

2024

COURSE CATALOG

AND
STUDENT HANDBOOK



**California Institute of
Advanced Management**

MANAGEMENT THAT MATTERS

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By matriculating, all students agree to abide by the University's rules and regulations. California Institute of Advanced Management (CIAM) reserves the right to change the conditions of admission or the course of study; revise degree requirements, academic policies, and procedures; and/or change or cancel courses currently scheduled for the program of study without prior notification. Any changes in the conditions for admission or in the program of study will be communicated to the student in writing.

In compliance with federal law, including the provisions of Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendment of 1972, Sections 503 and 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act (ADA) of 1990, the ADA Amendments Act of 2008, Executive Order 11246, the Vietnam Era Veterans Readjustment Assistance Act of 1974 as amended by the Jobs for Veterans Act, and the Uniformed Services Employment and Reemployment Rights Act, as amended, and the Genetic Information Nondiscrimination Act of 2008, California Institute of Advanced Management (CIAM) does not discriminate against individuals on the basis of their race, sex, sexual orientation, gender identity, religion, color, national or ethnic origin, age, disability, military service, covered veterans status, or genetic information in its administration of educational policies, programs, or activities; admissions policies; scholarship and loan programs; university-administered programs; or employment. In addition, the university does not discriminate against individuals based on their gender expression. Requests for information, inquiries or complaints should be directed to:

Claudia Sarabia, Title IX Coordinator
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500
claudia.sarabia@CIAM.edu

This is proper notice that California Institute of Advanced Management (CIAM) has no pending petitions in bankruptcy, nor is it operating as a debtor in possession, nor has the university filed a petition under the preceding five (5) years, nor has the university had a petition in bankruptcy filed against it within the previous five (5) years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.S. SEC. 101 ET SEQ.)

2024 Catalog Effective Dates – January 01, 2024 to December 31, 2024

California Institute of Advanced Management catalogs become effective on the first day of the Academic Year (Spring Term) and remain in effect until the first day of the following academic year (Spring Term).



**California Institute of
Advanced Management**

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Administrative Office Hours:
8:30 a.m. – 5:30 p.m. Pacific Standard Time

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Table of Contents

President's Message.....	1
HISTORY OF THE UNIVERSITY	2
PURPOSE OF THE UNIVERSITY	3
Vision	3
Mission	3
Guiding Principles.....	3
Core Values	3
Culture Statement.....	3
Institutional Learning Outcomes.....	4
UNIVERSITY INFORMATION	5
Campus Location	5
Hours of Operations	5
Accreditations and Approvals	5
Management as a Liberal Art Research Institute (MLARI)	7
Learning Management System (LMS)	8
Facilities, Equipment, and Materials	8
Classroom Use Policy	8
Posters, Notices, and Handbills	8
Title IX Policy	8
ACADEMIC CALENDAR.....	10
Spring 2024	10
Summer 2024.....	11
Fall 2024.....	12
ADMISSIONS POLICIES	13
Admission and Enrollment Policies and Requirements	13
Admissions Requirements	13
Holistic Admissions.....	14
Submitting an Application.....	15
International Students on F1	15
English Language Proficiency Requirements	16
Conditional Admission for International Students	17

Obtaining your I-20, Student Visa, and Enrollment/Registration.....	17
Transfer Credit Policy	17
Transfer Credit Evaluation Process.....	18
Notice Concerning Transferability of Credits and Credentials Earned at Our Institution	18
Ability to Benefit	19
Student Success and Accessibility	19
ENROLLMENT PROCESS AND REGISTRATION.....	20
Enrollment Process	20
Class Registration	20
Priority Registration	21
Registration for New Students	21
Deferred Enrollment	21
Students' Right to Cancel.....	21
Unofficial Withdrawal.....	22
Official Withdrawal from the Program & Tuition Refund Policy.....	22
TUITION & FEES	24
TUITION & FEES (effective starting in Fall 2024)	24
Tuition Payments	25
Tuition Deadline	25
Drop for Nonpayment.....	25
Late Fees	25
Monthly Tuition Payment Plan	26
Outstanding Financial Balances	26
Student Tuition Recovery Fund (STRF).....	26
FINANCIAL ASSISTANCE	28
Scholarships.....	28
Applying for Scholarships.....	28
Disbursement Schedule.....	28
2024 Scholarships.....	29
Federal Financial Aid (Title IV funding).....	30
Rights and Responsibilities of Students for Federal Financial Aid.....	36
Veterans Benefits and Transition Act of 2018, Section 103	36
Methods of Disseminating Consumer Information	37
Student Right-To-Know Act.....	37
STUDENT SUCCESS	38
New Student Orientation	38

Academic Advising	38
Transcript Services.....	38
Transcript Policy	39
Transcripts/Credentials from Other Institutions.....	39
Workshops, Seminars, and Cocurricular Activities	39
Career Services	40
Housing	40
Textbooks	40
Library	40
Writing Tutors.....	41
Presentation Tutors	41
ACADEMIC POLICIES.....	42
Academic Freedom	42
Evaluation of Student Work	42
Late Assignment Policy.....	42
Plagiarism	43
Attendance, Substantive Interaction and Participation.....	43
Attendance Policy.....	43
Leave of Absence Policy	46
Military Duty.....	46
Canvas Learning Management System (LMS).....	47
Course Auditing	47
Additional Academic Policies for International Students.....	47
INT501 and INT599 Internship.....	48
How to Apply for INT501 or INT599.....	48
OPT Policy (For International Students on an F-1 Visa).....	49
Credit Hour Policy.....	50
Satisfactory Academic Progress (SAP) Policy	51
Impact on Grades on CGPA.....	53
Impact of Grades on Graduate Cumulative SAP GPA.....	54
Impact of Course Type on Graduate Cumulative GPA.....	54
Pace of Progression Requirement.....	54
Impact of Grades on Pace of Progression and Maximum Time-Frame Allowance	54
Impact of Course Type on Pace of Progression and Maximum Time-Frame Allowance	55
Maximum Time-Frame Allowance	55
Full-Time Course Load for Determining Maximum SAP Units and Semesters.....	55

Grades and Grade Point Average	55
Grading System	55
Incomplete Grades	56
Add/Drop Period	56
Course Withdrawal	57
Course Repetitions	57
Withdrawal from School.....	57
Academic Standing	57
Appeals	60
Appeal Process Guidelines	60
Appeal Review and Outcome.....	60
Grade Appeal Policy.....	60
Conduct & Appeals Committee	61
Reinstatement Criteria	62
Graduation Requirements.....	62
Capstone Project	62
Graduation and Commencement	62
Conferral of Degrees	63
OVERVIEW OF ACADEMIC PROGRAM	63
Instructional Methods.....	63
Teaching Model	63
Master of Business Administration	63
MBA in Executive Management with a Concentration in Project Management.....	64
MBA in Executive Management with a Concentration in Business Analytics.....	65
CATALOG OF ACADEMIC COURSES	66
General MBA Courses (no concentration)	66
Core Courses (taken with a concentration)	66
Concentration in Business Analytics course (taken with core courses)	66
Concentration in Project Management courses (taken with core courses).....	67
Course Prerequisites.....	67
Course Descriptions.....	68
Business Analytics Concentration Courses	71
Project Management Concentration Courses	72
Elective Courses	72
STUDENT CONDUCT	75
Academic Honesty Policy.....	75

Procedure	76
Drug and Alcohol Policy	76
Lost or Stolen Personal Property	76
Dress Code.....	76
Students and Professor Consulting Policy.....	76
Conduct Probation.....	77
Anti-Hazing Policy.....	78
TEACH OUT POLICY	79
ADMINISTRATIVE POLICIES	79
Degree Program Offered	79
Policies and Procedures	79
Changes in Tuition and Fees.....	79
Program Changes.....	79
Family Educational Rights and Privacy Act (FERPA).....	79
Records Retention Policy.....	81
Changes in Student File.....	81
Student Identity Verification Policy.....	82
Student Email	82
Secure Logins and Pass Codes.....	82
Additional Verifications	82
Responsibility for Verification Policy Implementation	82
Student Grievance Policy	83
MINIMUM TECHNOLOGY REQUIREMENTS	85
BOARD OF TRUSTEES	86
FACULTY	89
ACADEMIC ADVISORY COUNCIL.....	90

WELCOME

President's Message

Welcome to CIAM!

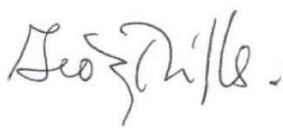
We are delighted that you have chosen to take your educational journey with us. At CIAM, you will find dedicated faculty and staff eager to support you in your educational and professional goals.

CIAM is a non-profit graduate university offering high-quality education based on the principles developed by Peter F. Drucker, known as "The Father of Modern Management." Drucker emphasized application and action rather than theory alone. Moreover, he emphasized a leadership practice that concerns the larger community of stakeholders and how the workplace improves the world in which each individual will help to form as a member of a global and functioning society.

Through high-impact learning in every course, you will learn how to speak, write, provide leadership, and make presentations confidently and clearly. You will also have the opportunity to work with real businesses to apply your skills immediately. You will find that our approach is personal and that we care about you and your success, not only as you complete your program, but also after you graduate. Ours is a community centered on your success, providing you with exceptional experiences and connections to the community.

Although the pandemic has changed our campus operations, we are always available to provide guidance and support. I encourage you to reach out for any support services needed. This student catalog was developed with you, and your needs, in mind.

My very best wishes for a successful journey through personal and academic growth at CIAM and beyond.

A handwritten signature in dark ink, reading "Geoff Mills". The signature is fluid and cursive, with a small horizontal line at the end.

Geoffrey T. Mills, Ph.D.
President

HISTORY OF THE UNIVERSITY

The California Institute of Advanced Management (CIAM) was established to disseminate Peter F. Drucker's philosophy of management as a liberal art and to offer students real-world, hands-on experience during their MBA program at affordable tuition. CIAM was founded in 2011 by Dr. William A. Cohen (President Emeritus) and Ms. Jennie Ta (Former President) with the encouragement of philanthropist Mr. Minglo Shao, the principal benefactor of the institution. Mr. Shao has a substantial history of funding educational endeavors and programs and is owner/founder of the Peter F. Drucker Academy of China and Hong Kong, a social enterprise with the mission of keeping Drucker's management legacy alive.

While many graduate schools only teach theoretical concepts, CIAM prepares students for both the practical and theoretical elements that the world needs today. CIAM offers working students a chance to enroll in innovative hybrid distance education courses that are convenient and affordable.

CIAM incorporated as a nonprofit 501(c)(3) in 2011 and received its initial approval with the Bureau for Private Postsecondary Education (BPPE) in April 2012. Just one year after its founding, CIAM began instruction on July 14, 2012. CIAM earned regional accreditation from WASC Senior College and University Commission (WSCUC).

PURPOSE OF THE UNIVERSITY

Peter F. Drucker believed that leaders in management could “advance the basic beliefs of our society, to contribute to its stability, strength and harmony.”

In this spirit, using high-impact learning, CIAM strives to empower every leader to make a difference in their lives and communities worldwide.

Vision

At the California Institute of Advanced Management, our vision is a world where our graduates promote the public good and serve humanity.

We will transform business education by:

- Offering educational programs that are accessible.
- Providing students with real-world experience.
- Advocating for management as a liberal art to instill a sense of social responsibility in our students.

Mission

Building upon the philosophy of Peter F. Drucker, through classroom and online learning, we produce successful, responsible, globally oriented leaders who are rooted in practice.

Guiding Principles

CIAM is committed to four pillars that guide all academic, research, and service efforts within our university and serve as a reference for the strategic planning of university purpose and goals, student proficiencies, and faculty/staff expectations. These pillars are:

- Academic excellence
- Peter F. Drucker’s philosophy of management as a liberal art
- Engagement
- Growth and development

Core Values

- Human dignity – we believe that all people hold a special value.
- Integrity – we believe in honesty and strong moral values.
- Innovation – we encourage the creation, development, and implementation of new ideas.
- Diversity, equity, and inclusion – we embrace differences, and demand fair treatment, access, and belonging.
- Citizenship – we believe that the individual and community are connected.
- Empowerment – we promote confidence and self-determination.

Culture Statement

At CIAM, we are a team that nurtures a teaching and learning culture that:

- adapts to change and turns challenges into opportunities.
- pursues excellence through continuous reflection, innovation, and self-development.
- believes diversity, equity and inclusion serve the common good.
- works with our strengths, opportunities, and resources.
- empowers leaders to achieve results through data-driven decision making.

- fosters collaboration through honest constructive communication.
- is accountable to our students and all stakeholders.
- is determined, dedicated, and driven.

Institutional Learning Outcomes

Based on Peter Drucker's philosophy, CIAM graduates will:

- Demonstrate effective communication skills.
- Demonstrate the skills to be an effective team member in an organizational setting.
- Demonstrate effective leadership practices by applying the principles of Management as a Liberal Art (MLA).
- Apply analytical skills in the global environment.

UNIVERSITY INFORMATION

Campus Location

CIAM's administrative campus is in Alhambra, California, just eight miles from the Downtown Los Angeles Civic Center and minutes away from hundreds of Southern California's greatest landmarks.

All on-campus CIAM courses are taught at:

**1000 S. Fremont Ave
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500**

Hours of Operations

CIAM's office hours are as follows:

- Monday through Friday, from 8:30 AM to 5:30 PM

Office staff and student support may be contacted to check appointment availability beyond these hours.

CIAM's campus remains open with our primary concern being the health and safety of the entire CIAM community. We are taking every reasonable step to reduce the risk of exposure and/or spread of COVID-19 on campus following CDC and Los Angeles County Public Health Guidelines, in some cases our measures exceed these guidelines in the interest of safety. Please refer to the Return to Campus Safety Guidelines and its amendments.

Accreditations and Approvals

Accreditation is an assurance of quality. In the field of education, an accredited university must verify that its programs and administrative processes meet standards established by the U. S. Department of Education and regulated by approved accrediting agencies. The Department of Education states that beyond an assurance of quality, two major functions of accreditation are "assisting prospective students in identifying acceptable institutions" and "assisting institutions in determining the acceptability of transfer credits."

Accreditation is an assurance to the student that the school has qualified professors, offers approved programs of study, has adequate equipment and technology, operates on a sound financial basis, and utilizes approved recruitment and admission policies.

To ensure the highest possible academic standards, these programs have been through an intensive and careful evaluation process by an outside examining committees and/or by competent subject matter specialists.

WSCUC Accreditation

California Institute of Advanced Management is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, (510) 748-9001. WSCUC is

accreditation body recognized by the U.S. Department of Education (ED) and the Council on Higher Education Accreditation (CHEA).

The Commission has confirmed CIAM's commitment to:

1. Assuring the educational community, the general public, and other organizations and agencies that it meets the Commission's Core Commitments to Institutional Capacity and Educational Effectiveness and has been successfully reviewed under Commission Standards.
2. Promoting deep institutional engagement with issues of educational effectiveness and student learning and developing and sharing good practices in assessing and improving the teaching and learning process.
3. Developing and applying Standards to review and improve educational quality and institutional performance and validating these Standards and revising them through ongoing research and feedback.
4. Promoting within institutions a culture of evidence where indicators of performance are regularly developed and evidence collected to inform institutional decision making, planning, and improvement.
5. Developing systems of institutional review and evaluation that are adaptive to institutional context and purposes, that build on institutional evidence and support rigorous reviews, and reduce the burden and cost of accreditation.
6. Promoting the active interchange of ideas among public and independent institutions that furthers the principles of improved institutional performance, educational effectiveness, and the process of peer review.

BPPE Approval

Under the provisions of the California Private Post-Secondary Education Act of 2009, the state of California created within its Department of Consumer Affairs (DCA) a Bureau for Private Post-Secondary Education (BPPE) which oversees the 1,500 private postsecondary institutions of learning in California attended by more than 400,000 Californians. The legislation mandates educational quality standards and operates to prevent deception in the conferring and the use of fraudulent or substandard degrees.

CIAM is a private institution that is compliant to the requirements set forth in the California Private Postsecondary Education Act of 2009. The University has received approval to operate from BPPE (www.bppe.ca.gov) to offer academic degree programs to the public. An approval to operate means compliance with state standards as set forth in the California Education Code, Title 3, Division 10, Part 59, Chapter 8, and Division 7.5 of Title 5 of the California Code of Regulations.

A student or any member of the public may file a complaint about this institution with the Bureau for Private Postsecondary Education by calling (888) 370-7589 or by completing a complaint form, which can be obtained on the bureau's internet website (www.bppe.ca.gov). Any questions a student may have regarding this catalog that have not been satisfactorily answered by the institution may be directed to:

Bureau for Private Postsecondary Education
1747 N. Market Blvd. Suite 225 Sacramento, CA 95834
T: (888) 370-7589 F:(916) 263-1897

Bureau for Private Postsecondary Education
P.O. Box 980818, West Sacramento, CA 95798-0818
T: (916) 574-8900 F:(916) 263-1897

Management as a Liberal Art Research Institute (MLARI)

Peter F. Drucker understood the study of management to be a liberal art – “liberal” because management deals fundamentally with human nature, knowledge, and wisdom; and – “art” because it is concerned with practice and application.

Building upon the wisdom of Drucker, at CIAM we believe that knowledge, self-knowledge, wisdom, and leadership are essential to developing the individual as well as society. At CIAM we firmly believe that Management as a Liberal Art (MLA) helps support personal development, organizational effectiveness, community development, and the realization of human dignity.

As a result, CIAM has formed the MLA Research Institute (MLARI), an institute that is dedicated to the study and application of management as a liberal art within organizations. With the purpose of advancing our understanding and application of MLA in organizations, the MLA Research Institute develops educational content, publishes its research, and offers training workshops.

The MLARI develops MLA-specific course assignments, class exercises, and case studies through which CIAM's students gain a solid understanding of MLA as well as learn how to apply MLA in real-life organizational settings. The MLA Research Institute also works with organizations to develop their knowledge of MLA and help improve their overall effectiveness.

VISION

A functioning society of institutions that earns the trust of its members, restores dignity, and understands human nature.

MISSION

To expand knowledge and practice of Management as a Liberal Art globally by conducting and disseminating collaborative research and developing learning content.

OBJECTIVES

- To advocate Management as a Liberal Art (MLA)
- To develop educational content relating to MLA
- To showcase community leaders and organizations who practice MLA
- To offer training workshops
- To promote freedom and liberty and resist those who oppose these values

CIAM's Management as a Liberal Art approach helps students and clients to think critically about management responsibilities, and to see the interrelationships that exist between knowledge, moral leadership, personal development, organizational development, and a functioning society.

Learning Management System (LMS)

The courses offered by CIAM are taught either 100% online, or in a hybrid model with both on-campus and online aspects. Access to the online courses, the online portion of the hybrid courses, and related tutorials are accessible via the Canvas Portal: <https://CIAM.populiweb.com/>. This portal is accessible to students using a username and a password, which is distributed during New Student Orientation.

Facilities, Equipment, and Materials

CIAM's campus is in The Alhambra business park, located in Alhambra, California. The facilities are ADA compliant and consist of CIAM's administrative offices, classrooms, reference library, and the Management as a Liberal Art Research Institute. Students also have access to indoor and outdoor dining areas, and an outdoor courtyard. Restaurants and coffee shops are just a few minutes' walk from the campus.

All on-campus instruction is provided in a smart classroom setting. Classrooms have a computer workstation, whiteboard, and projector or monitor to present the curriculum to the students. All digital materials are housed on Canvas for students to access 24 hours a day, 7 days a week.

There is free Wi-Fi available on campus as well as a computer for student use. Photocopying facilities are available for staff and students.

For the safety of all CIAM community members, CIAM has set safety measures and protocols in place to mitigate the spread of COVID-19 on campus. Please refer to the [Return to Campus Safety Guidelines](#) and its amendments for more details.

Classroom Use Policy

The classrooms at CIAM are multi-purpose rooms. If rooms are available outside of class sessions, they are available to students, faculty, alumni, and staff/employees as conference rooms, study rooms, and meeting rooms during business hours with prior approval; contact administration@CIAM.edu. It is expected that all users maintain the area clean and take proper care of any equipment in the room.

Posters, Notices, and Handbills

Except as permitted by CIAM administration, no poster, handbill, or any other form of announcement or statement may be placed on, attached to, or written on any structure or natural feature of the campus such as the sides of doors or buildings, windows, the surface of walkways or roads, fountains, posts, waste receptacles, trees, or stakes.

Employees of the university, currently enrolled students, and registered organizations with CIAM may have non-commercial announcements posted on the university's general-purpose bulletin boards. The names of all employees or students posting the announcement are to be identified on the announcement.

Title IX Policy

Title IX of the Education Amendments of 1972 (Title IX) States:

No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Title IX at CIAM (Statement of Non-Discrimination)

CIAM does not discriminate in its employment practices or in its educational programs or activities on the basis of sex. CIAM also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internally or externally. Reports of misconduct, questions regarding Title IX, and concerns about noncompliance should be directed to the Title IX Coordinator or the Department of Education's Office for Civil Rights at OCR@ed.gov. If you believe that you have experienced or witnessed any incidents of sexual misconduct or discrimination, please contact the Title IX Coordinator. For a complete copy of the policy or for more information, please contact the Title IX Coordinator or the Assistant Secretary of Education within the Office for Civil Rights (OCR).

Title IX Coordinator

The Title IX Coordinator is listed below. Individuals should contact the Title IX Coordinator regarding the application of Title IX, its implementing regulations, to make a report or file a formal complaint or ask questions. The Title IX Coordinator oversees CIAM's compliance with Title IX and is also responsible for identifying and addressing any patterns or systemic problems that arise during the review of such complaints.

Title IX Coordinator: Claudia Sarabia
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500
claudia.sarabia@CIAM.edu

The Title IX Coordinator is responsible for implementing CIAM's Title IX policy, intaking reports and formal complaints of sexual harassment, providing supportive measures and maintaining accurate Clery Act crime statistics.

Any person can report sex discrimination, including Sexual Harassment (whether, or not the person reporting is the alleged victim) in person, by mail, telephone, or e-mail, using the contact information listed above for the Title IX Coordinator. A report can be made at any time, including during non-business hours. However, responses to reports made outside of business hours, including during weekends and holidays, may be delayed.

