Editorial Guidelines
Columbia Business School is the only Ivy League business school that delivers a learning experience where academic excellence meets real-time exposure to the pulse of business, developing leaders with the knowledge and instinct to make a powerful impact on the world.

**KNOWLEDGE: An Unrivaled Culture of Academic Excellence**

Our faculty members are the best minds in their fields operating in the world’s business hub, New York City. Their groundbreaking research influences business practices in every sector. Informed in real time by the global business environment, they teach a transformative and ever-evolving curriculum that develops leaders poised to create opportunity in any environment. And they are joined by leading practitioners from almost every industry and function who come to the School to share their practical, hands-on knowledge with students.

**COMMUNITY: Diverse, Open, Entrepreneurial**

Each year, high achievers from around the world arrive at Columbia Business School with a diverse array of interests and perspectives. Here, they enjoy a culture that encourages an open exchange of ideas. At Columbia, our students find the support, network, and opportunity to thrive. Through offerings like our more than 200 elective courses and 100-plus student clubs, we help them pursue their passions. Inside and outside the classroom, we teach them to be entrepreneurs who can convert big ideas into big opportunities even at established organizations.

**ACCESS: Exposure to the Pulse of Business, Inside and Outside the Classroom**

As the only top Ivy League business school immersed in the global business hub that is New York City, we offer students unparalleled access to leaders from across industries — in the classroom, throughout the city, and around the globe. In addition
to the guest lecturers who visit our classrooms regularly, programs like our Execu-
tives in Residence, which integrates senior executives into the life of the School, 
and the Silfen Leadership Series bring influential leaders to campus, and give our 
students incredible, real-world insights on a daily basis.

**IMPACT: Making a Powerful Impact on Business and Society**

The thought leadership of our faculty and staff and our position at the center of 
global business mean that we make an immediate and measurable impact on the 
forces shaping business. Around the globe, our 40,000-plus alumni are tackling the 
increasingly complex problems of today and making a difference, not only in their 
own industries and sectors, but also for society at large. They're empowering entre-
preneurs in the developing world, reimagining urban recycling and disaster relief, 
promoting diversity at the top of the most influential organizations in business, and 
much more.
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EXPLANATORY NOTE


CAPITALIZATION

TITLES

Administrative and Academic Units

- Capitalize school and university when referring to Columbia Business School and Columbia University, respectively.

  Before coming to the School, Professor Ziv taught at a university in Israel.

- When cited in full, use initial caps for an organization’s name. In subsequent references or in informal passages, the noun may be capped or not, depending on the clarity of the context. Preferred style is lowercase.

  Center for International Business Cycle Research. Current research at the center focuses on…

- Capitalize division when referring to specific Columbia Business School academic divisions.

  Professor Morris joined the Marketing Division in…

Courses, Fields of Study, and Degrees

- In running text capitalize course titles when given exactly:

  Economic Analysis I

  but

  an introductory course in economic analysis

  • Lowercase fields of study unless they are part of a title or department name, or where caps are necessary for clarity of meaning:

    She chose finance as her area of focus…

  • Lowercase the names of degrees:

    leading to a master’s degree; a doctorate in management science; his master’s thesis; a bachelor of science

People

- Lowercase words like professor, director, dean, and so on when they stand alone or follow a name:

  The audience gave its loudest applause to the professor who…

  Glenn Hubbard, dean of Columbia Business School, stated…

  Sheena Iyengar, professor of management, was moderating…

  She now works as director of customer relations…

- Capitalize such words when used as part of a ceremonial or other formal identification:

  Regina Resnick has been named Assistant Dean of the Career Management Center.

Works

- Capitalize the first word, last word, and all other words except prepositions, conjunctions, and articles. Exception: A short preposition that is construed to be part of the verb that precedes it should also be capped, for example, Speeding Up the Process.
Do not fail to cap short verbs like is and be. Do not cap to in an infinitive.

