategic Thinking and Action	14	1.5

In the fourth quarter of the FY students take a 1.5 credit hour first year leadership course, chosen from a list of approved courses, plus First Year Program electives. Students take 4.5 credit hours of these electives that include a range of courses offered across all areas. These courses are intended to help prepare students for their summer internship.

In the Second Year (SY), students take 30 hours of elective courses. The only requirement is that students take a Leadership elective from an approved list of options.

Electives include a mix of Program Electives, the majority of courses offered; Directed Studies which are smaller more focused courses; Independent Studies, and a variety of global experiential courses.

Part-Time MBA

The Part-Time curriculum has a number of required courses in addition to the Core. The Core in PT MBA is consistent with the full time format, and incorporates the second leadership class. Other required courses include:

Other Required Courses	Credit Hours
Business Fundamentals	1.5
Weeklong Residencies	6
Professional Advancement	<u>1.5</u>
	9

Electives comprise the remaining credit hours.

Executive MBA

The Exec MBA curriculum has a number of required courses in addition to the Core. The Core in Exec MBA is consistent with the full time format, and incorporates the second leadership class. Other required courses include:

Other Required Courses	Credit Hours
Business Fundamentals	1.5
Leadership Residencies	6
Experiential Learning	6.0
Professional Advancement	<u>1.5</u>
	22.5

Electives comprise the remaining credit hours.

Professional Degrees Student Affairs and Engagement

Overview

Similar to the residential Student Affairs team, Professional Degree Student Affairs and Program Team partner with student leadership and faculty to build community, support various student needs, and enhance the program experience for Executive MBA and Part-Time MBA students.

Co-curricular Experience

- Partner with program team and students to deliver various co-curricular opportunities for students to connect:
 - Orientation
 - Friday Night Live
 - Plus One Picnic
 - Nationals Game Outing
 - Mid-Program Awards Celebration
 - Summer Gathering with incoming students
 - Sands Family Grounds Rooftop Send-off
 - Opening Residency and closing events
 - Graduation BBQ
- Oversee student clubs and advise ESA (Executive MBA Student Association)
- Partner with ODEI and other Darden teams to support student experience
- Manage student awards

Academic Experience

- Support pre-matriculation academic prep (EMBA Darden before Darden) and general transition to start of school
- Provide academic advising
- Manage Second Year Tutoring Program
- Liaise with Academic Standards Committee on student issues

Other

- Provide general student advising and support through 1:1 conversations
- Liaise with Student Disability Access Center (SDAC)
- Liaise with Title IX Office
- Enhance health and wellness resources and refer students to relevant resources
- Conduct Town Halls and info sessions
- Gather and understand student feedback; partner with others to identify enhancements / solutions

August 2021

PROGRAM FLOW AND ORGANIZATION

We actively manage our students' total program experience to help them learn.

Residential Format

- **Honor code** – Darden students follow the Honor System founded by UVA in 1842. Based on the principle that University students want to be trusted, the Honor System helps create and strengthen a school-wide community of trust. Students receive detailed information on the expectations, and penalties in their orientation.
- **International orientation** – We offer a program for international students before the fall semester to help them adjust to the US and help prepare them for our discussion-based classroom. Students who participate arrive in Charlottesville in early August for this program.
- **Darden Before Darden** – is targeted towards students who do not come from a traditional business background. This series of classes offers them an opportunity to be confident in some of the basics of business and analysis before they start their regular classes.
- **Darden Opening Week** – The aim of this first week for our incoming students is to achieve five goals – that they feel welcomed; feel connected; feel respected; feel inspired; and to feel ready. We accomplish this through a series of classroom and co-curricular experiences.
- **Sections and learning teams** – We divide each cohort into sections of 60 – 70 students, resulting in 5 sections for the full-time program. Students take all their core courses with this section. We also assign learning teams of 6-7 students each to provide an opportunity to prepare the next day's assignment. Learning teams are comprised of students from different sections with different backgrounds to provide a diverse set of perspectives.
- **Course schedule** – We divide the academic year into 4 quarters from August – May. Q1 and Q2 run in the fall semester and Q3 and Q4 during the spring semester. We also offer a limited number of courses during the J-term that run in early January. During each quarter courses typically have 14 classes that run 85 minutes. Classes generally are Early Week (Monday/Tuesday) or Late Week (Wednesday/Thursday.)

Executive MBA Format

- **Honor code** – Darden students follow the Honor System founded by UVA in 1842. Based on the principle that University students want to be trusted, the Honor System helps create and strengthen a school-wide community of trust. Students receive detailed information on the expectations, and penalties in their orientation.
- **Sections and learning teams** – We divide each cohort into two sections of 60 – 70 students. Students take all their core courses with this section. We also assign learning teams of 6 students each to provide an opportunity to prepare for upcoming classes and assignments. Learning teams are comprised of students with different backgrounds to provide a diverse set of perspectives.
- **Leadership Residencies** – students start and end their program with a week-long residency in Charlottesville. The first residency also includes an orientation to the program.
- **Course schedule** – The EMBA students take classes continuously during for two academic years. Their classes are divided into 10 Quarters of approximately 8 weeks. During these quarters classes are a combination of weekend residencies at Sands Family Grounds in Rosslyn These run

Friday – Sunday approximately every three weeks, and are supplemented with two evenings of distance learning each week. Students also take 1 – 4 global residencies. Those who take 4 global residencies earn the Global Executive MBA (GEMBA) designation.

