

2014-2015

CATALOG

August 9, 2014 – September 8, 2015

Updated January 16, 2015



California Institute of Advanced Management

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Message from the President

To New CIAM Students and Candidates

It is with a great deal of pride that I welcome you to the California Institute of Advanced Management (CIAM). CIAM is a non-profit graduate school offering an MBA based on the principles developed by Peter F. Drucker, known worldwide as “The Father of Modern Management.”

As will be the case with your program, Drucker emphasized application and action rather than theory alone. His principles have been tested in the real world of management around the world. His teaching concepts have been further developed and proven in many classrooms, not only in the U.S., but in China as well, where the Peter F. Drucker Academy of China, with representation in 33 cities have inspired over 50,000 executive graduates.

Let me outline just a few of the exciting learning methodologies integral to the program. Though we do not skip theory, the application of theory to the real world is taught in every class. In most classes, your professor will lead a discussion of how you can use the new knowledge taught right away on the job. Moreover, you will work with real businesses to apply your new skills immediately, and you will meet business executives, some of whom will come to your classroom, share their experiences, and answer your questions. Through live virtual interactions, you will meet other world-famous professors from top universities.

Using the CIAM approach, you will learn how to speak confidently and clearly to fellow managers and senior executives. You will learn the correct way to find the best job openings, present yourself, interview, and negotiate effectively.

We are constantly working to improve, and we are one of the few graduate schools that require its professors to take instruction in teaching before they are allowed in the classroom, and to take additional training to constantly improve their teaching skills for your benefit.

Finally, you will find that our approach is personal and that we really care about you and your success, not only as you complete our program, but after you graduate. We know that we are only successful ourselves when you are successful.

My very best wishes for a great career at CIAM and afterwards,

Bill Cohen

William A. Cohen,
PhD, Major General, USAFR, Ret.,
President, California Institute of Advanced Management

MISSION STATEMENT AND OBJECTIVES

The mission of CIAM is to provide a flexible, affordable, and high quality education based on the principles and values of Peter F. Drucker, “the Father of Modern Management,” to enable students to immediately apply their knowledge and ability with integrity and success, and to incorporate the following specific objectives in support of our mission:

- Through a hybrid program blending on-line, in class and project-based learning to offer an intensive, high quality MBA in Executive Management and Entrepreneurship.
- Ensure students develop excellent communication skills in writing, speaking, making presentations, and negotiating.
- Offer a program responsive to student and business needs in executive, entrepreneur, management and consultant careers.
- Use an Advanced Teaching Model to connect theory with real world practice through experiential learning in every class.
- Incorporate networking opportunities in every course to connect students with potential employers and to facilitate learning directly from business leaders.
- Ensure program flexibility including schedule convenience, and access to courses for all registered students through enrollment management, staffing and scheduling.
- Maintain high standards at an affordable cost through continuous evaluation, responsive change, and innovation.
- Utilize cohorts and teams to strengthen leadership and teamwork ability.
- Promote individual values of integrity, self-confidence and self-discipline.



ACADEMIC CALENDAR 2014 – 2015



Hours: **Saturdays** 8:00 am to 12:10 pm;
Weekday Evenings 5:00 pm to 9:10 pm

Cohort #3	Day of the Week	First Day of Class	Last Day of Class	Dates for Instruction	Project Wrap-Up/ No class
Term 2	Saturday	Aug. 9, 2014	Sept. 20, 2014	8/9, 8/16, 8/23, 9/6, 9/13, 9/20	8/30
	Wednesday	Aug. 13, 2014	Sept. 24, 2014	8/13, 8/20, 8/27, 9/3, 9/10, 9/24	9/17
<i>Break: 9/25/2014 to 10/3/2014</i>					

Term 3	Saturday*	Oct. 4, 2014	Nov. 15, 2014	10/4, 10/11, 10/18, 10/25, 11/1, 11/15	11/8
	Wednesday	Oct. 8, 2014	Nov. 19, 2014	10/8, 10/15, 10/22, 10/29, 11/5, 11/19	11/12
<i>Break: 11/20/2014 to 12/5/2014</i>					

***Class session on this day from 1:00 pm to 5:10 pm**

Term 4	Saturday	Dec. 6, 2014	Jan. 24, 2015	12/6, 12/13, 12/20, 1/10, 1/17, 1/24	12/27, 1/3
	Wednesday	Dec. 10, 2014	Jan. 28, 2015	12/10, 12/17, 1/7, 1/14, 1/21, 1/28	12/24, 12/31
<i>Winter Break: 12/21/2014 to 1/6/2015</i>					

Term 5	Saturday	Jan. 31, 2015	Mar. 14, 2015	1/31, 2/7, 2/21, 2/28, 3/7, 3/14	2/14
	Wednesday	Feb. 4, 2015	Mar. 18, 2015	2/4, 2/11, 2/18, 2/25, 3/4, 3/18	3/11
<i>Break: 3/19/2015 to 3/27/2015</i>					

Term 6	Saturday	Mar. 28, 2015	May 9, 2015	3/28, 4/4, 4/11, 4/18, 4/25, 5/9	5/2
	Wednesday	Apr. 1, 2015	May 13, 2015	4/1, 4/8, 4/15, 4/22, 4/29, 5/13	5/6
<i>Break: 5/14/2015 to 5/15/2015</i>					

Cohort #4	Day of the Week	First Day of Class	Last Day of Class	Dates for Instruction	Project Wrap-Up/ No class
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Term 1	Saturday	May 16, 2015	June 27, 2015	5/16, 5/30, 6/6, 6/13, 6/20, 6/27	5/23
	Wednesday	May 20, 2015	July 1, 2015	5/20, 5/27, 6/3, 6/10, 6/17, 7/1	6/24
<i>Break: 7/2/2015 to 7/10/2015</i>					

Term 2	Saturday	July 11, 2015	Aug. 22, 2015	7/11, 7/18, 7/25, 8/1, 8/8, 8/22	8/15
	Wednesday	July 15, 2015	Aug. 26, 2015	7/15, 7/22, 7/29, 8/5, 8/12, 8/26	8/19
<i>Break: 8/27/2015 to 9/8/2015</i>					

ACADEMIC SCHEDULE

Last day to Add/ Drop (Cancellation Period) within the first week (7 days) of CIAM's seven (7) week term.

Last day to Withdraw with a grade of "W" by the fourth week of CIAM's seven (7) week term.

SCHEDULE OF CLASSES

COURSE INFO--COHORT #3 Term 4							
Course ID	Course Description	Instructor	Start Date	End Date	Days	Time	Location
IS501	Information Systems	Greg Carlton	12/6/2014	1/24/2015	Saturday	8:00am-12:10pm	CIAM RM201
DRU 501	Leadership According to Drucker's Principles	Eric McLaughlin	12/10/2014	1/28/2015	Wednesday	5:00pm-9:10pm	CIAM RM201

COURSE INFO--COHORT #3 Term 5							
Course ID	Course Description	Instructor	Start Date	End Date	Days	Time	Location
ACC501	Accounting for Decision Making	Magdy Farag	1/31/2015	3/21/2015	Saturday	8:00am-12:10pm	CIAM RM201
BUS501	Quantitative Analysis for Decision Making	Richard Johnson	2/04/2015	3/18/2015	Wednesday	5:00pm-9:10pm	CIAM RM201

HOLIDAY SCHEDULE

Please note that our Offices as well as Campus will be CLOSED on the following Federal Holidays:

September 1, 2014 (Monday) Labor Day
October 13, 2014 (Monday) Columbus Day
November 11, 2014 (Tuesday) Veteran's Day
November 27-28, 2014 (Thursday-Friday) Thanksgiving Day
December 25, 2014 (Thursday) Christmas Day
January 1, 2015 (Thursday) New Year's Day
January 19, 2015 (Monday) Martin Luther King Birthday
February 16, 2015 (Monday)..... Washington's Birthday
May 25, 2015 (Monday) Memorial Day
July 3, 2015 (Friday) Independence Day
September 7, 2015 (Monday) Labor Day

OFFICE HOURS

Our office hours are from 8:30 AM to 5:30 PM, Monday through Friday. CIAM offices are closed on Federal Holidays as shown above.

RELIGIOUS HOLIDAYS

CIAM accommodates students and faculty with religious affiliations who wish to celebrate their religious holidays provided proper arrangements are made in advance. Faculty must arrange a substitute professor for the day of the holiday required. Students also are excused from class on a holiday requiring their absence, but are required to make special arrangements in advance of the class to make up the coursework with their professor. At least two weeks advance notice to the professor is required to avoid being penalized for an absence.

AFFILIATIONS

The California Institute of Advanced Management is affiliated in a non-financial way with two other organizations, The Institute of Leader Arts and the Drucker Academies of China and Hong Kong. Neither of these organizations have the intent nor right to use any accreditation of state licensure possessed by CIAM.

The Institute of Leader Arts has existed since 1973 as an organization that researches, publishes, and provides consulting services to organizations in Leadership and Management. The affiliation with CIAM results from the fact that William A. Cohen is the founding president of both organizations. ILA's history and its focus on consulting and on the books and writings of Dr. Cohen allows for the no-charge cross marketing of CIAM through ILA's online lists and other resources in exchange for CIAM's help in maintaining the ILA web site.

The Peter F. Drucker Academy (PFDA) of China offers management training courses in 33 locations in China and Hong Kong. With the goals of building Chinese management capacity, it is inspired by the work of Peter F. Drucker, whose ideas permeate all of PFDA's programs. The PFDA is funded by Minglo Shao through the Bright China Education Development, a non-profit foundation, which also is the source of unrestricted grants to CIAM. This affiliation with CIAM results from the fact that both institutions are financially supported by Minglo Shao and his Educational Foundation. Mr. Shao, being Chairman of the CIAM Board of Trustees and as well as head of PFDA allows free interchange of ideas between the two organizations.

STATEMENT OF LEGAL CONTROL

California Institute of Advanced Management (CIAM) is a private non-profit institution incorporated under the laws of the state of California. The corporation operates a main campus in El Monte, CA. The College operates under guidelines and policies established by its Board of Trustees: Minglo Shao, Chairman, Yeh Wah Chong, General Leonard Kwiatkowski, C. William Pollard, Dr. Danny Yu. The on-site Director is the campus Chief Executive Officer: William A. Cohen. The institution's corporate officers (William A. Cohen and Jennie Ta) execute legal documents and perform functions as required of corporate officers by law.

APPROVAL DISCLOSURE STATEMENT

California Institute of Advanced Management, a private non-profit institution has been granted institutional approval to operate by the State of California Bureau for Private Postsecondary Education pursuant to California Education Code Section 94915. The Bureau's approval means the institution and its operation are in compliance with the standards established under law for occupational instruction by private postsecondary education institutions and does not imply any endorsement or recommendation by the State of California or by the Bureau. Institutional approval must be re-approved every three years and is subject to continuing review.



No school catalog is a contract. However, CIAM is committed to continuously improving our program and services. Therefore, CIAM will avoid introducing changes in graduation requirements, scheduling, or policies inconsistent with our mission, values and educational objectives. Any students for whom program changes impose hardship should consult with the Dean's Office to explore ways to mitigate problems and accommodate concern.

FACILITIES

All courses at the California Institute of Advanced Management will be taught at the following address:

**9550 Flair Drive, Suite #201
El Monte, CA 91731**

CIAM, located on the 2nd Floor, offers a professional, welcoming, and contemporary learning environment. The facility is ADA compliant. Our well-equipped classroom features a projector and projection screen, computer and speakers, camera and microphone, bulletin and dry erase boards, as well as comfortable, adjustable chairs and table seating to accommodate the small classes that are a hallmark of CIAM. The classroom conveniently adjoins our Administration Offices (including offices for the President, Vice President, Dean, Associate Dean, and Director of Admissions and Registrar). There is a desktop computer, complete with all the necessary programs for research, reserved for student use located in the conference room. In the reception area, there are magazines for student reference and enrichment. There is a small on-site Presidential Library which includes Peter F. Drucker books for reference use only. A Librarian will be available to students for assistance with any library issues (please refer to the Library Resources section of this catalog). The Dean's office will also be available to assist. Students also have access to a kitchen in the office and break areas on the 1st floor, including vending machines, indoor and outdoor dining areas, and an outdoor courtyard. Many nearby restaurants and coffee shops are just a few minutes' walk from the campus. Classroom assignments are subject to change every term.

LOCATION & PARKING

CIAM is conveniently located in the heart of the San Gabriel Valley, adjacent to the San Bernardino Freeway (Exit Rosemead Blvd.). The campus is served by public transportation, including Metrolink & bus. Free parking is plentiful on site, just steps from the rear building entrance, and public transportation serves our area via Metro buses. Express service to the El Monte Transit Hub is supplemented by extensive local service.

ADMISSIONS

The following are admission requirements for the MBA program at CIAM:

1. **A Bachelor's degree in any field from an accredited institution with a 3.0 or higher GPA.**
2. **Minimum one year of organizational work experience.**
3. **Successful completion of the CIAM Assessment Essay.**

Please note: Candidates not meeting these eligibility requirements may petition the Dean to request a waiver with requirements one and two above. The waiver petition, with the recommendation of the Dean is submitted to the Academic Council for evaluation and recommendation. The CIAM President makes a final decision on all waiver petitions. Waivers may be granted based on exceptional circumstances such as: having to work while attending school, exceptional accomplishments as a student or post-graduate, hospitalization for exceptional periods, military service, etc. Meeting basic admissions criteria does not guarantee acceptance.

