



Integrity Matters.

Olin Business School Code of Conduct

GRADUATE PROGRAMS | 2018–2019

TABLE OF CONTENTS

Olin Business School Statement of Community Conduct	1
Philosophy.	1
Organizational Culture	1
Olin Business School Graduate Programs Code of Professional Conduct	4
Overview	4
Expectations—Professional Standards of Conduct	4
Olin Business School Graduate Student Academic Integrity Policy	6
Student Academic Violations	6
Faculty Responsibilities	8
Student Rights and Responsibilities	9
Olin Business School Graduate Student Academic Integrity Guidelines and Procedures	10

OLIN BUSINESS SCHOOL STATEMENT OF COMMUNITY CONDUCT

PHILOSOPHY

Olin Business School is a community of individuals with diverse backgrounds and interests who share certain fundamental goals. Primary among these goals is the creation and maintenance of an atmosphere conducive to learning and personal growth for everyone in the community.

Becoming a member of the Olin community is a privilege that brings certain responsibilities and expectations. The success of Olin in attaining its goals and in maintaining its reputation of academic excellence depends on the willingness of its members, both collectively and individually, to meet their responsibilities. It is imperative that all individuals associated with Olin conduct themselves with the utmost integrity in all aspects of their life, both on and off campus.

ORGANIZATIONAL CULTURE

The objective Olin has for all its constituents—faculty, students, and administration, as well as our alumni and our corporate and community friends—is to provide an environment in which every individual associated with the school can grow, develop, and be a contributing and productive member of our society. The effectiveness of the learning process depends on the individual and collective desires of all members of the community to foster the process. Every person in the community plays a vital role in establishing an atmosphere conducive to these goals. In order to accomplish Olin’s objectives, certain values must be understood and shared by all members of the community. The standards of behavior that reflect these values are set forth in the University Judicial Code (UJC) and in this booklet, *Integrity Matters*. The Olin community affirms and supports these standards.

It is especially important that each member of the Olin community be committed to:

Learning and Personal Growth for All

This concept means that a grade and a degree are outcomes of the learning process, rather than objectives. To this end, Olin does not distribute class-rank information, nor does it provide a student’s grades to any organization without

the student's consent. At the same time, we recognize that other communities look to Olin to provide accurate evaluations of student performance in the learning process. This expectation creates an obligation to ensure that this certification is valid. However, focusing our individual and collective energies only on the certification process detracts from the quality of the learning experience and ultimately lowers the value of a degree from Olin.

Academic Excellence

Olin is committed to providing an educational experience of the highest possible quality. It desires to provide a setting that inspires all members of the community to reach beyond their present limits. This environment must allow individuals to question, experiment, and create. It must stimulate, and it must demand intelligence and imagination. In short, it must challenge members of the community—faculty, students, and administrators—to think and to grow.

Providing and maintaining such an environment demands state-of-the-art teaching and, thus, bringing research into the classroom. Therefore, faculty research is an integral part of the educational environment at Olin.

Academic Freedom

The ability of each faculty member to freely develop courses and to establish criteria for evaluating students within the bounds set by the faculty as a whole is fundamental to ensuring state-of-the-art education and benefit to our academic community and constituency. As members of this community, it is our responsibility to ensure that this freedom is not corrupted.

Promoting the Teaching/Learning Process for Others in the Community

Because the right of free speech is fundamental to the democratic process, we firmly support the rights of all members of the Olin community to express their views. All members of the community also share a concurrent obligation to maintain in Olin an atmosphere conducive to scholarly pursuits and to respect the rights of all individuals to participate in the teaching/learning process.

Recognizing and Valuing Differences Among Individuals, and Learning from the Diversity That Is Found in the Community

Olin Business School defines diversity as an intentional practice of inclusion and acceptance aimed at recognizing, understanding, and celebrating the differences among all members of our community. We believe our differences are used to unify and enrich the Olin community, and we encourage open and ongoing dialogue. These differences, which include all aspects of identity, add richness to the Olin experience and reflect the importance of respect for all people.

This definition augments Washington University in St. Louis's understanding of diversity and complements its efforts to promote an environment of inclusion and acceptance.

Olin welcomes all aspects of identity into our community, including but not limited to: race, ethnicity, gender, sexual orientation, socioeconomic status, age, ability, religious beliefs, political beliefs, physical appearance, sex, nationality, and veteran status.

