



# CIAM

California Institute of  
Advanced Management

## School Catalog | 2015-2016



**2015-2016**

**CIAM  
SCHOOL CATALOG**

**May 16, 2015 – April 19, 2016**

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**California Institute of  
Advanced Management**

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**MESSAGE FROM THE PRESIDENT**



To New Students and Candidates

It is with a great deal of pride that I welcome you to the California Institute of Advanced Management (C.I.A.M). 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 has 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,

A handwritten signature in black ink that reads "William A. Cohen". The signature is fluid and cursive, written on a light-colored background.

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:

- Offer an intensive, high quality MBA in Executive Management and Entrepreneurship through online, in-class, and project based learning.
- 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.

*On-Ground Class Hours:*  
 Saturdays 8:00 am to 12:10 pm;  
 Weekdays 5:00 pm to 9:10 pm

**ACADEMIC CALENDAR 2015 – 2016**

| Cohort #4                                                                                                        | Day of the Week | First Day of Class | Last Day of Class | Dates for Instruction                   | Project WrapUp/ No class |
|------------------------------------------------------------------------------------------------------------------|-----------------|--------------------|-------------------|-----------------------------------------|--------------------------|
| <b>Term 1</b>                                                                                                    | 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>                                                                              |                 |                    |                   |                                         |                          |
| <b>Term 2</b>                                                                                                    | 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>                                                                              |                 |                    |                   |                                         |                          |
| <b>Term 3</b>                                                                                                    | Wednesday       | Sept. 9, 2015      | Oct. 21, 2015     | 9/9, 9/16, 9/23, 9/30, 10/7, 10/21      | 10/14                    |
|                                                                                                                  | Saturday        | Sept. 12, 2015     | Oct. 24, 2015     | 9/12, 9/19, 9/26, 10/3, 10/17, 10/24    | 10/10                    |
| <i>Break: 10/25/2015 to 11/2/2015</i>                                                                            |                 |                    |                   |                                         |                          |
| <b>Term 4</b>                                                                                                    | Wednesday       | Nov. 4, 2015       | Dec. 16, 2015     | 11/4, 11/9*, 11/18, 11/23*, 12/2, 12/16 | 12/8                     |
|                                                                                                                  | Saturday        | Nov. 7, 2015       | Dec. 19, 2015     | 11/7, 11/14, 11/21, 12/5, 12/12, 12/19  | 11/28                    |
| <i>Winter Break: 12/20/2015 -12/29/2015</i><br><i>*Due to the Holidays these classes will be held on Mondays</i> |                 |                    |                   |                                         |                          |
| <b>Term 5</b>                                                                                                    | Wednesday       | Dec. 30, 2015      | Feb. 10, 2016     | 12/30, 1/6, 1/13, 1/20, 1/27, 2/10      | 2/3                      |
|                                                                                                                  | Saturday        | Jan. 2, 2016       | Feb. 13, 2016     | 1/2, 1/9, 1/23, 1/30, 2/6, 2/13         | 1/16                     |
| <i>Break: 2/14/2016 -2/23/2016</i>                                                                               |                 |                    |                   |                                         |                          |
| <b>Term 6</b>                                                                                                    | Wednesday       | Feb. 24, 2016      | April 6, 2016     | 2/24, 3/2, 3/9, 3/16, 3/23, 4/6         | 3/30                     |
|                                                                                                                  | Saturday        | Feb. 27, 2016      | April 9, 2016     | 2/27, 3/5, 3/12, 3/19, 3/26, 4/9        | 4/2                      |
| <i>Break: 4/10/2016 -4/19/2016</i>                                                                               |                 |                    |                   |                                         |                          |

Graduation Commencement Date: June 11<sup>th</sup> 2016

\*Dates in the Academic Calendar may be subject to change.