ACADEMIC CALENDAR

Spring 2024

Spring I 2024 Term (Jan 06, 2024 to Apr 12, 2024)		
Continuing Students		
Priority Registration Opens		Nov 06, 2023
Regular Class Registration Opens		Nov 13, 2023
Class Registration Closes		Dec 01, 2023
Tuition Payment Deadline (3 PM PST)		Dec 15, 2023
New Students		
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>		Dec 08, 2023
Enrollment Packet Deadline (signed and returned)		Jan 02, 2024
Tuition Payment Deadline (3 PM PST)		Jan 02, 2024
Virtual Orientation & Start of Classes		Jan 06, 2024
ALL Students		
Scholarship Application Deadline		Nov 15, 2023
Term Starts		Jan 06, 2024
Martin Luther King Jr. Day Holiday (Offices Closed)		Jan 15, 2024
Class Meeting Weekend	(For DRU500, BA503, BUS501, MGT511 ONLY)	Jan 20, 2024 and Jan 21, 2024
Class Meeting Weekend	(For ACC501, DRU503, PM501 ONLY)	Feb 03, 2024 and Feb 04, 2024
President's Day Holiday (Offices Closed)		Feb 19, 2024
Last Day to Drop Classes with Full Refund		Jan 26, 2024
Last Day to Withdraw with a Grade of "W"		Feb 05, 2024
Easter Holiday (Offices Closed)		Mar 31, 2024
Cesar Chavez Day Holiday (offices Closed)		Apr 01, 2024
Last Day of Classes		Apr 07, 2024
End of Term		Apr 12, 2024
Term Break		Apr 13, 2024 to May 03, 2024
Spring II 2024 Term (Feb 17, 2024 to Apr 12, 2024)		
New Students		
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>		Feb 02, 2024
Enrollment Packet Deadline (signed and returned)		Feb 12, 2024
Tuition Payment Deadline (3 PM PST)		Feb 12, 2024
Term Starts		Feb 17, 2024
In-Person Orientation & Start of Classes (DRU500 ONLY)		Feb 17, 2024 and Feb 18, 2024
President's Day Holiday (Offices Closed)		Feb 19, 2024
Last Day to Drop Classes with Full Refund		Feb 24, 2024
Last Day to Withdraw with a Grade of "W"		Feb 24, 2024
Easter Holiday (Offices Closed)		Mar 31, 2024
Cesar Chavez Day Holiday (offices Closed)		Apr 01, 2024
Last Day of Classes		Apr 07, 2024
End of Term		Apr 12, 2024
Term Break		Apr 13, 2024 to May 03, 2024

- Drop Period for Registration ends at 11:59 PM PST.
- New students will be registered automatically for their classes before orientation.
- Admissions application deadline is set at 4 PM Pacific Standard Time.
- In-Person Class Weekends: Students must attend both Saturday 9am to 9pm and Sunday 9am to 2pm.
- Dates in the Academic Calendar may be subject to change.

Summer 2024

Summer I 2024 (May 04, 2024 to Aug 09, 2024)	
Continuing Students	
Priority Registration Opens	Feb 26, 2024
Regular Class Registration Opens	Mar 05, 2024
Class Registration Closes	Mar 22, 2024
Tuition Payment Deadline (3 PM PST)	Apr 26, 2024

New Students	
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>	Apr 12, 2024
Enrollment Packet Deadline (signed and returned)	Apr 30, 2024
Tuition Payment Deadline (3 PM PST)	Apr 30, 2024
Virtual Orientation & Start of Classes	May 04, 2024

ALL Students	
Scholarship Application Deadline	Apr 12, 2024
Term Starts	May 04, 2024
Class Meeting Weekend	Classes published by Feb 23, 2024 May 18, 2024 and May 19, 2024
Memorial Day Holiday (Offices Closed)	May 27, 2024
Class Meeting Weekend	Classes published by Feb 23, 2024 Jun 01, 2024 and Jun 02, 2024
Last Day to Drop Classes with Full Refund	May 24, 2024
Last Day to Withdraw with a Grade of “W”	Jun 10, 2024
Juneteenth Holiday (Offices Closed)	Jun 19, 2024
Independence Day Holiday (Offices Closed)	Jul 04, 2024
Last Day of Classes	Aug 04, 2024
End of Term	Aug 09, 2024
Term Break	Aug 10, 2024 to Aug 30, 2024

Summer II 2024 (Jun 22, 2024 to Aug 09, 2024)	
New Students	
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>	Jun 07, 2024
Enrollment Packet Deadline (signed and returned)	Jun 18, 2024
Tuition Payment Deadline (3 PM PST)	Jun 18, 2024
Juneteenth Holiday (Offices Closed)	Jun 19, 2024
Term Starts	Jun 22, 2024
In-Person Orientation & Start of Classes (DRU500 ONLY)	Jun 22, 2024 and Jun 23, 2024
Last Day to Drop Classes with Full Refund	Jun 28, 2024
Last Day to Withdraw with a Grade of “W”	Jun 28, 2024
Independence Day Holiday (Offices Closed)	Jul 04, 2024
Last Day of Classes	Aug 04, 2024
End of Term	Aug 09, 2024
Term Break	Aug 10, 2024 to Aug 30, 2024

- Drop Period for Registration ends at 11:59 PM PST.
- New students will be registered automatically for their classes before orientation.
- Admissions application deadline is set at 4 PM Pacific Standard Time.
- In-Person Class Weekends: Students must attend both Saturday 9am to 9pm and Sunday 9am to 2pm.
- Dates in the Academic Calendar may be subject to change.

Fall 2024

Fall I 2024 (Aug 31, 2024 to Dec 06, 2024)	
Continuing Students	
Priority Registration Opens	Jul 08, 2024
Regular Class Registration Opens	Jul 15, 2024
Class Registration Closes	Aug 19, 2024
Tuition Payment Deadline (3 PM PST)	Aug 23, 2024

New Students	
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>	Aug 02, 2024
Enrollment Packet Deadline (signed and returned)	Aug 16, 2024
Tuition Payment Deadline (3 PM PST)	Aug 20, 2024
Virtual Orientation & Start of Classes	Aug 31, 2024

ALL Students	
Scholarship Application Deadline	Jul 26, 2024
Term Starts	Aug 31, 2024
Labor Day Holiday (Offices Closed)	Sep 02, 2024
Class Meeting Weekend	Please check the Fall Course Schedule
Class Meeting Weekend	Please check the Fall Course Schedule
Last Day to Drop Classes with Full Refund	Sep 20, 2024
Last Day to Withdraw with a Grade of “W”	Oct 07, 2024
Indigenous People’s Day Holiday (Offices Closed)	Oct 14, 2024
Veteran’s Day Holiday (Offices Closed)	Nov 11, 2024
Thanksgiving Holiday (Offices Closed)	Nov 28, 2024 and Nov 29, 2024
Last Day of Classes	Dec 01, 2024
End of Term	Dec 06, 2024
Term Break	Dec 07, 2024 to Jan 03, 2025

Fall II 2024 (Oct 12, 2024 to Dec 06, 2024)	
New Students	
Application Deadline <i>applications accepted after deadline as space permits – contact Admissions</i>	Sep 13, 2024
Enrollment Packet Deadline (signed and returned)	Sep 27, 2024
Tuition Payment Deadline (3 PM PST)	Oct 04, 2024
Term Starts	Oct 12, 2024
In-Person Orientation & Start of Classes (DRU500 ONLY)	Oct 12, 2024 and Oct 13, 2024
Indigenous People’s Day Holiday (Offices Closed)	Oct 14, 2024
Last Day to Drop Classes with Full Refund	Oct 18, 2024
Last Day to Withdraw with a Grade of “W”	Oct 18, 2024
Veteran’s Day Holiday (Offices Closed)	Nov 11, 2024
Thanksgiving Holiday (Offices Closed)	Nov 28, 2024 and Nov 29, 2024
Last Day of Classes	Dec 08, 2024
End of Term	Dec 13, 2024
Term Break	Dec 14, 2024 to Jan 10, 2025

- Drop Period for Registration ends at 11:59 PM PST.
- New students will be registered automatically for their classes before orientation.
- Admissions application deadline is set at 4 PM Pacific Standard Time.
- Dates in the Academic Calendar may be subject to change.

ADMISSIONS POLICIES

Admission and Enrollment Policies and Requirements

Applications for admission are available online and accepted year-round.

Upon acceptance, students may register for courses offered during the academic term denoted on their acceptance letter.

Students are required to complete an Enrollment Agreement as part of their enrollment process. As a prospective student, you are encouraged to review this catalog prior to signing an Enrollment Agreement. You are also encouraged to review the School Performance Fact Sheet, which must be provided to you prior to signing an Enrollment Agreement.

Students will be considered for admission without regard to race, creed, color, ethnicity, religion, background, native origin, physical disability, or sexual orientation.

Admissions Requirements

CIAM is committed to providing an equitable and accessible experience for all applicants. We value a diverse community, and therefore our admissions policies are designed to attract students with a variety of backgrounds and experiences. Candidates for admission are evaluated holistically based on their merits and potential to succeed at CIAM. For admissions decisions, we use information from academic performance, work experience, leadership positions, extracurricular interests, unique talents, and the interview process. We consider the applicant, not just a GPA or standardized test score. Efforts are made to match the candidate's expectation with that of the CIAM MBA program design.

Student applications are not reviewed until the application is 100% completed.

Upon being accepted (including conditional acceptance), the student must register and enroll in a course for the applied term. If a student has not registered and enrolled in a course within six months from the date of acceptance, the student's acceptance status will be revoked. Students must then reapply and repeat the admissions process.

Students who apply, but do not meet the eligibility requirements, will receive a letter of denial within thirty (30) days of applying.

The minimum academic requirements to apply to CIAM's MBA program are:

- **Regular Degree Applicants** – A bachelor's degree from an accredited institution and at least one year of professional organizational experience. An accredited institution is one that is recognized by the United States Department of Education (USDE) or the Council for Higher Education Accreditation (CHEA). Academic degrees obtained outside of the United States will only be accepted if they have been evaluated by a member in good standing of the National Association of Credential Evaluation Services (NACES) or another nationally recognized credentialing service. In this case, the listed U.S. degree equivalency will be used.
- **Transfer Applicants** – Applicants who have earned credit hours from a graduate program in a related field from a regionally or nationally accredited institution may transfer up to six (6) semester units or their equivalent to CIAM (subject to evaluation of grades and courses).

Meeting basic admissions criteria does not guarantee acceptance. In addition, the Office of Admissions reserves the right to deny or revoke acceptance to candidates at any moment if a candidate is found submitting falsified and/or misleading documentation, participates in academic dishonesty, plagiarism, or illegal/criminal activity. Should a student be notified of a denial or revocation of admission by the Office of Admissions, the student is eligible to reapply six (6) months after their initial application.

Holistic Admissions

In our admissions process we give careful, individual attention to each applicant. We seek to identify students who show perseverance and growth and those who will enrich one another, their professors, and the culture at CIAM. We seek individuals who will inspire those around them during their CIAM years and beyond.

Selection is based on a holistic review, both academic and personal information, that is presented in the application. Holistic review refers to the process of evaluating applications where no one piece of information is weighted more heavily over another, but emphasis is placed on academic preparedness, perseverance, and potential contribution to the campus and beyond. Therefore, it is so important to address each section of the application thoughtfully and thoroughly.

The goal of our selection process is to identify applicants who are most likely to contribute to the intellectual, cultural, and entrepreneurial communities, and the world at large.

The following areas are considered in the review of the application:

Growth and potential

- Professional and personal accomplishments
- Initiative, motivation, and inspiration
- Goals and interests
- Expected goals and contributions for the next 5,10 or 25 years
- Self-development goals
- Intentions for a graduate education

Interests and activities

- Intellectual, professional, and personal passions and interests
- Learned experiences from successes and failures
- Commitment to leadership

Character and personality

- Choices in life and their reasons
- Openness to new ideas and people
- Appearance and poise
- Communication and interpersonal skills
- Grace under pressure
- Aspiration to contribute to CIAM's community

Submitting an Application

Students applying to CIAM must submit a complete application package, which includes:

- **Application** – All students who wish to apply to CIAM must complete an admissions application. The application is available on the CIAM website. The application must be complete, or it will not be reviewed for consideration.
- **Application Fee** – As of May 2024, the application fee has been waived.
- **Current resume**
- **Transcripts** – All applicants must submit official transcripts from previously attended institutions. Unofficial (copies) can be uploaded in the application but an official copy must be submitted within the first term to be fully matriculated into the program. Official transcripts from institutions outside of the United States will only be accepted if they have been evaluated by a member in good standing of the National Association of Credential Evaluation Services (NACES) or another nationally recognized credentialing service.
- **Statement of Purpose** – Not required with the application package. Applicants might be asked by the Admissions team to submit a 150-word statement of purpose indicating why they wish to study at CIAM, how studying at CIAM would help them accomplish their personal/professional goals, how the program would empower them to give back to their community and sharing their unique life story and experiences.

International Students on F1

CIAM has received approval from the Student and Exchange Visitor Program (SEVP) to enroll nonimmigrant students in its MBA program. This allows CIAM to issue Form I-20, “Certificate of Eligibility for Nonimmigrant Student Status,” and vouch for a student’s status. There are no additional fees associated with this service.

Nonimmigrant students must meet the same admissions requirements for the program as all other prospective students (see above). To be considered for admission, prospective students must be eligible to apply for a student visa (F-1) or must be resident in the United States in a temporary residency status that does not require a change of status to attend CIAM. Nonimmigrant students may only be enrolled on a full-time status. Once the student has enrolled, all changes in enrollment status, address, or program of study must be reported to the Registrar on an on-going basis and at the end of each term.

CIAM will not issue an I-20 until all requirements have been met. International students who are in the United States and already have a student visa will be processed as a transfer in the Student and Exchange Visitor Information System (SEVIS). Other individuals already in the United States under a temporary status, which requires a change of status, must file an I-539 (Application to Extend/Change Nonimmigrant Status) and pay any required fee to the appropriate agency prior to admission.

To apply to CIAM, international students must submit the following materials (in addition to those listed above):

- **Copy of their passport** (and the passport of any dependents, if applicable)
- **Affidavit of Financial Support** - International applicants must submit an Affidavit of Financial Support form to show proof of funding, which must meet a minimum indicated on the form. By signing the Affidavit of Financial Support form, the student certifies that the sufficient financial resources will be available to cover all expenses for the duration of his/her study at CIAM, as well

as obtain and maintain adequate health insurance coverage throughout enrollment at CIAM. A student who will be accompanied by a spouse and/or children must submit additional support of \$4,000 for spouse and \$3,000 for each child. If the certificates are issued in a language other than English, the student must attach a certified English translation.

- **Bank statement showing financial capability** - Bank statements must be dated within six (6) months of the intended start date. Please submit bank statements of an account(s) that do not have restrictions on your ability to withdraw money to pay for tuition and living expenses in the U.S. If the account is in another person's name, the student must provide a relationship document (e.g., birth certificate, household registrar, etc.). We do not consider investment or retirement accounts.
- **Proof of health insurance** – International applicants are required to have health insurance while attending CIAM. If you choose to purchase International Student Insurance, the minimum coverage must provide:
 - Medical benefits of at least \$100,000 per accident or illness per policy year
 - Repatriation of remains in the amount of \$25,000
 - Medical evacuation to your home country in the amount of \$50,000

If you have been employed and will be employed during your study at CIAM on CPT, please provide proof of the health insurance sponsored by your employer confirming that you have at least the equivalent minimum coverage as stated above.

- **Evidence of English language proficiency** – Options to demonstrate English language proficiency are listed in the English Language Proficiency Requirements section.

English Language Proficiency Requirements

English Requirement: International graduate applicants, who graduated from an institution in a non-English speaking country, must demonstrate English-language proficiency. International applicants can meet CIAM's English Language Proficiency Requirement by meeting one or more conditions below:

- Attended an educational institution within the United States for one (1) year or more and earned a bachelor's degree or higher (not a certificate) with a 2.0 GPA or higher.
- Attended an institution in a country where the native language is English for one (1) year or more and earned bachelor's degree or higher (not a certificate) with a 2.0 GPA or higher.
- Attended an institution outside the United States for one (1) year or more and earned bachelor's degree or higher (not a certificate) with a 2.0 GPA or higher where the official language of the institution was English for ALL coursework.
- Attended and successfully completed a CIAM-approved English Language Program in the United States. Please contact Office of Admissions for an approved list of English programs.
- Earned an acceptable minimum score on a recognized standardized English proficiency exam. CIAM currently requires a minimum score of 79 on the TOEFL iBT, 550 on the TOEFL PBT, 6.5 on the IELTS, 58 on the PTE Academic, 3.8 on the iTEP, or 105 on the Duolingo English Test. Test scores must be no more than two (2) years old at the time of application to CIAM.

The English language proficiency requirements may be waived if you are a citizen of the following countries: American Samoa, Australia, Bahamas, Barbados, Belize, Canada (not including Quebec),

Dominica, Grenada, Grand Cayman, Guyana, Ireland, Jamaica, Liberia, New Zealand, Philippines, Puerto Rico PR, Trinidad/Tobago, United Kingdom, U.S. Pacific Trust.

Conditional Admission for International Students

International Student Conditional Admission is offered to international students who are academically qualified and wish to study in the United States but cannot meet the English Language Proficiency Requirement for acceptance. Students with conditional admissions must first attend a CIAM-approved English Language Program. Once the student has completed his/her English language program, or shown satisfactory English language scores, the student may then transfer to full-acceptance and begin CIAM's MBA program.

The Applicant is responsible for additional supporting documentation and fees required by the approved English Language Program. At any point in the English language program, if the student feels that she/he has reached a sufficient grasp of the English language and wishes to be fully admitted at CIAM, may opt to demonstrate proficiency via a standardized English proficiency exam listed above.

Note: An international student offered conditional acceptance will not be issued an I-20 from CIAM, only a conditional letter of acceptance from CIAM. To receive a conditional letter of acceptance from CIAM, international students must submit a complete admission application for review.

Obtaining your I-20, Student Visa, and Enrollment/Registration

If accepted for admission to CIAM, an admissions package (including your acceptance letter and I-20) will be emailed to the student. Upon the student's request, physical documents can be sent to the address provided on the application documents. It's the applicant's responsibility to ensure the mailing address on application documents is correct and the shipping fee is paid prior to the issuance of the I-20.

- International shipping - \$80
- 3–5-day shipping within US – \$25
- Expedited shipping within US - \$35

Applicants will receive a tracking number to track the status of their admissions package. The non-refundable shipping fee can be paid in your application after selecting "I-20 Shipping Fee". For assistance, contact the Cashier's Office at cashier@CIAM.edu.

After receiving your admissions package, schedule an appointment at a local U.S. Embassy to secure your F-1 student Visa, as soon as possible. Remember to update your status with the CIAM Office of Admissions and apply for an enrollment deferral for a later term if you are unable to receive your visa in time. Please see the Deferred Enrollment section for further guidance.

Please note that you cannot complete the enrollment/registration process with CIAM until you have arrived in the United States or you have made special arrangements with CIAM.

Transfer Credit Policy

There are times when students come to CIAM with completed coursework from other institutions. To transfer to CIAM, a student must file an application for admission, satisfy all admission requirements, and submit official copies of transcripts from all schools previously attended. Transcripts received by CIAM

become the property of CIAM and will not be released or returned to the applicant or forwarded to any other institution.

CIAM may accept transfer credit for equivalent courses from schools accredited by regional and national agencies recognized by the Council for Higher Education Accreditation (CHEA) and the United States Department of Education (USDE), and/or as documented with international accrediting bodies. To be awarded credit for transfer work, students must complete and submit a Transfer Inquiry Form to the Registrar's Office and receive approval prior to registration for the course.

Course credit is granted for graduate courses satisfactorily completed with a grade of "B" or better at accredited institutions when such courses are no older than seven (7) years and cover the same material or equivalent material as one or more courses in the CIAM program. A maximum of two (2) courses, six (6) semester units or equivalent may be transferred. Transferring students utilizing financial aid should refer to the Satisfactory Academic Progress policy to ensure they meet transferability requirements.

Transcript evaluations take several weeks to process from their day of submission. Transfer credit is not counted towards a student's Cumulative Grade Point Average (CGPA) but is counted towards the "Pace of Progression" and the maximum time frame allowed for completion of the program. Please see "Satisfactory Academic Progress" for more information.

CIAM does not award any credit for prior experiential learning, challenge examinations or achievement tests.

Transfer Credit Evaluation Process

Once a prospective student has completed the application process, including submission of official transcripts from an accredited institution, a Transfer Credit Request Form may be submitted to the Office of Student Success. The student file will then be forwarded to the Dean's Office for transfer credit evaluation. An official transcript, which must be sent to CIAM directly from the institution or military branch where the credit was earned, must be submitted as part of the transfer credit request package. The transfer inquiry process concludes with notification to the student of the decision or decisions regarding their request. If there are credits which are accepted for transfer, an assessment detailing all coursework that is transferable is processed by the Office of the Registrar. This assessment is used, in part, to generate the Individual Degree Plan (IDP).

Notice Concerning Transferability of Credits and Credentials Earned at Our Institution

The transferability of credits earned at CIAM is at the complete discretion of the institution to which you are transferring. Acceptance of the Master of Business Administration (MBA) in Executive Management you earn is also at the complete discretion of the institution to which you may seek to transfer. If the MBA in Executive Management that you earn at CIAM is not accepted at the institution to which you seek to transfer, you may be required to repeat some or all of your coursework at that institution. For this reason, you should make certain that your attendance at this institution will meet your educational goals.

As with all universities, colleges, and/or other educational institutions, it is always up to the complete discretion of the institution to accept or deny credits for transfer. CIAM also adheres to this policy when accepting credits for transfer from prospective students seeking admittance into CIAM.

Ability to Benefit

CIAM does not offer an ability to benefit examination for prospective students.

Student Success and Accessibility

If you are interested in attending CIAM but are in need of reasonable accommodation, please schedule an appointment with the Student Success department. There will be discussion of the nature of the reported disability and its impact on learning and the process of receiving reasonable accommodations at CIAM, and the types of accommodations available. Proof of a disability may be required before special accommodation is granted. Upon completion of the initial meeting, a formal request along with any required documentation for the accommodation must be submitted in writing to the Student Success Advisor. The initial meeting, formal request, and response from the SSA must take place prior to the enrollment process. To be eligible for Title IV you must be able to academically benefit from the reasonable accommodations. For currently enrolled students who are diagnosed with a disability during their tenure at CIAM, the process to acquire reasonable accommodations is identical as the one for new students. Please contact CIAM at student.success@CIAM.edu with any questions.

ENROLLMENT PROCESS AND REGISTRATION

Enrollment Process

Upon acceptance to CIAM, applicants will receive an Enrollment Agreement packet via email; the agreement contains the complete understanding between CIAM and the student regarding the university providing educational services in exchange for your payment of fees and tuition.

Once a student has completed his/her Enrollment Agreement and is officially enrolled, the Office of the Registrar and Student Success will guide new students through the remainder of the enrollment process and provide access to Populi, CIAM's student information system.