Abiding by Washington University's Policy on Sexual Harassment

Washington University is committed to having a positive learning and working environment for its students, faculty, and staff and will not tolerate sexual harassment. Sexual harassment is a form of discrimination that violates university policy. It is also illegal under state and federal law.

This policy applies to all members of the Washington University community. It allocates responsibilities for helping to ensure that university policy is fairly applied, explains the process by which complaints of sexual harassment may be brought forward, and provides sanctions for sexual harassment, which may range from reprimands to termination or dismissal, depending upon the severity of the offense. For complete details, visit the website: <http://hr.wustl.edu/discrimination-harassment-policy/>.

Respecting Our Physical Environment

At Olin we are fortunate to have superb physical facilities that support the educational process. We will do our utmost to maintain the condition of these facilities and will not tolerate littering or other actions that deface or damage them.

OLIN BUSINESS SCHOOL GRADUATE PROGRAMS CODE OF PROFESSIONAL CONDUCT

OVERVIEW

This code intends to encourage and clarify appropriate classroom, interpersonal, and extracurricular etiquette by individuals and expected by their peers, the faculty, and the institution. It intends also to help describe the overall environment of excellence and professionalism that all members of the Olin community seek to establish and to enhance continually. It is the responsibility of each member of the Olin community to uphold the spirit, as well as the principles, of the Code of Professional Conduct.

EXPECTATIONS—PROFESSIONAL STANDARDS OF CONDUCT

In keeping with these shared expectations, we expect Olin students to conduct themselves at all times in a professional manner. Professional behavior includes, but is not limited to, the following items:

In the Classroom

- **Attendance:** We expect students to attend each class session. Students who must miss a session for any reason should make every effort to notify the instructor prior to the class meeting. Students should never register for courses scheduled in conflict with one another.
- **Punctuality:** We expect students to arrive and take their seats prior to the start of each class session. They should display their name cards in all classes at all times.
- **Behavior:** We will conduct classroom interactions in a spirited manner, but always while displaying professional courtesy and personal respect.
- **Preparation:** We expect students to complete the readings, case preparations, and other assignments prior to each class session and to be prepared to participate actively in class discussions.
- **Assessment:** We expect students to complete course and instructor evaluations at the end of each term and, if requested, at midterm. We expect students to complete individual, peer, and/or team assessments if required. Course evaluations are an essential part of the process of continuous improvement for Olin programs. Effective feedback is factual, relevant, and expressed in a constructive and professional manner.

- **Exiting and Entering:** We expect students to remain in the classroom for the duration of the class session unless an urgent need arises or the professor agreed to a different arrangement prior to that class session.
- **Laptop, Tablet, and Other Electronic Device Usage:** We expect students not to use laptops, tablets, and other electronic devices in classrooms unless such use is with the instructor's consent and for activities directly related to the class session. Students should not access email or the Internet during class, as this can be distracting for peers and the instructor.
- **Mobile Phone and Other Device Usage:** We expect students to keep their mobile phones and other devices turned off or have them set on silent/vibrate during class. Students should not answer phone calls, text messages, etc. while class is in session.
- **Other distractions specifically identified by individual instructors, such as eating in the classroom, should be avoided.**

Outside the Classroom

- **Representing the University:** We expect students to conduct themselves responsibly and professionally when dealing with all members of the Olin and Washington University communities as well as in the career search process and at club activities, networking events, career fairs, job interviews, and other functions where they are representing the Olin community.
- **Facilities:** We expect students to help maintain the appearance and the functionality of the building, classrooms, and other facilities.

Addressing Code Violations:

- Any complaint involving alleged professional misconduct by a graduate student should be brought first to the Senior Associate Dean for Graduate Programs. The Senior Associate Dean will follow the procedures outlined on page 10.

OLIN BUSINESS SCHOOL GRADUATE STUDENT ACADEMIC INTEGRITY POLICY

Effective learning, teaching, and research all depend upon the ability of members of the academic community to trust one another and to trust the integrity of work that is submitted in classes for academic credit or conducted in the wider arena of scholarly research. When such an atmosphere of mutual trust exists, the free exchange of ideas is fostered, and all members of the community are able to work to achieve their highest potential. In all academic work, it is important that the ideas and contributions of others be appropriately acknowledged, and that work that is presented as original is in fact original. Ensuring the honesty and fairness of the intellectual environment at Washington University and Olin Business School is a responsibility shared by faculty, students, and administrative staff.