International Students

International graduate applicants, who graduated from an institution in a non-English speaking country, must demonstrate English-language proficiency by taking the Test of English as a Foreign Language (TOEFL) or another English proficiency exam (which first must be approved by CIAM) in addition to our standard admissions requirements described above.

Students with foreign transcripts must request two (2) original or certified copies of all OFFICIAL academic transcripts in both the original language of the issuing institution, and in English to be sent directly to CIAM in their original sealed envelopes. Transcripts that are hand-carried or mailed by the student or anyone other than the issuing institution, even if notarized or in a sealed envelope, are not considered official.

In addition to official credentials (transcripts, certificates, diplomas, and degrees) a course-by-course credential evaluation is required of all students who have obtained their undergraduate degree out of the United States. This evaluation will

show what type of degree the student has and the grade equivalency (GPA) in the U.S. format.

It is the student's responsibility to obtain this evaluation and to provide the evaluation service with official transcripts. Please refer to www.naces.org to select an evaluation service. The evaluation must also be received in the original sealed envelope from the approved evaluation service selected. The approved evaluations services are listed at www.naces.org are not related to CIAM, and CIAM makes no representations or warranties on their behalf. Any fees for the evaluation service will be the responsibility of the student.

Additional requirements, International Students:

1. Completion of the equivalent to a U.S. bachelor's degree.
2. Original or certified and evaluated copies of all official records, including certificates, degrees or diplomas in the original language of issue.
3. Official English translations of all academic records, including certificates, degrees or diplomas and course-by-course credential evaluation

English language tests and required scores:

Type of Student	Test Name	Minimum Test Score
Graduate	Test of English as a Foreign Language (TOEFL)	Paper-based test: 550 Computer-based test: 213 Internet-based test: 79/80
	International English Language Test System (IELTS)	6.0
	Pearson Test of English Academic (PTE Academic)	58

Foreign Students

CIAM does not offer visa services to prospective students from other countries or English language services. CIAM does not offer English as a Second Language instruction.

All instruction occurs in English. English language proficiency is documented by:

1. The admissions review of TOEFL scores and CIAM Writing Assessment
2. Receipt of prior education documentation as stated in the admission policy.

English Proficiency

The CIAM MBA program is taught in the English language. Therefore, it is imperative that the student have adequate language skills. CIAM assesses the English proficiency of students by requiring that they complete a timed Writing Assessment Essay. The essay is evaluated by an administrator trained in assessing student writing and experienced in applying academic standards and performance expectations. Students must be able to read and understand English at a level equivalent to that of a graduate of an American 4-year college.

WHO SHOULD apply?

Individuals seeking to expand their career objectives through an enhanced understanding of and experience in the profession of management and entrepreneurship.

WHEN & HOW to apply?

Applications are accepted all year round and can be completed online or at our office located at:

California Institute of Advanced Management
9550 Flair Drive Suite #201
El Monte, CA 91731

WHAT you will need to apply:

1. **Review**- Class Schedule and School Catalog at www.GOCIAM.org.
2. **Official Transcripts** - official transcript(s) sent by institution(s) attended
3. **Resume** - most current resume.
4. **Fee** – Submit an application fee of \$30.00

AFTER you apply and submit the documents above you need to:

1. **Pass** - a timed writing assessment.

2. **Meet** - with the Office of Admissions, the Dean, **and** the President.
3. **Complete** – a Distance Learning Questionnaire.
4. **Provide** – a government issued ID.

***VA Students** - For tuition and fees, please refer to the *VETERANS INFORMATION BULLETIN* from the Admissions Office.

ADMISSION POLICIES

Students will be admitted to the institution without regard to race, creed, color, ethnicity, religion, background, native origin, physical disability, or sexual orientation. Any students or prospective students who feel they have been a victim of discrimination should immediately report it to the Dean. The Dean will conduct an investigation and will carry out any disciplinary action deemed appropriate. In addition, CIAM maintains and follows a strict policy prohibiting sexual harassment, in any form, including verbal, nonverbal, physical, visual conduct and/or reprisal.

New students will attend an orientation before the start of the first class where important school policies and procedures will be discussed. Students will sign an acknowledgment for their file indicating that they have received all pertinent information, including specific directions for accessing the most current CIAM school catalog online at the CIAM website at www.GOCIAM.org. An electronic copy (pdf) of the school catalog will also be emailed to the student upon enrollment. Printed catalogs are available.

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.

Articulation Agreements

CIAM has not entered into any articulation agreements with any other college or university. However, the student may transfer up to two (2) courses, six (6) semester units from other institutions accredited by a U.S. government approved accreditor. These courses must be equivalent of the courses offered by CIAM.

The equivalency will be determined by the Dean. The student may be asked to submit the official course descriptions of the courses for evaluation of equivalency. See Transfer Credit policy.

Transfer Credit

Students wishing to transfer credits to CIAM from another institution must request that an official transcript from the issuing institution(s) be provided directly to CIAM for evaluation. Course credit is granted for graduate courses satisfactorily completed with a grade of “B” or better at accredited institutions when such courses 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 can be transferred in. CIAM will charge a \$25.00 flat, non-refundable fee for transfer credits. Be aware that transcript evaluation may take several weeks or more after receiving official transcript(s) and completed request form.

If the student is dissatisfied with the number of transfer credits awarded, he/she can appeal to the Academic Council. The Academic Council will respond to the student within 10 working days. The request/complaint must be made within two (2) weeks of the student receiving approval of the transfer credit. CIAM does not award any credit for prior experiential learning, challenge examinations or achievement tests.

In addition to official credentials (transcripts, certificates, diplomas, and degrees) a course-by-course credential evaluation is required of all students who have obtained their undergraduate degree out of the United States. It is the student's responsibility to obtain this evaluation and to provide the evaluation service with official transcripts. Please refer to www.naces.org to select an evaluation service. The evaluation must also be received in the original sealed envelope from the approved evaluation service selected. The approved evaluation services are listed at www.naces.org are not related to CIAM, and CIAM makes no representations or warranties on their behalf. Any fees for the evaluation service will be the responsibility of the student.

Notice Concerning Transferability of Credits and Credentials Earned at Our Institution

The transferability of credits and acceptance of degree you earn at CIAM is at the complete discretion of an institution to which you may seek to transfer. If the credits or degree that you earn at this institution are 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. This may include contacting an institution to which you may seek to transfer to determine if your credits or degree will transfer.

REGISTRATION AND ENROLLMENT PROCEDURES

Registration is the process of signing up for school, which includes completing admissions paperwork and paying fees. Students are officially enrolled at CIAM upon the completion of the registration process. To register you must:

1. **Sign** –a School Performance Fact Sheet and Student Enrollment Agreement.
2. **Pay** –tuition fees and other applicable fees.

Every student must make tuition payment arrangements to complete the registration process by the Friday before their scheduled Orientation date:

- Pay by cash, check or credit card
- a. Payment Plan.
 - b. In full at the student's option in person at the Office of Administration.
 - c. Tuition Financing

After Enrollment

Attend –Orientation.

Student ID – Take a photo on site.

Class Registration - Classes will be assigned on a first-come-first-served basis (as space allows) by the Registrar's Office upon completion of the steps mentioned above.

New Student Orientation is held on the Tuesday prior to the week of the 1st day of new term, unless otherwise noted; effective as of January 20th, 2015. Orientation schedule may be subject to change.

Orientation Schedule

Cohort 3	Orientation Date
Term 3	September 22, 2014
Term 4	November 24, 2014
Term 5	January 20, 2015
Term 6	March 24, 2015

Cohort 4	Orientation Date
Term 1	May 5, 2015
Term 2	June 30, 2015
Term 3	August 18, 2015
Term 4	October 20, 2015
Term 5	December 29, 2015
Term 6	February 23, 2016

First Payment: Any time after enrollment and deadline for this payment is due on the orientation day.

Technical Minimum Requirements for the MBA Program

Access to a computer running:

1. Windows 7 (or higher)
2. Internet Explorer (v7 or higher), Chrome (v4 or higher), or other Web Browsers.
3. Microsoft Office 2007 or higher: Word, Excel, PowerPoint (or equivalent—such as Mac iWork).



ADMINISTRATIVE & ACADEMIC POLICES

ADMINISTRATIVE POLICIES

CIAM Offers the following graduate degree:

A Master of Business Administration (MBA) in Executive Management and Entrepreneurship.

Policies and Procedures

Policies and procedures may be amended at any time in accordance with State and Federal regulations. Revisions reflected in Addenda.

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 agreement at time of registration.

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.

FERPA

Students' Records

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 education records; file complaints against the school for disclosing education records in violation of FERPA.

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 who wish to review and inspect their education records must submit a written request to the Dean. Arrangements will be made within 45 days following its receipt of a request. Written consent is required before education records may be disclosed to third parties, with the exception of accrediting bodies and government agencies so authorized by law. Copying and postage fees may apply.

Students have the right to request that 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 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.

According to FERPA, CIAM may disclose, without consent, "directory" information such as a student's name, address, telephone number, date and place of birth, honors and awards, and dates of attendance. The directory information is subject to release by the campus at any time unless the Office of Admissions has received prior written objection from the student specifying information that the student requests not be released. CIAM continuously notifies students of the rights in the school catalog.

Non-directory information must not be released to anyone, including parents of the "eligible student" (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 Department of Education has established an office and review board to investigate complaints and adjudicate violations. The designated office is: The Family Policy Compliance Office, U.S. Department of Education, Washington, D.C. 20202-

4605. An eligible student may obtain a complaint form by calling (202) 260-3887.

At graduation, 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 in writing to the Registrar's Office and pay a \$10 fee for each transcript and/or \$50 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, with the exception of accrediting bodies and government agencies so authorized by law. CIAM transcripts will show all of 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.

Changes in Student File

It is the Student's responsibility 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 Grievance Procedure

Every student has the right to file a grievance and should immediately bring the matter to the attention of their instructor. The student should use the Grievance Resolution Form available from the Office of the Registrar to express his/her concern.

If the instructor cannot resolve the problem, the matter should be referred to the Dean. The Dean has five (5) working days to resolve the issue. The

Dean shall call a meeting or meetings with the parties involved. The instructor and the student will be afforded the opportunity to present evidence prior to his deliberations regarding the incident or complaint. The Dean shall distribute the findings/decisions to the instructor and the student within five (5) working days after the meeting. If the issue is not resolved at the level of the Dean, the Academic Council will review and if needed, the President shall be the final step in arbitrating the grievance and will resolve the issue and implement any remediation. Complaints should be resolved within the thirty (30) days of the initial date on the Grievance Resolution Form.

Student Email

We require each student to use their assigned gociam.org email address as this is CIAM's main form of communication with the student. All students will be assigned their own unique email through the school that will be active throughout the duration of the program and deactivated one (1) month after the completion of their last term.

ACADEMIC POLICIES

Academic Freedom

CIAM as an institution of higher learning, upholds a policy of complete academic freedom. We define academic freedom as the freedom to conduct research, teach, speak, and publish, subject to the norms and standards of scholarly inquiry, without interference or penalty, wherever the search for truth and understanding may lead.

Late Assignment Policy

The instructors may accept late assignments occasionally because of certain extenuating circumstances faced by students. It will be left to the instructor's discretion whether or not to reduce a student's grade for a late assignment.

Consistent lateness in completing assignments by any student will be brought to the attention of the Dean by the instructor. The student at risk will be counseled by the Dean or the Dean's designee.

Attendance Policy

Excused and Unexcused Absences

CIAM does not differentiate between an excused or unexcused absence in computing the maximum number of absences allowed. Any absence requires approval from the professor and may sometimes involve the Dean and/or President.

After a student accumulates three (3) or more nonconsecutive absences (in class and online combined), an instructor may assign the student a final failing grade in the course. If a student is absent for three (3) consecutive classes without pre-approval by the instructor and Dean, the student is deemed to have withdrawn as of the last class attended. In the event a student anticipates a prolonged period of absence then, the student must contact the respective instructors prior to the first missed class. The instructor may set up an alternate attendance plan with the student or assign a paper to compensate the work missed because of the absence. This will be accomplished with the consent of the Dean to waive the withdrawal and/or the grade penalty. It should be noted that failure to make this contact and follow through with the decisions made at this time could result in the student receiving a grade of "F" or "W" in the class and necessitate reinstatement. If the student is achieving a grade of "B" or better in the class and has to miss the third session because of extenuating circumstance (on-ground or online), the student will be assigned an "I". The student will complete the work when the class is offered the next time. There might be a lag period of a year before that class is offered again. The student is expected to pay the tuition when retaking the class with "F" or "W". The reasoning behind this policy is that when a student misses three (3) classes, 33% of interaction with the professor and peers is compromised, thus missing one third of interaction among the student, faculty, and peers will not lead to a quality learning experience.

CIAM emphasizes the need for all students to attend classes on a regular and consistent basis. Students are expected to maintain attendance in all courses as it is reflected in their grade and the quality of their collaboration and participation with their student teams. Students are required to report absences by e-mail to the instructor with a copy to the Registrar's

Office (penny.li@gociam.org) before class starting time on the day of the absence.