Part-Time MBA Format

- **Honor code** – Darden students follow the Honor System founded by UVA in 1842. Based on the principle that University students want to be trusted, the Honor System helps create and strengthen a school-wide community of trust. Students receive detailed information on the expectations, and penalties in their orientation.
- **Sections and learning teams** – There is just 1 section of Part-Time students. We assign learning teams of 6 students each to provide an opportunity to prepare for upcoming classes and assignments. Learning teams are comprised of students with different backgrounds to provide a diverse set of perspectives.
- **Residencies** – students start and end their core requirements with a week-long residency in Charlottesville. The first residency also includes an orientation to the program. After the second residency, the students begin the self-paced electives period of their Darden experience.
- **Course schedule** – For the core/required classes portion of their experience, the PT MBA students take classes continuously as a cohort for two academic years. Their classes are divided into 10 Quarters of approximately 8 weeks. During these quarters classes alternate between in-person weeks (every Monday and Thursday) at Sands Family Grounds in Rosslyn and distance weeks (every Monday and Thursday) via Zoom. Students have the option to take a global residency, but unlike the Executive MBA format, this is not a program requirement.

2022-2023 Course Materials Information

Course Materials are largely defined as the cases, readings, and simulations assigned by faculty for each course and are:

- obtained and compiled by Darden staff via the third-party platform, Study.Net, whom Darden is partnering with beginning this academic year.
- covered by the materials fee submitted by FY and SY students at the start of each academic year which covers the case fees, simulation costs, digital copyright permissions, and processing fees incurred per student.
- provided on a quarterly basis in Canvas, as well as (*most) available in a supplemental printed “coursepack” for each course.
- available to the students approximately one week prior to the start of classes each quarter.
- are bound by copyright agreements, to be used only by the individual students for the courses in which they are enrolled. Sharing or otherwise distributing materials with peers or others outside of Darden is in violation of the honor code as well as copyright agreements the school holds with individual publishers.
- cannot be resold or reused by future students at Darden.

**if printed materials are required to meet needs approved by the Student Disability and Access Center (SDAC), we will certainly accommodate this request.*

While we do our best to make all materials available electronically (via Canvas), we will occasionally encounter materials for which publishers will not permit digital use, so printed handouts may be provided as the alternative. Similarly, faculty will occasionally request printed handouts to be distributed in-class that are intentionally not posted to Canvas prior to class. In these cases, we will attempt to make these handouts available later in Canvas.

All materials posted in Canvas files and via Study.Net may be downloaded and saved to personal devices for personal use. As Canvas is regularly updated throughout the quarter, students should continue to check back for updates and added materials.

Printed Coursepacks

Printed coursepacks should be considered a *supplemental convenience* to what is posted in Canvas, as they reflect the required materials as-of one week prior to the start of classes. It is not always possible to capture everything the faculty wish to use for the entire quarter in advance of class starting. Any materials added throughout the quarter will be provided digitally in Canvas or as handouts in class. It is the responsibility of the student to print these additional materials if desired. There is no incentive to go paperless, nor is there any additional cost to obtain printed coursepacks. Darden does not subsidize student printing costs for materials that have been provided digitally-only. Students will only be allowed one printed coursepack for only the courses in which they are enrolled.

There are variances in the availability and distribution of printed coursepacks between the first and second years:

First Years:

Printed coursepacks will be available for **all** core courses in quarters 1-3, and most courses will have printed coursepacks in Q4 with very few exceptions.

For FY quarter 1 only, all FY students will automatically receive coursepacks in their *Darden mailbox* (outside of OSA) approximately one week prior to classes starting. We felt this would limit the number of decisions students need to make at the start of the year, and more importantly, it will provide a sense of the scope of required reading which will in turn help students make informed decisions in Q2-4 when printed coursepacks are optional.

Beginning in Q2, through Q4, and into the second year, **printed coursepacks are OPTIONAL** and can be ordered by the student through the UVA Bookstore website each quarter approximately one week prior to the start of classes. Students are responsible for placing and picking up their orders at the UVA Bookstore above the Central Grounds parking garage.

For Q2-4, it is entirely up to the student to decide which courses to order in printed format. Courses listed as "*Laptops Down*" (those during which students cannot view materials electronically in class) will be clearly defined to help students make informed decisions.

Second Years:

Printed coursepacks are largely available for all courses in the second year with a few exceptions (i.e., courses which have no associated materials, or for which faculty have specifically requested no printed coursepack). Students will be notified in advance of the quarter which courses fit these exceptions.

Printed coursepacks are **OPTIONAL in Q1-4** and can be ordered through the UVA Bookstore website and picked up at the Bookstore on Central Grounds following final add/drop. Until final add/drop each quarter, all materials for sessions 1-4 will be available in Canvas only; printed coursepacks *will* contain readings for sessions 1-4, so, if possible, it is advised to avoid printing these materials in advance of class to cut down on paper waste.

It is entirely up to the student to decide which courses to order in printed format. Courses listed as "*Laptops Down*" (those during which students cannot view materials electronically in class) will be clearly defined to help students make informed decisions.