This statement on academic integrity applies to all students at Olin Business School. The purpose of the statement is to clarify the university's expectations with regard to students' academic behavior and to provide specific examples of dishonest conduct. The examples are only illustrative, not exhaustive.

Students are expected to adhere to the highest standards of behavior, and the vast majority of Olin Business School students do so. Each year, however, a few students behave dishonestly. The following material describes the most common types of dishonest behavior.

STUDENT ACADEMIC VIOLATIONS

It Is Dishonest and a Violation of Student Academic Integrity If You:

Plagiarize

You commit plagiarism by taking someone else's ideas, words, or other types of work product and presenting them as your own. You can avoid plagiarism by using proper methods of documentation and acknowledgement:

- Enclose every quotation in quotation marks, and acknowledge its source.
- Cite the source of every summary, paraphrase, abstraction, or adaptation of material originally prepared by another person, along with any factual data that is not considered common knowledge. Include the name of the author, title of the work, publication information, and page reference.
- Acknowledge material obtained from lectures, interviews, or other oral communication by citing the source (name of the speaker, the occasion, the place, and the date).

- Cite material from the Internet just as if it were from more traditionally published sources. Follow the citation style or requirements of your instructor.

Cheat on an Examination

You must not receive or provide any unauthorized assistance on an examination. During an examination you may use only materials authorized by the faculty.

Any use of a mobile phone or other device is expressly prohibited and will be considered a violation of Olin's Academic Integrity Policy.

Copy or Collaborate on Assignments without Permission

Unless the instructor explicitly states otherwise, it is dishonest to collaborate with others when completing graded assignments or tests; performing laboratory experiments; writing and/or documenting computer programs; writing papers, reports, or case write-ups; and completing problem sets.

- Never use, copy, or paraphrase the results of another person's work and represent them as your own, regardless of the circumstances.
- When you submit work with your name on it, you are in effect stating the work is yours and only yours, unless you acknowledge in an endorsement all the help of persons who have contributed to the completion of the assignment.
- If the instructor allows group work, you must be sure you understand the degree of acceptable collaboration.
- It is never appropriate to simply copy another's work, or to permit another student to copy your work.
- If you have any questions regarding the instructor's definition of allowable behavior, it is your responsibility to ask for clarification prior to engaging in the collaboration.
- Contribute your fair share of the effort. If your name is on an assignment, you have attested to the integrity of the work; individuals will be held accountable for a class group's academic integrity violation, although sanctions may vary based on the judgment of the Internal Review Officer or the Integrity Committee.

Fabricate or Falsify Data or Records

It is dishonest to fabricate or falsify data in laboratory experiments, research papers, case write-ups, or reports, or in any other circumstances; to fabricate source material in a bibliography or "works cited" list; or to provide false

information on a résumé or other document in connection with academic efforts. It is also dishonest to take data developed by someone else and present it as your own.

Engage in Other Forms of Deceit, Dishonesty, or Inappropriate Conduct

Do not submit the same work, or essentially the same work, for more than one course without explicitly obtaining permission from all instructors. A student must disclose when a paper or project builds on work completed earlier in his/her academic career.

Do not request an academic benefit based on false information or deception. This includes requesting an extension of time, a better grade, or a recommendation from an instructor.

Do not make any changes (including adding material or erasing material) on any test paper, problem set, or class assignment that you submit for a re-grade.

Do not willfully damage the efforts or work of other students.

Do not steal, deface, or damage academic facilities or materials.

Do not collaborate with other students planning or engaging in any form of academic misconduct.

Do not submit any academic work under someone else's name. This includes but is not limited to sitting for another person's exam; both parties will be held responsible.

Do not submit any spreadsheet or other electronic deliverable of which you are not the original author.

Do not engage in any other form of academic misconduct not covered here (because no list is necessarily exhaustive). If you are ever in doubt, please ask either the professor or the teaching assistant for guidance.

FACULTY RESPONSIBILITIES

Faculty will report incidents of student academic misconduct to the academic integrity officer in their school or college so that the incident may be handled in a consistent, fair manner, and so that substantiated charges of misconduct may be noted in students' records.