**Important Deadlines**

| Cohort 4 |                   |                      |                          |                  |                  |
|----------|-------------------|----------------------|--------------------------|------------------|------------------|
| Term     | First Day of Term | Application Deadline | Initial Payment Due Date | Payment Due Date | Orientation Date |
| 1        | 05/16/15          | 04/28/15             | 05/01/15                 | 05/14/15         | 05/05/2015       |
| 2        | 07/11/15          | 06/23/15             | 06/26/15                 | 07/09/15         | 06/30/2015       |
| 3        | 09/09/15          | 08/25/15             | 08/28/15                 | 09/07/15         | 09/01/2015       |
| 4        | 11/04/15          | 10/20/15             | 10/23/15                 | 11/02/15         | 10/27/2015       |
| 5        | 12/30/15          | 12/15/15             | 12/18/15                 | 12/28/15         | 12/22/2015       |
| 6        | 02/24/16          | 02/09/16             | 02/12/16                 | 02/22/16         | 04/12/2016       |

\* Payments due by noon Pacific Standard Time.

**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**

All on-ground courses are held in RM201

| Cohort & Term | Course ID | Semester Units | Course Description                                            | Start Date | End Date   | Professor                         | Days | Time           |
|---------------|-----------|----------------|---------------------------------------------------------------|------------|------------|-----------------------------------|------|----------------|
| C4 T5         | ACC501    | 3.0            | Accounting For Decision Making                                | 12/30/2015 | 2/10/2016  | Arthur Rothberg                   | Wed  | 5:00pm-9:10pm  |
|               | BUS501    | 3.0            | Quantitative Analysis for Decision Making                     | 1/2/2016   | 2/13/2016  | Magdy Farag                       | Sat  | 8:00am-12:10pm |
| C4 T6         | DRU503    | 3.0            | Managing One's Self and One's Career                          | 2/24/2016  | 4/6/2016   | William Cohen and Robert Kirkland | Wed  | 5:00pm-9:10pm  |
|               | MKT501    | 3.0            | Marketing Management                                          | 2/27/2016  | 4/9/2016   | Shaheed Sheikh                    | Sat  | 8:00am-12:10pm |
| C5 T1         | MGT501    | 3.0            | Management and Organizational Behavior                        | 4/20/2016  | 6/1/2016   | Elisa Magill                      | Wed  | 5:00pm-9:10pm  |
|               | IB501     | 3.0            | International Business Concepts                               | 4/23/2016  | 6/4/2016   | James Dorsett                     | Sat  | 8:00am-12:10pm |
| C5 T2         | DRU502    | 3.0            | Innovation and Entrepreneurship based on Drucker's Principles | 6/15/2016  | 7/27/2016  | TBA                               |      |                |
|               | ETH501    | 3.0            | Business Ethics                                               | 6/18/2016  | 7/30/2016  |                                   |      |                |
| C5 T3         | MGT511    | 3.0            | Strategy and Research                                         | 8/10/2016  | 9/21/2016  |                                   |      |                |
|               | FIN501    | 3.0            | Corporate Finance                                             | 8/13/2016  | 8/24/2016  |                                   |      |                |
| C5 T4         | DRU501    | 3.0            | Leadership based on Drucker's Principles                      | 9/28/2016  | 11/09/2016 |                                   |      |                |
|               | IS501     | 3.0            | Management of Information Systems                             | 10/1/2016  | 11/19/2016 |                                   |      |                |

**Holiday Schedule**

Please note that our Offices as well as the Campus will be CLOSED on the following federal holidays:

|                                        |                             |
|----------------------------------------|-----------------------------|
| July 3, 2015 (Friday)                  | Independence Day (Observed) |
| September 7, 2015 (Monday)             | Labor Day                   |
| October 12, 2015 (Monday)              | Columbus Day                |
| November 11, 2015 (Wednesday)          | Veteran's Day               |
| November 26-27, 2015 (Thursday-Friday) | Thanksgiving Day            |
| December 25, 2015 (Friday)             | Christmas Day               |
| January 1, 2016 (Friday)               | New Year's Day              |
| January 18, 2016 (Monday)              | Martin Luther King Jr. Day  |
| February 15, 2016 (Monday)             | President's 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 (2) weeks advance notice to the professor is required to avoid being penalized for an absence.