With the Office of the Registrar and Student Success, the process of enrollment includes completing the following tasks:

1. Review the Annual Campus Safety and Security Report and School Catalog
2. Sign - The following forms:
 - a. Drug and Alcohol for a Drug-Free Workplace
 - b. School Performance Fact Sheets
 - c. Student Enrollment Agreement.
 - d. Individual Degree Plan (included in the Enrollment Agreement).
 - e. Video and Picture Consent Form (optional).
3. Pay - Tuition and other applicable fees must be paid in full before new students can attend orientation.
4. Attend Student orientation.

The applicant will be provided a copy of the Annual Campus Safety and Security Report to review and be informed of the location of this file in the Student Success office. The Registrar will guide the applicant through the enrollment process, explain how to read the data in the School Performance Fact Sheet, and answer any questions the student may have regarding the enrollment process.

When all required documents and registration steps are complete, the enrollment process is concluded, and the applicant officially becomes a student.

All new students are required to attend new student orientation. The orientation is intended to introduce and acquaint the student with:

- The program and teaching model
- Canvas, CIAM's online learning management system
- Populi, CIAM's student portal, and the registration process
- Student Success and available resources
- Management as Liberal Art (MLA)
- Process student ID pictures

Class Registration

Registration for returning students opens on the Monday seven (7) weeks before the start of the term at 12:00 AM and closes after three (3) weeks. Enrollments are on a first-come first-served basis (as space allows).

Priority Registration

Priority Registration opens seven (7) days before the normal registration period. Priority registrations is only available to students in their last two (2) terms of their program. This is to ensure their ability to register for the courses they need to complete the program.

Registration for New Students

New students will be automatically enrolled in their courses for their first two terms.

Deferred Enrollment

Applicants admitted to CIAM who decide not to enroll in the term for which they were accepted must submit a written request for deferral of their program; deferral cannot extend beyond one (1) calendar year. In no case are application files retained for more than a year from the date of the initial application.

If deferral is needed beyond one (1) year, students must complete a new application, provide updated documents, and pay the application fee. If re-application is required, admission is not guaranteed to previously admitted applicants who had an approved deferral.

Students' Right to Cancel

The student has the right to withdraw from the program for a full refund of tuition during the cancellation period. Note the application fee*, Student Tuition Recovery fund fee, and any Processing Fees are not refundable. The cancellation period encompasses seven (7) calendar days from enrollment or before the start of the term, whichever is later. After the cancellation period, the student may withdraw and receive a pro rata refund of tuition paid if notice of withdrawal has been submitted before 60% percent or fewer scheduled days have passed. The amount owed equals the daily charge for the program (total institutional charge, divided by the number of days in the program), multiplied by the number of days the student attended, or was scheduled to attend, prior to withdrawal. Students on full CIAM scholarships or 100% institutionally funded tuition by CIAM may cancel their enrollment at any time. Students using VA, please see Veterans Addendum for more information.

Cancellation shall occur when the student gives written notice of cancellation to the university at the following address:

1000 S Fremont Ave. Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803

Students can also do this by mail, hand delivery, or emailing the Office of the Registrar at registrar@CIAM.edu. The written notice of cancellation need not take any particular form and however expressed, is effective if it shows that the student no longer wishes to be bound by the agreement.

If the Enrollment Agreement is cancelled the school will refund the student any money paid, less an application fee and STRF fee within 30 days after the notice of cancellation is received. If applicable, if a textbook has been opened, a \$150 textbook fee will be deducted from the refund amount.

Unofficial Withdrawal

Withdrawal from CIAM is a matter of major importance. If you are considering withdrawal from school, discuss the matter with the Registrar's Office prior to initiating action.

If you stop attending classes without officially withdrawing, it is considered an unofficial withdrawal. The instructor may report a grade of "I" (Incomplete) if there is reason to believe that the absence was beyond the student's control; otherwise, the instructor shall record a grade of "F" and last date of documented/recorded class activity. An "F" grade will be on the student's academic record.

For financial aid recipients, upon determination of the student's last date of attendance, the Return of Title IV funds will apply. Any student for whom a repayment calculation results in a required return of federal funds will be responsible for repaying those funds prior to receiving additional federal financial aid at CIAM or any other institution. You will not be eligible to receive additional Federal Title IV financial aid at CIAM or any other institution until the federal aid has been paid back.

Official Withdrawal from the Program & Tuition Refund Policy

Withdrawal from CIAM is a matter of major importance. If you are considering withdrawal from school, discuss the matter with the Dean prior to initiating action.

Students may withdraw from the school at any time after the cancellation period and receive a pro rata refund if they have completed 60% or fewer of the scheduled days in the current payment period. The cost of the Student Tuition Recovery fee, the application fee applicable registration and administrative fees, opened textbooks, and the cost of any equipment not returned in good condition will be deducted from the refund. The refund will be made within 30 days of withdrawal. If the student has completed more than 60% of the period of attendance for which the student was charged, the tuition is considered earned and the student will receive no refund.

To determine a refund under this section, a student shall be deemed to have withdrawn from a program of instruction when any of the following occurs:

- The student notifies the institution in writing.
- The institution terminates the student's enrollment for failure to maintain satisfactory progress; failure to abide by the rules and regulations of the institution; absences more than the maximum set forth by the institution; and/or failure to meet financial obligations to the school.
- The student has failed to attend class as stipulated in the California Institute of Advanced Management attendance policy.
- The student fails to return from a leave of absence.

To determine the amount of the refund, the date of the student's withdrawal shall be deemed the last date of recorded attendance. The amount owed equals the charges for the current payment period, divided by scheduled days in the current payment period, multiplied by days attended prior to withdrawal. To determine when the refund must be paid, the student shall be deemed to have withdrawn after failing to attend class as stipulated in CIAM's attendance policy. If the student has completed more than 60% of the period of attendance for which the student was charged, the tuition is considered earned and the student will receive no refund.

If a student prepays tuition and fees and withdraws prior to the conclusion of the cancellation period for the next term, all charges collected for the next period will be refunded in accordance with the

cancellation policy. If any portion of the tuition was paid from the proceeds of a loan or third party, the refund shall be sent to the lender, third party or, if appropriate, to the state or federal agency that guaranteed or reinsured the loan. Any amount of the refund more than the unpaid balance of the loan shall be first used to repay any student financial aid programs from which the student received benefits, in proportion to the amount of the benefits received, and any remaining amount shall be paid to the student.

If the student has received federal student financial aid funds, the student is entitled to a refund of money not paid from federal student financial aid program funds.

TUITION & FEES

MBA in Executive Management	
Full-time status (6 credits per term)	\$ 4,000.00
Tuition Cost Per Credit	\$666.67
Total Tuition Cost (36 credits)	\$24,000
Application Fee (non-refundable)	\$75
STRF Fee (Non-Refundable)	\$60
INT/CPT Registration Fee	\$50 per course*
Estimated Total Book Cost	Included with tuition
Total Estimated Program Costs (Tuition + Fees)	\$24,135.00

TUITION & FEES (effective starting in Fall 2024)

MBA in Executive Management	
Full-time status (6 credits per term)	\$ 4,442.00
Tuition Cost Per Credit	\$720.00
Total Tuition Cost (37 credits)*	\$26,652.00
Application Fee	\$0
INT/CPT*	1 st INT501 and 1 st INT599 included in tuition**
Estimated Total Book Cost	Included with tuition

*Students are required to successfully complete INT501 & INT599 at least once to graduate; international students require CPT approval before registering for INT courses. Please refer to the INT section (pg.48) for detailed information on INT501 and INT599 requirements.

** INT501: This course is pass/no pass. Students are eligible to retake INT501 two more times if they do not pass the class. The fee is \$500 each time for those who take the class after not passing the first time.

**INT599 Elective: This course may be taken up to four times after the first INT599 for CPT.

If students want to participate in INT/CPT for six terms, providing they pass INT501, the fees will be \$500 per term or in total \$2,000.

Totals above are estimated charges for the prescribed period of attendance and the entire academic program. Prices are in USD.

CIAM accepts payment in full for tuition and fees, including any funds received through institutional loans, after the student has been accepted and enrolled with the date of the first class session disclosed on the Enrollment Agreement.

A penalty fee of \$25.00 will be assessed per returned check, and for any reversed payments that results in an unpaid financial balance. Refunds may only be issued in the case a student chooses to withdraw from courses for the term or cancels their Enrollment Agreement within the allowed timeframe. *Qualified CIAM employees may receive institutionally funded tuition if admissions requirements are met. A Cost of Attendance (COA) breakdown for Title IV purposes is provided at <https://www.ciam.edu/student-consumer-information>.*

Tuition Payments

Students must make tuition payment before completing the registration process. Tuition payments must be made via FAFSA, scholarships and/or direct payment by the published tuition payment due dates.

Contact the Cashier's Office at (626) 350-1500 or cashier@CIAM.edu for instructions on submitting payment or with any questions regarding the tuition balances. Contactless payment is available online through the Populi student portal for your protection, CIAM does not process credit/debit payments in person. To make Cash/Check payments, an in-person appointment is required with the Cashier's Office.

Tuition Deadline

The tuition payment deadline for both continuing and new incoming students is up to 2 weeks before the published New Student Orientation date for the term. Please see the [academic year calendar](#) for tuition deadline dates. All payments must be received by 3PM PST of the payment deadline to be considered on time.

Drop for Nonpayment

Students who do not pay tuition by the tuition deadline will be dropped from all their registered courses for the term.

During the Add/Drop period, students who have been dropped for non-payment may re-register for courses; however, students who add courses during the Add/Drop period will be assessed a \$100 late registration fee. Students who then fail to pay their tuition fees and the assessed late fee by the end of the Add/Drop period will be dropped from all their registered courses.

If a student is enrolled in a tuition payment plan, any specific plan details for Drop for Nonpayment will be enforced in addition to the general Drop for Nonpayment policy.

Late Fees

Late tuition payments will be assessed a \$100 late tuition payment fee. The fee will be added to the tuition payment due, and the student will not be enrolled in any future courses until the tuition and fees are paid

in full. Students who do not make their payment by the tuition deadline are subject to the Drop for Nonpayment policy (see above).

Monthly Tuition Payment Plan

*Effective January 01, 2024, CIAM will no longer be offering a payment plan.

Outstanding Financial Balances

Students with outstanding financial balances on their accounts for any reason will receive a Financial Lock on their account. This lock will prevent registration for classes, degree verifications, and the issuance of diplomas.

Student Tuition Recovery Fund (STRF)

*Effective April 1, 2024, the Student Tuition Recovery Fund (STRF) assessment rate changed from two dollars and fifty cents (\$2.50) per \$1,000 of institutional charges to zero (\$0.00) per \$1,000 of institutional charges. (5, CCR Section 76120)

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who

- 1) is or was a California resident while enrolled, or was enrolled in a residency program and,
- 2) if the student enrolled in the institution, prepaid tuition, and suffered an economic loss.

Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if

- 1) you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if

- 1) you are not a California resident, or
- 2) are not enrolled in a residency program.

It is important that you keep copies of your Enrollment Agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF California Code of Regulations Division 7.5. Private Postsecondary Education ~ 105 ~ may be directed to the:

Bureau for Private Postsecondary Education
P.O. Box 980818 West Sacramento, CA 95796-0818
Web site address: www.bppe.ca.gov
(888) 370-7589 or by fax (916) 263-1897
(916) 574-8900 or by fax (916) 263-1897

To be eligible for STRF, you must be a California resident or are enrolled in a residency program, prepaid tuition, paid or deemed to have paid the STRF assessment, and suffered an economic loss as a result of any of the following:

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120-day period before the closure of the institution or location of the institution or were enrolled in an educational program within the 120-day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF. A student whose loan is revived by a loan holder or debt collector after a period of non-collection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law. However, no claim can be paid to any student without a social security number or a taxpayer identification number.

FINANCIAL ASSISTANCE

The Federal Military Tuition Assistance Program

The Tuition Assistance program provides educational assistance to active-duty military members. Each branch has specific tuition assistance limits and application procedures.

When your Tuition Assistance Authorization form is received, please submit a copy to the CIAM Admissions Office at least two (2) weeks before the tuition payment deadline. If you're eligible for the Montgomery GI Bill (MGIB) and plan to use Tuition Assistance, you can use the MGIB Top-Up Benefit to cover the remaining costs of your college.

Scholarships

CIAM institutional scholarships are awarded to students based on academic merit, or professional, or extraprofessional achievements. Scholarships can only be applied towards tuition and are available regardless of financial need. Decisions are based on these rules, the information you provide, the number of applicants, and the total funds available each academic year.

Applying for Scholarships

To be considered eligible for a scholarship, a student must:

- Be accepted to attend CIAM.
- Submit a complete Scholarship Application form by the published deadline.
- Meet the eligibility requirements for the individual scholarship(s) they are applying for.

The deadlines to apply for scholarships for the 2024 academic year are:

- Spring 2024: Application deadline of November 17, 2023 and awardees announced by December 7, 2023.
- Summer 2024: Application deadline of March 27, 2024 and awardees announced by April 12, 2024.
- Fall 2024: Application deadline of July 26, 2024 and awardees announced by August 09, 2024.

Students may apply for as many scholarships as they are eligible for but only one (1) scholarship will be awarded per student per household, and scholarships are non-renewable. Click on the link to start your application: <https://www.CIAM.edu/admissions-aid/scholarships> If you have any questions, contact the Office of Admissions at (626)350-1500 or email scholarships@CIAM.edu

Disbursement Schedule

Awards are disbursed the term after the scholarship is awarded. For example, a scholarship is awarded in Fall 2023 will be disbursed/credited towards the student's account at the start of the following term (Spring 2024).

2024 Scholarships

CIAM will have institutional scholarships available for the 2024 academic year.

President's Scholarship/Women in Leadership Scholarship

The California Institute of Advanced Management (CIAM) has a rich heritage of empowering women for leadership. The Women in Leadership Scholarship is for incoming female students who have:

- had experience in leadership in their schools, communities, and/or workplace
- desire to further their leadership development and experience at CIAM

CIAM will support the recipients with financial awards to offset the cost of school, and awardees will meet on a regular basis for mentorship from female leaders on campus.

Eligibility Criteria:

- Female Working Professional with at least one year of leadership experience.

Application Requirements:

- 300-500-word personal essay discussion the following topic:
“What has been the biggest challenge you have faced as a female leader and how did you overcome it? How do you desire to further your leadership development and experience?”
- Resume

Management as a Liberal Art Scholarship

“Management is what tradition used to call a liberal art ‘liberal’ because it deals with the fundamentals of knowledge, self-knowledge, wisdom, and leadership; ‘art’ because it deals with practice and application. Managers draw upon all of the knowledge and insights of the humanities and social sciences on psychology and philosophy, on economics and history, on the physical sciences and ethics. But they have to focus this knowledge on effectiveness and results.” –Peter F. Drucker

For consideration, candidates for the Management as a Liberal Art Scholarship must submit a paper discussing management as a liberal art as an innovative perspective and/or solution to a contemporary management topic. Students may discuss topics related to business strategy, conflict management, entrepreneurship, healthcare management, international management, management consulting, operations management, organizational management, or nonprofit management.

Eligibility Criteria:

- Open to all current CIAM students who have completed their first term.

Application Requirements:

- 300–500-word essay addressing the prompt above.

Academic Excellence Scholarship

Students with an undergraduate or graduate cumulative grade point average (CGPA) of 3.8-4.0 as conferred by an accredited institution are eligible for this award. Eligible GPAs must reflect at least one

year of full-time status in current/previous academic program. This will be verified by the applicant's official transcripts and/or foreign degree evaluation report.

Eligibility Criteria:

- Open to all new or current CIAM students with a 3.8-4.0 CGPA.
- Eligible GPAs must reflect at least one year of full-time status in current/previous academic program.

Application Requirements:

- Submit a copy of unofficial transcripts.

Community Service Scholarship (U.S. Citizen or Permanent Resident only)

Students who have implemented a service project in the last five years or have demonstrated a commitment to volunteer service for the last 10 years are eligible for this award. This will be verified by student's resume and letters of recommendation.

Eligibility Criteria:

- Applicants must have implemented a service project in the last five years or have demonstrated a commitment to volunteer service for the last 10 years.

Application Requirements:

- Letter(s) of recommendation from project supervisor or organizational authority.
- Resume

Entrepreneurship Scholarship

Students who have started their own businesses and currently own an active business (with verifiable customer activity within the last 6 months) are eligible for this award. This will be verified by the documentation and licensing that indicates evidence of ownership and activity.

Eligibility Criteria:

- Must be the founder and owner of an active business.

Application Requirements:

- Submit a scanned copy of active business license(s).
- Must provide evidence of customer activity within last 6 months.

Federal Financial Aid (Title IV funding)

Award Guidelines

CIAM offers financial aid to those who qualify. When a student applies for federal financial aid, they may be eligible for need based as well as non-need-based aid. CIAM currently offers unsubsidized loans, which are a non-need based financial aid.

If you are eligible for federal financial aid, your need may be funded by various sources. Funds are awarded in the following sequence:

1. Outside scholarships or awards for which our office is aware.
2. Federal Direct Loans (Unsubsidized).

Notice: Students may supplement their Financial Aid Offer or College Financing with private educational loans up to the amount of the student's cost of attendance minus any financial aid they have received. Students must apply for these loans separately through a bank or lender. Remember that a loan is a legal obligation, so it is important to borrow only what you need and to research the terms and conditions of the loan thoroughly.

Financial Aid Offer or College Financing Adjustments

Throughout the academic year it may become necessary for the Office of Financial Aid to adjust your Financial Aid Offer or College Financing if the total aid received exceeds your estimated cost of attendance. Additionally, need-based funding may not exceed the student's financial need which is the cost of attendance minus EFC. For example, a student may receive a scholarship from an outside organization after they have been awarded. If that scholarship creates an over award, it may become necessary to adjust a future scheduled award or to return aid that has already been disbursed. Over awards will be returned to loans before scholarships and grants when possible.

It is important to remember that all financial assistance you receive for being a student must be coordinated with your financial aid offer. Make sure you notify the Office of Financial Aid immediately if you receive financial assistance not reflected on your financial aid offer. If you notice any omission or discrepancies on your financial aid offer letter, notify the Office of Financial Aid immediately.

Unsubsidized Direct Loan

CIAM offers Unsubsidized Direct Loans. This type of loan is not based on financial need. Interest rates are fixed and established annually by the U.S. Department of Education.

Current interest rates can be found at <https://fsapartners.ed.gov/knowledge-center/library/electronic-announcements/2023-05-16/interest-rates-direct-loans-first-disbursed-between-july-1-2023-and-june-30-2024>. Interest is charged during all periods, even during the time a student is in school and during grace and deferment periods. A student may choose to pay interest on the Direct Unsubsidized while in school. If you choose not to pay the interest while you're in school, it will be added to the unpaid principal amount of your loan. Regular payments begin six (6) months after student's cease enrollment or fail to be at least a half-time student. For information on repaying your student loans, please visit the Department of Education's website here. Eligible students must maintain satisfactory academic progress to continue receiving financial aid.

If a student obtains a loan to pay for an educational program, the student will have the responsibility to repay the full amount of the loan plus interest, less the amount of any refund and that, if the student has received federal student financial aid funds, the student is entitled to a refund of the monies not paid from federal student financial aid program funds.

Students have the right to cancel all or part of any disbursement of a Federal Direct Loan by notifying the school in writing within 30 days of receipt of the Loan Disbursement Notification. Canceling the loan does not relieve the student of the obligation to pay any or all of the outstanding tuition balance.

Additional information may be obtained through the Financial Aid Office at financial.aid@CIAM.edu.

Government guaranteed loans are an important part of financing educational expenses. CIAM provides students with information and counseling to assist them in managing their loans effectively. Confidential loan counseling is available upon request.

Students seeking financial assistance must first complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov. The Financial Aid Office uses this information to determine students' eligibility and assists them in deciding what resources are best suited to their circumstances. Students must meet all eligibility requirements to qualify for Federal Student Aid. The Financial Aid Office may request additional documentation to support the student's request for financial assistance, including, for example, official IRS Tax Transcripts. Renewal of financial aid is not automatic. Recipients are required to reapply each year by the announced deadline.

Title IV eligibility

To be considered for Title IV funding, a student must complete the Free Application for Federal Aid (FAFSA) online. The student may sign the FAFSA online by using the FSA ID which is comprised of a user-selected username and password. Once the student completes the FAFSA, and it is processed by the government, the school will receive an ISIR which will contain the Estimated Family Contribution.

To receive Federal Student Aid, you will need to:

1. Qualify to obtain a college or career school education, either by having a high school diploma or General Educational Development (GED) certificate, or by completing a high school education in a homeschool setting approved under state law.
2. Be enrolled or accepted for enrollment as a regular student in an eligible degree or certificate program.
3. Have a valid Social Security number unless you are from the Republic of the Marshall Islands, Federated States of Micronesia, or the Republic of Palau.
4. Completed a FAFSA and the school must have a current ISIR to start the initial eligibility process.
5. Sign certifying statements on the FAFSA stating that:
 - a. You are not in default on a federal student loan
 - b. You do not owe a refund on a federal grant
 - c. You will use federal student aid only for educational purposes.
6. Maintain satisfactory academic progress (SAP) while you are attending CIAM.
7. Be enrolled at least halftime to receive assistance from the Direct Loan Program.
8. Not have been convicted of, or pled nolo contendere (no contest), or guilty to, a crime involving fraud in obtaining Title IV aid.

In Addition, you must meet one of the following:

1. Be a U.S. CITIZEN or U.S. NATIONAL
 - a. You are a U.S. citizen if you were born in the United States or certain U.S. territories, if you were born abroad to parents who are U.S. citizens, or if you have obtained citizenship status through naturalization. If you were born in American Samoa or Swains Island, then you are a U.S. national.
2. Have a GREEN CARD

- a. You are eligible if you have a Form I-551, I-151, or I551C, also known as a green card, showing you are a U.S. permanent resident.
- 3. Have an ARRIVAL-DEPARTURE RECORD
 - a. Your Arrival-Departure Record (I-94) from the U.S. Citizenship and Immigration Services must show one of the following:
 - i. Refugee
 - ii. Asylum Granted
 - iii. Cuban-Haitian Entrant (Status Pending)
 - iv. Conditional Entrant (valid only if issued before April 1, 1980)
 - v. Parolee
- 4. Have BATTERED IMMIGRANT STATUS
 - a. You are designated as a “battered immigrant qualified alien” if you are a victim of abuse by your citizen or permanent resident spouse, or you are the child of a person designated as such under the Violence Against Women Act.
- 5. Have a T-VISA
 - a. You are eligible if you have a T-visa or a parent with a T-1 visa.