STUDENT RIGHTS AND RESPONSIBILITIES

If you are accused of an academic integrity violation by a professor, teaching/graduate assistant, academic integrity officer, or fellow student(s), you are entitled to do the following:

- Review the written evidence in support of the charge.
- Ask any questions you have.
- Offer an explanation as to what occurred.
- Present any material that would cast doubt on the correctness of the charge.

After you are notified of a charge of academic misconduct, you have several options:

- You may deny the charges and request a hearing in front of the appropriate academic integrity officers.
- You may admit to the charges and accept the imposition of sanctions.
- You may request a leave of absence from the university. However, the academic integrity matter will have to be resolved prior to your re-enrollment.
- You may request to withdraw permanently from the university with a transcript notation that there is an unresolved academic integrity matter pending.

You have the following responsibilities in resolving the charge of academic misconduct:

- You must admit or deny the charge. This will determine the course of action to be pursued.
- You must provide truthful information regarding the charges. It is a student judicial code violation to provide false information to the university or anyone acting on its behalf.

Reporting Misconduct by Others

If you observe other students violating this policy, you are strongly urged to confront the student(s), report the misconduct to the instructor, and/or seek advice from the academic integrity officer in the school in which the misconduct is occurring.

OLIN BUSINESS SCHOOL GRADUATE PROGRAMS ACADEMIC INTEGRITY GUIDELINES & PROCEDURES

These guidelines and procedures apply to students enrolled in a graduate program at Olin Business School, as well as to graduate students from other schools or colleges who enroll in courses within Olin Business School. They also apply to dual and joint degree students whose primary status is as a graduate degree student.

The Internal Review Officer (IRO)

Appointed by the Olin Business School Dean as the point of contact for matters relating to graduate programs academic integrity, the Senior Associate Dean for Graduate Programs serves as the Graduate Programs Internal Review Officer (IRO). Concerns, whether formal or informal, about academic integrity should be brought first to the IRO.

The Dean of Olin Business School may appoint a Deputy IRO. If the Graduate Programs IRO is not available or must recuse himself or herself from a case, the Deputy IRO or the IRO from another program will serve as the IRO for the case. For purposes of this booklet, the IRO or Deputy IRO will be simply referred to as IRO in subsequent sections.

If there is suspicion that academic integrity has been violated, a faculty member or student may consult with the IRO for advice as to whether formal disciplinary charges should be filed. The IRO may call in the person(s) about whom concerns have been expressed for an informal discussion of the situation. The IRO also will be the first person within Olin with whom formal disciplinary charges can be filed.

Procedures

1. Any formal complaint involving alleged academic dishonesty in Olin shall be submitted in writing to the IRO, along with all available substantiating evidence. Any member of the university community, including any student, may lodge a formal complaint.
2. The IRO may advise the charging party on the merits of the complaint and on the strength of the evidence. However, only the charging party can decide to withdraw the complaint. In certain cases, even if the charging party decides to withdraw the complaint, the IRO may decide to proceed with pressing the charges in order to preserve the interests of the school.

3. If, after consultation with the IRO, the charging party desires to pursue the complaint, the IRO will arrange to meet privately with the student(s) against whom the complaint has been made, and will present the evidence on which the complaint is based. All available evidence shall be shared with the student(s) against whom the complaint has been made. If another student or students are bringing the charges, their name(s) will be revealed at the time the charges are presented. A copy of this Integrity Matters booklet will be given to the student(s) at the time of the meeting with the IRO, along with a written statement of the charges.
4. After the complaint and the accompanying evidence have been presented to the student(s), the IRO will ask the student(s) to plead in violation or not in violation to the charges that have been brought. The student may request to delay his or her response to the charges by up to three (3) business days. If no response is obtained within that time period, it will be considered as pleading not in violation. If the student(s) pleads in violation, the IRO will impose a penalty for the offense to which the plea has been entered, consistent with the guidelines.
5. If a student pleads in violation to charges presented by the IRO, the student will be informed by the IRO what penalty will be imposed within ten (10) business days. The student(s) being charged, as well as the charging party, will have the right to appeal the penalty itself and request a hearing before the Academic Integrity Committee within fourteen (14) days after being notified by the IRO. (Appeal procedures are outlined in a subsequent section below.)
6. If the student(s) pleads not in violation, the decision maker (whether the IRO or the Academic Integrity Committee, determined by the IRO) must find in favor of the respondent unless the decision maker is persuaded that it is more likely than not that the student committed the offense(s) charged. The respondent shall be afforded the benefit of presumption of innocence. The case outcomes will be one of the following:
 - a. student(s) found not in violation;
 - b. student(s) found in violation and penalty imposed within ten (10) business days; and/or
 - c. the case referred to the Academic Integrity Committee for a full hearing.In (a) or (b), the accused and the charging party have the right to appeal the decision. For all appeal procedures, please refer to the appeals section of this document.