2022-2023 Course Materials Key Dates

	Qtr	Syllabus to Karen/AOC	Canvas Uploads	Canvas Live	Classes Start	Add/Drop Ends	Exam Period - Open 8am - Close 11:59pm	Grades Due in Reg - 11am	Grades Released (within 48 hrs of grades due)
FY	DBD	N/A	07/08/22	07/25/22	8/4/22	N/A	N/A	N/A	N/A
FY	1	07/14/22	07/28/22	08/15/22	8/22/22	N/A	10/7-10/11	10/26/22	10/28/22
FY	2	09/16/22	09/30/22	10/17/22	10/24/22	N/A	12/15-12/19	1/11/23	1/13/23
FY	3	12/02/22	12/16/22	01/09/23	1/17/23	N/A	3/4-3/8	2/22/23	2/24/23
FY	4	02/13/23	02/27/23	03/13/23	3/20/23	3/23/23	5/5-5/8	5/23/23	5/25/23
FY	DWC's							6/1/23	
SY	1	07/14/22	07/28/22	08/15/22	8/22/22	8/25/22	10/7-10/11	10/26/22	10/28/22
SY	2	09/16/22	09/30/24	10/17/22	10/24/22	10/27/22	12/15-12/19	1/10/23	1/12/23
SY	JTERM	11/16/22	11/29/22	12/02/22	1/2/23	12/8/22	TBD	1/19/23	1/21/23
SY	3	12/02/22	12/16/22	01/09/23	1/17/23	1/20/23	3/3-3/7	3/22/23	3/24/23
SY	4	02/13/23	02/27/23	03/13/23	3/20/23	3/23/23	3/5-3/8	5/15/23	5/17/23
SY	DWC's							TBD	TBD
	Qtr	Syllabus to Cheryl/AOC	Canvas Uploads	Canvas Live	Classes Start	Exams	Final Add/Drop for electives	Grades Released (within 48 hrs of grades due)	Grades Released
Co22	5	3/30/22	4/8/22	4/15/22	5/9/22	6/12/22	N/A	7/12/22	7/14/22
Co22	6	5/18/22	5/27/22	6/3/22	6/27/22	8/14/22	N/A	8/30/22	9/1/22
Co22	7	7/13/22	7/22/22	8/5/22	8/15/22	10/2/22	8/19/22	10/18/22	10/20/22
Co22	8	9/7/22	9/16/22	9/23/22	10/10/22	12/18/22	10/14/22	1/10/23	1/12/23
Co22	9	11/16/22	11/25/22	12/9/22	1/2/23	2/12/23	1/4/23	2/28/23	3/2/23
Co22	10	1/11/23	1/20/23	2/3/23	2/20/23	4/16/23	TBD	5/2/23	5/4/23
Co23	LR II	5/17/23			4/17/23	4/23/23	N/A	5/9/23	5/11/23
Co24	LR I	6/17/22	7/5/22	7/15/22	8/15/22	8/21-8/28	N/A	9/12/22	9/14/22
Co24	1	7/15/22	7/25/22	8/3/22	8/29/22	10/14-10/23	N/A	11/9/22	11/11/22
Co24	2	9/7/22	9/30/22	10/12/23	10/24/22	12/9-12/18	N/A	1/9/23	1/11/23
Co24	3	11/19/22	11/29/22	12/7/22	1/3/23	2/10-2/19	N/A	3/7/23	3/9/23
Co24	4	1/11/23	1/30/23	2/8/23	2/27/23	4/14-4/23	N/A	5/9/23	5/11/23
Co24	5	3/8/23	3/30/23	4/12/23	4/24/23	6/9-6/18	N/A	6/29/23	7/1/23
Co24	6	5/12/23	5/25/23	6/7/23	6/26/23	8/4-8/13	N/A	8/29/23	9/1/23
Co24	7*	6/30/23	7/21/23	8/2/23	8/14/23	9/22-9/30	tbd	tbd	tbd
Co24	8*	8/23/23	9/8/23	9/20/23	10/9/23	12/8-12/17	tbd	tbd	tbd
Co24	9*	11/15/23	11/24/23	12/6/23	1/3/24	2/9-2/18	tbd	tbd	tbd
Co24	10*	1/10/24	1/24/24	2/7/24	2/26/24	4/12-4/21	tbd	tbd	tbd
Co24	LR II	3/6/24	3/11/24	3/13/24	4/22/24	4/28/22	N/A	tbd	tbd
* syllabus to AOC, not Cheryl									
		Syllabus to Cheryl*	Canvas Uploads	Canvas live	Classes Start	Exams	Grades due in Reg - 11am	Grades Released (within 48 hrs of grades due)	AOC (for grades)
PTMBA	1	7/8/22	7/21/22	8/12/22	8/22/22	10/7-10/16	11/1/22	11/3/22	Kathy/Caitlin
PTMBA	2	9/2/22	9/15/22	10/6/22	10/17/22	12/9-12/18	1/10/23	1/12/23	Donna/Donna
PTMBA	3	11/19/22	11/30/22	12/8/22	1/3/23	2/17-2/26	3/14/23	3/16/23	Donna/Mary
PTMBA	4	1/13/23	1/27/23	2/16/23	2/27/23	4/14-4/23	5/9/23	5/11/23	Caitlin/New
PTMBA	5	3/10/23	3/24/23	4/13/23	4/24/23	6/9-6/18	6/29/23	7/1/23	EMBA Staff/New
PTMBA	6	5/5/23	5/19/23	6/8/23	6/19/23	8/4-8/13	8/24/23	8/26/23	Kathy

Q1-6 managed by Cheryl McGough; AOC's submit grades

First Year Class of 2024 Key Dates



Fall 2022-Spring 2023

ISOP	July 27 – August 3
Darden Before Darden	August 4 - 5, 8 - 12
Opening Week (Orientation)	August 15 - 19
Q1 Start	August 22
FY Norms & Honor (Half-Day)	September 2
Labor Day--Classes in Session	September 5
Q1 End	October 6
Q1 Exams	October 7 - 11
Fall Break/Career Week Programming	October 12 - 23
FY/Alumni Networking Day in DC	October 14
Q2 Starts	October 24
Election Day--No Classes in Session	November 8
Thanksgiving Break	November 23 - 27
Q2 Ends	December 14
Q2 Exams	December 15 - 19
Winter Break	December 20 – January 16
FY Recruiting (Optional)	January 3 - 13
Q3 Begins	January 17
Q3 Ends	March 3
Marketing StratSim	March 1 – March 3
Q3 Exams	March 4 - 8
Spring Break	March 9 - 19
Q4 Begins	March 20
Q4 Ends	May 4
Q4 Exams	May 5 - 8
FY DWCs	May 9 - 21

*13 weeks available for summer internships before start of Q1 Fall 2023

SY Class of 2023 Key Dates

Fall 2022-Spring 2023

Q1 Start	August 22
Labor Day Classes in Session	September 5
Q1 End	October 6
Q1 Exams	October 7 - 11
Fall Break	October 12 - 23
Q2 Starts	October 24
Election Day No Classes in Session	November 8
Thanksgiving Break	November 23 - 27
Q2 Ends	December 14
Q2 Exams	December 15 - 19
Winter Break	December 20 – January 16

SY J-Term (Optional—Check back for specific course dates and global travel)	January 2 - 13
Q3 Begins	January 17
Q3 Ends	March 2
Q3 Exams	March 3 - 7
Spring Break (SY DWCs)	March 8 - 19
Q4 Begins	March 20
Q4 Ends	May 4
Q4 Exams	May 5 - 8
Final Exercises Weekend (Graduation)	May 19 - 21