Attendance accounts for a percentage of the final grade in each course. Any student not attending the first class meeting may be dropped by the instructor. Since our program includes an online component, the students must log in and complete the assignments for each week. If the student fails to participate on the Discussion Board or does not submit online homework for that week, this will constitute an absence from the online class. Online class participation starts with one (1) student answering the question posted by the instructor. Other students then enter into the discussion to answer the main question and interact with each other. The instructor is expected to enter into the discussion at any time and students can continue to comment based on the instructor's new comment. Since students will be graded on the basis of the quality of their contribution to the discussion, as well as the sum total of their participation in the discussion, absence from the online class is as serious as absence from an on campus class session.

A week comprises the duration of an online class session. For example the week for Saturday classes is considered from 12:00AM Sunday morning to 11:59PM on the following Friday. For a Wednesday class: The week for online classes is considered from 12:00AM Thursday morning to 11:59PM on the following Tuesday. The student must finish the assignments within this time period for that week. Any weekend or weekday class should follow the same logic in terms of online class time period as well as submit due date and time.

Tardiness

Arriving late more than 10 minutes counts as a tardy and counts as 1/3 of an absence (tardy 3 times = 1 full absence). Also, returning late from a break 10 minutes counts as one (1) tardy. Leaving before the end of class without prior consent from the faculty member counts as 1/2 an absence from class. Students may be required to come to school during the weekday to watch any video of the on-ground session missed.

Leave of Absence Policy

The student must submit a written leave of absence

request to the Dean for approval. Supporting documentation may be required. A student may be granted a leave of absence (LOA) not to exceed 180 days in any 12-month period, including breaks and holidays. If a student does not return at the expiration of a leave, the withdrawal policy above will apply. The request for a LOA may be based on but is not limited to: a medical condition of the student or a medical condition affecting a member of the student's family (under the Family and Medical Leave Act, FMLA), including birth or adoption of a child; military deployment; jury duty for a sustained period; other reasons may be considered on a case-by-case basis by the School.

Student Term Meetings

CIAM schedules student term meetings at least once per term for current students. These student meetings are headed by the Dean and will cover a variety of topics that will be beneficial to student learning. In order to accommodate the busy schedules of our students, CIAM will generally schedule these meetings 30 minutes before the 1st weekday class of each new term (the student will be notified otherwise). To make the meeting more interactive, students may be asked to make relevant presentations for the meeting.

Learning Platform

CIAM is using Moodle as its learning platform. Moodle is used for the online component of the program. The course content is available to the students 24 hours a day. Coursework is completed at a location determined by the student. Moodle is relatively easy to use and all students will be trained on using this platform prior to the start of the first class. Each student is given individual access to Moodle with his/her unique login and password. The user has the ability to change the password after the first login. Students should not share login information. Students will have access to the Moodle platform 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 Jennie Ta at jennie.ta@gociam.org. Moodle

was originally developed to help educators create online courses with a focus on interaction and collaborative construction of content. Some features of Moodle CIAM utilizes are: Assignment submission, Discussion forum, File upload and download, Grading, Moodle instant messages, Online calendar, Online news and announcement and etc.

GRADING AND ACADEMIC PROGRESS

Credits Hours/Units

Starting August 9, 2014, each course will have 25 class hours and 21 online hours. The total classroom hours (in class and online) are 46 hours, which is equivalent to three (3) semester units. In addition, students are required to do considerable amount of reading of the related material, assignments, and consulting for each class. There are approximately six (6) Terms in a year. Two (2) courses are taken per Term, so that the student may complete the MBA program in about 11 months. At the student's option, the MBA program can also be completed in about twenty-two (22) months when taking one (1) course per term.

Each course taken at CIAM is equivalent to three (3) semester hours. Each course meets once a week for six (6) weeks in class. Each class meets for four (4) hours and 10 minutes per week. In addition, there are five (5) online lessons in each course. Each online lesson is equivalent to an on-site class.

Prior to Enrollment, the student will specify the program track, either the 11- or 22-month track. Students are not allowed to register for more than six (6) semester credits, (2 courses) per term. A full time student is an individual enrolled in six (6) semester credits per term. A part-time student is a student enrolled in less than six (6) credits per term.

Every course has 25 hours of face-to face classes and 21 hours of online lectures. These convert into 46 hours for three (3) semester units. Therefore, every semester unit is equivalent to 15.33 clock hours ; for a total of 552 clock hours for 36 semester units. In addition, students, on the average, spend 16 hours per week, on reading, homework assignments and consulting etc. The approximate hours spent outside of lectures is 2.5 hours of homework for

each hour of class and breaks down as follows: Additional Readings: six (6) hours; Paper Assignment: Four (4) hours; Consulting Project: four (4) hours; Preparing for in-class presentations: one (1) hour; Discussions Forums: one (1) hour. The students are required to spend equivalent or greater time spent in the classrooms in understanding and internalizing the material presented for online lessons. The online material has references to textbooks, links, and educational videos that are time consuming. The material presented in online lessons qualitatively and quantitatively equates with on-ground classes.

Although there is no class during Wrap-up and or holiday weeks, this time is accounted for in the calculation of hours because students use that time in the completion of final homework and consulting projects.

Satisfactory Academic Progress (SAP) Policy

Purpose of Satisfactory Academic Progress Regulations: CIAM has established this SAP policy to ensure student success and accountability and to promote timely advancement toward degree objectives.

Definition of Satisfactory Academic Progress (SAP) at CIAM: Students must maintain Satisfactory Academic Progress (SAP) throughout their educational program. Students will be evaluated to determine their satisfactory academic progress based upon the following criteria:

(1) Meeting a minimum cumulative grade point average requirement GPA of 3.0. If a student's average falls below 3.0, he/she must improve the GPA to 3.0 or better in the following term.

(2) Earning a minimum number of units for credit per described time frame (Pace of Progression). A student's academic performance is evaluated at certain predetermined points in time, based on the percentage of semester credit hours attempted. For those students that have chosen the 11 month track, successfully completed credits must equal to nine (9) semester credits every 16 weeks of the program in order to finish within the 150% time frame limit and meet requirements of SAP.

For those students that have chosen the 22 month track, successfully completed credits must equal to

six (6) semester credits every 24 weeks of the program in order to finish within the 150% time frame limit and meet requirements of SAP.

The student cannot repeat more than three (3) courses in the entire program for a grade. The student's original grade stays on the transcript; however, the grade point average will be re-calculated based on the better grade earned.

(3) 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 36 semester credit program would have to complete the program in a maximum timeframe of 54 credits.

Students who do not meet one or more of the above criteria will be considered to be SAP ineligible without an approved, written SAP Appeal. The following will explain each of the three (3) SAP evaluation criteria; SAP Ineligibility and Probation Periods; and the SAP Appeals process in detail.

Refer to Tables 1 and 2 to understand how specific grades and course types affect students' cumulative grade point averages:

*D grades are not given because anything below a C- is a failing grade.

Table 1
Impact of Grades on Graduate Cumulative SAP GPA

Grade Earned	Counted in Grade Point Average
A, B, C (+/-)	Yes
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 (previous passing 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) to ensure completion of the degree within the maximum time frame.

Review Tables 3 and 4 to understand how grades and course types will affect the Pace of Progression calculation:

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

Grade Earned	Pace of Progression		Counted Toward Maximum Time Frame
	Units Completed	Units Attempted	
A, B, C (+/-)	Yes	Yes	Yes
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 program	6 units

When Satisfactory Academic Progress is Monitored

The Registrar monitors the SAP of each student every term. Students experiencing difficulty should immediately inform their instructor, if after working with the instructor the student continues to experience difficulty the student must then notify the Dean.

Notification of Satisfactory Academic Progress Status

Students who have met Satisfactory Academic Progress requirements will not receive a SAP notification. The Registrar's Office will notify any student who does not meet SAP requirements via email at the student's CIAM's email address and by mail. Students who are notified that they are SAP ineligible should consult the Dean.

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 to be graded within three (3) days of being submitted by the professor. All final grades for the course are submitted by the professor after three (3) business days following the end of the session. Comments are given from the professor to the student for submitted assignments and discussion forums in which the student participates.

Grading System

CIAM's grading system consists of the following designations

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

I	Incomplete	Not used in calculation of GPA
W	Withdrawal	

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. A final grade will be assigned when the work assigned has been completed and evaluated. The Incomplete is not used in calculating a grade point average and no credits will be earned until a final grade is entered. A course with a grade of "I" (incomplete) must be completed within two months or the "I" will be changed to an "F".

Add / Drop Period

The Add/Drop or cancellation period occurs within the first week (7 days) of CIAM's seven (7) week term. During this period, students may add or drop individual courses. If a student drops all courses, 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). New students that have not been enrolled prior to the first class may be admitted during this period provided professor approval.

Course Withdrawal

A student who withdraws from a course may do so only with advisement from the Dean. The deadline for Withdrawal is between the second week and the fourth week of the term. 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. Any student who drops unofficially after the fourth week will be assigned the grade of “F”. If a student is experiencing extenuating circumstances and has a current grade of “B” or better in the current course they are enrolled in may request an Incomplete and they will be assigned a grade of “I”. Please see the policy on Incomplete Grades above.

Course Repetitions

A student is required to repeat any course in which a grade of “F” (Failure) or “W” (Withdrawal) was received. The new grade 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. Student may repeat the same course only once and are not allowed to repeat more than three (3) courses.

Withdrawal from School

If a student chooses to withdraw from school, the student needs to provide a written notice. If a student does not attend class, is not on an approved Leave of Absence (please see Leave of Absence Policy below) and fails to notify the school for a period of three (3) consecutive class sessions, the student will be deemed withdrawn as of the last date of attendance. 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 Academic Council and earned credits will be counted if the period between withdrawal and re-instatement is six (6) months or less any monies paid are subject to CIAM’s refund policy (please see Tuition Refund Policy section), Students may take only one leave of absence from the day the first course begins till the last course ends.

Academic Probation Policy

For any student whose cumulative GPA (CGPA) falls below a 3.0, the probationary period is one term during which time the student must return to good standing by raising his/her CGPA to a 3.0 by the end of the probationary term. 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 “Suspension” (See below for suspension policy). A student will not be placed on probation prior to completing a minimum of six (6) semester credit hours of coursework. Grades and credits earned during a probationary period will count towards CGPA and pace of progression.

A student 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.

A student placed on “Academic Probation” or “Conduct Probation” will meet with the Dean, who will outline a written plan for the student to be removed from probation and include this plan in the official student file.

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 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. A student is placed on suspension only after they have attempted at least 12 semester credit hours.

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-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.

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

1. Failure to adhere to any probation plan developed by the appropriate administrative personnel.
2. A third (3rd) probation of any kind.
3. 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, and the student will be notified of a decision within 30 days. A student may appeal an appeal that the Dean did not approve to the Academic Council within two (2) weeks of the determination.

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 Dean, 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.

Academic Council

The Academic Council 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 Academic Council 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 Dean will be notified. The Dean will inform the student via e-mail, telephone or U.S mail of any change in status and recommends remedial steps for the student, imposes discipline such as probation on the student, or terminates the student. Students have the right to appeal the Dean's determination to the Academic Council. The Academic Council is the administrative body that reviews and either denies or grants a student's continuing enrollment in the school due to the student's academic standing or other issues related to CIAM policies. The Academic Council is not limited to academic review.

The Academic Council makes recommendations to the President regarding student dismissal, suspension or other disciplinary actions, including those occasioned by academic performance, 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 Council may request the list of such individuals up to 10 days prior to the scheduled hearing if witnesses are desired. The Council reserves to limit the number of such individuals.

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

All recommendations from the Academic Council are forwarded to the President. The President shall consider the Council'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. 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 completes the prescribed program credits and any related requirements. In order 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. Transcripts will be released to the student after the degree is conferred. A Diploma will be issued at the commencement following the term in which all graduation requirements have been successfully completed and all financial obligations have been satisfied.

Keystone Graduation Requirement

The keystone graduation requirement is an individual consulting or publication project that must be completed in one of the final four (4) courses in a student's degree program with a classroom presentation required on the last day of the selected course. Students select the course and opt out of the group consulting project for that course. The keystone substitutes for the consulting component of that course and is graded by the faculty member teaching the course. The keystone is designed to highlight the student's individual capacity to perform a significant individual consulting or research project at the MBA level and thus complements the consulting projects completed in the other eleven (11) courses. The requirement must be fulfilled through one of the following options:

1. An individual consulting project having to do with the course taken. It is the responsibility of the student to acquire their own client for the keystone course. A student must plan with enough time to acquire a client and submit the keystone application form with required signatures by the end of their fourth term.

2. A research paper on a relevant and significant aspect of executive management and entrepreneurship having to do with the course taken and suitable for publication in an appropriate academic journal or presentation at an academic conference.

A student must submit the keystone application form with required signatures by the end of their fourth term.

Graduation & 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 typically in the months of May or June, 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. Commencement is also when the student receives his/her earned diploma.

A degree becomes official when it is posted to the students transcript and not by participation in commencement. 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. CIAM degrees are conferred on graduation, generally in the months of June. The actual diploma along with the class ring will be presented by the president at commencement. If a graduate is unable to attend commencement held once a year in June, the diploma will be mailed to the most current address provided by the student within thirty (30) days after the annual commencement ceremony.