Federal Return of Title IV Funds Policy (R2T4)

Federal financial aid is used for educational purposes only. Therefore, if a student withdraws before completing the program, a portion of the funds received may have to be returned. The school will calculate the amount of tuition to be returned to the Title IV, HEA Federal fund programs according to the policies listed below:

This policy applies to students who withdraw officially, unofficially, or fail to return from a leave of absence or are dismissed from enrollment. It is separate and distinct from the school refund policy.

If a student ceases attendance (drops or withdraws) from all his or her Title IV eligible courses in a payment period or period of enrollment, the student must be considered withdrawn for Title IV purposes. If circumstances cause a student to withdraw from all classes, they are encouraged to contact the Dean and the Financial Aid Office, so their decision will be based on a clear understanding of the consequences of withdrawing from all classes. The student is considered to have withdrawn if the student is in a non-term or nonstandard-term program and the student is not scheduled to begin another course within a payment period or period of enrollment for more than 45 calendar days after the end of the module the student ceased attending (unless the student is on an approved leave of absence). The payment period for the program is ½ the academic year in credits and in length (whichever is less).

The Date of Determination, the date of the institution’s determination that the student withdrew, varies depending on the type of withdrawal. (See withdrawal policy above.) For a student who withdraws, without providing notification from a school that is not required to take attendance, the school must determine the withdrawal date no later than 30 days after the end of the earlier of (1) the payment period or period of enrollment, (2) the academic year or (3) the student’s educational program.

The calculated amount of the Return of Title IV, HEA (R2T4) funds that are required to be returned for the students affected by this policy, are determined according to the following definitions and procedures as prescribed by regulations.

The amount of Title IV, HEA aid is earned based on the amount of time a student spent in academic attendance, and the total aid received; it has no relationship to the student's incurred institutional charges. Because these requirements deal only with Title IV, HEA funds, the order of return of unearned funds do not include funds from other sources other than the Title IV, HEA programs.

Title IV, HEA funds are awarded to the student under the assumption that s/he will attend school for the entire period for which the aid is awarded. When a student withdraws, he/she may no longer be eligible for the full amount of the Title IV, HEA funds that were originally scheduled to be received. Therefore, the amount of Federal funds earned must be determined. If the amount disbursed is greater than the amount earned, unearned funds must be returned.

Determining Aid Earned

If a student withdraws from CIAM, then the school, or the student, or both may be required to return some, or all of the federal funds awarded to the student for that term. The federal government requires a return of Title IV federal aid that was received if the student withdrew on or before completing 60% of the term. Federal funds, for the purposes of this federal regulation, include Pell Grant, Supplemental Educational Opportunity Grant, Unsubsidized Stafford Loans, Subsidized Stafford Loans, Perkins Loans, and Parent PLUS Loans. The formula used in this federal "return of funds" calculation divides the aid received into earned aid and unearned aid.

A student "earns" financial aid in proportion to the time s/he is enrolled up to the 60% point. The percentage of federal aid to be returned (unearned aid) is equal to the number of calendar days remaining in the term when the withdrawal takes place divided by the total number of calendar days in the term. If a student was enrolled for 20% of the term before completely withdrawing, 80% of federal financial aid must be returned to the aid programs. If a student stays through 50% of the term, 50% of federal financial aid must be returned.

Institutionally scheduled breaks of five (5) or more consecutive days are excluded from the Return calculations as periods of nonattendance and therefore, do not affect the calculation of the amount of federal aid earned. This provides for more equitable treatment of students who officially withdraw near the end of a scheduled break. In those instances, at an institution not required to take attendance, a student who withdrew after the break would not be given credit for earning an additional week of funds during the scheduled break but would instead only earn funds equal to the number of days of training the student completed after the break. If a break occurs prior to a student's withdrawal, all days between the last scheduled day of classes before a scheduled break and the first day classes resume are excluded from both the numerator and denominator in calculating the percentage of the term completed.

Post-Withdrawal Disbursement

For a student who withdraws after the 60% point-in-time, there is no unearned aid. However, CIAM will complete a Return to Title IV calculation to determine whether the student is eligible for a post-withdrawal disbursement. If a student did not receive all the funds that they have earned, they may be due a post-withdrawal disbursement. The school may use a portion or all the post-withdrawal disbursement for tuition and fees (as contracted with the school). For all other school charges, the school will need the student's permission to use the post withdrawal disbursement. If the student does not provide permission, they will be offered the funds.

In compliance with federal regulations, the Financial Aid office will perform the calculation within 30 days of the student's withdrawal and funds will be returned to the appropriate federal aid program within 45 days of the withdrawal date. An evaluation will be done to determine if aid was eligible to be disbursed but had not been disbursed as of the withdrawal date. If the student meets the federal criteria for a post-withdrawal disbursement, the student will be notified of their eligibility within 30 days of determining the student's date of withdrawal. If the eligibility is for a loan, the student will be notified in the same timeframe, but they must also reply to the Financial Aid Office if they wish to accept the post-withdrawal loan obligation. A post-withdrawal disbursement of any funds would first be used toward any outstanding charges before any funds are returned to the student.

Once the amount of unearned federal aid is calculated, CIAM will repay funds in the student's package in the following order:

- Unsubsidized Stafford Loans

Keep in mind that when Title IV funds are returned, the student borrower may owe a balance to the institution and/or the U.S. Department of Education. A copy of the School's R2T4 worksheet will be available from the office upon student request.

Students are responsible for returning to the Title IV, HEA programs any funds that were disbursed to the student in which the student was determined to be ineligible for via the R2T4 calculation. Students are also responsible for ensuring that any notification of withdrawal should be in writing and addressed to the appropriate institutional official. Students may rescind their notification of intent to withdraw but it must be filed in writing.

Course Repetition

A student who receives federal financial aid (Title IV funds) must adhere to the following rules in order to be considered as meeting enrollment requirements for financial aid eligibility and satisfactory academic progress. Please note the federal regulations only addresses the treatment of repeated courses for Federal Title IV purposes, as outlined below:

- To receive Title IV federal funds for a repeat course, a previously passed course may be repeated only one (1) time and the student may receive Title IV federal funds for this repeated course.
- Repeated coursework may be included when determining the enrollment status if a student is required to meet an academic standard for a previously passed course, such as a minimum grade.
- Title IV will pay for unlimited repeats of failed courses as these limitations pertain only to passed courses. However, please refer to the school's policy on course repetitions for restrictions (Students may repeat the same course only once and are not allowed to repeat more than three (3) courses).
- Repeated courses, both passed and failed, will affect Satisfactory Academic Progress in that a repeated course, along with the original attempt, is counted towards the maximum time frame.

Rights and Responsibilities of Students for Federal Financial Aid

Student Responsibilities

Each student must:

- Complete all requested forms completely, accurately and in a timely fashion.
- Use all financial aid received solely for educational expenses related to attendance at CIAM.
- Submit, in a timely manner, all additional documentation requested by the Office of Financial Aid.
- Meet all Satisfactory Academic Progress (SAP) Policies

Student Rights

Each student has the right to:

- Know how financial need was determined.
- Know how financial aid will be distributed.
- Request an explanation of programs in the financial aid package.
- Refuse any financial aid offered.
- Request an explanation of CIAM's refund policy.
- Know what portion of financial aid is a grant and what portion must be repaid, and if the loan(s) is accepted, know the interest rate and loan repayment options and procedures.
- Examine the contents of aid records, provided a written request is made to the Office of Financial Aid. Students may not review confidential records submitted by parents without the written consent of the parent whose information has been submitted.
- Appeal financial aid decisions regarding Satisfactory Academic Progress.

Contact Information for Assistance in Obtaining Institutional or Financial Aid Information

The Financial Aid Office is designated to assist enrolled or prospective students in obtaining the institutional or financial aid information. Please call 626-350-1500 or email financial.aid@CIAM.edu.

Veterans Benefits and Transition Act of 2018, Section 103

In accordance with Section 103 of the Veterans Benefits and Transition Act of 2018, CIAM adopts the following additional provisions for any students using U.S. Department of Veterans Affairs (VA) Post-9/11 G.I. Bill® (Ch. 33) or Vocational Rehabilitation & Employment (Ch. 31) benefits, while payment to the institution is pending from VA. CIAM will NOT:

- Prevent nor delay the student's enrollment
- Assess a late penalty fee to the student
- Require the student to secure alternative or additional funding
- Deny the student access to any resources (access to classes, libraries, or other institutional facilities) available to other students who have satisfied their tuition and fee bills to the institution

To qualify for this provision, such students are required to:

- Produce the VA Certificate of Eligibility (COE) or valid VAF 28-1905 by the first day of class
- Provide a written request to be certified
- Provide additional information needed to properly certify the enrollment as required by the School Certifying Official (SCO)

This provision ends on the earlier of the following dates:

- The date on which payment from the VA is made to the institution
- 90 days after the date the institution certified tuition and fees following the receipt of the Certificate of Eligibility

CIAM Veteran's Grant for Travel Related Expenses

To thank veterans for their service, CIAM is offering a grant of up to \$500 starting in Spring term 2024, for their travel and transportation expenses every term.

- All students classified as veteran are qualified to receive the grant.
- Students must be in good academic standing for the qualifying term.
- Students must turn in expense receipts to receive the grant.
- Expenses that qualify are:
 - Airline, train, taxi, ride-share expenses
 - Lodging (motel, hotel, Airbnb)
 - Meal stipend of \$40 per day
 - Mileage paid at current IRS Standard Mileage Rates (mileage cannot be combined with airline, taxi, ride-share expenses)

For more information, contact CIAM's School Certifying Official (SCO) at 626-350-1500.

Methods of Disseminating Consumer Information

The Office of Financial Aid disseminates information through various channels, including our website where all programs, application processes and deadlines are listed. Financial aid information is also included in various resources such as the School Catalog. The Office also has various information pieces that are emailed to the student's CIAM email account and uses this as the primary means for contacting a student. New students are contacted by his/her personal email until they have completed enrollment and registered for courses. Targeted and general announcements are posted in these media venues, in addition to sending student emails. The Office of Financial Aid sends an email each July to all students regarding consumer information. In addition, the Office of Financial Aid sends an email, each term, to new students.

Student Right-To-Know Act

Information regarding CIAM's completion/graduation rates for the general student body can be found on the CIAM website <https://www.ciam.edu/student-consumer-information>.

STUDENT SUCCESS

Office of Student Success and Registrar

New Student Orientation

New Student Orientation is required for all new students. Orientation could be virtual or in person with an online component through Canvas. Various administrators will guide students through their program. Student Success, along with various members from Academics, inform the students about the specifics of our program. Additional information shared will include correct APA format, how to navigate Canvas, how to utilize library resources, classroom norms and expectations, the academic calendar, the registration process, and Student Success.

Academic Advising

The Student Success Coordinator is available, by appointment, during normal office hours and class sessions to assist students in need of academic advising. Please contact CIAM's Student Advisor at student.success@ciam.edu with any questions.

Transcript Services

Students may acquire either an unofficial transcript (which may be used to informally see classwork or grades) or an official transcript, which is the official document recording the students' academic record at the school. Official transcripts can take 3-5 days to process after the request is received and additional time to mail to the student.

Unofficial Transcripts

Unofficial transcripts can be printed electronically by the student through the student portal, Populi, or can be requested from the Registrar's Office in person, by email (registrar@CIAM.edu), mail, or fax. An unofficial transcript lists all a student's coursework but does not include the school seal or signature of the registrar. Unofficial transcripts can only be issued to students and cannot be released to a third party.

Official Transcripts

The first official transcript will be issued upon the completion of the program and the conferral of the degree at no cost to the student. Official transcripts can be requested from the Registrar's Office in person, by email (registrar@CIAM.edu), mail, or fax. A student can order up to five (5) additional copies of his/her official transcripts at the Registrar's Office per day, and 30 in a 12-month period. Normal processing time, excluding delivery, is 3-5 business days from the date the request is received. There is a \$12 fee for each official transcript. Expedited or international shipping may incur additional fees.

Transcripts will be sent via U.S. mail or can be picked up in the Registrar's Office. If someone other than the student will be picking up the transcript, the student will need to provide a signed release authorizing the third party to pick up the official transcript. In accordance with CIAM policy, as well as with state and federal privacy laws, a student's signature is required for the release of an academic transcript, either official or unofficial. All requests must have the student's signature.

Enrollment Verifications

Enrollment Verifications can be ordered in person, or by email (registrar@CIAM.edu), mail or fax. Orders are not accepted by telephone. Requests will be sent to the student via email or can be picked up in the Registrar's Office.

Fees

Upon conferral of the degree, students are provided with a copy of their official transcript and their diploma at no cost. Students and alumni requesting additional copies of their official transcript and/or diploma pay a \$12 fee for each official transcript and \$75 for each diploma. The full fee is payable by cash, credit card or check made out to CIAM.

Transcript Policy

It is the student's responsibility to clear all holds on his or her account before submitting a transcript request. Any hold, except an outstanding financial balance, will delay or prevent a request from being processed. If you have questions regarding any hold(s) on your record which would delay processing your transcript, please contact CIAM at 626-350-1500, or email registrar@CIAM.edu.

Processing time is the time it takes our office to prepare your transcript. This does not include mailing time. We cannot guarantee your transcript's arrival or the time it will take to reach its destination once it has left our campus. All coursework will show on a student's CIAM transcript, including transfer credit(s). For security purposes, we do not fax out transmit transcripts. CIAM issues official transcripts by mail or in person.

Every transcript is checked for accuracy. It is the student's responsibility to direct concerns and/or discrepancies to the Registrar's Office within 90 days of the transcript request.

Transcripts for pick-up will be held for up to two (2) months by the Registrar's Office, after which they will be destroyed. Students must then place a new transcript order and pay all applicable fees. CIAM does not offer a notary service.

Transcript fees are non-refundable. Once a transcript request has been submitted it cannot be cancelled or changed.

Transcripts/Credentials from Other Institutions

All transcripts and credentials received (for admission, transfer articulation, etc.) become the permanent property of CIAM and cannot be returned to the student or forwarded to other institutions; once received these documents are retained by the Registrar's Office. Federal policy states that a student has the right to view these documents in his or her file. However, CIAM does not release copies of transcripts from other institutions. Those transcripts must be requested directly and are subject to the rules and regulations of that institution.

Workshops, Seminars, and Cocurricular Activities

Workshops, seminars, and cocurricular activities will be offered throughout the year. Sample topics include job finding, developing effective writing skills, presentation skills, leadership development, time management, stress management, and public speaking. Contact Student Success for the current schedule of upcoming events.

Career Services

CIAM is committed to working closely with students and graduates on their professional development, both inside and outside of the classroom, and to help them achieve their career goals. Career Services assists CIAM's students and graduates in the following areas:

- Preparing students to compete for employment opportunities through: Interviewing skills & follow up; Networking; Resume writing; Application completion; Cover letter writing; Professional behavior and attire coaching; Setting up interviews; Keeping a career log; and establishing a social media profile.
- Developing meaningful and sustainable relationships with employers
- Providing pertinent information regarding the future of their chosen field, salary ranges for certain jobs, geographic areas and companies experiencing growth
- Assisting graduates throughout the entire hiring cycle.

CIAM does not make any promise of employment or starting salaries for current students or graduates.

Housing

CIAM does not assume responsibility for student housing, does not have dormitory facilities, or provide student housing assistance.

Textbooks

Electronic textbooks are included at no additional cost and can be found within Canvas. To have access to books after a course ends, students need to download their textbook to their Bookshelf. Otherwise, access will be lost after one year.

Library

LIRN is an online library accessible to students and faculty 24/7 at www.LIRN.net and in our courses in Canvas.

LIRN provides a core library collection with access to thousands of quality full-text scholarly journals, e-books, and audio-visual media. CIAM has subscriptions of several excellent, specialized business databases from ProQuest (i.e., ABI/INFORM) and GALE (i.e., Business Insights: Global, Gale One File Business, Gale One File: Economics and Theory, and Gale One File: Entrepreneurship.) Statista, also in LIRN, offers statistics and analytical reports on pertinent topics, markets and industries, and Statista includes software to develop a business plan and detailed profit and loss statement. Through LIRN, CIAM provides access to SkillSoft (formerly Books 24X7), that offers on-demand, instant access to more than 30,000 titles in various formats. E-Book Central (formerly Ebrary) offers ready access to several hundred thousand e-books in multiple disciplines.

Instructions on how to access LIRN will be provided at orientation and upon request. A librarian will be available to students for assistance with accessing library resources and for any library questions during open library office hours for on-campus hybrid classes. A librarian is available to students and faculty anytime except federal holidays through the form on the library web page under 'Current Students' in www.ciam.edu or by email at library@CIAM.edu. Students can also make an appointment to meet with the librarian by mutual arrangement through Zoom. The Academic Affairs office will also be available to assist.

CSU Libraries

CIAM students can access any of the local California State University Libraries and obtain borrowing privileges and limited access to the electronic collections. CIAM will reimburse students the cost of membership to any CSU Library as a “Friend of the Library”, “Patron of the Library”, or equivalent. Nearby CSU libraries include: CSU Los Angeles, CSU Northridge, CSU Long Beach, and CSU Fullerton.

Instructions on how to access LIRN and Ebrary will be provided at orientation. A librarian will be available to students for assistance with accessing library resources and for any library questions. The librarian can be reached by phone, 626-350-1500 and by email at library@ciam.edu. Students can also make an appointment to meet with the librarian; this can be on campus or online, when available.

Writing Tutors

Every CIAM course requires students to perform at a graduate level and that student work is clear, professional, and free from basic grammatical errors.

To assist with the feedback component, CIAM provides writing tutors to assist students who want or require individual, custom tutoring to continue satisfactory academic progress through their academic program. Tutors can be reached at tutor@ciam.edu. Faculty may encourage (or even require) written assignments to be reviewed by the tutors when they evaluate a written assignment. This service is offered at no additional cost to all registered CIAM students.

Presentation Tutors

A graduate of the CIAM MBA program should be capable of communicating orally and visually such that they can present professionally in person, on video or teleconference and produce formal presentation decks that are clear and professional.

To assist with this, CIAM provides presentation tutors to assist students who want (or require) individual, custom tutoring to develop their presentation skills to achieve the level of a business professional. Access to the consultants is available at presentations@ciam.edu. Faculty may encourage (or even require) presentations to be reviewed by the presentation tutors when they evaluate a presentation. This service is offered at no additional cost to all registered CIAM students.

ACADEMIC POLICIES

There are specific policies and procedures that have been put in place at CIAM to ensure the proper functioning of academic affairs. Such policies and procedures are always considered and directed towards the best interest of the students, their learning, the environment in which learning can occur best, as well as the operationalization of such so that the institution can maintain the highest level of integrity and academic quality.

Academic Freedom

Academic freedom encourages the sharing and cultivation of a wide variety of viewpoints which are based on facts, evidence, and data. Academic freedom expresses our belief in inquiry, informed debate, and the search for truth. Specific to our institution is the academic freedom process as it relates to Management as a Liberal Art. Academic freedom is necessary to provide students with a variety of ideas, to encourage them to engage in critical thinking, and to help them understand conflicting opinions.

Academic freedom, rather than being a license to do or say whatever one wishes, requires a culture of civility, professional competence, open inquiry, and rigorous attention to the pursuit of truth. Academic freedom encompasses the freedom to study, teach, and express ideas, including unpopular or controversial ones, without censorship or political restraint.

CIAM's faculty have the right to express their informed opinions which relate, directly or indirectly, to their professional activities, whether these opinions are expressed in the classroom, elsewhere on campus or at college-related functions. In a search for truth and in the context of reasoned academic debate with civil discourse, students also have the right to express their opinions and to question those presented by others. This is not only part of the learning process but helps create an environment where life-long learning is fostered, key to principles of Peter Drucker.

Protecting academic freedom is the responsibility of the academic community which includes administrators, faculty, and students. Therefore, in a climate of openness and mutual respect, free from distortion and doctrinal obligation, CIAM protects and encourages the exchange of ideas, including unpopular ones, which are presented in civil discourse as a spirit of free and open dialogue and constructive debate.

Evaluation of Student Work

Students receive the evaluation, and/or feedback on their homework, projects, and any other assignments submitted in five (5) days or less.

Late Assignment Policy

The purpose of the CIAM late assignment policy is designed to establish an equitable fair, consistent, and transparent treatment of coursework. Instructors may occasionally accept, without penalty, late assignments resulting from extenuating circumstances faced by students. In all cases, the student must inform the instructor of the extenuating circumstances before the due date of the assignment. If the professor determines that the student does not have extenuating circumstances, student does not have extenuating circumstances, and/or no agreement has been made with the faculty ahead of time, the following penalties apply for all courses, regardless of modality (online and hybrid):

- Up to seven days late = 10% deduction
- Up to fourteen days late (up to two weeks) = 20% deduction
- After fourteen days+= No credit
- No assignments will be accepted if submitted after fourteen days of the original due date, and a grade of zero will be issued for that missing assignment in the gradebook.

Note: The points deducted for late submission do not include the professor's evaluation of the work, and therefore the total number of points earned on a late submission will reflect the percentage deducted for

the late submission plus the points deducted from the assignment based on the grading criteria for said assignment. No assignments will be accepted if past 2 weeks (14 days) late and a grade of zero will be issued for that missing assignment in Gradebook (this should occur by the grading due date and can be changed once the assignment has been graded within that 2-week timeframe)

Consistent lateness in completing assignments, defined as two or more late submissions within the span of one course, by any individual student and/or student group will be brought to the attention of the Chair overseeing the course. If the Chair, after reviewing the matter, determines that the student situation requires administrative resolution, they will present the matter to the Dean. Student Success may be asked to counsel the student.

Plagiarism

CIAM's aim is to create life-long learners and leaders who positively affect change in their workplaces, communities, and society. As such, it is critical for students to participate in the learning process, as well as the sharing of knowledge gleaned from others in respectful ways.

As with physical property, the taking or violation of someone else's work is wrong, and in some cases a crime. Plagiarism is the act of taking credit for someone else's work. This can be done in part, such as a section of a sentence, or such as a complete paragraph, thought, or conversation with someone else. We foster a climate of learning by providing citations of others work, of conversations where other people have spoken what we are using in our work, and even citing our own work if we have previously submitted a specific section or body of work in the past for another purpose or assignment.

Plagiarism and cheating are not accepted under any circumstances. Academic dishonesty includes such things as cheating, inventing false information or altering true information in any way not only in writing but also in citations, and assisting someone else in any way that would jeopardize them of committing an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess. CIAM requires the use of APA 7th Edition in all assignment submissions.