### **AFFILIATIONS**

CIAM is affiliated in a non-financial way with two other organizations, The Institute of Leader Arts (ILA) and the Peter F. Drucker Academies of China (PFDA). 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 Drucker Academy Group (DAG), formerly 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 are incorporated into all of DAG's programs. DAG is funded by Minglo Shao who also has been the source of unrestricted grants to CIAM. In this sense there is an unofficial affiliation with CIAM since both institutions are financially supported by Minglo Shao. This allows free interchange of ideas between the two organizations CIAM and DAG although there is no formal or legal connection.

### **STATEMENT OF LEGAL CONTROL**

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 and 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**

CIAM, a private nonprofit 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.

*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 2<sup>nd</sup> 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 1<sup>st</sup> floor, 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 and no other specialized equipment or materials are required for instruction.

### **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.

### **Online Classroom Access**

To enable maximum student accessibility, the online classroom, known as the Moodle, is typically available 24 hours a day, seven (7) days a week, including holidays. Down time for maintenance and software updates is kept to a minimum. Due to the accessibility of online systems, faculty members are generally available to students continuously through email, chat, and discussion board postings.

## **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.

Orientation is given to new students 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 [www.CIAM.edu](http://www.CIAM.edu). An electronic copy (pdf) of the school catalog will also be emailed to the student prior to 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 an articulation agreement with Mt. Sierra College. Under this agreement, qualified Mt. Sierra College graduates are eligible for admission to the MBA program at CIAM.

### **Transferring Credits**

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.

### **Transferring Credits Policy**

At the minimum, transfer of credit from one institution to another involves at least three (3) considerations:

- (1) the educational quality of the learning experience which the student transfers;
- (2) the comparability of the nature, content, and level of the learning experience to that offered by the receiving institution; and
- (3) the appropriateness and applicability of the learning experience to the programs offered by the receiving institution,

Course credit is granted for graduate courses satisfactorily completed with a grade of “B” or better at accredited institutions when such courses are no older than seven (7) years and cover the same material or equivalent material as one or more courses in the CIAM program. A maximum of two (2) courses, six (6) semester units or equivalent may be transferred.

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. Transfer credit is not counted towards a student’s Cumulative Grade Point Average (CGPA), but is counted towards the “Pace of Progression” and the maximum time frame allowed

for completion of the program. Please see “Satisfactory Academic Progress” for more information.

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.

### **Transfer Credit Evaluation**

As soon as the prospective student has completed the application requirements and submit a Transfer Credit Request Form, the information is sent to the Dean for transfer credit evaluation. An unofficial transcript, which may be sent from the applicant to CIAM, is accepted to expedite the credit evaluation. An official transcript, which must be sent to CIAM directly from the institution or military branch where the credit was earned, must be submitted along with the application package. An assessment is generated listing all course work that is transferable. The assessment is used to generate the Individual Degree Plan (IDP).

### **Notice Concerning Transferability of Credits and Credentials Earned at Our Institution**

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

### **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.

### **Technical Minimum Requirements for the MBA Program**

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

### **Minimum Hardware and Operating System**

1. 1.8 GHz Intel Core 2 Duo or greater.
2. 2GB RAM or more & 1 GB of free hard drive space or more.

3. If running Windows, Windows 7 or greater.
4. If running OSX, OSC 10.6 or greater.
5. Webcam, sound card, microphone & speakers set up on your computer, or a smartphone or tablet that has video and sound recording capabilities.

#### Software

1. Internet Browser: Google Chrome, Internet Explorer, or Firefox with Adobe Flash Player with most current update.
2. Microsoft Office 2007 or higher: Word, Excel, PowerPoint (or equivalent such as Mac iWork), rtf.
3. Current version of Adobe Reader
4. USB Flash Drive: Strongly recommended (1 GB+)
5. Video Media Player (such as Windows Media Player or QuickTime Player (or equivalent), which are available free of charge from the manufacturers.

#### Internet Connection

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

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

#### ADMISSIONS

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

#### **Admissions Requirements**

The following are admissions 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.  
\* An accredited institution is one that is recognized by the United States Department of Education (USDE) or the Council for Higher Education Accreditation (CHEA).
2. Minimum one year of organizational work experience.
3. Successful completion of the CIAM Assessment Essay.