STUDENT SERVICES

Office of Admissions and Registrar

The Office provides clear and concise information to all members of the community, and admits and registers students in a timely and proficient manner. The staff counsel students about the process of attaining their degree(s). This includes explaining the admission process, program and degree requirements, and any recent school policy change as well as updates. The Registrar's Office provides support for students, faculty, and the administration by maintaining and retrieving student records. The Office serves as the final evaluator of all certificate and graduation applications, distributes student records (including grades and transcripts), and certifies and reports attendance data to appropriate agencies.

New Student Orientation

In this 2 – 2.5 hour new student orientation required for all new students, various administrators will guide students through their program. The Dean informs the students about the specifics of our program, including but not limited to our specially developed teaching model and the process of developing a consulting report. The Dean will also provide the students with some tips and tools for adult learning. A video presented by our president will be shown to provide recommendations on making good presentations. Other administrators will be sharing information such as correct APA citation, the student learning platform (Moodle), library resources, academic calendar, staff directory, and student services. In addition, throughout the student's program of study, there will be regular student term meetings held prior to each term or on an as needed basis.

Transcript Policy

Ordering Transcripts: The transcript is the official record of the academic performance of the student at CIAM. 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. Transcripts of CIAM coursework (grades) are available approximately four (4) weeks after the completion of courses.

Unofficial Transcripts: Signed registered CIAM students, as well as former students, may request an unofficial transcript from Registrar's office at CIAM. It takes 1-3 business days to process the unofficial transcript after the receipt of the request (in person, by email, mail or fax) has been received. An unofficial transcript lists all of a student's coursework but does not include the university seal or signature of the registrar. Unofficial transcripts can only be issued to students and cannot be released to a third party. There is no charge for an unofficial transcript.

Official Transcripts: The first official transcript that includes a conferred degree will be issued upon the completion of the program and the Dean's approval. A student can order up to five (5) additional Official Transcripts at the Registrar's Office per day, and 30 in a 12 month period at CIAM. Normal processing time, excluding delivery, is 3-5 business days from the date the signed request is received.

Orders are not accepted by telephone. Requests will be sent out via US mail or can be picked up in the Office of the Registrar at CIAM. If someone other than yourself will be picking-up the transcript, you need to provide a signed release authorizing the third party to pick-up your transcript. In accordance with CIAM policy, as well as with state and federal privacy laws, a student's signature is required for release of the academic transcript, either official or unofficial. All requests must have the student's handwritten signature; digital signatures not accepted. To order official CIAM transcripts, please direct your request to the Registrar's Office at 626-350-1500, or email at info@gociam.org.

Fees: Upon graduation, 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 \$10 fee for each official transcript and/or \$50 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, such as an outstanding financial balance, will delay or prevent a request from being processed.

For security purposes, we do not fax out transcripts. CIAM issues official transcripts by mail or in person.

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).

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 at info@gociam.org.

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 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.

Student Seminars

Student seminars are held throughout the year, topics include job finding, developing effective writing skills, leadership development, etc.

Volunteer Opportunities

Students have opportunities to develop and expand their skills through volunteering to assist faculty or

administrators in various school departments such as admissions, administrations, marketing, information technology.

Non-Federal Work-Study (NFWS) Program

The Non-Federal Work-Study Program (NFWS) consists of funds granted solely by CIAM to aid enrolled students in achieving a graduate degree education. This program offers selected and qualified students a 15 hour per week work schedule in various administrative offices. The students can use the earned wages to pay for a portion of their tuition at CIAM. Students must maintain a satisfactory grade point average and job performance for continued employment for the duration of their 11-month MBA program of study. An agreement specifying job performance criteria and academic criteria will be signed by the student and the Vice President at time of hire. The students will be provided with meaningful learning experiences that help to meet their educational or career goals, without displacing or replacing regular employees. Since our degree program is in management and entrepreneurship, student workers will be assigned tasks and projects that range from research to drafting policies and procedures. Applications for this program are accepted year-round. Any CIAM new or continuing student in good standing is eligible to apply for this program. Students selected for the program meet the following minimal criteria as evaluated by the Selection Committee:

1. Evidence of ability to perform challenging administrative tasks at a professional level.
2. Evidence of applicability of NFSW program to the career and educational goals of the student.
3. Evidence that the NFWS assignments will not negatively affect the student's ability to successfully complete the program of study.

The standard Application for Graduate Admissions will be used, along with an application letter addressing the three (3) criteria above and providing evidence that the candidate meets the criteria. Continuing students will be evaluated on their record of performance at CIAM in addition to the criteria above. Applicants will be interviewed by the Senior Executive Committee with questions based on the letter of application. The selection

committee will consist of the President, the VP of administration, and the Dean. Additional selection criteria will consist of the student's GPA, organizational experience, presentation skills, writing skills and other accomplishments. Students meeting criteria will be accepted on a first-come, first-served basis until available positions are filled. (The availability of NFWS positions varies throughout the year; the maximum at any given time is three (3). Candidates must present proof of eligibility to work in the United States prior to consideration. Total earnings (which may be subject to tax withholdings) are limited to a maximum of \$10,000 gross. There are no additional benefits provided by CIAM. Students are paid \$15 per hour and timesheets are submitted to Payroll monthly. Please contact the Office of Admissions for more information.

Career Services

"Living in fear of loss of job and income," management guru Peter F. Drucker once wrote, "is incompatible with taking responsibility for the job and work group." This is why CIAM's teaching model integrates career development, such as job search, into our academic program. Our teaching model also incorporates consulting in each course, showcasing our MBA student's abilities to potential employers. There are also visiting executives in each course. Our President, Dr. William A. Cohen, who is a bestselling author of job finding books and a former executive recruiter, regularly assists graduates in career planning with such advice as exercises in advertising and selling one's self, interviewing techniques, negotiation and more.

CIAM is committed to working closely with students and graduates on their professional development, both inside and outside of the classroom, in order to help them achieve their career goals. In addition to working closely with current students and graduates, CIAM is also committed to building lasting relationships with potential employers in order to create opportunities for CIAM graduates as well as serve the needs of potential employers.

The purpose of CIAM's Career Services Program is to assist CIAM's graduates who request for employment in finding appropriate positions in line with CIAM's MBA degree in Executive Management and Entrepreneurship. The Career

Services Department will assist CIAM's graduates in the following areas:

- Preparing students to compete for employment opportunities through:
 - o Interviewing skills & follow-up
 - o Networking
 - o Resume writing
 - o Application completion
 - o Cover letter writing
 - o Professional behavior and attire coaching
 - o Setting up interviews
 - o Keeping a career log
 - o Establishing a social media profile
- Developing meaningful and sustainable relationships with employers.
- Assisting graduates throughout the entire hiring cycle.

All CIAM students in good standing are eligible for placement services from the Career Services department. Graduates with a CIAM MBA in Executive Management and Entrepreneurship can obtain jobs as managers, entrepreneurs, consultants, and executives. The School does not make any promise of employment or starting salaries for current students or graduates. A degree program that is unaccredited or a degree from an unaccredited institution is not recognized for some employment positions. Including, but not limited to, positions with the State of California.

Career Services will provide a five (5) hour seminar, the Job Finding Course For Upcoming Graduates, for students prior to graduation, conducted by an administrator who has authored several bestselling books on job finding and has given career development workshops for many schools in the Los Angeles area including USC, UCLA, CSULA, CSU Fullerton, and the Peter F. Drucker Masatoshi Graduate School of Management at Claremont Graduate School as well as other organizations. His innovative, powerful, and effective methods have helped many students and senior executives, and will provide guidance to students beginning their job search.

Housing

CIAM does not assume responsibility for student housing, nor does CIAM have dormitory facilities under its control, or provide student housing assistance. According to rentals.com for Los Angeles, CA rental properties start at approximately \$1,000.00 per month.

Textbooks

CIAM does not require students to purchase textbooks. Electronic textbooks are provided at no cost by CIAM to students. Several resourceful books are given to students at no cost at student orientation.

Library

LIRN (Library and Information Resource Network) is an online library accessible to students 24/7 at www.LIRN.net. LIRN provides a core library collection with access to thousands of scholarly journals, e-books, encyclopedias, newspapers, magazines, and audio, and video clips. Through LIRN, CIAM provides access to Books24x7®, offers on-demand, instant access to more than thirty thousands of titles that are in various formats such as e-books, audio books, and multi-media with a number of topics such as business, technology, engineering, finance and more. Hundreds of new titles are added to Books24x7 database on a monthly basis. CIAM also has subscriptions of several excellent, specialized business databases from ProQuest (i.e. ABI/INFORM) and GALE Infotrac (i.e. Business Insights: Global and Business Economic and Theory). CIAM students are able to use LIRN to access not just the latest scholarly research papers for graduate levels, but students are also able to conduct market and industry research.



Ebrary - 24-hour accessible online database for e-books. Specifically, CIAM has a subscription to the Business & Economics module of Ebrary. It has a growing online collection of over 2,500 full text, searchable books and reports. Three quarters of the Business & Economics database collection books have been published in the last two years. Once logged into their Moodle (e-learning platform)

account, students have direct access to Ebrary.



CSU Libraries - CIAM offers students the opportunity to access any CSU (California State University) library collections with borrowing privileges and limited electronic collections. CIAM reimburses students the costs (as stated on the receipt) of membership to any CSU Library as a “Friend of the Library”, “Patron of the Library”, or equivalent. Some nearby CSU libraries include: CSU Los Angeles, CSU Northridge, CSU Long Beach, CSU Fullerton.

A Librarian will be available to students for assistance with any library issues. The librarian is on campus Tuesdays and Thursdays from 11:00 AM to 5:00 PM, phone 626-350-1500. For your convenience, the Librarian can be reached any time via email at Miranda.Lam@gociam.org, and by appointment through electronic conferencing.

The Dean’s office will also be available to assist. Please note that the Librarian will not be available when the Office and Campus are closed. Please refer to the Federal Holidays.

Classroom Policy

The classroom at CIAM is a multi-purpose room. As long as the room is available outside of class sessions it is available to students, faculty, and staff / employees as a conference room, study room, and meeting room with prior approval from Claudia Sarabia at Claudia.Sarabia@gociam.org. All class sessions in this room will be videotaped. These videotape recordings will be used as a resource and reference to the student. It is expected that all users maintain the area clean and use proper care of any equipment in the room.

Copier Service

Limited copying service for a fee is available to students during business hours. A commercial copying service is available near campus.

Computer Access

A computer for academic use only is available on-site at CIAM.

Writing Composition Services

The California Institute of Advanced Management considers excellent written and oral communication in English to be essential for students and graduates. Every course requires that students perform at a graduate level in tasks that demand these skills in order to obtain a passing grade.

To insure student success, admissions screening includes a series of oral interviews and the completion on site of a writing assessment essay. Admission is contingent on adequate performance on these tasks.

Students who are advised that their writing assignments are not up to CIAM standards are offered the option of writing composition tutorials on an as needed basis.

These tutorials may be face-to-face, or conducted via email. Group sessions will be organized if a sufficient need is identified by faculty and CIAM administrators.

For individual writing composition assistance, students may contact Claudia Sarabia at claudia.sarabia@gociam.org or 626-350-1500 to schedule an appointment.

Course & Class Auditing

CIAM alumni have the opportunity to update their knowledge of content covered in a course they have already taken by auditing that same course for free, when space allows. The student must complete the Auditing application form to reserve a spot with Admissions.

CIAM welcomes **prospective students** to sit-in on a number of classes in a course after completing the appropriate application process. The **general public** is invited to sit in on occasional classes and to attend classes featuring guest speakers. However, those visitors who have not completed the application process have limited access to classes depending on space availability and other factors. Visitors in this

category must reserve space in prior to attending. For reservations, call (626) 350-1500.

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 citation in written assignments. For additional details please refer to CIAM Moodle homepage.
- Use of alcoholic beverages or illegal drugs on campus.
- Use of indecent or profane language. Language or actions that disrupt the academic environment.
- Failure to follow common sense rules of safety and/or posted safety regulations.
- Harassment or discrimination of any kind.
- Possession or use of a weapon of any kind
- Violation of any school policy or state and federal laws.

Drug and Alcohol Policy

Zero tolerance policy on substance abuse: Possession of alcohol, drugs, or any indication of substance abuse 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.

In addition, please lock your car doors and do not leave anything in your vehicle that would tempt somebody to break in. Remove valuables and avoid having valuable belongings in plain sight by securing them out of sight in your trunk or under a blanket.

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 & Professor Consulting Policy

Students and Professors are prohibited from doing paid consulting with a CIAM client so long as the student or the professor is associated with CIAM.

Students are also prohibited from doing CIAM consulting for a professor or a professor’s company. Students may not do a consulting project for an organization for which their professor consults or has previously an actual or potential conflict of interest nor in any situation where there is student is a member of an organization or business. CIAM might make certain exceptions. However, the Dean must be notified ahead of time and approve it prior to any actions by the student team.

CIAM students will NOT implement, or promise, or appear to promise the implementation of their recommendations or plans, either pro bono or for payment under any circumstances.

These policies are established to prevent any possible conflicts of interest or the appearance of such a conflict.

If a CIAM client requests paid or unpaid work be done after the term consulting project is complete, the students and/or professor must decline and explain that work for hire for a consultation client is contrary to CIAM policy.

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 that 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.)