2022-2023 Academic Calendar--Full-time MBA FY

May						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	Q1	23	24	25	26	27
28	29	30	31			

September						
Su	Mo	Tu	We	Th	Fr	Sa
				1	NH	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	DC	15
16	17	18	19	20	21	22
23	Q2	25	26	27	28	29
30	31					

November						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	ED	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

December						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Class Days International Student Orientation
Exams Darden Before Darden
Break Opening Week
Important Notes:
 Labor Day (5 September) Classes in session
 Election Day (8 November) No Classes in session

Program Days:
 2 September: Norms and Honor Half Day
 14 October: FY Alumni Networking Event in DC
 17-21 October Week of Career Programming/Fall Break

Exams:
 Q1 Open 8AM on 7 October
 Q1 Close 11:59PM on 11 October
 Q2 Open 8AM on 15 December
 Q2 Close 11:59PM on 19 December

2023 Full-time MBA FY Spring Semester

January						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	MLK	Q3	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	Q4EW	EW	LW	LW	24	25
26	EW	EW	LW	LW	31	

April						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	EW	EW	LW	LW	7	8
9	EW	EW	EW	LW	14	15
16	EW	EW	LW	LW	21	22
23	EW	EW	LW	LW	28	29
30						

May						
Su	Mo	Tu	We	Th	Fr	Sa
	EW	EW	LW	LW	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June						
Su	Mo	Tu	We	Th	Fr	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Class Days
Exams
Break
 FY Recruiting: 3 January - 13 January
 Marketing StratSim: 1 March - 3 March
 Spring Break: 8 March - 19 March
 FY DWCs: 9 May - 21 May
 13 weeks available post DWCs for summer internships

Exams:
 Q3 Open 8AM on 4 March
 Q3 Close 11:59PM on 8 March
 Q4 Open 8AM on 5 May
 Q4 Close 11:59PM on 8 May

2022-2023 Academic Calendar--Full-time MBA SY

May						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

August						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	Q1EW	EW	LW	LW	26	27
28	EW	EW	LW			

September						
Su	Mo	Tu	We	Th	Fr	Sa
				LW	2	3
4	EW	EW	LW	LW	9	10
11	EW	EW	LW	LW	16	17
18	EW	EW	LW	LW	23	24
25	EW	EW	LW	LW	30	

October						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	EW	EW	LW	LW	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	Q2EW	EW	LW	LW	28	29
30	EW					

November						
Su	Mo	Tu	We	Th	Fr	Sa
		EW	LW	LW	4	5
6	EW	ED	LW	LW	11	12
13	EW	EW	LW	LW	18	19
20	EW	EW	23	24	25	26
27	EW	EW	LW			

December						
Su	Mo	Tu	We	Th	Fr	Sa
				LW	2	3
4	EW	EW	LW	LW	9	10
11	EW	LW	LW	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Class Days
Exams
Break
Important Notes:
 Labor Day (5 September) Classes in session
 Election Day (8 November) No Classes in session

Exams:
 Q1 Open 8AM on 7 October
 Q1 Close 11:59PM on 11 October
 Q2 Open 8AM on 15 December
 Q2 Close 11:59PM on 19 December

2023 Full-time MBA SY- Spring Semester

January						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	MLK	Q3EW	EW	LW	LW	21
22	EW	EW	LW	LW	27	28
29	EW	EW				

February						
Su	Mo	Tu	We	Th	Fr	Sa
			LW	LW	3	4
5	EW	EW	LW	LW	10	11
12	EW	EW	LW	LW	17	18
19	EW	EW	LW	LW	24	25
26	EW	EW				

March						
Su	Mo	Tu	We	Th	Fr	Sa
			LW	LW	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	Q4EW	EW	LW	LW	24	25
26	EW	EW	LW	LW	31	

April						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	EW	EW	LW	LW	7	8
9	EW	EW	EW	LW	14	15
16	EW	EW	LW	LW	21	22
23	EW	EW	LW	LW	28	29
30						

May						
Su	Mo	Tu	We	Th	Fr	Sa
	EW	EW	LW	LW	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Class Days
Exams
Break
 SY J-Term: 2 January - 13 January
 Spring Break: 8 March - 19 March
Final Exercises (Graduation): 19 May - 21 May

Exams:
 Q3 Open 8AM on 3 March
 Q3 Close 11:59PM on 7 March
 Q4 Open 8AM on 5 May
 Q4 Close 11:59PM on 8 May

Class of 2023

Executive MBA Program

New dates for Q10.1 and Q10.2 weekends

YEAR 1

Aug-21						
M	T	W	T	F	S	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

LR1

Q1

Sep-21						
M	T	W	T	F	S	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Q2

Oct-21						
M	T	W	T	F	S	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Nov-21						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Feb-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28						

GR1

Q4

Mar-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

GR2

Apr-22						
M	T	W	T	F	S	S
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Q5

May-22						
M	T	W	T	F	S	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Q6

Jun-22						
M	T	W	T	F	S	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Dec-21						
M	T	W	T	F	S	S
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Q3

Jan-22						
M	T	W	T	F	S	S
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

YEAR 2

Aug-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Q7

Sep-22						
M	T	W	T	F	S	S
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

GR3

Q8

Oct-22						
M	T	W	T	F	S	S
1	2					
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Nov-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Dec-22						
M	T	W	T	F	S	S
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

GR4

Q9

Jan-23						
M	T	W	T	F	S	S
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

YEAR 3

Feb-23						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

GR5

Q10

Mar-23						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

LR2

Apr-23						
M	T	W	T	F	S	S
1	2					
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May-23						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

KEY:

- # Orientation
- # Leadership Residencies in Charlottesville
- # Weekend Residencies in Rosslyn
- # Global Residencies (GR)
- # Exams Period (typically no required classes)
- # University Break (typically no required classes)
- # Graduation (aka Finals Weekend)