The Academic Integrity Committee

The Olin Academic Integrity Committee serves as the hearing panel in Olin Business School. The committee consists of faculty members appointed by the Dean of Olin Business School, one of whom serves as chair, as well as student representatives, appointed each fall for a term of the academic year in consultation with the Senior Associate Dean for Graduate Programs. The chair shall be nonvoting except in the case of a tie, in which case he or she may cast the deciding vote. Should the chair not be available to convene and conduct the hearing in a timely manner, he or she will appoint a designee from the faculty members of the committee.

In the case of a hearing, the chair will convene a quorum consisting of a minimum of two student and two faculty members of the committee. The chair or his or her designee facilitates the hearing.

The Academic Integrity Committee of the school shall be called upon to review cases only after the IRO has followed the procedures outlined above for the conduct of the IRO role. When the Academic Integrity Committee does conduct hearings, it is to employ the following procedures:

1. The chair of the Academic Integrity Committee shall be responsible for scheduling hearings at the earliest convenient time and for notifying the person(s) who are to appear before the committee. A copy of the formal charges and of the guidelines and procedures for the conduct of the Academic Integrity Committee should be provided in writing to the person(s) who are to appear, together with notification of the time and place of the hearing. A copy of these documents shall be provided to the Dean of the School.
2. In exceptional cases, the chair, upon the student's request, may postpone a hearing, but every effort should be made to arrange a prompt and thorough hearing of the matter. The student(s) accused must attend the hearing, except in cases in which a violation of the academic code plea has been entered. In such a case, a student may advise the chair in writing of any mitigating circumstance(s) that should be weighed by the committee in its consideration of disciplinary action. (Even when a plea indicating a violation has been entered, it is still advised that the student(s) appear in person before the committee.) Any student who does not appear at the formal hearing retains the right to appeal any sanction imposed by the Academic Integrity Committee.

3. The formal hearing normally shall be held as a closed hearing. The hearing may include the committee, the person(s) making the complaint, the student(s) charged, and up to three (3) additional observers chosen by the charged student(s) and/or the person making the complaint. All observers must respect the confidentiality of the disciplinary process.
4. The Academic Integrity Committee shall employ the following specific procedures in hearing a case:
 - a. procedures explained.
 - b. charges read.
 - c. answer requested of student(s) charged.
 - d. statements by either party, if any.
 - e. witnesses supporting the charges, including presentation of documentary evidence, if any.
 - f. witnesses supporting the student(s) charged, including presentation of documentary evidence, if any.
 - g. rebuttal witnesses supporting the charges, if any.
 - h. rebuttal witnesses supporting the student(s) charged, if any.
 - i. closing argument by charging party.
 - j. closing argument by student(s) charged.

The student(s) charged shall have the right to examine documentary evidence presented during the hearing and have the right to hear and cross-examine witnesses at the hearing.

5. Immediately following the hearing, the Academic Integrity Committee shall meet in closed session to consider all the evidence and testimony presented. The committee shall, by majority vote, first determine whether the student(s) involved are in violation of all or part of the charges brought against them. In the event of a tie vote, the chair of the committee, normally a nonvoting member, shall cast the deciding vote. If the committee finding is "not in violation," the chair shall notify the student(s) within two (2) business days, stating that all charges have been removed from their record. The chair also shall notify the Dean of the school concerning the committee's decision.

6. If the committee finding is “in violation” for all or part of the charges brought against the student(s), the Academic Integrity Committee shall then decide by majority vote on a penalty, proposed by the chair in consultation with members of the committee, for the offense in question, consistent with the guidelines.