PROGRAM

MBA in Executive Management & Entrepreneurship

The Master’s Degree program prepares students with the necessary skills and knowledge to understand, manage or create financial, business, and leadership careers in executive management and entrepreneurship. 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 creativity in the corporate or entrepreneurial environment. 11 months of study if the student takes two (2) classes per term. Max enrollment per course is 20 students.

Program Objectives

1. Through class lectures and discussion the program provides a comprehensive immersion in all the essential elements of business education including Accounting, International Business, Ethics, Marketing, Finance, Organizational Behavior, Quantitative Analysis, Entrepreneurship, Leadership, and Strategy. These concepts are strengthened through the threaded discussions on line and applied in class through experiential learning exercises and the consulting projects. Live electronic interaction by exceptionally qualified faculty researchers bring students into contact with the latest research methods and conclusions.
2. Critical thinking, problem solving and communication skills are addressed in class through experiential learning exercises, frequent short presentations and the consulting project and report. Faculty, peer and client feedback is effective in teaching the characteristics of effective thinking

and communication.

3. Teamwork, leadership, integrity and accountability are taught as concepts and practiced in class through experiential learning and the team-based consulting project.

4. The students will learn the effective use of technology to solve management problems in all classes both online and in face to face meetings. Consulting includes international clients that helps students develop and apply technological skills to overcome the impediments of distance.

Instructional Methods

Our instructional methodology includes lecture, 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 on a regular basis. In addition, our students will be involved in consulting projects with small businesses as a way of putting into practice the concepts they are learning in the classrooms.

Try Before Buy program

CIAM has a "Try Before Buy program" where we want the student to be 100% certain before spending a penny for the degree. CIAM assumes all the risk and the student can take one (1) trial course. Only after the seven (7) week term and the student decides to continue with the program, then the student will pay for the course taken and continue necessary payments for the MBA program. Please contact the Enrollment Executive (cari.lyall@gociam.org) for more information.

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### **Advanced Teaching Model**

Every course has 11 lessons: six (6) face-to-face and five (5) online lessons given simultaneously: one (1) face-to face lesson and one (1) online lesson each week over Saturday, Sunday or weeknight. The face to face lessons may have the following format:

| Topic                                                                                                                       | Time                                                        |
|-----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|
| Executive or Distinguished Researcher Speaker                                                                               | 60 minutes                                                  |
| Professor's Lecture                                                                                                         | 60 minutes                                                  |
| Individual Informal Student Presentations                                                                                   | 40 minutes (1-2 minutes each)*;<br>professor assigns topics |
| BREAK                                                                                                                       | 30 minutes                                                  |
| Student Discussion of Lesson's Principles<br>Applied to their Work or Short Experiential<br>Learning Exercise or Case Study | 30 minutes                                                  |
| Class/Group Discussion of Theory/Principle Application<br>(Progress with Consulting Assignment)                             | 30 minutes                                                  |

*\*depending on the size of the class, presentations can be up to 5 minutes*

The 6<sup>th</sup> and final in-class lesson consists of team presentations of the student group consulting projects.

Clients attend. All students participate and are graded. The feedback of the client, the class and team members are included in the grading. Presentations are a maximum of 30 minutes. Five (5) minutes are allowed for Q and A. The professor leads discussion after all presentations are made.

### **Course Structure**

Course Numbering System: The first two or three letters represent the subject and all courses are given 500 numbers. Our MBA program is modular and students can enter the program on any given term. There are no pre-requisites in this program given that the majority of our students have work experience in the business field and can navigate the courses in any sequence.

| <b><u>Course No.</u></b>      | <b><u>Title</u></b>                                                   | <b><u>Semester Credits</u></b> |
|-------------------------------|-----------------------------------------------------------------------|--------------------------------|
| MKT501                        | Marketing Management                                                  | 3.0                            |
| DRU503                        | Managing One's Self and One's Career<br>Based on Drucker's Principles | 3.0                            |
| MGT501                        | Management and Organizational Behavior                                | 3.0                            |
| IB 501                        | International Business Concepts                                       | 3.0                            |
| DRU502                        | Innovation and Entrepreneurship<br>based on Drucker's Principles      | 3.0                            |
| ETH501                        | Business Ethics                                                       | 3.0                            |
| FIN501                        | Corporate Finance                                                     | 3.0                            |
| MGT 511                       | Strategy and Research                                                 | 3.0                            |
| DRU501                        | Leadership based on Drucker's Principles                              | 3.0                            |
| IS501                         | Management of Information Systems                                     | 3.0                            |
| ACC501                        | Accounting For Decision Making                                        | 3.0                            |
| BUS501                        | Quantitative Analysis for Decision Making                             | 3.0                            |
| <b>TOTAL Semester Credits</b> |                                                                       | <b>36.0*</b>                   |

\*Students who enrolled in the program prior to August 9, 2014 will continue to receive quarter credits. Students who enrolled after this date will receive semester credits.

## **Course Descriptions**

CIAM's MBA program is a modular program and there is no sequencing required and there are no prerequisite courses.

### **MKT501: Marketing Management**

3.0 Semester credits

Peter Drucker said that marketing was too important to be left to marketers. Indeed, marketing is one of the most important, complex, and fascinating management disciplines, and is closely tied to other functions of the firm such as R&D, operations, and finance. An understanding of marketing fundamentals is an essential component of management knowledge. The roles of ethics, corporate social responsibility, and public policy intrinsic in marketing decision making in global environments are explored.

### **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. But 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. In this class, we consider how Peter Drucker explained how to manage your career.

### **MGT501: Management and Organizational Behavior**

3.0 Semester credits

This course deals with human behavior in organizations. It will employ a number of conceptual frameworks, case discussions, and skill-oriented activities and challenge students to apply these to our course topic. In part, these will include: motivation, learning and development, group dynamics, leadership, communication, power and influence, change, diversity, organizational design, and culture.

### **IB501: International Business Concepts**

3.0 Semester credits

Today's markets are becoming increasingly global, and it is imperative that managers understand the theories, institutions, and environmental elements that underlie international commerce. This course will equip students to manage using a comprehensive framework to formulate strategies in the global marketplace. The course covers 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).

### **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. 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.

### **ETH501: Business Ethics**

3.0 Semester credits

This course will prepare students to face the ethical challenges that they are likely to experience as managers. Students will come to realize that ethical dilemmas are common aspects of the business decision-making process. As a result of taking this course, students should become more proficient in issue recognition, application of ethical principles, and analysis of the consistency of corporate decision-making processes with such principles. While we never expect managers to be joyful when they encounter ethical dilemmas, our goal is to help students develop the competence, courage, and character that will enable right action for the good of all.

**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 provides an introduction to the theory, the methods, and the concerns of corporate finance. The main topics include: 1) the time value of money and capital budgeting techniques; 2) uncertainty and the trade-off between risk and return; 3) security market efficiency; 4) optimal capital structure, and 5) dividend policy decisions.

**MGT511: Strategy and Research**

3.0 Semester credits

This course introduces the student to the concepts of vision, mission, and determination of the basic long term goals and objectives of a company, and the adoption of a course of action and the allocation of resources for carrying out these goals

**DRU501: Leadership based on Drucker's Principles**

3.0 Semester credits

Drucker's view of leadership is critical to becoming an effective executive: the fundamental decision for the leader, the leader's role in shaping the organization's future, how a leader must develop, what he should and should not do. This class will cover Drucker's models of ethics, duty, motivation and leadership, and marketing, which are fundamental to sound leadership. Students who take this course will develop a deep understanding of leadership and an appreciation that courage, commitment, careful thought and analysis, and character are the foundations they will need to develop over a lifetime of service.

**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.

**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.

**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. 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.

**Corporate Training**

CIAM also offers the Training and Executive Development Certificate in executive management for corporations and non-profit organizations. This program offers three training modules, each of which consists of 4 courses with 11 lessons – six (6) are taught through in-class sessions plus five (5) through on-line instruction. The training modules consist of CIAM courses tailored to the client's organization. For course descriptions, please refer to catalog. For more detail, please refer to the website at [www.GOCIAM.org](http://www.GOCIAM.org).

**Student Achievements**

Currently for the 2013-2014 year (July 1 – June 30)

Retention Rate = 93%  
Placement Rate = 100%  
On-time graduation rate = 100%  
CGPA = 3.4

## TUITION REFUND POLICY

### *Student's Right to Cancel*

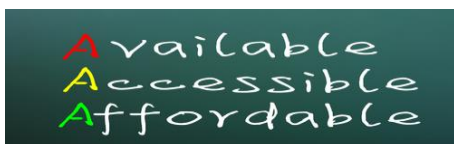
During the cancellation period, the student has the right to withdraw from the program for a full refund of tuition. Note the application fee and Student Tuition Recovery fund fee *are not refundable*. The cancellation period encompasses seven (7) calendar days from enrollment or through the first class session, 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 sixty (60%) percent or fewer scheduled days have passed. Students on full CIAM scholarships or 100% tuition assistance may cancel their enrollment at any time. Students using VA, please see Veterans Information Bulletin for more information.

Cancellation or withdrawal occurs when the student delivers by hand or by certified mail a written notice of cancellation to the Vice President of Administration at the following address:

9550 Flair Drive Suite 201  
El Monte, CA 91731

The written notice of cancellation, if sent by mail, is effective when postmarked if properly addressed with proper postage. The written notice of cancellation need not take any particular form and, however expressed, is effective if it clearly shows that the student no longer wishes to be bound by the Enrollment Agreement.

If the Enrollment Agreement is cancelled the school will refund the student any money paid, less a registration fee of \$30.00 within 45 days after the notice of cancellation is received.



### *Withdrawal From The Program*

Students may withdraw from the school at any time after the cancellation period and receive a pro rata refund if they have completed 60 percent or fewer of

the scheduled days in the current payment period. The Student Tuition Recovery fee and the application fee not to exceed \$30.00, and the cost of any equipment not returned in good condition will be deducted from the refund. The refund will be made within 45 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.

For the purpose of determining 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 in excess of 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.

For the purpose of determining 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 daily charge for the program (total institutional charge, minus non-refundable fees, divided by the number of days in the program), multiplied by the number of days scheduled to attend, prior to withdrawal. For the purpose of determining when the refund must be paid, the student shall be deemed to have withdrawn after failing to attend class as stipulated in the California Institute of Advanced Management 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 in excess of 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 moneys not paid from federal student financial aid program funds.

## FINANCIAL AID

CIAM offers an institutional payment plan that requires no interest and is designed to be fully completed by graduation. CIAM also offers flexible and reliable student financing solutions with competitive interest rates. Both these options may be available for qualified students. Please inquire for more information.

A student enrolled in an unaccredited institution is not eligible for federal financial aid programs; consequently, CIAM does not sponsor nor is it affiliated with student loan programs of any type, either Federal or State. It may offer work nonfederal study programs for selected and qualified students, but this is not commonplace.

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.

For students who qualify, CIAM also offers financing plans for education through a third party service. Tuition Financing Corporation (TFC) provides a payment plan that will include interest through a retail installment contract (RIC) that establishes the terms of their payment plan including the interest rate and the total interest to be paid, if paid per the schedule on the RIC. The student will also sign Truth in Lending Act (TILA) disclosures that are provided to consumers when there is a payment plan for the services provided, the payment plan has interest and exceeds three (3) months, or the payment plan has no interest but exceeds 12 months.

Please also see the following sources for additional funding:

1. The Internet (there is a free scholarship search from the U.S. Department of Labor at [www.careerinfonet.org/scholarshipsearch](http://www.careerinfonet.org/scholarshipsearch))
2. The reference section of your school or public library
3. Foundations, organizations (e.g., religious, community, professional, ethnicity-based), local businesses, and civic groups
4. Your employer
5. Your state vocational rehabilitation agency, if appropriate (a list of state agencies is at [www.ed.gov/svr](http://www.ed.gov/svr) and at [www.disability.gov](http://www.disability.gov))

## Stay In Touch



## TUITION & FEES

| Program    | Application Fee<br>Non-Refundable | Student Tuition Recovery Fund<br>Non-Refundable | Textbooks | Tuition     | Tuition Cost/<br>credit | Tuition Cost/<br>Term | Total Cost for Entire Program |
|------------|-----------------------------------|-------------------------------------------------|-----------|-------------|-------------------------|-----------------------|-------------------------------|
| <b>MBA</b> | \$30.00                           | \$0.00                                          | \$0.00    | \$15,000.00 | \$417.71                | \$2,500.00            | \$15,030.00                   |

\* Estimated charges for the period of attendance and the entire program.

At the student's option, the school may accept payment in full for tuition and fees, including any funds received through institutional loans, after the student has been accepted and enrolled and the date of the first class session is disclosed on the enrollment agreement. A cash or check payment in full for tuition and fees, made by the student, qualifies for a **15%** tuition discount; the discount is not available to third party payees. Discount is not applicable for the Corporate Program. This discount does not apply to any funds received through federal and state student financial aid grant and loan programs nor to funds received through institutional loans. In cases where the student is eligible for a greater discount only the greater discount will be honored. Discounts may not be combined. Penalty of \$25.00 per returned check. Application fee is reduced for military students. Qualified CIAM employees may receive institutionally funded tuition if admissions requirements are met.

**VA Students-** Please refer to the Veterans Information Bulletin at the Admissions Office.



## STUDENT TUITION RECOVERY FUND (STRF)

\*Effective January 1, 2015, the STRF assessment rate has changed to \$0.00.