*Live distance classes are not indicated; these typically meet Tu/Th evenings on non-residency weeks and Mon - Th during Year 2 electives

Class of 2024 Executive MBA Program

YEAR 1

Aug-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

LR1

Q1

Sep-22						
M	T	W	T	F	S	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Q2

Oct-22						
M	T	W	T	F	S	S
			1	2		
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
						31

Q2

Nov-22						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Dec-22						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Q3

Jan-23						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Feb-23						
M	T	W	T	F	S	S
	1	2	3	4	5	
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

GR

Q4

Mar-23						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Q5

Apr-23						
M	T	W	T	F	S	S
			1	2		
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

Q5

May-23						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Jun-23						
M	T	W	T	F	S	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

GR

Q6

Jul-23						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

YEAR 2

Aug-23						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Q7

Sep-23						
M	T	W	T	F	S	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Oct-23						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
						31

GR

Q8

Nov-23						
M	T	W	T	F	S	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Dec-23						
M	T	W	T	F	S	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Q9

Jan-24						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Feb-24						
M	T	W	T	F	S	S
		1	2	3	4	
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

GR

Q10

Mar-24						
M	T	W	T	F	S	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Apr-24						
M	T	W	T	F	S	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LR2

KEY:

- # Leadership Residencies (LR) in Charlottesville
- # Weekend Residencies in Rosslyn
- # Global Residencies (GR)
- # Exams Period (typically no required classes)
- # University Break (typically no required classes)
- # Graduation (aka Finals Weekend)

*Live distance classes are not indicated; these typically meet Tu/Th evenings on non-residency weeks and Mon-Th during electives

Details subject to change. Dated: 4/26/2022

Class of 2025 Part-Time MBA Program

YEAR 1

Aug-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
R1	22	23	24	25	26	27 28
Q1	29	30	31			

Sep-22						
M	T	W	T	F	S	S
	1	2	3	4		
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Oct-22						
M	T	W	T	F	S	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
Q2	17	18	19	20	21	22 23
24	25	26	27	28	29	30
						31

Nov-22						
M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

Dec-22						
M	T	W	T	F	S	S
				1	2	3 4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Jan-23						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Q3

Feb-23						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
Q4	27	28				

Mar-23						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Apr-23						
M	T	W	T	F	S	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
Q5	24	25	26	27	28	29 30

May-23						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Jun-23						
M	T	W	T	F	S	S
				1	2	3 4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Jul-23						
M	T	W	T	F	S	S
						1 2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
						31

Q6

YEAR 2

Aug-23						
M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Sep-23						
M	T	W	T	F	S	S
					1	2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Oct-23						
M	T	W	T	F	S	S
						1
2	3	4	5	6	7	8
GR	9	10	11	12	13	14
Q8	15	16	17	18	19	20 21 22
23	24	25	26	27	28	29
						30 31

Nov-23						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Dec-23						
M	T	W	T	F	S	S
					1	2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Jan-24						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Q9

YEAR 3

Feb-24						
M	T	W	T	F	S	S
					1	2 3 4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29			

Mar-24						
M	T	W	T	F	S	S
					1	2 3
E10	4	5	6	7	8	9 10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Apr-24						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
R2	22	23	24	25	26	27 28
						29 30

May-24						
M	T	W	T	F	S	S
1	2	3	4	5		
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Dec-23						
M	T	W	T	F	S	S
					1	2 3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Jan-24						
M	T	W	T	F	S	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

- KEY:**
- # Weeklong Residencies (R1 and R2) in Charlottesville
 - # Weeknight in-person classes (.1, .2, .3, .4) in Rosslyn
 - # Weeknight distance classes (via Zoom)
 - # Global Residency elective (GR)
 - # Exam Period (typically no required classes)
 - # Monday Holiday / UVA Break (typically no required classes)

Note: Electives schedule not listed here

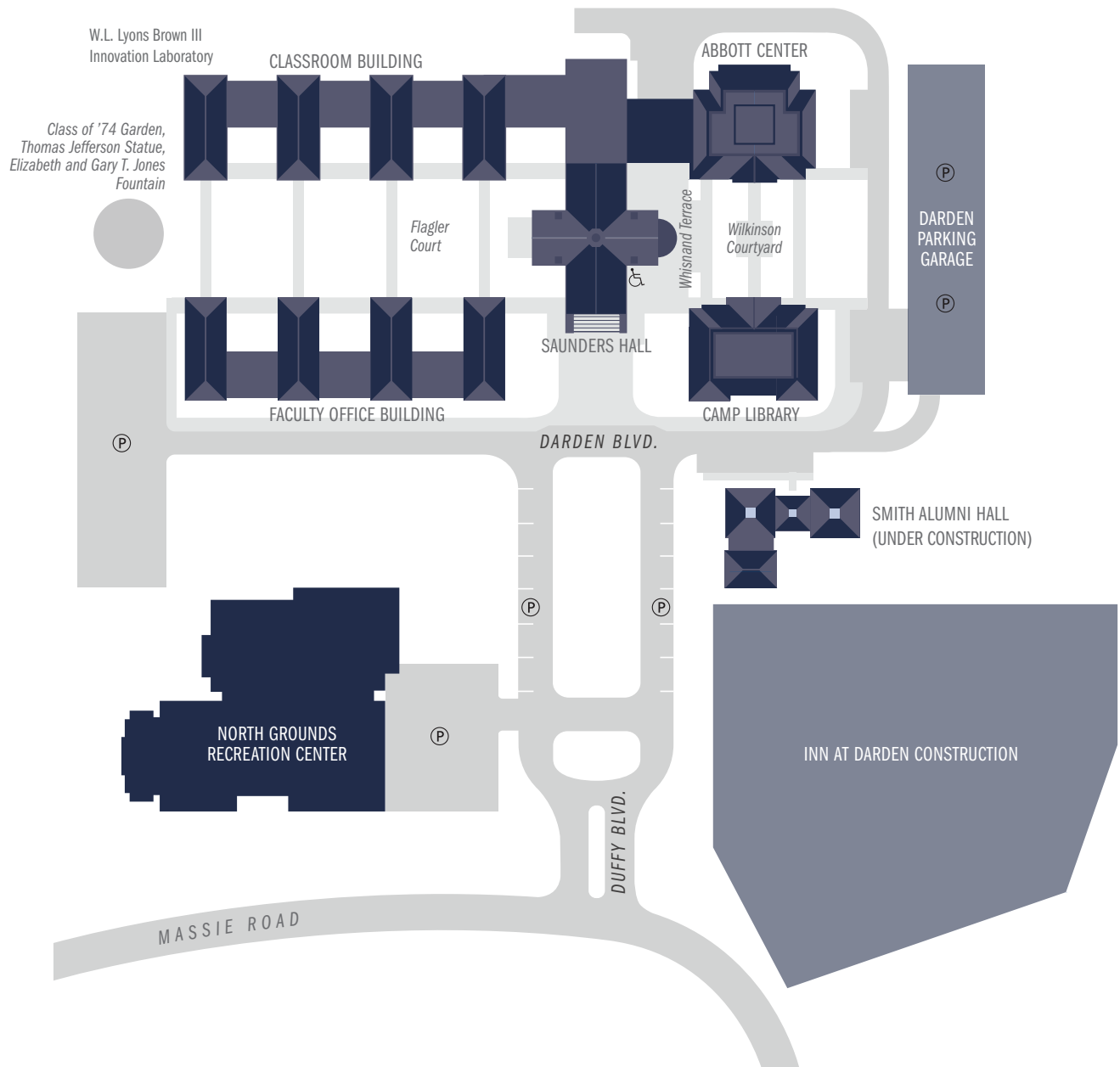
2022-2023 Darden Registrar GRADE DEADLINES