7. If a student has elected to plead in violation before the IRO, then the purpose in having a hearing of the Academic Integrity Committee would be to hear an appeal of the extent of the penalty imposed by the IRO. The charged or charging party might make such arguments. If the student was found in violation by the IRO, despite pleading not in violation, then if the appeal has been granted as outlined in the appeals process, the purpose of the hearing will be to determine whether the student is in violation of academic integrity based on the evidence and testimony and, if so, to determine an appropriate penalty within the guidelines. Any written arguments are to be submitted to the chair of the Academic Integrity Committee at least two (2) business days in advance of a hearing. Copies of such written arguments are to be provided to the members of the committee, to the student(s) against whom charges have been filed, and to the Dean of Olin.

Sanctions

If the finding of the hearing is that an Academic Integrity Policy violation has taken place, or if the charges have been admitted to prior to a hearing, the IRO, Deputy IRO, or the Academic Integrity Committee may do one or more of the following:

- Issue a formal written reprimand.
- Impose educational sanctions, such as completing a workshop on plagiarism or academic ethics.
- Recommend to the instructor that the student(s) fail the assignment.
- Recommend to the instructor that the student(s) fail the course.
- Recommend to the instructor that the student(s) receive a course grade penalty less severe than failure of the course.
- Impose a restriction not allowing the student(s) to “retake” the course.
- Place the student(s) on “Disciplinary Probation” for a definite period of time, or until defined conditions are met. The probation will be noted on the student’s transcript and internal record while it is in force.
- In cases serious enough to warrant suspension or expulsion from the university, refer the matter to the University Judicial Board for consideration.

Withdrawing from the course will not prevent the IRO or the Academic Integrity Committee from imposing or recommending sanctions, including a failing grade in the course.

If the charges of academic misconduct are not proven, the student(s) may withdraw from the course in question without prejudice. Whether the student(s) complete(s) the course or not, no record of the allegation will appear on the student’s transcript or in the student’s file.

Procedures for Appeal

A. Appealing the decision and/or penalty of the IRO: The respondent or the charging party has the right to appeal the decision of the IRO. The appeal must be delivered in writing within fourteen (14) days, to the Senior Associate Dean for Graduate Programs and the chair of the Olin Academic Integrity Committee. The appeal must outline the reason for the appeal, including but not limited to an unfair hearing or excessive sanctions, and provide all information relevant to the case for consideration of the appeal. The chair of the Academic Integrity Committee or his/her designee then will have the opportunity to request additional information from either the appellant or the IRO. The Academic Integrity Committee chair shall then determine whether an appeal is warranted and, if so, will convene the Academic Integrity Committee to hear the appeal, remand the case back to the IRO, or dismiss the appeal.

B. Appealing the decision and/or penalty of the Academic Integrity Committee: The student(s) or the charging party may appeal in writing directly to the Judicial Administrator and the chair of the University Judicial Board within fourteen (14) days, as outlined in the Washington University Judicial Code. Consideration of the appeal shall be limited to grounds that a fair hearing was not provided or the sanction(s) imposed was insufficient or excessive. The judicial administrator and chair may find that the process was fair and decide not to hear the appeal, remand the case to the Olin Academic Integrity Committee for reconsideration, or convene a meeting of the University Judicial Board for a de novo hearing of the facts of the matter.

Administrative Record-Keeping Responsibilities

It is the responsibility of the IRO to keep accurate, confidential records concerning academic integrity violations. When a student has been found to have violated the Academic Integrity Policy, a letter summarizing the allegation, the outcome, and the sanction shall be placed in the student's official file in the Olin Business School Graduate Programs Office.

The IRO shall make a report of the outcome of every formal accusation of student academic misconduct to the Director of University Judicial Programs, who shall maintain a record of each incident. When a student is formally accused of academic misconduct and a hearing is to be held by the IRO, the Academic Integrity Committee, or the University Judicial Board, the person in charge of administering the hearing shall query the Director of Judicial Programs about the student(s) accused of misconduct. The Director shall provide any information in his/her records concerning that student to the person conducting the hearing. Such information is to be used only in determining sanctions if the student is found to have acted dishonestly in the present case. Evidence of past misconduct may not be used to resolve the issue of whether a student has acted dishonestly in a subsequent case.

The IRO will make periodic (at least annual) reports to the students and faculty within the school concerning accusations of academic misconduct and the outcomes, without disclosing specific information that would allow identification of the students involved.





**WashU Olin
Business School**