Attendance, Substantive Interaction and Participation

CIAM emphasizes the need for all students to attend and participate in classes on a regular and consistent basis. Students are expected to maintain prompt and regular attendance in all courses as it is reflected in their class contributions, grade and the quality of their collaboration and participation with their student teams.

The Attendance Policy's purpose is to:

- Foster a classroom environment which is consistent so that individual learning is not disrupted, group discussions can flourish, and faculty can assist students in the learning process.
- Ensure student success through regular class attendance.
- Provide clear, and equitable expectations for all students.

Provide clear procedural guidelines for faculty and students.

Attendance Policy

CIAM's learning model includes individual and group learning, reflection, and meaningful projects. It is critical that students are actively present and engaged in every class-related interaction. Attendance is documented and recorded weekly for both online and hybrid classes. Regular and punctual attendance is expected for each student. Instructors record attendance weekly on Sundays, based on submission of required weekly assignments, student engagement, and for hybrid courses: attendance is additionally taken at on campus sessions and required virtual sessions.

Class weekend

Currently, all hybrid courses have one on-ground class weekend per term, scheduled Saturday and Sunday. Additionally, professors can require virtual class sessions throughout the term. These virtual sessions will be posted in each Canvas course “Announcements” by the first day of the academic term. Students are responsible for attending all of the synchronous sessions for their duration, there are no make-up sessions for on-ground classes.

On ground attendance is determined by physical and mental presence and engagement in the classroom for the entire length of the class session.

Class Weekends On-Ground

Starting in the **Fall 2024** term, **two** (2) on-ground weekend dates will be required for those enrolled in hybrid courses. On-Ground courses will be scheduled for either Saturday or Sunday. Check the Course Schedule on the website for when the particular course is scheduled.

Starting in **2025**, all hybrid courses will require **three** (3) on-ground weekend dates, scheduled for either Saturday or Sunday. Check the Course Schedule on the website for when the particular course is scheduled.

Attendance Recording

All classes, regardless of modality will be monitored using the following criteria:

Present: Assignments are submitted on time, and/or student is present and engaged during the entire length of the session.

Late: Assignment is submitted late (after due date and time listed in Canvas). **NOTE:** Students with more than 15 cumulative minutes of absence during the class weekend are considered absent.

Absent: Failure to submit assignment and/or attend on-ground session and/or synchronous sessions as required. **NOTE:** Students with more than 15 minutes of absence during a given hybrid class session are considered absent. Students who fail to attend the on-ground session will be dropped from the course the following week.

For International Students with an F-1 visa please see the “Absence” section for more detailed information.

The Registrar’s Office and Student Services will track attendance and communicate attendance warnings and withdrawal notices to students, their instructors and the dean via campus email. Students are responsible for their own attendance and maintaining communication using CIAM communications (CIAM email address) with their professors. Failure to receive or read the notification does not negate attendance status. Students are required to report absences by e-mail, or by phone in case of an emergency to the instructor.

Attendance Warnings

Students must maintain an attendance rate of 80% or higher in every class. If a student’s average attendance falls below 80% the student will be issued an attendance warning. Following are the progressive warnings and actions.

Attendance Warning 1: Student’s attendance rate falls below 80% in a class. A warning is issued.

Attendance Warning 2: After receiving Warning 1, a student fails to raise their attendance in the following week; or the student's attendance rate falls below 80% for the 2nd time in the term. A second warning is issued.

Withdrawal: Student has been issued a second warning and has not raised their current attendance in the following week or the student's attendance rate falls below 80% for the 3rd time in a term.

Withdrawal from the course, and a "W" or "F" grade will be issued accordingly, depending on the date of the withdrawal.

Tardiness

All students are expected to be prepared for class on time. Tardiness is disruptive to both the instructor and other students. The instructor will follow the policies in the course syllabus. And, as appropriate, report the issue to the Dean, which will result in disciplinary action involving intervention by Student Success.

Students will be marked tardy if they:

- Are absent for 1–15 minutes of class time;
- Submit weekly assignment late

Absence

Students who are absent for fourteen (14) calendar days, without formal contact with the professor will be considered administratively withdrawn (Unofficial Withdrawal) from the course and receive a "W" or "F" on their transcript depending on the date of administrative withdrawal.

NOTE: F-1 International Students: If withdrawn from a course due to Attendance Warnings and/or Withdrawal, please contact: DSO@ciam.edu to learn how this will impact your F-1 visa status.

F-1 STUDENTS ONLY

According to SEVP rules for F1 students, only one online class can count for a full course of study (full time student status) during each term. (<https://studyinthestates.dhs.gov/students/study/full-course-of-study>)

If the student is absent for on ground classes, based on the criteria above, their F-1 will be terminated the following calendar week.

Only a medical emergency (hospitalization of the student) will be considered as an excused absence (official medical documentation from the hospital is required).

There are no on-ground make-up class sessions.

Virtual Class Excused Absences

For hybrid courses, with virtual class sessions, there are five (5) acceptable reasons for absence from a class that will be considered an "excused absence". For each of the reasons below, documentation is required. The professor will determine whether the absence is deemed excused or unexcused in each circumstance.

- Serious illness or serious medical emergencies on the part of the student or a dependent (official doctor's communication is required).
- Family emergency of an immediate family member (child, parent, spouse, sibling).
- A legal issue.
- Military duty.
- Authorized and pre-approved by the school administration.

Leave of Absence Policy

If it becomes necessary for a student to stop attending classes, the student must request and be approved for a Leave of Absence (LOA), or the student will be considered Withdrawn. LOA must be pre-approved unless an unforeseen circumstance prevents the student from doing so. If the student's LOA is not approved, the student will be treated as a Withdrawal for financial aid purposes.

A LOA request will be considered for approval only if:

- The student has completed a minimum of one (1) course in full term. A course from an accelerated term is not eligible.
- The LOA is requested in writing and signed and dated.
- The LOA request includes the reason for the leave.
- There is a reasonable expectation that the student will return after the LOA.
- On a subsequent LOA request, the cumulative number of days on leave does not exceed 180 days per 12-month period; and
- Prior arrangements have been made for the student to be able to continue his or her academic coursework upon return from the LOA.

The student must notify the University if he or she intends to return from the LOA early.

A student with extenuating circumstances may be granted a subsequent Leave(s) of Absence not to exceed 180 days of leave within a 12-month period, this is typically 1 term. Supporting documentation must be provided for a subsequent LOA request(s). The number of days of a LOA is counted beginning with the first day of the student's initial LOA. If the student is unable to provide a written LOA request for pre-approval due to unexpected, extenuating circumstances, such as a car accident, the University will accept a verbal LOA request. The student must subsequently provide a written LOA request, along with supporting documentation within 14 days. If the student is unable to provide the subsequent written LOA request within 14 days, the University will assume that there is not a reasonable expectation that the student will return from LOA and the student will be Withdrawn from the program.

The student will not be charged any fee or additional tuition as a result from taking an LOA. The student will not be eligible for additional financial aid because of taking an LOA. However, the student's financial aid package may change.

The student will be charged a fee to retake the course when the student fails or withdraws from a course and subsequently requests an LOA.

Failure to return on the expected LOA return date will result in immediate Withdrawal from the University per the University's Withdrawal Policy. Withdrawal from the University places the student in his or her student loan grace period starting at the first day of the LOA. For example, if a student is on LOA for 60 days and does not return, the 2 months on LOA will be deducted from the student's 6-month grace period. The student's loan repayment will begin four (4) months after Withdrawal instead of six (6) months.

Military Duty

Military students (including those in the Reserve or National Guard) may have required military activities which will cause the student to be absent from the course(s) for a short period of time. These absences qualify as "excused absences" which means that the absence, with proper arrangement, is not subject to penalty and coursework may be satisfied through agreement between the professor and the student. A copy of military orders would be presented to the instructor as soon as they are available. The copy of military order verifying the required military leave and length of time requested; will be forwarded to the Dean and Registrar's Office. Extensions beyond 30 days require a student to complete a Leave of

Absence (LOA). It is the student's responsibility to keep CIAM's School Certifying Official (SCO) informed of their military and student status.

Canvas Learning Management System (LMS)

CIAM is using Canvas as its online learning management system. Course content, assignments and other information are accessed via Canvas. Students submit assignments on Canvas and faculty can access the assignments instantaneously for grading. The course content is available to the students 24 hours a day. Coursework can be completed at a location determined by the student (i.e., it is a virtual platform). Canvas is relatively easy to use, and all students will be trained on using this platform prior to the start of their first class. Each student is given individual access to Canvas with his/her unique login and password. The user can change the password after the first login. Students should not share login information. Students will have access to Canvas throughout the duration of their program and will be deactivated one month after the completion of their last term. Assignments, Discussion Boards, and other activities that are graded should be submitted by each student individually. If there is any compromise of a student's login information, or if there are any technical issues, he or she should immediately contact Student Success at student.services@CIAM.edu, Canvas Help, or Canvas Student Support at (833) 444 2089. Some features on Canvas include: Assignment submission, Discussion forums, File upload and download, Grading, messages, online calendar, online news, and announcements, etc.

Course Auditing

CIAM alumni can update their knowledge of content covered in a course they have already taken by auditing that same course for free when space allows. CIAM also welcomes prospective students who want to audit a course. Alumni or prospective students interested in auditing a course must complete the Course Auditing Application to reserve a spot with Academic Affairs prior to attending. Call (626) 350-1500 with any questions.

Additional Academic Policies for International Students

Enrollment Requirements

International students studying in the United States with an F-1 visa are required to take two classes per term and one of the two must be in the hybrid mode. Students seeking to take courses online from the other CIAM formats must request permission via email to dean@CIAM.edu and receive authorization from the Dean prior to registration.

CPT Policy (For International Students on an F-1 Visa)

CIAM authorizes Curricular Practical Training (CPT) for international students enrolled in an Experiential Internship Course (INT501 or INT599). CPT employment is defined as "alternative work/study, internship, cooperative education, or any other type of required internship or practicum that is offered by sponsoring employers through cooperative agreements with the school." To qualify, the work experience must be related to the student's degree. Students can take a maximum of one INT course per term.

Students are required to take INT501 at least once in the first 3 terms and INT599 at least once in their last 3 terms.

Course INT-501 is a zero-unit course and does not count towards the Full-Time Student requirement.

Starting in Fall 2024 term, INT-599 will be a one-unit course. Students, after their first INT-599 course, may take INT-599 up to four times as an elective but the additional electives are not required for graduation. Refer to the Tuition and Fees section with associated costs (pages 24 & 25).

CPT authorizations are **not** automatically renewed each term and students must apply or re-apply every term.

To qualify for CPT:

- Be in valid F-1 immigration status **for at least 1 year** (International Student who are on a new I-20 must wait until their 3rd term to take INT501).
- Be registered for two classes (full-time) at CIAM with good academic standing.
- Be enrolled in Experiential Internship course (INT501 or INT599).
- Secure a job offer related to the student's field of study.
- Obtain CPT authorization from CIAM BEFORE beginning employment; authorization cannot be backdated.

Reapply for the appropriate INT class and CPT in the following term(s) if continuing the internship. CPT can be paid or unpaid and can be part-time or full-time as determined by the employer, but you must have worked for a total minimum of 45 hours at your job during the term to pass the Internship course. SEVP guidance states “compensation is not a consideration when determining whether an opportunity qualifies as CPT,” but federal and state labor and wage/hour laws do still apply. If a student has 12 months or more of full-time CPT, the student becomes ineligible for OPT. Engaging in part-time CPT (less than 20 hours of work per week) does not affect eligibility for post-completion OPT.

PLEASE NOTE: You cannot lawfully begin employment until your DSO has approved your application and you have received an endorsement for Curricular Practical Training authorization on the second page of your new Form I-20. Questions regarding Curricular Practical Training or any form of employment should be addressed with your DSO.

Additional Note: Students must continue to maintain attendance and a full course of study in F-1 status during the period of authorized CPT employment. If the student violates the attendance policy or drops below a 3.0 GPA, the student may be at risk of having his/her CPT cancelled.

INT501 and INT599 Internship

Important Course Details INT501 is worth 0 (zero) units and starting in Fall 2024 term, INT599 will be worth 1 (one) unit. Students must complete at least **one term** of the INT501 during their first 3 terms of the MBA program and must complete at least **one term** of the INT599 during their last 3 terms of the MBA program.

Starting in Fall 2024 term, INT501 and INT599 will have fees associated with these courses. Refer to the Tuition and Fees section with associated costs (pages 24 & 25).

Students must receive an 80% score or above to pass the classes.

How to Apply for INT501 or INT599

To apply, students must register for INT501 or INT599 during course registration (you will be placed on the waitlist for the class) and send the following documents to registrar@CIAM.edu

- The Internship Application Form
- An employment letter (including the correct start date, work location, job title/description, and hours)

Once approved, the student will be moved into the enrolled list for the appropriate course.

Employment Offer Letter

The Employment Offer Letter must be on original company letterhead that is signed by the student's supervisor. A sample employment letter can be found here. It must include the following:

- Name and address of employer
- Job Title and detailed job description

- Specific employment start date and end date
- Full-time or Part-time and the number of hours per week
- Supervisor's name, title, and contact information

**Applications for CPT must be submitted at least one week before your projected start date. Applications are accepted for a term when Course Registration opens for that term but must be submitted by the add/drop deadline.*

Once your application is reviewed, the DSO will notify you when your application has been approved or denied. Please allow up to 2 weeks to process the application and your new I-20. After the student's CPT is processed onto his/her I-20, the DSO will contact them via phone or email. At that time, the student can request that it be mailed or schedule a date and time to pick up his/her updated I-20.

OPT Policy (For International Students on an F-1 Visa)

International students in the U.S in valid F-1 immigration status are permitted to work off-campus in Optional Practical Training (OPT) status both during and after completion of their degree. According to the U.S. Citizenship and Immigration Service (USCIS), students may participate in OPT in two different ways:

- **Pre-completion OPT:** F-1 students may apply to participate in pre-completion OPT after they have been enrolled in school for one full academic year. Students authorized to participate in pre-completion OPT must work part-time while school is in session. They may work full time when school is not in session.
- **Post-completion OPT:** F-1 Students may apply to participate in post-completion OPT after completing their studies. Students authorized for post-completion OPT may work part-time (at least 20 hours per week) or full-time.

Rules established by USCIS govern the implementation of OPT, and all OPT employment requires prior authorization from USCIS and from CIAM.

Students cannot begin employment until they receive their Employment Authorization Document (EAD card) from USCIS **AND** have been enrolled for at least one year. However, students can start to submit their application for OPT up to 3 months ahead of time after only being enrolled for 9 months. Students also do not need to have a job offer to apply for OPT EAD card, and OPT employment can occur anywhere in the U.S. However, you may accumulate no more than 90 days of unemployment while on post completion OPT. Nonetheless, students are recommended to start early since USCIS takes up to 90 Days to process the application. Permission is based on maintaining lawful F-1 status.

You may be authorized for a maximum of 12 months, for each level of education you complete. OPT time used before the completion of a program is deducted from the available 12-month period of post-completion OPT. Part-time work during pre-completion OPT will be deducted at half the fulltime rate. For instance, if the student works part time for 6 months, only 3 months will be taken from post-OPT and he/she can work full-time for up to 9 months after graduation. Time will be counted by weeks granted, not by hours worked.

Eligibility Requirement

1. Employment must be "directly related" to the student's major (MBA in Executive Management with or without a concentration)
2. Student must maintain lawful F-1 status
3. Student must apply for OPT before completion of all work towards the MBA degree
4. Students who have engaged 12 months or more of full-time Curricular Practical Training (CPT) are not eligible for OPT

5. OPT is permitted for up to 12 months full-time in total.

Applying for OPT

You can file an application for Post-completion OPT as early as 90 days in advance of your completion date and up to 60 days after your completion date. We recommend that you file early, as it can take up to 90 days for an application to be approved.

Your completion date is the last day of your last term at CIAM. Your completion date is located on your I-20. You may NOT continue to work on campus after your program completion date. Your OPT start date must fall within your 60-day grace period. It may be as early as the day after your program completion date or as late as 59 days after your program completion date. Since standard OPT is authorized for up to 12 months, your OPT end date would be exactly 12 months after your OPT start date.

To begin your application for OPT, first contact dso@CIAM.edu to receive the applications and set up your review appointment.

Credit Hour Policy

CIAM Calibration

The credit hour is calibrated in all CIAM curricula to represent the amount of work governed by intentional and clearly identified student learning outcomes that are verified by evidence of student achievement. Assignment of credit hours for courses takes place during program review and course approval and is monitored through a regular audit process conducted by academic affairs personnel and verified as a matter of routine through the CIAM Program Review process.

Blended Learning and The Hybrid Model

Blended learning at CIAM combines face-to-face classroom methods with online activities as the basis of an integrated instructional approach that conjoins best practices from each modality. Classroom time is used to engage students in advanced interactive experiences and the online portion of the course provides students with multimedia-rich content on demand.

Contact Hours

WSCUC accredited courses require 1 hour of classroom instruction (also known as direct faculty instruction or contact hours, including substantive interaction) and a minimum of 2 hours of out-of-class (non-contact hour) student work, per credit hour, each week of the term, or the equivalent amount of work over a different amount of time. CIAM follows WSCUC parameters as noted below.

Hybrid Class Hours

Each hybrid class involves both in-person required class sessions and live Zoom sessions complimented by online instruction and instructor-led activities. The students are required to engage in additional student-led reading and homework of approximately two (2) hours for every one (1) hour of instructor-led activities in the hybrid format. Instructor-led and student-led activities add up to a total of approximately 138 hours per course.

Online Class Hours

The fully online classes require the students to engage in each class for approximately 138 hours of combined instructor-led activities and student-led activities as outlined below; all online classes require the same syllabi, student learning outcomes, and academic rigor as other instructional modalities. CIAM complies with “Faculty-Initiated Regular and Substantive Interaction” and “Academic Engagement” as

required by WSCUC and defined by federal regulations (CFR §600.2). Per these regulations, CIAM students are engaged in teaching, learning, and assessment consistent with the content under discussion, and activities including:

- Direct instruction from faculty (in-person and recorded teaching, facilitation of online threaded discussions);
- Faculty assessment of student work and feedback on assignments and coursework;
- Providing information and responding to questions about the content of a course or competency, including offering open office hours;
- Facilitating group discussions regarding the content of a course or competency.

Interactions between students and faculty are provided on a regular, scheduled basis commensurate with the length of time and the amount of content in the course or competency and all CIAM faculty monitor academic engagement and student achievement: instructors promptly and proactively engage with students when needed and/or upon request by the student.

The total time expected of students actively participating in each CIAM course is 138 hours for the duration of the term.

- Each course consists of activities that occupy a certain amount of time, as follows:
- watching lecture-related videos: 8-10 hours;
- preparing and delivering presentations: 5-7 hours;
- preparing and participating in at least three postings (threaded discussions): 6-7 hours;
- research and writing paper assignments: 24-28 hours;
- team groupwork for consulting or case studies: 20-26 hours;
- experiential learning exercises: 5-6 hours;
- reading textbook and library articles 45-54 hours.

Each CIAM course is three (3) semester units.

This student to content, student to student, and/or student to professor interaction typically involves students working in the LMS itself. For example, in a 14-week class, CIAM Students should spend approximately 10 hours per week working in and with fellow students, instructors, and course content such as threaded discussions, simulations, watching videos, etc. WSCUC expects programs to make determinations above and beyond the base timeframe (called non-contact hours) with a minimum requirement of 2 hours of non-contact time for every 1 hour of contact time. As such CIAM students should see approximately 3 hours of “in class” work with at least 7 hours of reading, writing papers, creating presentations, and other homework.

Accreditation

CIAM’s Credit Hour policy complies with WSCUC’s Credit Hour policy and with the Department of Education’s Credit Hour §602.24(f); CIAM’s degree programs also comply with Federal requirements for program length (§602.16(a)(1)(viii)).

Satisfactory Academic Progress (SAP) Policy

To be eligible for federal, state and university aid, students are required by the U.S. Department of Education to maintain Satisfactory Academic Progress (SAP) toward their degree objectives.

CIAM has established this SAP policy to ensure student achievements, success, and accountability and to promote timely advancement toward degree objectives for ALL students. Students having trouble should

immediately inform their instructor, if after working with the instructor the student continues to experience difficulty the student must then notify the Student Success Advisor.

Definition of Satisfactory Academic Progress (SAP) at CIAM:

Students must maintain Satisfactory Academic Progress (SAP) throughout their educational program. Students will be evaluated after every three (3) terms (one payment period) to determine their satisfactory academic progress based upon qualitative (GPA) and quantitative (Pace of Progression) evaluations.

1. Meeting a minimum cumulative grade point average requirement (CGPA) of 3.0. If a student's CGPA falls below 3.0, he/she must improve their CGPA to 3.0 or better by the end of the next payment period.
2. Earning a minimum number of units (Pace of Progression) for credit per described time frame. A student's academic performance is evaluated at certain predetermined points in time, based on the percentage of semester credit hours attempted.

For full-time students taking two (2) courses per term successfully completed credits must equal to 12 semester credits every three (3) terms of the program to finish within the 150%-time frame limit and meet requirements of SAP.

For part-time students taking one (1) course per term), successfully completed credits must equal to six (6) semester credits three (3) terms of the program to finish within the 150%-time frame limit and meet requirements of SAP.

- Completing the degree objective within a maximum number of attempted units enrolled and a maximum number of terms. (Maximum Time-Frame Allowance).

Complete the program within a maximum timeframe of 150% of the published length of the program as calculated in credits attempted. For example: A student enrolled in a 36-semester credit program would have to complete the program in a maximum timeframe of 54 credits. For further clarification, if it is deemed that in anytime in the program, a student cannot finish the program in the maximum allowable time i.e., 150% of the maximum time allowed, the student will be dismissed from the program.

When Satisfactory Academic Progress is Monitored

The Registrar monitors the SAP of each student every three (3) terms.

Financial Aid Warning

Students who do not meet SAP measures described above will automatically be put on Financial Aid Warning for one (1) payment period.

The SAP Warning Period allows you three (3) terms to make up for any GPA or Pace of Progression deficiencies. During the SAP Warning Period, you may continue to receive financial aid without a written appeal. You will be encouraged to seek both academic and financial aid advisement. This status may only be given to a student who was in compliance with the SAP standards at the previous evaluation. Students who are put on a Financial Aid Warning continue to receive Title IV aid for the next payment period after they receive the warning status. The student's academic progress will be evaluated at the end of the Warning period. It may not be assigned for consecutive payment periods. The Warning status is applied only to students with a reasonable expectation of improvement in one (1) payment period.