*By Reason of Insanity*
*Born to Be a Scholar*
*Growing Up Absurd*
*One of Our Aircraft Is Missing*

- In a hyphenated compound, the second part is usually capped also:
  - *Technology in 18th-Century Mexico*
  - *Twenty-Seventh Birthday*

**RANDOM NOTES ON CAPITALIZATION**

- Lowercase a.m., p.m. (*ante and post meridiem*). Note the periods.
- Capitalize campus in the phrase Morningside Campus.
- Internet, the net
- Capitalize only the first letter of common New York City neighborhood acronyms: *Nolita, Soho, Tribeca, Dumbo.*
- *webmaster*
- *website*
- *World Wide Web, the web*

**NUMBERS**

- The following numbers are spelled out in ordinary text:
  - Whole numbers from one through nine.
  - Any of these numbers followed by hundred, thousand, million, etc.
- In lists and other display type, figures are usually used:
  - Number of first-termers: 453
  - Total number MBA students: 1,306
- Use numerals for dates, times, page numbers, decimal amounts, and percentages (spell out percent: 99 percent).
- Never start a sentence with a figure — spell out the number or restructure the sentence if necessary.
  - 1976 was the year of the nation’s bicentennial celebration.
  - Nineteen seventy-six was the year of the nation’s bicentennial celebration.
  - The nation celebrated its bicentennial in 1976.
- When two kinds of numbers fall together, use a figure for one kind to differentiate between them:
  - There are three 4-credit courses.
- Use figures to denote centuries later than the ninth:
  - The American economy in the 19th century
- Use figures for days of the month:
  - January 1 (not first or 1st)
- In numbers in the thousands, use a comma:
  - 1,500 (not 1500)
- When referring to times of the day and sums of money, use only those digits that are necessary:
  - 8 p.m. (not 8:00 p.m.); $60 (not $60.00)
- Do, however, maintain a consistent number of digits within a given section:
  - The event lasted from 10:30 a.m. to 3:00 p.m.
- In US telephone numbers, use hyphens throughout with no spaces: 212-854-8567
- For international numbers, include the country code preceded by a plus (which indicates that additional numbers are required). For example, a French number looks like this —
  - +33 1 00 00 00 00
— where “33” is the country code for France, “1” designates the Île-de-France region (which includes Paris), and the rest is the usual eight paired digits separated by spaces for French telephone numbers. From the United States, the plus sign signals the 011 needed to initiate an international call; from many other countries, it’s 00.

PUNCTUATION

APOSTROPHE

• An apostrophe is used for the possessive of singular nouns ending in s:
  Burns’s poems
  Harris’s committee

• Use an apostrophe in bachelor’s degree, master’s degree.

• For plurals of abbreviations, do not use an apostrophe before the s:
  CDs, MBAs

• No apostrophe should be used for pluralizing numbers or letters:
  the depression of the 1930s
  the three Rs
  a temperature in the high 50s

COMMA

• In a series of three or more items joined by and, use a comma before and:
  The School offers MBA, PhD, and certificate programs.

• Within a sentence, a modifying or identifying element that is preceded by a comma must be followed by a comma:
  The program will run from May 30, 1996, to June 17, 1997.

  New alumni club chapters were recently established in Phoenix, AZ, and Seattle, WA.

• Do not use a comma between month and year:
  The visitors are expected in May 1997.

• The use of a comma between the name of an alumnus or alumna and the degree/year of graduation varies with the context:

  If the name appears in running text
  Vikram S. Pandit, PhD ’86, (a comma before and after the degree/year; check that the apostrophe is curling to the left)

  If the name appears in display type or in a list
  Vikram S. Pandit PhD ’86 (no comma between the name and the degree/year)

  Note: How a degree and year of graduation is presented is determined by the intended audience. Please see “varia” on page 56 for more information.

• Use a comma after i.e. and e.g.

• Do not use a comma around Jr., II, or III.
  The Rev. Martin Luther King Jr. was a renowned civil rights activist.

DASHES

There are three types of dashes:

Em Dash

• The em dash, the longest of the three, is used to set off parenthetical matter, as in this sentence:
  Many of the classes are quite small — 1.0 to 20 students — and students benefit from close contact with the faculty.
The em dash can also be used to introduce a summary:

Frequent field trips, audiovisual instruction, a mentor program with industry professionals—these are additional dimensions.