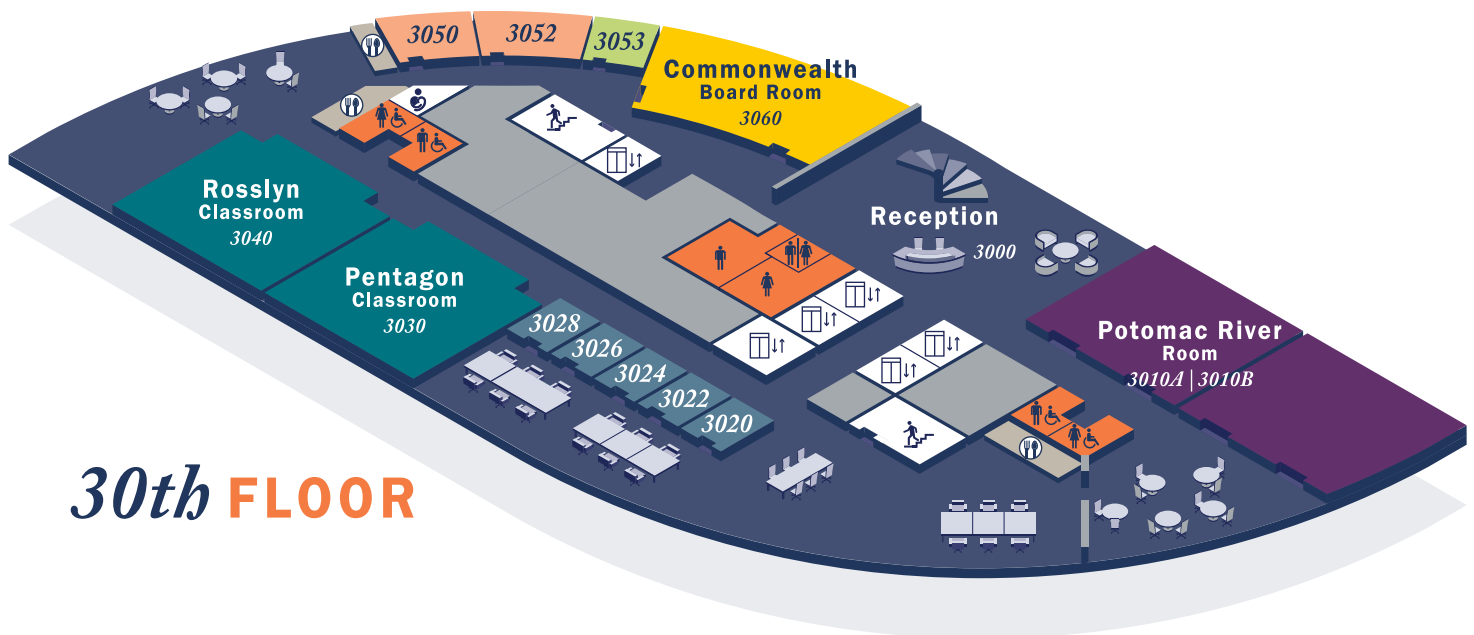
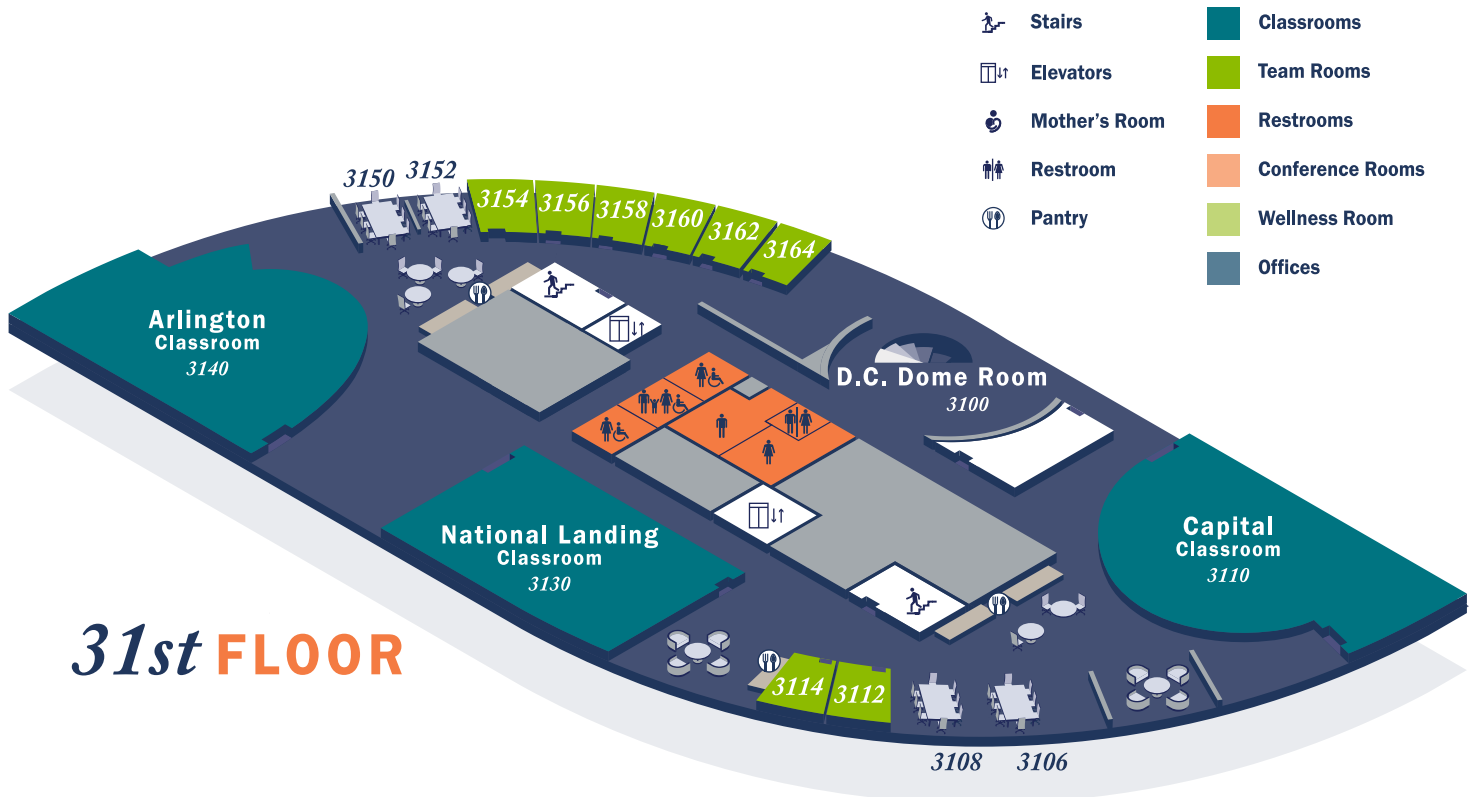
DARDEN SCHOOL
of BUSINESS
Office of the Registrar