If a student meets SAP at the end of the Financial Aid Warning period, he/she shall return to normal SAP status with no loss of Title IV eligibility. A student, who has not improved his/her standing and still fails to comply with SAP requirements at the end of the Warning Period, will be ineligible for future aid disbursements. It is advisable for any student on warning status to meet with both the Financial Aid Coordinator and Dean to ensure future satisfactory progress and aid eligibility.

A financial aid student may continue on a cash-pay basis with an approved payment plan. Arrangements for payment must be approved within 10 school days after notification of loss of SAP.

Financial Aid Appeal Process

The Financial Aid Appeal process allows students who are not meeting SAP standards to petition for reinstatement of Title IV aid eligibility.

Students may have the opportunity to have their financial aid eligibility reinstated by appealing the decision and being placed on Financial Aid Probation. Students have five (5) business days after being notified to institute an appeal. The appeal must be in writing and given to the Dean, who will meet with the Conduct & Appeals Committee to decide on the appeal.

The bases on which a student may file an appeal are injury or illness; death of a relative; or other special circumstances. Students must provide supporting documents and describe in writing any unusual circumstances that warrant special consideration. Students must provide information as to why they did not make SAP and what has changed that will allow them to make SAP by the next evaluation point. The Dean will provide a decision in writing within ten (10) business days.

Financial Aid Probation

If the appeal is approved, the student may be placed on Financial Aid Probation after the school evaluates the student's progress and determines that the student did not make SAP during the Financial aid warning or previous evaluation period. Financial Aid Probation will only be for one (1) additional payment period during which the student remains eligible for federal aid.

The student will be placed on an academic plan to regain SAP status to continue to be eligible for federal aid beyond the initial probationary period, the student must either be meeting the cumulative attendance and grade standards as published or be in compliance with any customized written academic plan. An academic plan may continue for multiple payment plans. At the completion of the plan the student will either be in compliance with SAP or have completed the program. If the student fails to meet the standards established in the plan, the student will no longer be eligible for Title IV aid.

Reinstatement of Title IV

Reinstatement of aid is limited to the period under evaluation. Students making SAP by the conclusion of the Warning or Probation period will be removed from the warning/probation status and will regain eligibility for Title IV funding.

A former student requesting to be reinstated as an active student should do so in writing. Supportive documentation and/or information concerning any mitigating circumstances should be noted in the request. The student shall be notified of the Reinstatement Review within five (5) business days following the decision of the Conduct & Appeals Committee.

Students who regain SAP at the end of the next payment period will have regained full eligibility for Title IV funding.

Impact on Grades on CGPA

Grades "A", "B", and "C" (+/-) specific grades are counted in the calculation of CGPA, where a grade of "I" (Incomplete), "P" (Pass), "NP" (No pass), and "W" (Withdraw) are not counted in the calculation of CGPA. *D grades are not given because anything below a C- is a failing grade.

All course work completed at CIAM is counted in CGPA where repeated course work from a previous passing or failing grade and transfer course work do not count towards CGPA. Refer to Tables 1 and 2 below.

Table 1**Impact of Grades on Graduate Cumulative SAP GPA**

Grade Earned	Counted in Grade Point Average
A, B, C, F (+/-)	Yes
P/NP — Pass/No Pass	No
I — Incomplete	No
W — Withdrawal	No

Table 2**Impact of Course Type on Graduate Cumulative GPA**

Course Type	Counted in Grade Point Average
Course work at CIAM	Yes
Repeated course work (New passing grade higher than previous grade)	Yes
Repeated course work (previous passing grade lower than new grade)	No
Repeated course work (previous failing grade)	No
Transfer course work	No

Pace of Progression Requirement

To maintain satisfactory progress, graduate students must complete a minimum number of units each predetermined point in the program (Pace of Progression) to ensure completion of the degree within the maximum time frame.

The units attempted and completed with grades, “A”, “B”, “C”, and “F” (+/-), as well as “W” and “I” are counted in the calculation of the “Pace of Progression” as well as in the computation of the maximum time frame.

All course work attempted and completed at CIAM, including repeated course work from a previous passing or failing grade(s) and all accepted transfer course work counts towards the “Pace of Progression” and the maximum time frame.

Review Tables 3 and 4.

Table 3**Impact of Grades on Pace of Progression and Maximum Time-Frame Allowance**

Grade Earned	Pace of Progression		
	Units Completed	Units Attempted	Counted Toward Maximum Time Frame
A, B, C (+/-)	Yes	Yes	Yes
F, W, I	No	Yes	Yes

Table 4**Impact of Course Type on Pace of Progression and Maximum Time-Frame Allowance**

Course Type	Pace of Progression		Counted Toward Maximum Time Frame
	Units Completed	Units Attempted	
Graduate-level course work	Yes	Yes	Yes
Repeated course work (previous passing grade)	Yes	Yes	Yes
Repeated course work (previous failing grade)	Yes	Yes	Yes
Transfer course work	Yes	Yes	Yes

Maximum Time-Frame Allowance

To demonstrate Satisfactory Academic Progress, students must complete their degree objective within a specified amount of time. The time frame will depend on the student's enrollment status and educational objective.

Table 5**Full-Time Course Load for Determining Maximum SAP Units and Semesters**

Program	Full-Time Course Load
Master's Degree	6 units

Grades and Grade Point Average

All students must meet the minimum standards of academic progress while enrolled at CIAM. Failure to maintain the minimum cumulative GPA of 3.0 will result in the student being placed on probation.

CIAM does not have a cumulative final test or examination required for the completion of any of the program. Grades are based upon the quality of work completed, i.e., upon the actual accomplishment in courses offered for credit. The GPA is computed by dividing all grade points earned by total units completed.

All assignments are graded by the professor within five (5) business days after the assignment deadline. Comments are given from the professor to the student for submitted assignments and discussion forums in which the student participates. All final grades are submitted by faculty to the Dean and Registrar and posted on Canvas (gradebook) within five (5) business days following the end of the course.

Grading System

CIAM's grading system consists of the following designations:

I	Incomplete	Not used in calculation of GPA
W	Withdrawal	
P/NP	Pass/No Pass	
NG	No Grade	

Letter Grade	Grade Points
A+	4.0
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
C-	1.7
F	0.0

Student evaluations are given at the end of each term. The qualitative evaluation is done by the instructor or Dean and quantitative evaluation is done by the Registrar.

Incomplete Grades

Incomplete academic work for unforeseeable, emergency, and justifiable reasons within two (2) weeks of the end of the term may result in an “I” (Incomplete) grade. When an instructor assigns an “I”, he/she shall specify in writing the requirements the student shall fulfill to complete the course as well as the reasons for granting an “I”. The instructor shall retain a copy of this statement in his/her grade records and provide copies to the Registrar’s and Dean’s office.

The Incomplete is not used in calculating a grade point average and no credits will be earned for that course until a final grade is entered. An incomplete (I) must be resolved within three (3) months from the date that the incomplete form was signed. If the incomplete has not resolved within the three-month period, it will result in an “F.” To remove the (I), the student must:

1. Obtain the Grade Change Form from the Registrar
2. Contact the instructor of record or the Dean (in the absence of the instructor), to complete the grade change process within the allowed time frame. A final grade will be assigned by the instructor or the Dean (in the absence of the instructor) when the work assigned has been completed and evaluated.

Add/Drop Period

During the Add/Drop period, students may add or drop individual courses. If a student drops all courses for a term and does not apply for a Leave of Absence (LOA), this will be considered an automatic student withdrawal. Dropped courses that occur within this period will not appear on students’ transcripts nor will these dropped courses be included in evaluating satisfactory academic progress (please see Satisfactory Academic Progress). Nonimmigrant students must be enrolled on a full-time status (2 courses/6 credits per term) and any course drop will affect Visa status in the U.S. Student must consult with the DSO before the drop. The student will receive a pro rata refund of tuition paid if notice of drop as been submitted before sixty (60%) percent or fewer scheduled days have passed (Please see Tuition Refund Policy). New

students that have not been enrolled prior to the first class may be admitted during this period provided professor approval.

The Add/Drop period begins the Monday before the term start date and ends twenty (20) days after the term start date for the 2-Year MBA Program. Add/Drop deadline dates are shown on the Academic Year Calendars. **Students who add courses during the Add/Drop period will receive a \$100 late registration fee added to their Tuition Charge.**

Course Withdrawal

A student who withdraws from a course may do so only after seeking guidance from the Student Success Coordinator and/or the Dean. The deadline to Withdrawal is before the end of the fifth (5th) week of the MBA program. The student who withdraws from a course prior to its completion will be assigned the grade of “W” (Withdrawal). This grade is not calculated in the cumulative grade point average, and no credits will be earned. Incompletes and Withdrawals do not affect the CGPA. However, repeated grades are calculated as part of CGPA. Since all CIAM courses are required, the course will need to be retaken prior to the awarding of the MBA degree. See “Course Repetitions” below. The grade of “F” will be assigned to any student who drops after the fifth (5th) week of the MBA program.

Course Repetitions

A student is required to repeat any course in which a grade of F (Failure) or W (Withdrawal) was received. Students have the option of repeating a course with a grade earned of B- or lower. A student may **not** repeat a course for academic credit for a course with an earned grade of “B” or better. The new grade earned will replace the original grade for the purpose of calculating the cumulative grade point average. However, courses in which an “F” is received will be considered credit hours attempted for the purpose of determining GPA. The student will be responsible for tuition fees incurred for any repeated courses.

Students may repeat the same course only once and are not allowed to repeat more than three (3) courses in the entire MBA program. Repeated coursework at CIAM will be counted towards the “Pace of Progression” and the maximum time frame.

Withdrawal from School

If a student chooses to withdraw from school, the student needs to provide a written notice. The student will be eligible for reinstatement for a period not to exceed six (6) months from the date of the written notice. If a student withdraws without notice, reinstatement will be at the discretion of the Conduct & Appeals Committee and earned credits will be counted if the period between withdrawal and reinstatement is six (6) months or less any monies paid are subject to CIAM’s refund policy (please see Tuition Refund Policy section).

Academic Standing

Academic Warning Policy

The Registrar reviews Academic Standing progress every term. Any student, whose CGPA falls below a 3.0, will be placed on academic warning for the next term. Students on academic warning will have one (1) term to return to good standing by raising his/her CGPA to a 3.0. Students on academic warning are still eligible for CPT or INT501 or INT599. Grades and credits earned during an academic warning period will count towards CGPA and pace of progression, and the maximum time frame. If a student fails to raise

his/her CGPA to a 3.0 at the end of the academic warning term he/she will be then placed on academic probation and no CPT will be authorized nor will the student be allowed to register for INT501 or INT599.

Academic Probation Policy

The academic probationary period is one (1) term in which time the student must return to good standing by raising his/her CGPA to a 3.0. If a student does not raise his/her CGPA to at least a 3.0 by the end of the probationary term, he/she will be placed on “Academic Suspension” (See below for suspension policy). Grades and credits earned during a probationary period will count towards CGPA and pace of progression, and the maximum time frame. Students on academic probation are no longer eligible for CPT, INT501 or INT599 and will not be eligible for CPT, INT501 or INT599 until the academic probation is lifted.

A student may be placed on “Conduct Probation” should he/she be found committing any of the following behaviors:

- disruptive or disrespectful behavior toward staff, faculty, students, or consulting clients
- theft of property.
- use of indecent or profane language.
- cheating and/or plagiarism in any form of work.
- submitting falsified documents.
- repeated violations of the school dress code.
- harassment of instructors, clients, or other students.
- discrimination of any kind.

All conduct rules apply to the classrooms, school buildings, consulting client meetings and CIAM parking areas.

At the end of each term, the Registrar’s Office reviews the student’s grades, conduct, and pace of progression to determine the academic status of the student in accordance with CIAM’s policies of Satisfactory Academic Performance (SAP); subsequently, the Registrar makes recommendations to Student Success Coordinator and subsequently the Dean. The student will be placed on “Academic Warning”, “Academic Probation” or “Conduct Probation” via email. The Student Success Advisor will contact the student to schedule a meeting within the first two weeks of the next term. The Student Success Advisor will make recommendations for the next steps the student should take. A written Academic Success Plan will be completed by the student and signed by both the student and the Student Success Advisor, for the student to return to good standing. This plan will be placed in the student’s official file. If the student is on Academic Probation, the Dean will also meet with the student to discuss and sign the Academic Success Plan with him/ her. Students have the right to appeal the probation determination to the Conduct & Appeals Committee. When a student on academic warning or academic probation raises his or her cumulative GPA to at least 3.0, the student is removed from warning or probation.

Suspension Policy

At the end of the probationary term, any student who fails to raise his/her CGPA to the minimum requirement of a “3.0” will be placed on “Academic Suspension”. The Registrar will inform the Dean who will then contact the student via email to inform him or her about their academic status. The student will

have an “Academic Suspension” hold placed on his/her account and will not be able to register for any future CIAM courses.

“Academic Suspension” normally lasts one (1) term. The statement “academic suspension” is placed on the student’s academic record. A student who has been informed of the academic suspension may submit an appeal in writing to the Dean for reconsideration. Suspended students may be readmitted after the suspension period by submitting a written request for readmission to the Dean. A student will be notified by written notification from the Dean. A student who is reinstated to the school after having been academically suspended must achieve a term GPA of 3.0 or better for the term of reinstatement or be academically dismissed. This is an opportunity to repeat a prior course or prior courses in which the student received low grades that affected their CGPA. Please see the “Course Repetitions” section on effects on CGPA, “Pace of Progression” and the maximum time frame.

Student suspensions are disciplinary actions at the discretion of the Dean. The school will notify the student in writing of the suspension through a “Student Notice”. Any student suspended may appeal that decision to the Dean. If the review of the appeal is positive, the student will be removed from “Academic Suspension” and be placed back on “Academic Probation”. Should a student fail to respond to a “Student Notice” issued by any administrative or instructional personnel, that student will be suspended from class until proper contact with the issuing department has been made.

Dismissal Policy

When a student on “Academic Suspension” completes their one (1) term suspension, they may enroll in classes at CIAM, and they must demonstrate academic progress towards a CGPA of “3.0” or better. When the target CGPA is achieved, the student will be removed from “Academic Suspension”. Students who fail to maintain satisfactory progress (as determined by the Dean) towards a 3.0 CGPA after the suspension term will be placed on “Academic Dismissal” and will not be allowed to continue with the program.

Grades and credits earned during the period after Academic Suspension will count towards the CGPA, the “Pace of Progression” and the maximum time frame.

Student dismissals (terminations) are disciplinary actions at the discretion of the Dean. A student may be dismissed for the following reasons:

- Failure to adhere to any probation plan developed by the appropriate administrative personnel.
- A third (3rd) probation of any kind.
- Excessive violations, based upon assessment and recommendation by the appropriate administrative and/or instructional personnel, with the approval of the Dean.

In any event, should a student be on probation and found to be violating any school rules and/or attendance policy, the student may be dismissed from school for “Probation Violation.”

The school will notify the student in writing of the dismissal through a “Student Notice”. Any student dismissed may appeal that decision. Any student dismissed may apply for reinstatement. Reinstatement is subject to the Dean’s discretion and space availability. Failure to attain a 3.0 GPA in the subsequent term results in academic dismissal. Academic dismissal normally is permanent unless, with good cause, the student reapplies and is accepted under special consideration by the Dean of the school. A student

placed on Academic Dismissal is required to wait one (1) year and then apply for reinstatement. The statement "Academic Dismissal" is placed on the student's academic record.

Appeals

A student may appeal any decision regarding their progress, probation, suspension, or dismissal. All appeals must be submitted in writing to the Dean within two (2) weeks of the action causing the appeal. The letter of appeal should include any reasons or extraordinary circumstances as to why the decision should be reversed. The appeal will be reviewed by the Dean, and the student will be notified of a decision within 30 days. The Dean's decision is final.

Appeal Process Guidelines

The student may appeal and must illustrate the mitigating circumstances that prohibited successful achievement of higher education cumulative GPA or unit completion. A written appeal may be submitted with supporting documentation which must include:

- An explanation of why the student has failed to meet the minimum GPA/unit completion.
- An explanation of how the student resolved or plans to avoid the mitigating circumstances that impeded satisfactory academic progress
- A concise plan for successful achievement of GPA and/or unit completion in the future.
- The student must have met with the Dean and developed a plan for satisfactory academic progress for future terms. He/ she must include any other supporting documentation that may be relevant to his or her case (e.g., medical/doctor's notes, etc.).

Appeal Review and Outcome

Appeals are reviewed by the Chair, and the student will be notified of the outcome in writing. An appeal will be approved for one (1) term only. There are no retroactive appeals. The student must have made satisfactory academic progress (3.0 GPA graduate and completed 100% or more of units attempted for that term).

While the appeal is being reviewed, the student may continue with the program until a decision is made with the understanding that the appeal may not be granted. If the appeal is granted, the student will be allowed to continue with the program with the understanding that SAP must be met at all times (CGPA and Pace of Progression minimum). If the student is on Academic Probation, a favorable or unfavorable appeal will count towards CGPA and Pace of Progression. If the student is on Academic Suspension and the appeal is favorable, then the grades earned during this period will count towards CGPA and Pace of Progression; however, if the appeal is unfavorable there will be no impact on CGPA and Pace of Progression.

Grade Appeal Policy

The grade appeal policy is to establish a clear, fair process by which students can contest a course grade that they believe has been awarded in a manner that is inconsistent with CIAM policies, the course syllabus, and/or instructor directives.

The evaluation of student performance is based upon the professional judgment of the professors and appeals will not be considered unless based upon one or more of the following factors:

- Grade computation error.
- Standards different from those established in school policies.
- The professor departed substantially from his or her previously articulated written standards, without notifying students, in determining the grade.

Only the final course grade may be appealed. The grade assigned by the professor is assumed to be correct and the student appealing the grade must justify the need for a change of the grade assigned. Following is the ordered process for addressing final grade appeals:

- Student must contact the instructor first and try to resolve the grade issue.
- Student and instructor contact the Chair. The Chair will review both the instructor and student's documentation and hear their perspectives. The Chair will work with the student and the instructor to resolve the grade issue.
- If the Chair cannot find resolution to the grade matter, they will bring the appeal to the Dean.
- The Dean will review all documentation and communicate the final decision to the student. The Dean's decision is final.

In the case of a change of grade, at any point of this review process, the professor must complete a "Student Grade Change Form" and submit to the Registrar within 10 business days after a decision is made.

Conduct & Appeals Committee

The Conduct & Appeals Committee is responsible for matters pertaining to CIAM student academic performance and to disciplinary and corrective actions pertaining to student behavior, improper conduct, possible criminal issues or other such matters and for any faculty related issues.

The President of CIAM has entrusted the Conduct & Appeals Committee with the task of enforcing and interpreting CIAM admission and academic policy. CIAM outlines these policies in the school catalog and holds students responsible for adhering to them.

At the end of each term, the Office of the Registrar reviews final grades and student transcripts. If a student's record indicates he/she is experiencing academic difficulty, the Student Success Team will be notified. The Student Success Coordinator will inform the student via e-mail, telephone, or U.S mail of any change in status and recommendation of remedial steps for the student and imposes discipline such as warning or probation on the student. Should it be necessary, discipline progress to suspension and, or dismissal as determined by the Dean. Students have the right to appeal the Dean's determination to the Conduct & Appeals Committee. The Conduct & Appeals Committee is the body which reviews a student's continuing enrollment in the school due to the student's academic standing or other issues related to CIAM policies. The Conduct & Appeals Committee is not limited to academic review. The Conduct & Appeals Committee makes a written recommendation to the Dean. The Dean's decision is final.

The Conduct & Appeals Committee makes recommendations to the Dean regarding student dismissal, suspension, or other disciplinary actions, including those occasioned by academic performance, honesty and integrity, and behaviors that undermine the mission of CIAM.

The student may invite faculty members or classmates to testify to matters of fact and may have legal counsel present. The Committee may request the list of such individuals up to 10 days prior to the scheduled hearing if witnesses are desired. The Committee reserves to limit the number of such individuals.

The Committee meets within the first two (2) weeks of the end of the term in which the Chair takes disciplinary action. However, any member of the Committee can request an emergency meeting.

All recommendations from the Conduct & Appeals Committee are forwarded to the Dean. The Dean shall consider the Committee's recommendations in making the final determination and imposing disciplinary action.

Reinstatement Criteria

If the student seeks to return to CIAM, he/ she must file an application for reinstatement, presenting a plan that he/ she is likely to succeed, and speak to the Director of Admissions. The student must have had accumulated a minimum cumulative transfer GPA of at least 3.0 if courses were taken at another institution. These transfer courses are not calculated in the students' CGPA but will count towards the Pace of Progression. CIAM is not obliged to grant reinstatement requests.

Graduation Requirements

CIAM grants an MBA degree to students who successfully complete the prescribed program credits and any related requirements. To be eligible for graduation, students must complete the program with a minimum cumulative grade point average of 3.0 ("B" average). The Registrar's Office maintains academic records of all course work completed at the school.

Capstone Project

The capstone project is an individual consulting project that must be completed during the student's final course of their program, MGT511 - Strategic Management. The capstone substitutes for the group project and is graded by the faculty member teaching the course. It is designed to highlight the student's individual capacity to perform a significant individual consulting project at the MBA level and thus complements the consulting projects completed in the other courses. It is the responsibility of the student to acquire their own client for the capstone course. A student must plan with enough time to acquire a client and prepare a client proposal and Statement of Work (SOW) during their first week of class, unless prior arrangements have been made with the client and instructor.

Graduation and Commencement

There are important differences between graduation and commencement.

Graduation is a process that requires submission of an Application for Graduation, completion of all academic requirements for the intended degree, and settling all financial obligations. The administrative process will indicate the student's official date of graduation.

Commencement refers to the ceremony that takes place annually, officiated by the President of the School, where graduating students can celebrate their academic achievement with invited guests. This ceremony also gives the opportunity for the school, its administrators and faculty to acknowledge student accomplishments.

Conferral of Degrees

A degree becomes official when it is posted to the student's transcript. A student must complete a graduation application so that the Registrar's Office can verify graduation requirements completion and subsequently post the degree on the transcript. Degrees are awarded three times each year at CIAM, January 15th, May 15th, and September 15th. All diplomas are prepared and mailed within sixty (60) days after degree conferral to the most current address provided by the student.

Students must apply for conferral of a graduate degree by filing an Application for Graduation during the term in which they expect to be awarded a degree. CIAM, however, reserves the right to confer a degree on a student who has completed all the requirements for a degree, even though the student has not applied to graduate.