The em dash is typed with no space on either side in printed materials but with a space on either side on web pages.

En Dash

- The en dash is shorter than the em dash and is used primarily to indicate a range between numbers, substituting for the word to:
  
The assignment can be found on pages 34–36.
  
The reunion took place from September 21–24.

Type the en dash with no space on either side.

Hyphen

- The hyphen is used when a word must be broken at the end of a line and in the formation of compound words like self-reliant and up-to-date.

Prefixes and Compounds

- The hyphen’s function, as with all punctuation, is to prevent confusion. Most common prefixes now form a solid word with the root; the hyphen is often used to separate two repeated vowels (as in re-educate), to avoid confusion with another word (re-creation/recreation), or to prevent misreading (anti-utopian, co-edition, pro-choice, pro-democracy, pro-life, pro-regent).

- Compounds with well, ill, better, best, little, lesser, and so on are hyphenated when they precede the noun, unless the expression includes another modifier:
  
a little-known fact
  
exceptionally well qualified applicant
  
well-qualified applicant
  
but
  
Two applicants were well qualified.

- Compounds like off-campus and part-time should be hyphenated when they precede the word they modify; do not hyphenate when they are adverbial:
  
Students who want off-campus housing should go to room 12.
  
Jobs on campus are usually filled by now.
  
Jack is attending full time this semester, while his mother is a part-time student.

- On-the-job experience is essential.
  
She acquired most of her experience on the job.

- In fractions, use a hyphen whether the compound is a noun or an adjective:
  
two-thirds of the students
  
a three-fifths majority

- With mixed numbers (integer and fraction), hyphenate the adjective form but not the noun form:
  
He arrived two-and-a-half hours late.

- The answer was two and a half.

- Compounds in which the second element consists of more than one word are hyphenated.
When a prefix is added to an open compound, the hyphen becomes an en dash:

- pre-latency-period
- non-English-speaking
- but
- pre-Civil War

- When part of a compound is used, a space follows the hyphen: a three- or four-credit course

**No Hyphen Is Used . . .**

- No hyphen is used between an adverb ending in \textit{ly} and an adjective or participle:
  - rarely seen comet
  - highly complex equation

- \textit{boathouse, townhouse}

- \textit{check in}—when used as a verb. Hyphenate when used as a modifier:
  - Please check in at the desk.
  - Meet me at the check-in desk.

- \textit{decision making, problem solving}—when used as a noun. Hyphenate when used as a modifier:
  - The course examines decision making and problem solving in organizations.
  - but
  - The course teaches decision-making and problem-solving skills for managers.

- \textit{dual-degree program}
- \textit{healthcare}
- \textit{mindset}
- \textit{nonprofit}
- \textit{online}
- \textit{tradeoff}

**Random Notes on Hyphens**

- In camera-ready copy, avoid hyphenating at the end of consecutive lines.

  Outreach programs sponsored by the collaboration address educational and economic development issues. Among the programs in which students and others volunteer are the Technical Assistance Program (TAP), through which students . . . should be revised to

  Outreach programs sponsored by the collaboration address educational and economic development issues. Among the programs in which students and others volunteer are the Technical Assistance Program (TAP), through which students . . .

- \textit{e-mail}
- \textit{fundraising}
- \textit{high-quality service}

- Do not hyphenate percentages:
  - 10 percent discount
  - 12 percent deduction

- \textit{startup}
- \textit{work-study}

**QUOTATION MARKS**

- Commas and periods go inside quotation marks; colons and semicolons go outside.