Program	Grad YR/Class	QTR/LR	Grades Due in System by 11am. Grades will be posted within 48 hours.
FY MBA	2024	FY-Q1	Wednesday, October 26, 2022
FY MBA	2024	FY-Q2	Wednesday, January 11, 2023
FY MBA	2024	FY-Q3	Wednesday, March 22, 2023
FY MBA	2024	FY-Q4	Tuesday, May 23, 2023
FY MBA	2024	FY-DWCs	Thursday, June 1, 2023
SY MBA	2023	Q1	Wednesday, October 26, 2022
SY MBA	2023	Q2	Tuesday, January 10, 2023
SY MBA	2023	J-Term	Thursday, January 19, 2023
SY MBA	2023	Q3	Wednesday, March 22, 2023
SY MBA	2023	SY-DWCS	TBA
SY MBA	2023	Q4	Monday, May 15, 2023
Exec MBA	2023	EX-Qtr. 5	Tuesday, July 12, 2022
Exec MBA	2023	EX-Qtr. 6	Tuesday, August 30, 2022
Exec MBA	2023	EX-Qtr. 7	Tuesday, October 18, 2022
Exec MBA	2023	EX-Qtr. 8	Tuesday, January 10, 2023
Exec MBA	2023	EX-Qtr. 9	Tuesday, February 28, 2023
Exec MBA	2023	EX-Qtr. 10	Tuesday, May 2, 2023
Exec MBA	2023	LR 2	Tuesday, May 9, 2023
Exec MBA	2024	LR 1	Monday, September 12, 2022
Exec MBA	2024	EX-Qtr. 1	Wednesday, November 9, 2022
Exec MBA	2024	EX-Qtr. 2	Tuesday, January 10, 2023
Exec MBA	2024	EX-Qtr. 3	Tuesday, March 7, 2023
Exec MBA	2024	EX-Qtr. 4	Tuesday, May 9, 2023
Exec MBA	2024	EX-Qtr. 5	Thursday, June 29, 2023
Exec MBA	2024	EX-Qtr. 6	Tuesday, August 29, 2023
Part Time Exec MBA	n/a	PT Qtr 1	Tuesday, November 1, 2022
Part Time Exec MBA	n/a	PT Qtr 2	Tuesday, January 10, 2023
Part Time Exec MBA	n/a	PT Qtr 3	Tuesday, March 14, 2023
Part Time Exec MBA	n/a	PT Qtr 4	Tuesday, May 9, 2023
Part Time Exec MBA	n/a	PT Qtr 5	Thursday, June 29, 2023
Part Time Exec MBA	n/a	PT Qtr 6	Thursday, August 24, 2023