Students who wish to withdraw a request for conferral or make changes to the Graduation Application should notify the Registrar's Office in writing by the deadline which is the 1st of the month prior to the degree conferral date (i.e. January 1st, May 1st, and September 1st). Students who withdraw their graduation applications or fail to meet degree requirements must reapply to graduate in a subsequent term.

OVERVIEW OF ACADEMIC PROGRAM

Instructional Methods

CIAM's high impact learning methodology includes lectures, experiential learning exercises, individual and group presentations, and the application of principles to the student's current job or profession. Students will also be exposed to speakers from the industry throughout their program. In addition, our students will be involved in consulting projects with a variety of business sizes and types. Types range from small start-ups to large businesses allowing students to put into practice the concepts they are learning in the classroom.

Teaching Model

Each course consists of the following activities: reading textbook and library articles, watching lecture-related videos, watching and participating in live instructor-led lectures and discussions, preparing and delivering presentations, preparing and participating in threaded discussions, researching and writing paper assignments, and Team Projects or Individual for each course (except for the student's Capstone course), which consist of experiential learning exercises, individual reflections related to their teamwork, and a team paper and presentation delivered at the end of each class. Team projects will focus on a High Impact Learning Practice (live consulting clients, case studies, etc.)

Master of Business Administration

CIAM offers a Master of Business Administration in Executive Management, and the option of concentrations in Project Management and Business Analytics.

The Master of Business Administration (MBA) degree program prepares individuals for careers in management. More specifically, it prepares students with the necessary skills and knowledge to understand, manage and create financial, business, and leadership careers in executive management. The program provides the tools for business and leadership professionals to develop knowledge, attitudes, and skill sets that will equip them to perform effectively, ethically, and creatively in the corporate

or entrepreneurial environments. The CIAM MBA can be applied to employment positions determined to be within the field under the United States Department of Labor's Standard Occupational Classification codes.

The MBA program is composed of six (6) terms in total, with two classes required per term (one hybrid and one online). Each term is 14 weeks, allowing students to earn their degree in two (2) calendar years). Additionally, the program includes mandatory internship courses, INT599 and IN501.

Program Learning Outcomes (PLO)

Students earning an MBA from CIAM will:

1. Demonstrate verbal communication skills through effective delivery of presentations.
2. Demonstrate visual communication skills through effective use of technology for presentations.
3. Demonstrate written communication skills by producing professional-quality business documents.
4. Collaborate with diverse teams in achieving common goals in a timely manner.
5. Integrate concepts of societal impact and human dignity through application of Management as a Liberal Art in business settings.
6. Apply the principles of business ethics in managerial settings.
7. Create value for clients through consulting processes.
8. Recommend appropriate solutions to identified problems through analysis of evidence and/or application of industry research.

Course Prerequisites

CIAM's MBA is mostly a modular program with a few exceptions:

- ACC501: Accounting for Decision Making and DRU500: Management as a Liberal Art must be completed with a passing grade during a student's first term at CIAM.
- ACC501: Accounting for Decision Making is a pre-requisite for FIN501: Corporate Finance.
- BUS501: Quantitative Analysis for Decision Making is a pre-requisite for OPS501: Operations Management.
- BUS501: Quantitative Analysis for Decision Making is also a prerequisite to BA501: Database for Business Analytics.
- MGT511: Strategic Management must be completed with a passing grade during a student's last term at CIAM. The Capstone project must be completed during MGT511.

MBA in Executive Management with a Concentration in Project Management

MBA in Executive Management with a Concentration in Project Management prepares students with the necessary skills and knowledge to understand, manage and create financial, business, and leadership careers in mid or upper level of management. The program provides the tools for business and leadership professionals to develop knowledge, attitudes, and skill sets that will equip them to perform effectively, ethically, and creatively in the corporate or entrepreneurial environment. The courses in Project Management provide students with the necessary skills and knowledge to manage projects in support of organizational strategy and objectives. This Concentration immerses students in the details of initiating, planning, executing, monitoring, and closing projects in a complex business environment.

Students taking this Concentration are required to substitute DRU502: Innovation and Entrepreneurship Based on Drucker's Principles, DRU 503 Managing One's Self and One's Career, and GB501: Global Business Concepts with the three Project Management Concentration courses listed below.

Additionally, the program includes a mandatory internship courses, INT501 which must be completed within the first three terms and INT599, that must be completed in the last three terms. Please see EXPERIENTIAL INTERNSHIP COURSE (INT 599) for more details. Classroom enrollment is set at a maximum of 20 students per class to allow for personalized interaction for both hybrid and online courses.

MBA in Executive Management with a Concentration in Business Analytics

MBA in Executive Management with a Concentration in Business Analytics prepares students with the necessary skills and knowledge to understand, manage and create financial, business, and leadership careers on the mid and upper level of management. The program provides the tools for business and leadership professionals to develop knowledge, attitudes, and skill sets that will equip them to perform effectively, ethically, and creatively in the corporate or entrepreneurial environment. The courses in Business Analytics provide students with in-depth training in the analysis of business data, including statistical modeling, machine learning, data storage and management, visualization and decision-making under data-driven strategy. Business Analytics is one of the fastest growing fields in the United States.

Students taking this concentration are required to substitute DRU502: Innovation and Entrepreneurship Based on Drucker's Principles, DRU 503 Managing One's Self and One's Career, and GB501: Global Business Concepts with the three Business Analytics Concentration courses listed below.

Additionally, the program includes a mandatory internship courses, INT501 which must be completed within the first three terms and INT599, which must be completed in the last three terms. Please see EXPERIENTIAL INTERNSHIP COURSE (INT 599) for more details. Classroom enrollment is set at a maximum of 20 students per class to allow for personalized interaction for both hybrid and online courses.

CATALOG OF ACADEMIC COURSES

General MBA Courses (no concentration)

Course Number	Course Title	Semester Credits
ACC501	Accounting for Decision Making	3
BUS501	Quantitative Analysis for Decision Making	3
DRU500	Management as a Liberal Art	3
DRU502	Innovation and Entrepreneurship Based on Drucker's Principles	3
DRU503	Managing One's Self and One's Career Based on Drucker's Principles	3
OPS501	Operations Management	3
FIN501	Corporate Finance	3
GB501	Global Business Concepts	3
IS501	Management of Information Systems	3
MGT501	Management and Organizational Behavior	3
MGT511	Strategic Management	3
MKT501	Marketing Management	3
INT501	Experiential Internship/Work-Life Balance	0
INT599	Experiential Internship	0*
Total Semester Credits		36/37*

*Starting in Fall 2024, INT599 will be a one-unit course.

Core Courses (taken with a concentration)

Course Number	Course Title	Semester Credits
ACC501	Accounting for Decision Making	3
BUS501	Quantitative Analysis for Decision Making	3
DRU500	Management as a Liberal Art	3
OPS501	Operations Management	3
FIN501	Corporate Finance	3
IS501	Management of Information Systems	3
MGT501	Management and Organizational Behavior	3
MGT511	Strategic Management	3
MKT501	Marketing Management	3
INT501	Experiential Internship/Work-Life Balance	0
INT599	Experiential Internship	0*
Total Semester Credits		27/28*

*Starting in Fall 2024, INT599 will be a one-unit course.

Concentration in Business Analytics course (taken with core courses)

Course Number	Course Title	Semester Credits
BA501	Database for Business Analytics	3
BA502	Applied Probability and Statistics in Data Analytics	3
BA503	Advanced Analytics for Business	3
Total Semester Credits		9

Concentration in Project Management courses (taken with core courses)

Course Number	Course Title	Semester Credits
PM501	Project Management Fundamentals	3
PM502	Project Management in Practice	3
PM503	Organizational Project Management	3
Total Semester Credits		9

Elective Courses

Course Number	Course Title	Semester Credits
BUS552	Business Law for Entrepreneurs	3
BUS553	Essentials of Economics and Applications to Business and Society	3
BUS555	Business Communications	3
BUSI698	Directed Studies	1-3
INT599	Experiential Internship	1-6

Course Prerequisites

Most courses within the CIAM MBA program can be taken independently. However, there are three courses that benefit from taking them in a sequence: Accounting before Finance; Quantitative Analysis before Operations Management; and Strategic Management at the end of the program.

Accounting presents the language of business using the generally accepted accounting principles (GAAP) which are internationally recognized. Finance uses and builds upon the material learned in accounting. As such, ACC501 is a prerequisite to FIN501. Similarly, Quantitative Analysis teaches the mathematical tools of business and academic research, and these tools are used in the Operations Management course. BUS501 is a prerequisite to OPS501 so that the student will be able to apply their tools at the very beginning of the OPS501 course. The Strategic Management course, MGT511, is a course that aggregates the many subjects from the MBA program into practice.

The following prerequisites are incorporated in our MBA program and concentration paths:

- MGT501 & DRU500: Management and Organizational Behavior and DRU500: Management as a Liberal Art must be completed with a passing grade during a student's first term at CIAM.
- ACC501: Accounting for Decision Making is a pre-requisite for FIN501: Corporate Finance.
- BUS501: Quantitative Analysis for Decision Making is a pre-requisite for OPS501: Operations Management.
- BUS501: Quantitative Analysis for Decision Making is also a prerequisite to BA501: Database for Business Analytics.
- MGT511: Strategic Management must be completed with a passing grade during a student's last term at CIAM. The Capstone project must be completed during MGT511.

The Project Management Concentration courses must be taken in order:

- PM501 is a pre-requisite for PM502 and
- PM502 is a pre-requisite for PM503.

The Business Analytics Concentration courses must be taken in order.

- BA501 is a pre-requisite for BA502 and

- BA502 is a pre-requisite for BA503.

Course Descriptions

ACC501: Accounting for Decision Making

3.0 Semester credits

This course examines how accounting information is used in managerial decision-making and control. The course stresses how to use rather than how to prepare accounting reports. Topics to be covered include: basic cost concepts, cost volume profit relationships, product costing, differential analysis, strategic product pricing, cost allocation, budgeting, and the evaluation of financial performance. Concepts of Peter Drucker's management as a liberal art will be brought out in the application of these topics to the practice of accounting and management. Prerequisite: Must be taken during first term.

BUS501: Quantitative Analysis for Decision Making

3.0 Semester credits

Metrics and analysis are hallmarks of outstanding management. Managers must understand the basics and application of descriptive and inferential statistics including basic descriptive statistics, statistical inference, hypothesis testing, correlation and regression, time series forecasting, inventory models, simulation, queuing, and decision under uncertainty. The importance of proper use of these metrics and analysis in the application of Drucker's concepts of management as a liberal art will be explored. Students will also learn how to present data effectively using graphs and charts. The course will also address decision trees and expected value of information.

DRU500: Management as a Liberal Art

3.0 Semester credits

The course seeks to promote deep thinking about the concepts of Management as Liberal Art (MLA). The course focuses on management practices that center on management principles to improve the functioning of society by using Peter Drucker philosophies on executive leadership, human dimension and innovation, and technology. The class will explore the origins and applications of Drucker's philosophy. The origins are explored through emphasis on how managers can take the concerns of their larger community and stakeholders into consideration. And, the application is practiced by identifying personal attributes, situational context, and societal relevance to the world today. Prerequisite: DRU 500 or DRU 505 must be taken during first term.

DRU502: Innovation and Entrepreneurship Based on Drucker's Principles

3.0 Semester credits

This course will provide the student with an opportunity to learn about Drucker's ideas about the practice of innovation (the seven sources for innovative opportunity and his five principles of innovation), the practice of entrepreneurship (entrepreneurial management, the entrepreneurial business, entrepreneurship in service institutions, and the new venture), and entrepreneurial strategies. Drucker's holistic treatment of these areas which includes the liberal arts and other areas of the humanities will be articulated. In doing so, this course discusses the basics for every manager who needs to organize successful technology and/or market-driven innovation in both entrepreneurial and established firms. The course will examine how entrepreneurs and managers can shape their firms so that they continuously build and commercialize valuable innovations.

DRU503: Managing One's Self and One's Career based on Drucker's Principles

3.0 Semester credits

We live in an age of unprecedented opportunity. We all like to think that with ambition, drive, and talent, you can rise to the top of your chosen profession regardless of where you started out. However, companies today are not managing their knowledge workers' careers. Instead, you must be your own chief executive officer; you must become more deliberate in managing yourself and your career. The foundation of this course will be Drucker's classic article in the Harvard Business Review on Managing Oneself. Using this article as its foundation, the course will also look to tie in Drucker's ideas regarding Management as a Liberal Art into ideas of self-management and self-development. Overall, we will consider how Peter Drucker explained how to manage your career successfully.

FIN501: Corporate Finance

3.0 Semester credits

This course introduces the student to the basic decision models of financial management and prepares them to take an active role in financial decision-making in their organization. It introduces the theory, the methods, and the concerns of corporate finance. The main topics include: 1) financial statements interpretation and analysis; 2) management of cash flow and working capital; 3) pro forma analysis; 4) the time value of money and capital budgeting techniques; 5) long-term financing instruments; 6) security market efficiency; and 7) value creation principles. Drucker's concept of management as a liberal art and its connection with corporate mission, profits, social responsibility, and service to society will be explored. Prerequisite: ACC501

GB501: Global Business Concepts

3.0 Semester credits

Today's markets are becoming increasingly global, and it is imperative that managers and knowledge workers understand the theories, institutions, and environmental elements that underlie international commerce. This course will equip students with skills to manage international projects using a comprehensive framework to formulate strategies in the global marketplace. The link between the social responsibilities of international business firms and Drucker's concept of management as a liberal art will also be discussed. The course covers globalization, economic development, entrepreneurship and innovation in a global economy, competitive advantage, competitive strategies, alternative modes of market entry, including import and export through intermediaries, contracts with suppliers and distributors, and foreign direct investment (FDI).

INT501: Experiential Internship

0.0 Semester Credits

Course Description: Experiential Work-Life Balance Internship Course (INT 501) incorporates the philosophy of management as a Liberal Art with experiential learning. The course supports the student's application of MLA principles with their work experience. Each student must successfully complete at least one term of the INT501 internship during their first three terms of the MBA program. The internship, employment, or volunteer position must be relevant to the MBA Degree Program and can be paid or unpaid; Full-Time or Part-Time.

Per term, the requirement for INT 501 includes:

- At least 45 work hours;
- Successful completion of assignment;
- Active engagement with faculty supervisor.

*International students will need CPT authorization to take this course. Evaluation: Pass/No Pass (P/NP).

INT599: Experiential Internship

0.0 Semester Credits**

Course Description: The course involves bringing the work environment into the academic setting of the MBA program. As such, each student must register for and complete at least one term of internship during the MBA program. The internship, employment, or volunteer position must be relevant to the MBA Degree Program and can be paid or unpaid; Full-Time or Part-Time. The link between Peter Drucker's concept of management as a liberal art and the concepts students employ in their work will also be highlighted.

Per term, the requirement for INT 599 includes:

- At least 45 work hours;
- Successful completion of paper;
- Active engagement with faculty supervisor.

*International students will need CPT authorization to take this course. Evaluation: Pass/No Pass (P/NP).

**Starting in Fall 2024, INT599 will be a one-unit course.

IS501: Management of Information Systems

3.0 Semester credits

In this class, students will learn about business and consumer information systems. We will cover MIS theory and practice as they relate to management and organizational theories. Students will learn about the use of IT in different functional areas of the firm. The role of the Internet in facilitating, augmenting, and providing competitive advantage for information systems will be examined. This course will also explore the application of IT in gaining information and applying it to the right measures in accordance with Drucker's concepts of management as a liberal art.

MGT501: Management and Organizational Behavior

3.0 Semester credits

This course focuses on human behavior in organizations. It employs a number of conceptual frameworks, case discussions, and skill-oriented experiential exercises. Each module is designed to challenge students in applying these concepts/ideals to real-world settings and hypothetical scenarios related to increasing worker productivity, engagement, and organizational commitment. In part, these will include motivation, learning and development, group dynamics, leadership, communication, change, diversity, organizational design, and culture.

MGT511: Strategic Management

3.0 Semester credits

This course emphasizes the strategic management processes, tools, and strategic framework that managers and knowledge workers use to make decisions in today's complex environment. The content of the course is practical and aims to provide an integrative learning experience. The connection between business ethics, social responsibility and sustainability, and Drucker's concept of management as a liberal art will also be examined. The course covers the concepts of vision, mission, and determination of the basic long-term goals and objectives of a company, internal and external analysis, strategic tools and

alternatives available to an organization, the adoption of a course of action, its implementation, and the allocation of resources for carrying out these objectives. The student's Capstone is completed during this course.

MKT501: Marketing Management

3.0 Semester credits

This course focuses on human behavior in organizations. It employs several conceptual frameworks, case discussions, and skill-oriented experiential exercises. Each module is designed to challenge students in applying these concepts/ideals to real-world settings and hypothetical scenarios related to increasing worker productivity, engagement, and organizational commitment. In part, these will include motivation, learning and development, group dynamics, leadership, communication, change, diversity, organizational design, and culture.

OPS501: Operations Management

3.0 Semester credits

Operations Management is the study and application of the work of making optimal decisions as to how to get things done by people, working together and with technology. This course provides students with an understanding of global supply chain management, lean operations, and forecasting methods. The link between corporate social responsibility (CSR), productivity and competitiveness, and Drucker's concept of management as a liberal art will also be highlighted. The course also covers process design, capacity planning, quality control, and continuous process improvement. While all these topics are addressed, most of the focus of this course will be on capacity planning, forecasting, inventory control (part of supply chain management) and continuous process improvement. Prerequisite: BUS501.

Business Analytics Concentration Courses

BA501: Database for Business Analytics

3.0 Semester credits

Structured query language (SQL) is the language of databases. Whether students run reports or collect data for analysis, you need to know SQL to add, delete, edit and view records. This course provides a step-by-step overview and instructions that will help students to get started with SQL language. You will learn how to create SQL statements for data storage, data collection, data computation and reporting. Upon completion of this course, students will be able to manage, query and analyze business datasets by using relational database. Turning to Peter Drucker's ideas of management as a liberal art, students will also explore ethical issues and learn to define ethical boundaries in analyzing data. Prerequisite: BUS501

BA502 Applied Probability and Statistics in Data Analytics

3.0 Semester credits

This course will introduce the theory and applications of probability and statistics. Topics include fundamental concepts of probability, conditional probability, random variables, common distributions, and statistical inference (estimation, hypothesis testing, and regression). Students will learn many practical skills such as descriptive statistics analysis, A/B testing, data visualization. The emphasis is on developing problem-solving skills and applying key results to business analysis with Excel and Tableau. Students will describe how organizations who use this data and respect human dignity at the same time through data privacy embody the best aspects of Drucker's ideas of management as a liberal art. Prerequisite: BA501

BA503: Advanced Analytics for Business

3.0 Semester credits

This course teaches the scientific process of transforming data into insights for making better business decisions. The course covers the methodologies, issues, and challenges related to analyzing business data. It will illustrate the processes of analytics by allowing students to apply business analytics algorithms and methodologies to business problems. Students will learn data cleanup, data exploration analysis, forecasting, classification and clustering. Upon completion of this course, students will be able to develop business analytics ideas, analyze data and generate business insights using R language and Tableau. The course will also continue on the theme of Peter Drucker's ideas of management as a liberal art by exploring how Drucker's ideas can be applied in preventing abuse of "big data." Prerequisite: BA502

Project Management Concentration Courses

PM501: Project Management Fundamentals

3.0 Semester credits

This course explores the role of project management in an organization. Topics include project governance, the project environment, project success, project stakeholders, the role of the project manager, the four project life cycle phases, and the six project management process groups. The connection between project management, profit incentives, and ethics will also be discussed.

PM502: Project Management in Practice

3.0 Semester credits

This course explores the key concepts and emerging trends associated with each of the ten project management knowledge areas. Topics covered include component processes, practices, inputs, outputs, tools, and techniques associated with each knowledge area. Students will also explore project management challenges, including the pressure to adapt to profit-maximizing norms. Through reflection and analysis, students will develop an understanding of how 'virtue ethics' apply to project management. Prerequisite: PM501

PM503: Organizational Project Management

3.0 Semester credits

This course explores how organizations adapt and align project, program, and portfolio management practices with organizational strategy and objectives. Topics include development of an organizational project management (OPM) framework, OPM implementation, and ongoing OPM monitoring. The course will also explore Drucker's concept of management as a liberal art and its connection with project management, leadership, and the practice of management. Prerequisite: PM502

Elective Courses

BUS552: Business Law for Entrepreneurs

3.0 Semester credits

This course examines the critical legal and transaction issues confronting companies. The course will examine enforceability of confidentiality, non-competition and other restrictive covenants in employment; agreements; choice of business form including the legal, financial and tax advantages and disadvantages of general partnerships, limited partnerships, corporations and limited liability companies; tax and relevant securities law aspects of raising capital; mergers and acquisitions and other deal structures; employment law and intellectual property law including trade secrets, copyrights, patents and trademarks.

BUS553: Essentials of Economics and Applications to Business and Society

3.0 Semester credits

This course explores economic topics from both a micro and macro perspective. The course examines the interaction between capitalism, the theory of the firm, managerial economics, and Drucker's concept of a functioning society. This class explores how the economy affects politics and social outcomes, and how politics and social factors shape economic policies and outcomes. It explores the impact of global business on society at large, and the impact of globalization on economic growth and development in both developed and developing countries.

BUS555: Business Communications

3.0 Semester credits

Communication is vital for employees, teams, managers, leaders, and organizations in their engagement with each other and society at large. Developing Drucker's notion of a functioning society, this course leads students through an understanding of the types of organizational communication; strategies for effective communication within and between all levels of the organization and external constituents; appreciation for the concept of civility within communication and the narratives used in dialog with others; creating and fostering civility in organizations through the implementation and practice of civil communication strategies.

BUSI698: Directed Studies

1.0-3.0 Semester credits

Directed Studies is designed to offer an "in-depth and individualized" study into a specific content area. The Oxford-model approach to learning in Directed Studies is distinguished from the required curriculum and independent studies in the following ways:

- Faculty recommendation is required for enrollment.
- Provides a classic liberal arts option for students who desire one.
- Can be taken a maximum of two (2) times during one degree program (i.e. no more than 6 units total can be earned via Directed Studies).
- Dean's approval is required to substitute Directed Studies for another class in the program.
- Content is narrowly focused on a topic of interest to the student. This may include:
 - One specific content area chosen by the student
 - The study of one topic's effect on another
 - Specific MLA-directed studies and/or research
- Course curriculum is negotiated by the chosen full-time faculty member and the student
- Learning outcomes are determined by the faculty member
- At least one (1) learning outcome must address the integration of Management as a Liberal Art

Due to the highly individualized model, the expertise drawn upon by the faculty, and the faculty workload, Directed Studies will incur an additional cost to the student (i.e., the cost to enroll in Directed Studies will be the regular tuition rate plus the variable rate, depending on the number of units, not to exceed \$1000.00 for a 3-unit Directed Study course).