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by California resident students who were attending certain schools regulated by the Bureau for Private Postsecondary and Vocational Education. You may be eligible for STRF if you are a California resident or are enrolled in a residency program, prepaid tuition, paid the STRF assessment, and suffered an economic loss as a result of any of the following:

- The school closed before the course of instruction was completed.
- The school's failure to pay refunds or charges on behalf of a student to a third

party for license fees or any other purpose, or to provide equipment or materials for which a charge was collected within 180 days before the closure of the school.

- The school's failure to pay or reimburse loan proceeds under a federally guaranteed student loan program as required by law or to pay or reimburse proceeds received by the school prior to closure in excess of tuition and other cost.
- There was a decline in the quality of the course of instruction within 30 days before the school closed or, if the decline began earlier than 30 days prior to closure, the earlier than 30 days prior to closure, the period of decline determined by the Bureau.
- An inability to collect on a judgment against the institution for a violation of the Act.

You must pay the state-imposed assessment for the Student Tuition Recovery Fund (STRF) if all of the following applies to you:

- You are a student, who is a California resident or are enrolled in a residency program, and prepays all or part of your tuition either by cash, guaranteed student loans, or personal loans, and
- Your total charges are not paid by any third-party payer such as an employer, government program or other payer unless you have a separate agreement to repay the third party.

You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if either of the following apply:

1. You are not a California resident, or are not enrolled in a residency program, or
2. Your total charges are paid by a third party, such as an employer, government program or other payer, and you have no separate agreement to repay the third party.

## **CIAM and the Community**

CIAM is committed in contributing and participating in its local community through various activities. In that interest, CIAM offers lectures open to the public that range from faculty research presentations to Public Lectures on Job Finding and Entrepreneurship. The school is also an active member and participant in the Local Chambers of Commerce. As a core component to the MBA program, CIAM includes consulting experience for its students through which it provides Pro Bono Consulting for local and international businesses and organizations. Administrators and Faculty provide guest speaking at other universities and for other organizations in Los Angeles area. Also, CIAM's Book Club explores books on business, executive management, entrepreneurship, and welcomes all interested community members to attend. Moreover, in our commitment to give back to our local community CIAM offers full tuition for an MBA in Executive Management and Entrepreneurship for eligible candidate(s) in the local community based events on leadership, scholarship and service.

## Administrative Staff

### **Dr. William A. Cohen, President**



The International Academy for Integration of Science and Business, Moscow, Russia.  
Honorary Doctorate in Humane Letters  
Peter F. Drucker & Masatoshi Graduate School of Management, Claremont Graduate University  
Ph.D. in Executive Management  
Master of Arts - Management  
University of Chicago  
Master of Business Administration – Research and Development Management  
United States Military Academy, West Point  
Bachelor of Science - Engineering

Dr. Cohen is a retired Air Force general with combat experience in Vietnam and the Middle East. He supervised a reserve component of 1,200 supporting all training, and academic and professional education through the doctoral level in the Air Force. He has held a variety of administrative positions in both private and major public universities, including Institute Director, Department Chair, and President. He was Director of Research and Development at Sierra Engineering Company; Manager of Advanced Technology Marketing, McDonnell Douglas Astronautics Company; Chief Sales Engineer, Arava Aircraft and Subsystem Engineering Manager, Specialist in cockpit layout and ejection systems at Israel Aircraft Industries. He is the author of more than 50 management books published in 23 languages.



### **Jennie Ta, Vice President of Administration & CFO**

California Institute of Advanced Management  
Master of Business Administration in Executive Management and Entrepreneurship  
University of California, Riverside  
Bachelor of Science Business Administration

Jennie Ta was a Coordinator in the Tuition Assistance department at Touro University International (now Trident University), and then was promoted to Advisor in the Financial Aid department, which at the time had approximately 5,000 students.

Simultaneously, she worked a second job at a local restaurant chain, El Torito. She left Touro University when she was offered a position at El Torito as an Assistant Manager, to manage four different store locations. In this capacity, she was responsible for all aspects of operations such as training, profit and loss, administration, inventory control, and more. Her hands-on approach boosted employee morale as well as developed new and existing customer loyalty, which led to increased sales and to her subsequent promotion to Assistant General Manager. Selected for a corporate assignment in accounting, she was again promoted to Accounting Manager at the company's distribution center, where she reported to the Vice President of Accounting. Here, she oversaw 200 major distribution centers and retail outlet accounts where she and her team managed accounts that totaled over \$3 million in receivables per month.



**Dr. Eric McLaughlin, Dean**

Claremont Graduate School  
Ph.D. – Business Administration  
Claremont Graduate School  
Masters of Business Administration  
University of California at Davis  
Master of Science in Limnology  
University of California at Davis  
Bachelor of Science in Biological Sciences

Combining academic disciplines of science and business, Dr. McLaughlin's consulting projects span the private and not-for-profit sectors of health care management. He has consulted and provided financial management training for major corporations throughout the United States and the world. Sought after for his dynamic presentation style and his ability to translate difficult concepts into understandable terms, he has worked with professionals ranging from healthcare managers to physicians to CEO's of major corporations. Administrative positions held include Professor of Finance, Real Estate and Law; Director of Graduate Programs, and Associate Dean for Administration at California State Polytechnic University, Pomona and Adjunct Professor of Nursing and Public Health at UCLA.



**Harish Amar, Associate Dean**

Cal State University Los Angeles  
Master of Business Administration  
Punjabi University, India  
Master of Business in Marketing  
Delhi University, India  
Bachelor of Science in Biology

Mr. Amar has been Dean at three Universities including Dean of the College of Business and Management at West Coast University, Academic Dean at New West Coast University, and Executive Director & Dean at Advanced Colleges of America. As an academic administrator, he has held both professorial and executive positions at a number of universities including Director of Academic Administration, Director of Education, Director of Academic Development, and Executive Director and managed a budget of \$9 million. He has evaluated universities for accreditation in the U.S., Puerto Rico, & Europe, and has presented various workshops & seminars abroad in Asia including China, Taiwan, & India.



**Dr. Robert Kirkland, Director of Advanced Projects**

University of Pittsburgh  
Ph.D. in History  
University of Pittsburgh  
Master of Arts in History  
United States Military Academy, West Point  
Bachelor of Science in Engineering

Dr. Kirkland has taught at the United States Military Academy, the University of Southern California, Claremont McKenna College, and Trident University International. His academic awards include the Leo Codd Memorial Award as instructor of the year for all Army ROTC programs in the United States and the Hubert Herring Award presented by the Pacific Coast Council of Latin American Studies for singular contributions to the organization. He served over 25 years in the active duty Army culminating as the Army ROTC Professor of Military Science at the University of Southern California from 2010-2013.



**Nevin Kamath, JD, Director of the Consulting Institute**

Harvard Law School

Juris Doctor

The University of Texas at Austin

Bachelor of Arts in Government

Bachelor of Business Administration in Management Information Systems

Nevin Kamath, JD, is an attorney & strategy consultant based in Los Angeles, CA. He serves as Adjunct Professor of Clinical Management Communication at the USC Marshall School of Business where he teaches Communication Strategy in Business. He is the founder of The Case Coach, where he delivers career coaching to clients in Asia, North America, and Europe. His consulting experience includes working with McKinsey's global healthcare practice and as a pro-bono consultant for a Nobel-prize nominated human rights nonprofit in Bangalore. He is an ongoing Coach with the Fullbridge Program, a Mini-MBA bootcamp for attorneys and undergraduate leaders. He tutors writing skills with MindsMatter; a national nonprofit focused on tutoring underserved high school students. He received a JD from Harvard Law School and is admitted to the State Bar of California.



**Cari Lyall, Enrollment Executive**

Azusa Pacific University

Bachelor of Arts – Marketing

Cari Lyall has worked for various industries from hospitality to entertainment to education. Through these industries she has continued to develop several different skills such as marketing, sales, social media, PR, and much more. Some of her positions include Marketing Communication Coordinator for Vagabond Inn, a California based hotel chain and Assistant Director of Admissions at the Art Institute of Hollywood. She has also been a member of a professional dance company in her spare time.



**Penny Li, Director of Admissions and Registrar**

California Institute of Advanced Management

Master of Business Administration in Executive Management and Entrepreneurship

California State University, Northridge

Master of Public Administration

Liaoning Normal University, China

Bachelor of Law- Politics and Ideology Education

Ms. Li has 8 years of professional media experience as a TV executive in China. During the production of a televised charity event, she organized a media aid project / fundraiser that raised \$150,000 for 6,000 children with

cerebral palsy. As an assistant counselor, Ms. Li assisted over 600 international and domestic students at California State University, Northridge, with their transition from their respective community colleges to CSUN. Ms. Li also has experience as a Chinese program coordinator at a Chinese language school in Los Angeles and was also a business assistant at the University Student Union, Inc. at CSUN and won an award for the most inspirational student assistant employee of the year.

**Dr. Albert M. Randall, Director of Outreach Programs**



Universidad Autonoma de Guadalajara, Mexico  
Diploma of Surgery and Medicine (Medico Cirujano), June 2003  
Claremont Graduate U. Claremont CA  
MBA – Executive Management  
Ball State University  
Master of Arts in Public Service  
West Texas State University  
Master of Arts in Education  
California State University Los Angeles  
Bachelor of Arts in Physical Education

Dr. Albert Randall received his MD from Universidad Autonoma de Guadalajara and New York Medical College. He also received an Executive Master of Business Administration from Claremont Graduate University, Claremont, California. Dr. Randall, a combat aviator in the F4 Phantom II, retired as a Colonel from the United States Air Force after thirty years of service. Dr. Randall also retired from Northrup Grumman Corporation after twelve years as an aerospace executive. He also served five years as a deputy bureau chief for the Department of Public Aid, State of Illinois, and State of Illinois.



**Claudia Sarabia, Executive Assistant to the Vice President of Administration and Assistant Director of Organizational Development**

California Institute of Advanced Management  
Master of Business Administration in Executive Management and Entrepreneurship  
University of California, Los Angeles  
Bachelor of Arts –Art History

Ms. Sarabia has over 10 years of experience in office administration and data management in the areas of commercial real estate, banking, arts non-profit, and city government. At General Growth Properties she managed special projects and systematized data management for the top three leasing professionals nationwide. Additionally, she has a strong customer service background having worked with various commercial and retail companies.



**Miranda Lam, Librarian**

San Jose State University (SJSU)  
Master of Arts Library and Information Science  
University of California Santa Barbara  
Bachelor of Science in Pharmacology

Prior to pursuing her Master's degree, she worked for several biotech/pharmaceutical companies (Bayer Healthcare, Allergan, Roche) as a Laboratory Analyst. With her degree from SJSU she has had exposure to working in various library settings: corporate, academic, and public libraries. She is currently working part-time as a Medical Librarian at Charles Drew University located in the city of Los

Angeles.



**Winnie Phan, Career Services**

California Institute of Advanced Management

Master of Business Administration in Executive Management and Entrepreneurship

University of California, Davis

Bachelor of Science – Neurobiology, Physiology, Behavior

Ms. Phan has 17+ years professional experience in the finance industry with emphasis on portfolio analytics/reporting, database management, client service and team development. At Payden, she managed multi billion net worth clients as a portfolio reporting analyst for 10 years. While working at Indymac, she analyzed portfolio asset balances to determine investor performance and loss mitigation. She is Series 6 & 63 licensed.



**Ricardo Salinas, Graduate Assistant**

California State University Los Angeles

Bachelor of Arts - Music, Theatre Arts, and Dance

Mr. Salinas has worked for the Finance and Theatre sectors where he has acquired sales, marketing, strategy implementation experience, and strong collaboration skills alongside his artistic performance. Additionally, he has experience in event coordination and customer service.

## ADMINISTRATORS TEACHING AS FACULTY

All CIAM professors have their Doctorates. Student will be informed of their professors prior to the start of each course. However, class assignments are subject to change, any replacement professors will be as highly qualified to teach the class as those originally assigned.

### **Dr. William A. Cohen**



The International Academy for Integration of Science and Business, Moscow, Russia.  
Honorary Doctorate in Humane Letters  
Peter F. Drucker and Masatoshi Graduate School of Management, Claremont Graduate University  
Ph.D. in Executive Management  
Master of Arts in Management  
University of Chicago  
Master of Business Administration in Research & Development Management  
United States Military Academy, West Point,  
Bachelor of Science in Engineering

Dr. Cohen has 35+ years of experience, education and training related to subjects being taught. He has taught at USC, UCLA, Claremont Graduate University, California State University Los Angeles, and Trident University International. His academic awards include the Outstanding Professor Award at CSULA, the Freedoms Foundation of Valley Forge George Washington Honor Medal for Excellence in Economic Education and the CSULA Statewide Nomination for the Statewide Outstanding Professor Award. In 1999, he was named one of four “Great Teachers in Marketing” by the Academy of Marketing Science. He was the 2006 Goolsby Distinguished Visiting Professor in Leadership at the College of Business Administration at The University of Texas at Arlington. He received the Distinguished Alumnus Award from Claremont Graduate University, where Peter Drucker taught in 2009. Specializations: Marketing, Strategy, Self-Management, and Leadership.