DARDEN GROUNDS

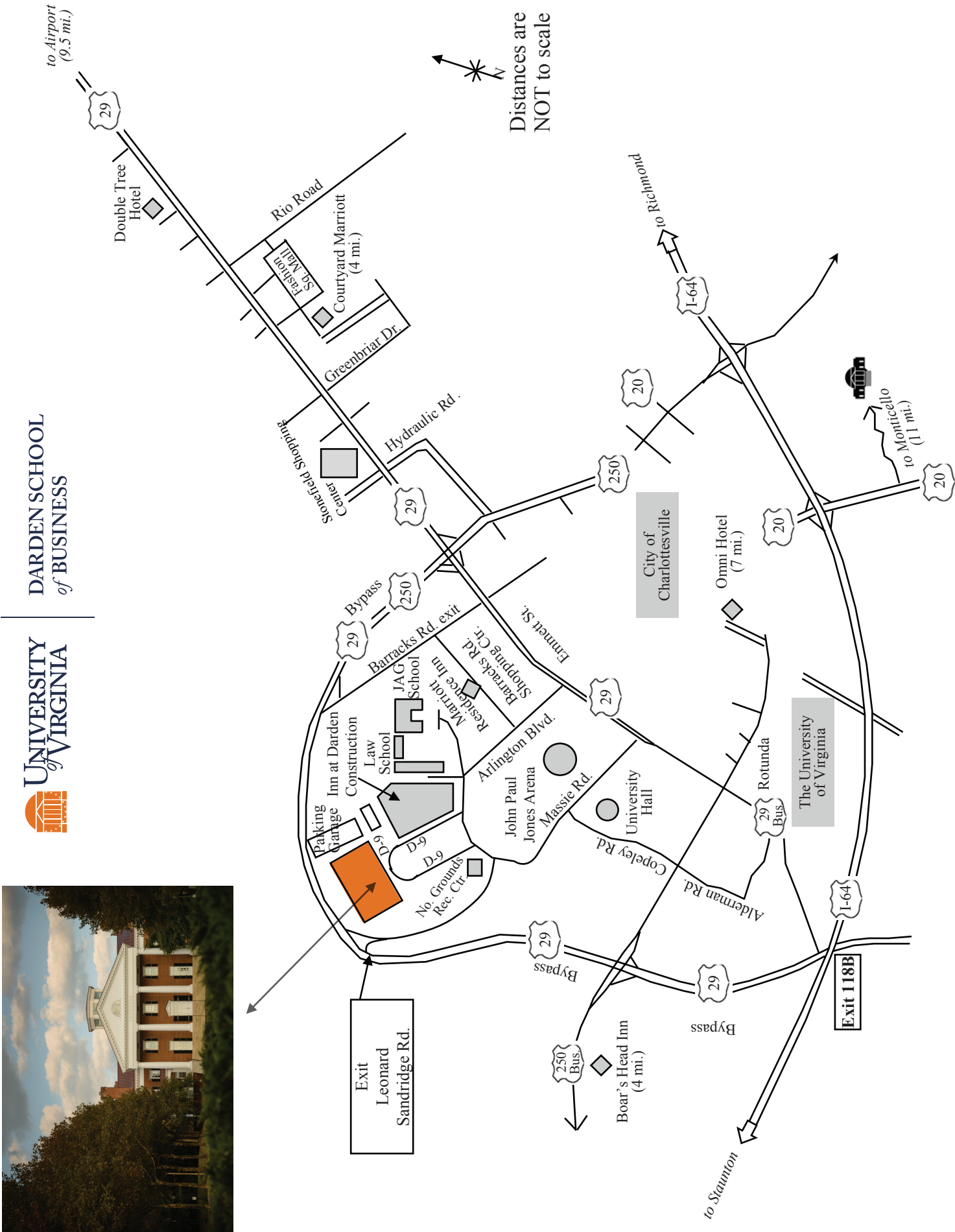


DC METRO *at the* SANDS FAMILY GROUNDS





DARDEN SCHOOL of BUSINESS



July 2022

OTHER INFORMATION YOU MAY FIND HELPFUL

Portal

Darden's Intranet – Portal – darden44.sharepoint.com - is a repository of information for faculty and students.

Faculty Meetings

As you know, Darden faculty pride themselves on having an active role in managing the academic programs and being involved with all aspects of the school. We include faculty in different types of meetings throughout the year.

The Office of Faculty and Research will send you meeting invitations for these meetings at the start of the school year so you can mark these on your calendars. You are encouraged to attend, and participate, in all of these meetings. We will send an agenda and any background information in advance so you can be prepared for the discussion and any required votes.

Generally, there is one faculty meeting each month. Attendance and focus varies as noted below.

- *Faculty and Leadership meetings* – Chaired by the Dean, these are held in August, January and May where attendees include the teaching faculty plus a group of professional staff. In addition to other topics, agenda items include introductions in August, state of the school in January and voting on conferring degrees in May. There will of course be other topics on the agenda as well.
- *Voting faculty meetings* – Chaired by the Dean, these are held throughout the year for the full time faculty. Agenda items often include topics associated with the programs that require a faculty vote.
- *Faculty forums* – are an opportunity to discuss an important topic in more depth. Votes are generally not held at these meetings. Attendance includes voting faculty plus relevant professional staff.

Research seminars

We have a number of seminar series for faculty. Amy Fitzgerald can be sure you are notified of speakers with any/all of these programs.

- Finance seminar (joint with McIntire) hosts faculty on most Fridays
- Dana Clyman seminars are scheduled periodically on a variety of topics
- CORE seminar (with McIntire) hosts speakers on management topics periodically throughout the year
- Financial Economics Brown Bag (FEBB) workshops is an opportunity for faculty to share work that is in the early stages of development.
- Strategy brown bag lunch sessions are held monthly throughout the academic year.

Required reporting during the year

Faculty Activity Report – Each year in early January you are asked to complete an annual report by providing information in a form that Venkat’s office sends you. This collects information about your research, service, etc. In addition, you are asked to update your CV.

This information is used by Venkat and the Peer Review Committee to provide you with feedback on your work.

Research funding

All faculty are invited to apply for summer salary support (up to 2 months) and for funds to support their research and course development activity. Your initial contract may guarantee both of these for a defined period. After that, in March you will need to submit a request to the Research and Course Development Committee outlining your planned activity for the coming summer and academic year.

If during the year you have an unexpected opportunity that requires research funding beyond what you were awarded, you can apply for Express Lane Funding. Please contact the chair of the Research and Course Development Committee to learn more.