Variable rate, based on units:

DIRECTED STUDY UNITS	DIRECTED STUDY FEES	TUITION	TOTAL
1	\$333.00	\$667.00	\$1,000.00
2	\$666.00	\$1,334.00	\$2,000.00
3	\$1000.00	\$2,001.00	\$3,000.00

Independent Study

On occasion, circumstances may require students to take a course independent of the classroom setting. In such circumstances, students are expected to meet all the course competencies, course outcomes and are evaluated according to criteria which are the same or comparable to those employed in the normal offerings of the course.

Independent study (IS) requires an Independent Study Form to be submitted as a petition for a course to be offered via independent study. The petition for IS may originate with a student, faculty advisor, or the Registrar's Office. The IS form is housed in the Registrar's Office.

If a required course is not available for at least two (2) academic terms, students may request to complete the course as an independent study course.

The Independent Study Form application process requires:

1. Student: Demographic information, reason for IS application, signature
2. Faculty Advisor: Signature and attachment of syllabus and timeline for IS expectations
3. Dean: Signature
4. Registrar: Signature, notification, and processing

Independent study is considered a service provided to CIAM who are encountering extenuating circumstances, and the fee for the independent study delivery of courses is \$1,000.00. Therefore, the tuition for a course taken as an independent study is the cost of tuition for the course plus the \$1,000.00 Independent Study Fee.

STUDENT CONDUCT

Students enrolled at CIAM must demonstrate professionalism while at school and in their careers. Students are expected to abide by high standards of ethical conduct in preparing and presenting material that demonstrates their level of knowledge and that is used to determine grades.

The following are considered violations of acceptable student conduct and may result in dismissal:

- Plagiarism and cheating are not accepted under any circumstances. CIAM requires the use of APA, 7th citation in written assignments. For additional details please refer to CIAM Canvas Orientation and Resources.
- Possession or consumption of alcoholic beverages or illegal drugs on campus or during any school activities or school sponsored events (including, but not limited to, class sessions, group meetings, co-curriculars, guest speaking events, client meetings and presentations).
- Use of indecent or profane language (language or actions that disrupt the academic environment).
- Failure to follow posted safety regulations.
- Harassment or discrimination of any kind.
- Possession or use of a weapon of any kind.
- Vandalism or theft of property
- Violation of any school policy or state and federal laws.

Academic Honesty Policy

Honesty is the key characteristic of a successful leader. CIAM prohibits dishonesty in connection with any academic activity at CIAM, and though not within “Academic Policy,” strongly discourages dishonesty in connection with any activity. Examples of dishonesty include but are not limited to, lying, cheating, and stealing. Lying is defined as the deliberate act of being to be deliberately untruthful to gain an unfair advantage. Cheating is defined as the act of using or attempting to use unauthorized materials, information, ideas, or work of another in order to gain an unfair advantage. Stealing is defined as the act of intentionally taking the property of another, without consent or permission and with the intent to keep or use the property without the permission of the owner.

If students are uncertain of this policy, they should consult their professor or administrator for clarification. All members of the academic community have a responsibility to ensure that academic honesty is maintained.

Examples of academic dishonesty include, but are not limited to:

- Plagiarism
- Copying or sharing answers
- Copying or sharing written work
- Presenting work done by others as one’s own
- Giving or receiving unauthorized assistance to or from another student
- Altering or falsifying any information or documents
- Using any portion of material to fulfill the requirements of more than one course unless the student has received prior faculty permission to do so
- Failing to adhere to a professor’s specific directions with respect to the terms of academic integrity and/or academic honesty in their class
- Falsifying information or record
- Any attempt to change grades or written records pertaining to assessment of a student’s academic achievement
- Providing false or misleading information to be excused from classes or assignments
- Intentionally underperforming

- Unauthorized collaboration on items considered to be independent work
- Sabotaging work of other students, including hiding of or misdirecting shared resources.

Procedure

If a student is suspected of an academic integrity violation, it will immediately be reported for investigation. As CIAM has a no tolerance for academic dishonesty, all suspected violations will be documented. The professor, or other witness, will do two things: 1) discuss the matter with the student and 2) submit written documentation and evidence to the Chair. The Chair will review the evidence and meet with the student regarding the report. All documentation regarding Academic Integrity will be stored in the Dean's Office.

If a student has a second violation, the Chair will schedule the Conduct & Appeals Committee to schedule a hearing with the involved professor(s) and student(s). At this point, the Council will consider the entire student record of misconduct when making its recommendation and it will not limit itself just to mere acts of academic dishonesty. The Conduct & Appeals Committee will hear the case and provide documentation and recommendation to the Chair. The Chair will consider whether any further action should be taken, which may include suspension or expulsion from CIAM.

All grades are ultimately the responsibility of the professor. However, if a student accused of academic dishonesty wishes to contest a violation, the student may, within a 30-calendar day period, file a grievance to request a hearing from the Conduct & Appeals Committee if he/she believes the violation is erroneous or was a false accusation.

If a violation of academic dishonesty comes to the attention of an administrator, the administrator will bring the concern to the attention of the Dean.

Drug and Alcohol Policy

CIAM maintains a "zero tolerance policy" on substance abuse: possession or use of alcohol, drugs, or any indication of substance abuse during class, group meetings, guest lectures, etc. will be grounds for immediate dismissal from CIAM.

Lost or Stolen Personal Property

CIAM is not responsible for lost or stolen personal property - valuables should not be left unattended on school grounds or facilities.

Dress Code

All students will be expected to dress in an appropriate manner, to convey a professional appearance or image, and to be neat and clean. "Business Casual" is strongly encouraged.

Attending class or entering any campus building while barefooted or bare-chested is specifically prohibited.

Students and Professor Consulting Policy

Students and Professors are prohibited from doing paid consulting with a CIAM client during the time the client is receiving pro bono consulting from CIAM. In addition, all CIAM students, professors, and staff are prohibited from soliciting an active client for continued support in which a fee is charged for services rendered. However, if the client is unsolicited, and on their own requests a continuation of support from the student or professor where no additional CIAM course is identified to perform the work on a pro bono

basis, then the request must be formally submitted to CIAM's Dean for an official review and approval to avoid any conflict of interest, and to ensure that all pro bono promises stay as such.

In addition, students and client need to note that consulting from all pro bono student projects at CIAM does NOT include any promise to implement any of their final report recommendations and/or plans in neither a pro bono nor fee-based status. Any requests for such would NOT be a part of the CIAM Student Consulting agreement. Any possible exception/s must consider the preceding statements and be formally reviewed and approved to avoid any possible conflict of interest, or misuse of student work.

In rare circumstances, CIAM may at times require either a professor, staff, or a student to find their own client for another professor's course, or for a student capstone project). If this does occur, then the student, faculty, and/or staff member who provide a client for a pro bono student consulting project is agreeing that for the duration of that consulting project, all services provided to that client are NOT connected to a fee they are charging, nor is the work contingent on a plan to fulfill student recommendations for a fee in the future. i.e., the work done by the students is not attached to a fee, and is indeed, truly pro bono in nature. After the course is completed, the referring entity may continue their relationship with the client.

During a capstone project, if the client is the student's current employer, the student may continue to work for pay with that client during their capstone course, if the services being performed for their capstone course are not part of what they are getting paid for. i.e., services need to indeed be "free" (going above-and-beyond what they normally do at their job) and solely for educational purposes for the student.

After graduation or permanent separation from CIAM, students and faculty are not restricted by CIAM rules. However, students and faculty should be cognizant to avoid any unethical commitments or conflicts of interest which may reflect badly on them or on their alma mater.

Conduct Probation

Students may be placed on Conduct Probation should the following behaviors occur: disruptive or disrespectful behavior toward staff, faculty, or other students; theft of property, use of indecent or profane language, cheating and/or plagiarism in any form of work, repeated violations of the school dress code, harassment of instructors or other students, or discrimination of any kind. All conduct rules apply to the classrooms, school buildings, and parking areas. (Please see Suspension and Dismissal Policy.)

Plagiarism Warning and Conduct Probation for Violation of Plagiarism Policy

- **First Charge: Plagiarism Warning.** Students who are officially charged with plagiarism the first time must:
 1. Meet with the Student Success Coordinator
 2. Complete the How to Recognize Plagiarism Course and Test from Indiana University
 3. Submit all subsequent papers and other writing assignments to the writing tutors before their submission.
 4. Automatically receive a failing grade on the plagiarized assignment, with the possibility of rewriting it with a 20% grade reduction.

Second Charge: Conduct Probation. Students who are charged with plagiarism for a second time in addition to the previous charge will automatically receive a failing grade on the plagiarized assignment with no possibility of re-writing; and, must fulfill the following steps:

1. Meet with the Student Success coordinator once a week for the remainder of the current term; and, on the second and tenth week of the following term.

2. Continue to submit papers and other writing assignments to the writing tutors for the current and following term.

Third Charge: Automatic dismissal from the program

Anti-Hazing Policy

As stated in the State of California Education Code, Part 19, Chapter 1, Article 5, Section 32050-32051:

“Hazing” includes any method of initiation or pre-initiation into a student organization or any pastime or amusement engaged in with respect to such an organization which causes, or is likely to cause, bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm, to any student or other person attending any school, community college, college, university or other educational institution in this state; but the term “hazing” does not include customary athletic events or other similar contests or competitions.

The term hazing also has the following meaning as per the Higher Education Act of 1965: Any assumption of authority by a student whereby another student suffers or is exposed to any cruelty, intimidation, humiliation, embarrassment, hardship, or oppression, or is required to perform exercises to excess, to become sleep deprived, to commit dangerous activities, to curry favor from those in power, to submit to physical assaults, to consume offensive foods or alcohol, or the threat of bodily harm or death, or the deprivation or abridgement or any right.

No student, member of the campus community or their guest at any public, private, parochial, or military school, college or other educational institution, shall conspire to engage in hazing, participate in hazing, or commit any act that causes, or is likely to cause, bodily danger, physical harm, or personal degradation or disgrace resulting in physical or mental harm, to any student or member of the campus community.

The violation of this section is a misdemeanor, punishable by a fine of not less than one hundred dollars (\$100), not more than five thousand dollars (\$5,000), or imprisonment in the county jail for not more than one year, or both. In cases of accidents, injury, death, or dismemberment as results of hazing, other civil and/or criminal charges and punishments may be applied accordingly as per the appropriate authorities.

Any individuals found guilty of violation of this section of this Policies shall be subject to appropriate disciplinary action by CIAM.

If a group or individual is suspected or reported to be hazing, a thorough investigation will be conducted by CIAM. While the investigation takes place, the suspected individual may be suspended.

The names of individual students suspected of hazing will be turned over to the Administration for investigation and/or for the disciplinary action.

TEACH OUT POLICY

Purpose

This policy outlines the procedures and commitments of California Institute of Advanced Management (CIAM), in the event of program discontinuation or institutional closure.

The primary purpose of this teach-out policy and plan is to avoid, to the extent possible, a disruption to the ability of currently enrolled CIAM students to complete their education through CIAM or another institution.

CIAM commits to providing a schedule for all required courses in a sequence and on a schedule to enable students to complete their program.

CIAM will provide assistance to students who wish to transfer to other programs to complete their degrees. Students transferring will not lose benefits outlined in this teach-out policy upon acceptance.

ADMINISTRATIVE POLICIES

Degree Program Offered

CIAM offers Master of Business Administration (MBA) in Executive Management degree, with or without concentrations.

Policies and Procedures

Policies and procedures may be amended at any time in accordance with state and federal regulations.

Changes in Tuition and Fees

Prices are subject to change at any time. Students are responsible for all tuition and fee payments based upon the Enrollment Agreement at time of enrollment.

Program Changes

Program schedules are subject to change. CIAM reserves the right to modify course content and the overall structure of the curriculum, which will be compliant with state and federal regulations.

Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) protects the privacy of student education records. It gives the student the right to: access education records kept by the school; consent to disclosure of student education records; amend inaccurate education records; file complaints against the school for disclosing education records in violation of FERPA. FERPA rights apply to every CIAM student who is or has attended CIAM, regardless of the student's age. An education record may include personal information, enrollment records, grades, and schedules, etc. Student records will be maintained at the school site for five years from the last date of attendance. Transcripts are maintained permanently. The Registrar's Office is responsible for student record information. Under FERPA, CIAM provides access to student records to school officials who have legitimate educational interest with responsibilities in the campus' academic, administrative, or service functions and have reason for using student records associated with their campus or other related academic responsibilities. "School official" may include parties such as: instructors, administrators, attorneys, trustees; or other party to whom the school has outsourced institutional services or functions.

Students have the right to request that any inaccurate or misleading information in education records be amended. CIAM is not required to amend education records in accordance with the student's request under FERPA, but will consider the request, and will inform the student of his or her right to a hearing on the matter if CIAM decides not to amend a record in accordance with the student's request.

FERPA allows schools to disclose those records, without consent, to the following parties or under the following conditions (34 CFR § 99.31):

- Non-directory information must not be released to anyone, including parents of the “eligible student” (a student who reaches 18 years of age or attends a postsecondary institution), without the prior written consent of the student. Non-directory information may include social security numbers; student identification number; race, ethnicity, and/or nationality; gender.

The designated office is: The Family Policy Compliance Office
U.S. Department of Education

400 Maryland Ave.
Washington, D.C. 20202-8520.
Phone: 1-800-USA-LEARN (1-800-872-5327)

An eligible student may obtain a complaint form by calling (202) 260-3887.

Upon conferral of the degree, students are provided with a copy of their official transcript and diploma at no cost.

Students and alumni requesting additional copies of their transcript must do so online in their Populi account or in writing to the Registrar's Office and pay a \$10 fee for each transcript and/or \$50.00 for each diploma. Priority/Express shipping will be available at an additional cost. No official transcript(s) may be released if records are on hold for financial reasons or missing documentation.

Written consent is required before educational records may be disclosed to third parties, except for accrediting bodies and government agencies so authorized by law. CIAM transcripts will show all the following:

1. The courses that were completed, or were attempted but not completed, and the dates of completion or withdrawal.
2. The final grades for each corresponding course.
3. Credit for courses earned at other institutions.
4. Credit based on any examination of academic ability or educational achievement used for admission or college placement purposes.
5. Degrees and diplomas awarded.
6. The name, address, email address, and telephone number of the institution.

Records Retention Policy

CIAM maintains records of names, addresses, email addresses, and telephone numbers of each student who is enrolled in an education program.

For each student granted a degree, CIAM maintains a permanent record of all the following:

1. The degree granted and the date on which that degree was granted.
2. The courses and units on which the degree was based.
3. The grades earned by the student in each of those courses.

CIAM complies with federal and state requirements regarding the retention of student records, which stipulate that student records are maintained for not less than five (5) years, at its principal place of business in California. CIAM maintains transcripts indefinitely. Restricted access of authorized school officials for student records/files kept electronically and in locked fireproof cabinets.

Changes in Student File

It is the responsibility of each student to file any changes to their current name, address, email address, and telephone number with the Registrar's Office within five (5) days of such changes.

Student Identity Verification Policy

CIAM has a process in place to ensure that the student registering for a course is the same student who participates in the course or receives course credit, primarily using a secure login and pass code. The policy applies to all CIAM credit-bearing courses that have a distance education component.

Student Email

CIAM requires each student to use their assigned “CIAM.edu” email address, as this is CIAM’s main form of communication with students. All students will be assigned a unique email through the school that will be active through the duration of their program as well as after the completion of the program.

Secure Logins and Pass Codes

CIAM assigns each student a unique username and password for Canvas as well as a university email. In addition, all students registering for a course at CIAM are assigned unique student identification numbers. Students are assigned a password when their account is first established, and they are required to change their password when they initially activate their account. It is advised that passwords must be suitably complex. CIAM’s Student Success is responsible for issuing secure usernames and password.

All students are responsible for maintaining the security of usernames, passwords, and other access credentials as required. An account is assigned to an individual for the exclusive use by that individual. Attempting to discover another user’s password or attempts to gain unauthorized access to another person’s files or mail is prohibited. It is against university policy for a user to give someone his or her password or allow others to use his or her account. Users are responsible for any and all users of their account.

Additional Verifications

Faculty teaching courses through distance education methods have a role in identity verification insofar as they can be alerted to changes in student behavior. Sudden shifts in academic performance, changes in writing style or language used in discussion groups, or email may indicate academic integrity issues. It is recommended that faculty routinely use a variety of assessment instruments. Faculty should regularly ask students to share, in appropriate ways, important ideas learned from texts and references and require projects and paper assignments to be submitted in steps.

Responsibility for Verification Policy Implementation

The Dean’s Office and Office of Student Success are jointly responsible for ensuring compliance with this policy and to ensure that the Dean, department heads, and respective staff are informed of any changes in the policy in a timely fashion.

Student Identity will be verified by the following:

1. Student ID (either by the copy provided to Admissions or a school issued ID)
2. A unique Populi and email login (username and password)
3. The student’s consistency in the writing of assignments and threaded discussions
4. The student’s presentations either in class or online
5. The student’s unique CIAM email address and password

Student Grievance Policy

Students should be free of unfair and improper action by any member of the CIAM community. A grievance may be initiated by a student when they believe that they have been subject to unjust action or denied their rights as stipulated in published school policies and state or federal laws. Such action may be instituted by a student against a faculty or staff member and may seek redress through the Student Grievance Procedures as identified below.

Academic Grievance Procedure

In most situations communication between the student and the faculty member can resolve academic matters. It is important to address concerns with faculty as soon as the incident occurs during the course, but no later than three (3) calendar days after the last scheduled day of class. If the issue is not resolved between the faculty and the student, then the student and faculty approach the Chair. The student, faculty member and Chair will work to resolve the matter. If the matter is not resolved with the Chair, the student will initiate the formal grievance process using the “Grievance Resolution Form” available on Canvas or from the Office of the Registrar to express his/her concern. The Grievance Resolution Form is completed by the student and submitted in writing to the Dean within two (2) weeks of the action causing the appeal or grievance. There are four levels of appeal and dialog within the academic grievance process:

- 1) The Professor
- 2) Chair
- 3) the Dean; and
- 4) the Conduct & Appeals Committee

If the instructor, and then following, the Chair cannot resolve the matter, it will be referred to the Chair. The student will submit a letter and supporting documentation to the Chair. The letter to the Chair must include the following: 1) the specific concern; 2) steps the student has taken to resolve the concern (such as discussions with the professor); 3) evidence which supports the steps taken by the student; 3) the student’s desired outcome and their justification for the desired outcome and, 4) supporting documentation and/or evidence of the situation which raised the concern. Following receipt of the letter and supporting documentation, the Chair has five (5) working days to respond to the student. The Chair may choose to call a meeting or meetings with the parties involved. The Chair shall distribute the findings/decisions to the professor and the student within five (5) working days after the meeting(s). If the issue is not resolved at the level of the Chair, the Conduct & Appeals Committee shall be the final institutional step in arbitrating the grievance and will submit their recommendation, along with all documentation on the matter, to the Dean. The Dean will respond in writing to the student, professor, and the Chair with the final decision, including but not limited to recommendations and/or remediation. CIAM desires to resolve such grievances within the thirty (30) days of the initial date on the Grievance Resolution Form.

Non-Academic Grievance Procedure

All complaints are viewed with the utmost seriousness and are treated in confidence, including those associated with bullying, racial and religious vilification, sexual harassment, and unlawful discrimination allegations made by students. The Director of Student Affairs or Title IX Coordinator has five (5) working days to resolve the issue (except in the case of Sexual Harassment, please refer to the Sexual Violence and Sexual Harassment Policy, for which the office has 60 days to investigate the matter).

Complaints may be formal or informal. The difference between the two is that an informal complaint is unwritten and often unofficial, whereas a formal complaint is documented and therefore official. The following outlines the administered three-stage process:

- **First Stage of the Process.** The complainant may initially raise an informal complaint (unwritten) with the Student Success Coordinator. Following receipt of the informal complaint, the issue will be reviewed by the Department Head within three (3) business days and a response will be provided to the complainant within five (5) business days. Depending on the nature of the complaint, the Department Head may choose to meet with other Directors to gain further information and resolution of the complaint raised. The Student Success Coordinator will raise the complaint directly with the Director of Student Affairs if the complaint is perceived to be of an extreme, threatening, or criminal nature.
- **Second Stage of the Process.** Should the complainant not be satisfied with the outcome, they may submit a formal complaint in writing. The complainant may choose to go directly to the formal second stage if they prefer. The formal written complaint must be received by the Student Success Coordinator within 10 business days of the complainant receiving feedback. The formal complaint will be reviewed and addressed within three (3) business days and a response will be provided to the complainant within five (5) business days.
- **Third Stage of the Process.** If not satisfied with the decision of the Student Success Coordinator, the complainant may submit the complaint in writing to the Director of Student Affairs within 10 business days of receipt of the formal complaint decision. The complaint will be addressed within 15 business days of receipt of the complaint, and a response will be given within 30 business days. Complaints should be resolved within 30 days of the initial date on the Grievance Resolution Form.

MINIMUM TECHNOLOGY REQUIREMENTS

The computer a student will utilize for the MBA program must meet the minimum requirements below. Note that the minimum computer and software requirements may evolve during a student's course of studies, as third-party vendors discontinue support for older versions of the product.

Minimum Hardware and Operating System

- Intel Core i3-6xxx or greater or M1 Chip for Mac.
- 4GB RAM or more & 20 GB of free hard drive space or more.
- If running Windows, Windows 10 or greater.
- If running Mac OS, 10.13 or greater.
- Webcam, sound card, microphone & speakers set up on your computer, or a smartphone or tablet that has video and sound recording capabilities.
- USB Flash Drive: Minimum Storage of 8GB recommended

Software

- Internet Browser: Google Chrome, Edge, or Firefox with most current update.
- Microsoft Office 2016 or Office 365 or higher: Word, Excel, PowerPoint (or equivalent such as Mac Pages, Numbers, Keynote)
- Current version of Adobe Reader
- Video Media Player (such as Windows Media Player or QuickTime Player (or equivalent), which are available free of charge from the manufacturers.

Internet Connection

- A reliable broadband Internet connection, either cable or fiber optic of at least 5Mbps download speed (constant) for adequate audio video quality.
- An email address that will accept all emails, including attachments, from the domain name CIAM.edu, populiweb.com, and instructure.com.

Note: Students are presumed to receive the messages sent to designated CIAM.edu email addresses. It is the responsibility of the student to ensure that messages from CIAM are not blocked and that the mailbox is not too full to receive messages.

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