### **Dr. Robert Kirkland**

University of Pittsburgh  
Ph.D. in History  
University of Pittsburgh  
Master of Arts in History  
United States Military Academy, West Point  
Bachelor of Science in Engineering

Dr. Kirkland has 12+ years of experience, education and training related to subjects being taught. He has taught at the United States Military Academy, the University of Southern California, Claremont McKenna College, and Trident University International. His academic awards include the Leo Codd Memorial Award as instructor of the year for all Army ROTC programs in the United States and the Hubert Herring Award presented by the Pacific Coast Council of Latin American Studies for singular contributions to the organization. He served over 25 years in the active duty Army culminating as the Army ROTC Professor of Military Science at the University of Southern California from 2010-2013. Specialization: Leadership and Self-Management.



**Dr. Eric McLaughlin**

Claremont Graduate School,  
Ph.D. – Business Administration  
Claremont Graduate School,  
Masters of Business Administration  
University of California at Davis  
Master of Science in Limnology  
University of California at Davis  
Bachelor of Science in Biological Sciences

Combining academic disciplines of science and business, Dr. McLaughlin's consulting projects span the private and not-for-profit sectors of health care management. He has consulted and provided financial management training for major corporations throughout the United States and the world. Sought after for his dynamic presentation style and his ability to translate difficult concepts into understandable terms, he has worked with professionals ranging from healthcare managers to physicians to CEO's of major corporations. Administrative positions held include Professor of Finance, Real Estate and Law; Director of Graduate Programs, and Associate Dean for Administration at California State Polytechnic University, Pomona and Adjunct Professor of Nursing and Public Health at UCLA. Specialization: Organizational Behavior, Managerial Leadership, Accounting and Corporate Finance.



**Nevin Kamath, JD, Director of the Consulting Institute**

Harvard Law School  
Juris Doctor  
The University of Texas at Austin  
Bachelor of Arts in Government  
Bachelor of Business Administration in Management Information Systems

Nevin Kamath, JD, is an attorney & strategy consultant based in Los Angeles, CA. He serves as Adjunct Professor of Clinical Management Communication at the USC Marshall School of Business where he teaches Communication Strategy in Business. He is the founder of The Case Coach, where he delivers career coaching to clients in Asia, North America, and Europe. His consulting experience includes working with McKinsey's global healthcare practice and as a pro-bono consultant for Nobel-prize nominated human rights nonprofit in Bangalore. He is an ongoing Coach with the Fullbridge Program, a Mini-MBA bootcamp for attorneys and undergraduate leaders. He tutors writing skills with MindsMatter; a national nonprofit focused on tutoring underserved high school students. He received a JD from Harvard Law School and is admitted to the State Bar of California. Specialization: Ethics

## **ADJUNCT FACULTY**



### **Dr. Greg H. Carlton**

University of Hawaii  
Ph.D. in Computer Information Systems  
University of Hawaii  
Master of Business Administration  
Western Carolina University  
Bachelor of Science in Business Administration  
(Information Systems and Marketing)

Dr. Carlton has 30+ years of experience, education and training related to subjects being taught. He is currently teaching at Cal Poly Pomona where he teaches at the College of Business Administration. He uses a *teach-by-doing* approach in the field of computer forensics, in addition to conducting research and publishing within this field. He is also a practitioner with an active caseload. Specialization: Information Systems



### **Dr. Michael D. Cortrite**

University of California at Los Angeles  
Ed.D in Educational Leadership  
California State University at Northridge  
Master of Arts in Public Administration  
University of Redlands  
Bachelor of Arts in Public Service Management

Dr. Cortrite has 30+ years of experience, education and training related to subjects being taught. He is currently teaching at the MBA level at California State University in Northridge and is also an Educator at the Simon Wiesenthal Center Museum of Tolerance. He was a professor of Administration at Santa Monica College where he developed a new Ethics in Law Enforcement class. He has held many positions at the Santa Monica Police Department rising to the rank of Sergeant. His publications include “What Is the Best Method of Evaluating a Police Training Program?” (Vol.4) as well as co-authoring “Ethics Training: A passing Fad or Sustaining Component.” He has also volunteered at various organizations including his current Board of Directors position at the Santa Monica Police Activities League. Specialization: Management and Organization Behavior.



### **Dr. Magdy Farag**

Kent State University  
Ph.D. in Business Administration with a concentration in Accounting and a minor in Statistics  
Advanced Management Institute, Arab Academy for Science and Technology, Egypt  
Master of Business Administration  
Alexandria University, Egypt  
Bachelor of Science in Accounting

Dr. Magdy Farag has over fifteen years of experience in teaching accounting and auditing. Institutions where this experience was accumulated include the Arab Academy for Science and Technology, Kent State University and

Cal Poly Pomona. Dr. Farag is published in a number of academic and professional journals on the subjects of auditing, accounting and ethics that include Managerial Auditing Journal, Accounting Research Journal and Journal of Business Cases and Applications. Dr. Farag is also a member of the American Accounting Association and the California Society of Certified Public Accountants. Specialization: Accounting, and Quantitative Analysis



**Dr. Kevin Grant**

Regent University Virginia Beach  
Ph.D. in Global Leadership and Entrepreneurship  
Azusa Pacific University  
Master of Business Administration in Entrepreneurial Finance  
Sterling College  
Bachelor of Science in Business Administration

Dr. Kevin Grant is a lecturer, scholar, and consultant. His career spans industries, serving as the youngest controller of the largest IT firm in the world, to CFO of privately held firms, to CFO of a prestigious non-profit Foundation in California. His work has spanned from workouts and turn-arounds to mergers and acquisitions. Using his higher education background with a PhD in Global Leadership and Entrepreneurship and his MBA in Entrepreneurship, his research has been in the field of leadership, primarily improving strategic thinking, organizational management and operation processes in the workplace. Specialization: Corporate Finance and Entrepreneurship.



**Dr. Wenli Jen**

University of Southern California  
Ed.D. Educational Leadership  
Harvard University  
Ed.M., Human Development and Psychology  
University of California, Irvine  
Bachelor of Arts in Social Science

Dr. Jen has 10+ years of experience in education and training related to subjects being taught. She is an educational consultant working to improve professional development and learning in educational, community and business industries. Dr. Jen is known for her work in management, leadership, public relations, and community engagement. Dr. Jen works collaboratively with city government, chambers of commerce, law enforcement, schools, community agencies, businesses and other organizations. Dr. Jen has spoken at international, national and state conferences. She has also spoken at UCI, USC, Azusa Pacific University, Chaffey College and other colleges. She sits on various boards and steering committees in education, business, mental health and media. Dr. Jen is the recipient of the 2012 Woman of the Year award for the 24th Senate District of California and the 2013 Woman of the Year in the 49th Assembly District of California. Specialization: Ethics.



**Dr. J. Richard Johnson**

University of California, Los Angeles  
Ph.D. in Sociology (Organizational Behavior)  
University of California, Los Angeles  
Master of Arts in Sociology  
(Small Group Dynamics, Theory, Research Methods)  
University of California, Los Angeles  
Bachelor of Arts in Sociology

Dr. Johnson has 20+ years of experience, education and training related to subjects being taught. He has been a consultant and contract executive for thirty years. As Chief Administrative Officer for Praxis Associates, he built the Procurement, HR, and legal departments. Dr. Johnson has consulted in several industries, specializing in change management, organizational development, project management, statistical process control, and financial modeling. He pioneered and developed programs at Beckman Instruments, played a key role in the transformation of Pacific Bell, and served other large telecommunications companies as an organizational and statistical control consultant for two decades. He has served as an interim COO for a garment manufacturer in Madagascar with over 4,000 employees. His primary research interest is the relationship between leadership behavior and supply. Specialization: Management and Organization Behavior, Entrepreneurship, Quantitative Analysis, and International Business.



**Dr. Elisa Magill**

Alliant International University, Marshall Goldsmith School of Business  
Doctorate in Industrial/Organizational Psychology  
California State University, Fullerton  
Bachelor of Arts in Psychology, Minor in Journalism

Dr. Magill has a total of 7 years of experience teaching a multitude of courses both online and on ground in the School of Business, College of Humanities, and the College of Social Sciences for both the University of Phoenix and the University of the Rockies. She is currently the Owner and Founder of Total Team Wellness. The focus is on Building your own Brand and Social Capital; Marketing for your Career Goals; Personality Type; Conflict Styles; Reducing Stress in the Workplace, and Emotional Intelligence. She has extensive experience in business focused mainly in the organizational and academic roles. In addition to teaching in academia, she has experience in curriculum design and quality reviews for online courses as well as experience in academic leadership. Specialization: Leadership, and Organizational Development.

## ***CURRENT* Term Faculty**



### **Dr. Greg H. Carlton (Adjunct)**

University of Hawaii  
Ph.D. in Computer Information Systems  
University of Hawaii  
Master of Business Administration  
Western Carolina University  
Bachelor of Science in Business Administration  
(Information Systems and Marketing)

Dr. Carlton has 20+ years of experience in education and training related to subjects being taught. He is currently teaching at of Cal Poly Pomona where he teaches at the Business School. He uses a *teach-by-doing* approach in the field of computer forensics, in addition to conducting research and publishing within this field. He is also a practitioner with an active caseload. Specialization: Information Systems



### **Dr. Eric McLaughlin**

Claremont Graduate School  
Ph.D. – Business Administration  
Claremont Graduate School  
Masters of Business Administration  
University of California at Davis  
Master of Science in Limnology  
University of California at Davis  
Bachelor of Science in Biological Sciences

Combining academic disciplines of science and business, Dr. McLaughlin's consulting projects span the private and not-for-profit sectors of health care management. He has consulted and provided financial management training for major corporations throughout the United States and the world. Sought after for his dynamic presentation style and his ability to translate difficult concepts into understandable terms, he has worked with professionals ranging from healthcare managers to physicians to CEO's of major corporations. Administrative positions held include Professor of Finance, Real Estate and Law; Director of Graduate Programs, and Associate Dean for Administration at California State Polytechnic University, Pomona and Adjunct Professor of Nursing and Public Health at UCLA. Specialization: Organizational Behavior and Leadership.

## BOARD OF TRUSTEES

The affairs of the corporation shall be managed by a Board of Trustees as prescribed in the Bylaws of the corporation.



### Minglo Shao, Chairman

Mr. Shao is the founder and chairman of Bright China Group, an investment group that operates in Los Angeles, Hong Kong and major cities around China. Under his leadership, Bright China Group has invested more than \$500 million in China, providing employment to more than 10,000 laid-off workers in more than 20 cities. In Shanxi he provided the funds to build and operate schools providing educational opportunities to more than 3,000 students from poverty-stricken farming families in the region. Through Bright China Group, Mr. Shao also heads the Peter F. Drucker Academy, a nonprofit educational organization dedicated to researching and teaching Drucker's management ideas in China. The Peter F. Drucker Academy teaches in 32 cities in China and Hong Kong and has more than 50,000 graduates. Mr. Shao founded and provided the grant funding the start of CIAM.



### Yeh Wah Chong

Yeh Wah Chong is an exceptional artist who produces sculptures done completely in silk. In an era of mass-produced goods made by what seems like a limitless supply of cheap labor, artist and businesswoman Yeh Wah Chong works meticulously to create by hand expressive art-doll masterpieces which are historically accurate in dress, poise, and hair style. Her work covers the full spectrum from antiquity to modern times in China and shows a full range of expression from daily work life to the leisurely activities of her subjects, and includes satire and politics. Yeh Wah Chong brings a unique perspective to her work which has also contributed significantly to the foundations and companies launched and managed by her husband, Minglo Shao, in both the U.S. and China.



### General Leonard Kwiatkowski

General Kwiatkowski headed a number of space programs in the Air Force including Program Director of a major space communications program, the Military Satellite Communications Joint Program Office. After his Air Force retirement he held a variety of senior leadership positions at Lockheed Martin including Executive Vice President of Programs for the Lockheed Martin Missiles and Space Division, Deputy to the President of the Space Systems Company, VP and General Manager of the Global Communications Systems line of business and Director of Quality and Mission Success. He was responsible for leading the investment, research and development, and manufacturing of a wide variety of space systems in a multi-billion dollar business unit with more than 7,000 employees.



### C. William Pollard

Bill Pollard is Chairman of Fairwyn Investment Company, a private investment firm. He served twice as Chief Executive Officer of The ServiceMaster Company, a Fortune 500 Company. He also served as Chairman of the Board of and was elected Chairman Emeritus when he retired. During his leadership of ServiceMaster, the Company was recognized by *Fortune* magazine as the #1 service company among the Fortune 500 and also was included as one of its most admired companies. During this period, ServiceMaster also was identified as a "star of the future" by *The Wall Street Journal* and recognized by the *Financial Times* as one of the most respected companies in the world. He is also the author of two bestselling books and contributed to many other books on management.



### Dr. Danny Yu

Danny Yu is the key executive in three NGOs. In 1980 he established Educational Services Exchange with China (ESEC). This is a non-profit organization for promoting Sino-American educational exchanges and training services. To date ESEC has partnered with over 300 Chinese universities and government agencies for the training of over 150,000 individuals. ESEC's English training program has worked with China's Ministry of Education and Academy of Sciences for the English training of thousands of overseas-bound government officials, scholars, scientists and professionals. Almost every Chinese government official including the President of China has been trained by Dr. Yu's techniques. Recently Dr. Yu developed new methods of student-centered learning which are being tested throughout China.

## PRESIDENTIAL BOARD OF ADVISORS

The purpose of the President's Board of Advisors is to provide guidance and advice to the president in taking advantage of opportunities, solving problems, and avoiding threats to the development and wellbeing of the university.