- Question marks and exclamation points go either inside or outside, depending on the sense:
  - She asked, “Why must you act so indifferent?”
  - Why did he reply, “This is inconceivable”?
VARIA

ALUMNI NAMES
• An alumnus’s or alumna’s degree and year of graduation should be noted in the following manner:
  
  If the name appears in running text
  Vikram S. Pandit, PhD ’86, (a comma before and after the degree/year; check that the apostrophe is curling to the left)
  
  If the name appears in display type or in a list
  Vikram S. Pandit PhD ’86 (no comma between the name and the degree/year)

• Do not note when the degree is an MBA—simply include the class year:
  Russell L. Carson ’67 (no comma before and after the year, even in running text)

• Do not use periods in any degrees:
  BS, AB, MA, MBA, MPhil, PhD, EdD, LLB

• Try not to orphan the year of graduation from the name:
  The program is led by Professor Laura Resnikoff ’76.
  
  should be revised by rebreaking the line to
  The program is led by Professor Laura Resnikoff ’76.

  If rebreaking the line won’t work, then rephrase.

COMPANY NAMES
• The spelling of corporate names should be checked; the publications of the Corporate and Foundation Relations Office (e.g., the Annual Dinner program) are a good reference.

• When a company name calls for unconventional capitalization, heed any preference that requires up to three capitals in a word. If the capitals exceed three, upper- and-lowercase the name except for proper nouns that appear within it. Thus:
  
  PepsiCo
  the SmithKline Corporation
  but
  Primedia (not PRIMEDIA)

• Whenever possible, do not include suffixes such as Inc., Ltd., LLC, etc., when writing company names. If they must be used, a comma preceding the suffix is not necessary.

ABBREVIATIONS
• Use the ampersand (&) in place of and when the company’s name is made up of personal names (the Procter & Gamble Company) or when it directly precedes a company term (McKinsey & Company); other examples include & Brothers, & Associates, & Sons. When an ampersand is used, a serial comma is not.

DEAN HUBBARD’S NAME
• Dean Hubbard’s full name is styled Glenn Hubbard (without his first initial, R.) when it is used in School publications, on sites within the School’s website and in such School publications as letters and e-mails. Dean Hubbard’s full name is styled R. Glenn Hubbard only in academic citations and in the media, which often do not follow the School’s editorial style.
DIGITAL TERMS
• e-mail
• homepage
• Internet
• log in (as in, “Please log in here.”)
• login (as in, “Forgot your login or password?”)
• log-in page
• online
• website

ENDOWED CHAIRS
• The full name of the chair/professorship should be noted whenever the current or an emeritus occupant is mentioned:
  Bernd Schmitt, the Robert D. Calkins Professor of International Business at Columbia Business School, spoke at the annual meeting of the Hong Kong Alumni Club. The guest of honor was Stefan H. Robock, the R. D. Calkins Professor Emeritus of International Business at Columbia Business School.

NOTE: When an endowed chair/professorship beginning with a person’s name follows the current or emeritus occupant’s name (as in the two examples above), the article the is used before the endowed chair/professorship to prevent misreading.

FOREIGN TERMS OR EXPRESSIONS
• Foreign terms or expressions that are not commonly used in English should be set in italic:
  Well-stocked supermarkets and department stores—called dollar stores or diplotiendas—overflow with people trying to buy US goods. The grève du zèle is not a true strike but a nitpicking obeying of work rules.

STATE AND COUNTRY NAMES
• In running text, two-letter postal codes should be used:
  AZ (Arizona); IN (Indiana)
• In running text, United States should be spelled out when used as a noun. US (no periods) should be written when used as an adjective.

THAT, WHICH
• Generally, use that with essential, or restrictive, clauses, which with nonessential, or nonrestrictive, clauses. When a comma precedes the clause, which is usually appropriate:
  The book that I chose is being made into a movie.
  This book, which should be on everyone’s reading list, is being made into a movie.

TIME
• The part of the day to which clock time applies is indicated, in regular text as well as tabular matter, by the usual abbreviations:
  a.m., ante meridiem (before noon)
  m., meridies (noon)
  p.m., post meridiem (after noon)
• The abbreviations a.m. and p.m. (ante and post meridiem) should be set in lowercase with periods.

WORD BREAKS AND HYphenation
• If a word is broken at the end of a line, a minimum of three letters after the break is required.
• Whenever possible, avoid beginning the last line of a paragraph or the first line of a column with a broken word.
• Whenever possible, avoid hyphenating at the end of consecutive lines.