### **Frances Hesselbein**

President and CEO, The Frances Hesselbein Leader Institute; Former CEO of the Girl Scouts of the U.S.A. and former Class of 1951 Chair for the Study of Leadership at the United States Military Academy at West Point; Received the Presidential of Freedom from President Bush. Peter Drucker said about her: "She would be a successful CEO of any corporation in the U.S."



### **William R. Bartmann**

President CFS2, (Subject of Forbes Magazine, TV, and other articles and specials due to his unique social service business; once 25th wealthiest individual in U.S. –right ahead of Ross Perot). Author of several books, including Best Seller Bouncing Back. In October 2013 CFS2 was featured on CBS Evening news as the debt collector who thrives using the unique strategy of kindness. Advisor to President Obama.



### **Professor Edmund Kwok**

Vice Chairman of the Peter Drucker Academy Group of China. Extensive research, teaching, and high level academic administrative experience at many colleges and universities in the U.S. and China including having been former Executive Vice-President of United International College (UIC) in Zhuhai, China.



### **Dr. Edwin Hullander**

Former professor, George Washington University and National Defense University. Directed Special Action Group for Public Diplomacy in the Department of Defense during the Gulf War, Associate Assistant Administrator for Policy, Programs, and Project Review, Coordinator for Counter Terrorism and Senior Economist U.S. Agency for International Development.



### **Honorable Harry Walters**

Assistant Secretary of the Army (Manpower and Reserve Affairs), and VA Administrator (under President Reagan). Top executive of several corporations including CEO of the Great Lakes Carbon Corporation. Director of the National Victory Celebration held in Washington, D.C. celebrating American victory in the Gulf War. Served as a commissioner on the President's Task Force to Improve Healthcare for American Veterans and on other committees to benefit veterans.



### **General Ronald Fogleman**

First Chief of Staff of US Air Force to graduate from the U.S. Air Force Academy (served under President Clinton). Flew 350 combat missions in Vietnam. Instituted Air Force Code still "Air Force Core Values" still in effect. The code demands "Integrity First, Service Before Self, and Excellence in All We Do." Chairman of the Board of Directors at Alliant Techsystems Inc. in 2009.



**Dr. Francisco Suarez**

VP of Corporate Affairs of Coca Cola FEMSA. FEMSA is one of the largest corporations in Mexico, the largest beverage company in Latin America and the largest Coca Cola Bottling Company in the world in addition many other operations. Prior to his present position, he was Director of Sustainability for FEMSA at the corporate level. He was also CIAM's graduation speaker in 2014.

## ACCREDITATION DISCLOSURES

CIAM does not issue licenses. We award degrees only for our MBA in Executive Management and Entrepreneurship.

As a new graduate school, CIAM is not yet accredited by an agency recognized by the United States Department of Education (USDE). Therefore, it is important for you to understand that a degree program that is unaccredited or a degree from an unaccredited institution is not recognized for some employment positions, including, but not limited to, positions with the State of California. Also, a student enrolled in an unaccredited institution is not eligible for federal financial aid programs.

## CATALOG DISCLOSURES

### California Bureau for Private Postsecondary Education

California Institute of Advanced Management is a non-profit institution and approved to operate by the Bureau for Private Postsecondary and Vocational Education. For more information, please call the Bureau for Private Postsecondary Education at (916) 431-6959, or toll free at (888) 370-7589, or visit its website at:

[www.bppe.ca.gov](http://www.bppe.ca.gov).

Any questions a student may have regarding this catalog should be referred to the Vice President of Administration. If after consultation with the CIAM Vice President of Administration and the CIAM President, a question is not resolved satisfactorily, further inquiries can be made to:

Bureau for Private Postsecondary Education  
2535 Capitol Oaks Drive, Suite 400, Sacramento, CA 95833

<http://www.bppe.ca.gov>

Tel: (888) 370-7589 or by fax: (916) 263-1897



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.

A student or any member of the public may file a complaint about this or any 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 Web site <http://www.bppe.ca.gov>. Of course, it is usually better to attempt to resolve an issue directly with CIAM first.

CIAM's approval to operate as a private postsecondary school in the State of California is based on provisions of the California Private Postsecondary Education Act (CPPEA) of 2009, which is effective January 1, 2010. CIAM under section 94802 (a) of CPPEA, will by operation of law, be approved upon the Bureau's approval pending approval. The Act is administered by the Bureau for Private Postsecondary Education, under the Department of Consumer Affairs. The Bureau can be reached at: P.O. Box 980818, West Sacramento, CA 95798-0818, 888.370.7589.

Should you have an issue at CIAM; we would appreciate the opportunity to resolve it through our own grievance procedures first before filing a complaint as direct resolution is usually faster and easier.

CIAM has never filed for bankruptcy petition, operated as a debtor in possession or had a petition of bankruptcy filed against it under Federal law.

## Catalog Revision Addenda

Note: All revisions are reflected in the current catalog

|            |       |                                        |                                                                                           |
|------------|-------|----------------------------------------|-------------------------------------------------------------------------------------------|
| 8/12/2014  | 6     | Schedule of Classes                    | Updated                                                                                   |
|            | 16    | Administrative Staff                   | Addition: Winnie Phan                                                                     |
|            | 20    | Professors                             | Addition: Nevin Kamath                                                                    |
|            | 21    | Professors                             | Addition: Christine Bosworth                                                              |
|            | 29    | Academic Council                       | Revision: Item 2 to read Office of the Registrar reviews final grades                     |
|            | 35    | Programs                               | Revision to language                                                                      |
| 8/20/2014  | 8     | Admissions                             | Removed GRE/ GMAT requirement                                                             |
|            | 30    | Non-federal Work Study (NFWs) Program  | Removed GRE/ GMAT language                                                                |
| 9/10/2014  | 7     | Schedule of Classes                    | Addition: Faculty; Revision: room number and class time                                   |
|            | 8     | Affiliations                           | Addition of language                                                                      |
|            | 8     | Statement of Legal Control             | Addition of Section                                                                       |
|            | 10    | Registration and Enrollment Procedures | Revision: Orientation Schedule                                                            |
|            | 11    | Transfer Credit                        | Revision: removed quarter units                                                           |
|            | 11    | Transfer Articulation Agreements       | Revision: removed quarter units                                                           |
|            | 16    | Administrative Staff                   | Addition: Cari Lyall, Executive MBA Advisor                                               |
|            | 18-22 | Faculty                                | Addition: Faculty Specializations                                                         |
|            | 18    | Faculty                                | Revision: Dr. Dan Aldama Doctorate                                                        |
|            | 20    | Faculty                                | Addition: Dr. Kevin Grant                                                                 |
|            | 22    | Faculty                                | Revision: Deleted Dr. Joe Otto                                                            |
|            | 22    | Faculty                                | Addition: Dr. Albert M. Randall                                                           |
|            | 25    | Satisfactory Academic Progress         | Addition: Schedule and 22 month SAP                                                       |
|            | 33    | Scholarship                            | Addition: Try Before You Buy program                                                      |
|            | 37    | Credit Hours and Units                 | Revision: removed quarter units                                                           |
|            | 43    | Tuition and Fees                       | Addition: Cost per credit                                                                 |
| 9/19/2014  | 15    | Administrative Staff                   | Addition: Dr. Dan Aldama                                                                  |
|            | 29    | Academic Council                       | Revision: Removed Carl Selkin; Addition: DR. Robert Kirkland and Dr. Dan Aldama           |
|            | 34    | Career Services                        | Addition: Job finding Seminar                                                             |
| 9/26/2014  | 10    | Admission Requirements                 | Revision: Application Fee amount                                                          |
|            | 43    | Tuition Refund Policy                  | Revision: Application Fee amount                                                          |
|            | 44    | Tuition and Fees                       | Revision: Application Fee amount                                                          |
|            | 10    | Additional Admission Requirements      | Revision: TOEFL requirement for International students                                    |
| 10/2/2014  | 24    | Current Faculty                        | Revision: updated                                                                         |
|            | 45    | Tuition and fees                       | Revision: Discount                                                                        |
| 10/17/2014 | 9     | Statement of Legal Control             | Addition: BOT member names and Chief Executive Officer Name                               |
|            | 10    | Facilities                             | Addition: conference room, kitchen, library                                               |
|            | 10    | Admission Policies                     | Addition: reorganization of section                                                       |
|            | 11    | Admissions                             | Addition: International Students Revision: Moved foreign students and English proficiency |
|            | 19    | Administrators Teaching as Faculty     | Addition                                                                                  |
|            | 21    | Professors                             | Revision: Adjunct Faculty                                                                 |

|            |       |                                        |                                                                                                                       |
|------------|-------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
|            | 25    | Academic and Administrative Policies   | Revision: reorganization and separation of sections; removed mitigating circumstance                                  |
|            | 28    | Grading and Academic Progress          | Revision: reorganization of section; Addition: SAP Pace of Progression                                                |
|            | 34    | Graduation Requirements                | Revision: Reorganized section                                                                                         |
|            | 39    | Student Conduct                        | Revision: separated Conduct Probation from Academic Probation                                                         |
|            | 40    | Programs                               | Revision: Specified the one MBA program; Revision; reorganized section                                                |
| 11/4/2014  | 16-18 | Administration                         | Revision: edit to Nevin Kamath's bio; Removal of G.A. Paul Lee, and Truong Trinh                                      |
|            | 20    | Administrators as Faculty              | Revision: Edit to Nevin Kamath's bio                                                                                  |
|            | 21    | Adjunct Faculty                        | Revision: removal of Dr. Christine Bosworth and Dr. Albert Randall                                                    |
|            | 28    | Student Term Meeting                   | Revision: Deleted Attendance Mandatory                                                                                |
|            | 36    | Non-Federal Work-Study (NFWS) Program  | Revision: Scholarship Committee to Senior Executive Committee                                                         |
|            | 37    | Library                                | Revision                                                                                                              |
| 11/13/2014 | 6     | Mission                                | Revision: flexibility, convenience, scheduling                                                                        |
|            | 8     | Schedule of Classes                    | Revision: Added Term 4                                                                                                |
|            | 14    | Administration                         | Addition: Eric McLaughlin, Dean; Albert Randall, Director of Outreach Programs; Revision: Harish Amar, Associate Dean |
|            | 19    | Adjunct Faculty                        | Addition: Eric McLaughlin;                                                                                            |
| 11/26/2014 | 10    | Transfer Credit                        | Revision                                                                                                              |
|            | 19    | Administrators Teaching as Faculty     | Revision: removed Nevin Kamath                                                                                        |
|            | 21    | Faculty                                | Addition: Dr. Greg Carlton                                                                                            |
|            | 24    | Current Faculty                        | Addition: Dr. Greg Carlton                                                                                            |
|            | 28-35 | Grading and Academic Progress          | Revision: Academic Probation, Suspension and Dismissal, Appeals, and Reinstatement policies                           |
| 12/22/2014 | 35    | Keystone requirement                   | Revision                                                                                                              |
|            | 51    | Board of Advisors                      | Revision: Bios                                                                                                        |
| 12/30/2014 | 11    | Transfer Credit                        | Revision: transcript transmission                                                                                     |
|            | 13    | Registration and Enrollment Procedures | Revision: Orientation date January 19 to the 20th.                                                                    |
|            | 14    | Administrators                         | Revision: Removed Dr. Daniel Aldama                                                                                   |
|            | 16    | Administrators                         | Revision: Cari Lyall's Title                                                                                          |
|            | 19    | Adjunct Faculty                        | Revision: Removed Dr. Daniel Aldama and Dr. Curt Duffy                                                                |
|            | 26    | Student Email                          | Addition: Email policy.                                                                                               |
|            | 28    | Learning Platform                      | Addition: Moodle access and deactivation policy                                                                       |
|            | 34    | Grading and Academic Progress          | Revision: Academic Council removed Daniel Aldama; Addition: Dr. Richard Johnson                                       |
|            | 40    | Student Services                       | Addition to Course and class Auditing; Policy                                                                         |
|            | 49    | STRF                                   | Addition: Disclaimer                                                                                                  |
| 1/16/2015  | 7     | Academic Schedule                      | Addition: Add/Drop Cancellation, and Withdrawal deadline Schedule                                                     |
|            | 8     | Schedule of Classes                    | Updated: Term 5                                                                                                       |
|            | 10    | Admissions                             | Revision: International Students transcript stipulations                                                              |
|            | 13    | Registration and Enrollment            | Revision: Orientation Schedule for Tuesdays                                                                           |
|            | 14    | Administrative and Academic Policies   | Addition: Student bound to registration agreement                                                                     |
|            | 17    | Grading and Academic Progress          | Revision: Add/Drop Cancellation, and Withdrawal deadlines; Addition to Academic Probation, and Appeals Outcomes       |
|            | 24    | Graduation Requirements                | Addition: Graduation and Commencement: conferment of degree.                                                          |
|            | 25    | Student Services                       | Addition: Transcript Policy                                                                                           |
|            | 38    | CIAM and the Community                 | Addition                                                                                                              |
|            | 44    | Administrators Teaching as Faculty     | Addition: Nevin Kamath, JD; Specialization for Dr. Eric McLaughlin                                                    |
|            | 46    | Adjunct Faculty                        | Addition: Dr. Magdy Farag; Specialization for Dr. Greg Carlton                                                        |