(Additional requirements may apply, please see below for details)

*Note: Candidates not meeting these eligibility requirements may petition the Dean to request a waiver with requirements one (1) and two (2) above. The Academic Council may be involved for evaluation and recommendation and if required, 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. A selection*

*committee reviews all information supporting admission criteria for all applicants. Meeting basic admissions criteria does not guarantee acceptance. Should a student be declined by Admissions, the student is eligible to reapply after six months from their initial application.*

\*VA: For more information please visit <http://ciam.edu/new/Veterans>

#### **Before You Apply:**

Review – Class Schedule and School Catalog.

#### **Submit Application Package:**

1. Email the following items to [admissions@ciam.edu](mailto:admissions@ciam.edu):
  - Application – download the application from <http://ciam.edu/new/admissions>.
  - Technical Skills form and Distance Learning Questionnaire Form.
  - Most Current Resume.
  - Copy of Driver's License or Passport.
  - Statement of Interest.  
*Topic: Please provide us with an essay describing your interest in CIAM's MBA as to how our program meets your career and educational objectives.*
2. Pay \$30 application fee by:
  - a. Contact the Cashier's Office [cashier@ciam.edu](mailto:cashier@ciam.edu) or 1(626)350-1500 for payment or
  - b. Pay online at <http://ciam.edu/new/make-a-payment>.
3. Submit Official Transcript(s)\* – Sent by institution(s) attended DIRECTLY to CIAM (See address below)

#### **California Institute of Advanced Management**

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

*\*Transcripts: If you obtained your undergraduate degree outside of the United States, please refer to the "Foreign Transcripts" section under "Additional Admissions Information - International Students."*

4. If interested in transferring credits – contact the Office of Admissions at [admissions@ciam.edu](mailto:admissions@ciam.edu).

*Note: An incomplete admissions application package will not be processed and evaluated. Once your application package has been completed and requirements are met, the Office of Admissions will contact you about the next steps in the admissions process.*

#### **Next Steps in the Admissions Process**

Schedule with the Office of Admissions:

1. Assessment writing test.
2. Interview.

#### **CIAM Assessment Writing Test**

CIAM assesses the English proficiency of students by requiring that they complete a timed Writing Assessment Essay. The essay is evaluated by a CIAM administrator trained in assessing student writing and experienced in applying academic standards and performance expectations.

In the event that the Assessment Writing Test needs to be taken online, an admissions representative will schedule a one hour timeslot with the student. At the appointed time, the admissions representative will set up a video conference call with the prospective student to verify their identity and to go over the rules of the Assessment Writing Test. Once their identity has been verified and the student is ready, the test will be sent via email and the student will have one hour to complete the test, sign it, and return it via email to the admissions representative.

### Interview

After you have submitted your Application Package and passed the Assessment Writing Test, you will schedule an interview to meet with the Office of Admissions, the Dean, and/or the President. This can be conducted on campus or online.

### Students with Disabilities

If you are interested in attending CIAM but are in need of reasonable accommodations, please schedule an appointment with the Dean. There will be discussion of the nature of the reported disability and its impact on learning and the process of receiving reasonable accommodations at CIAM, and the types of accommodations available.

Upon completion of the initial meeting, a formal request for the accommodation must be submitted in writing to the School. The initial meeting, formal request, and response from the School must take place prior to the pre-enrollment process. In order to be eligible for Title IV you must be able to benefit with the reasonable accommodations.

## ENROLLMENT PROCESS AND REGISTRATION

### Enrollment Process

Soon after the completed application package has been received by the Office of Admissions, the prospective student will receive an acceptance letter via email and mail. Admissions representative will assist throughout the enrollment process. Essential documents, including transcripts for credit transfer, enrollment agreement, military service forms, and payment method, are collected by the admissions representative by email, fax, or regular mail.

### Completing the Enrollment Process

Once the individual degree plan is reviewed, all required documents are submitted and registration steps are completed, the enrollment process is concluded and the applicant officially becomes a student. First time CIAM students will be scheduled for a required orientation either onsite or electronically. The orientation gives students the opportunity to become comfortable with CIAM's online learning management system, Moodle, and helps them successfully complete their course work.

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. The process of registration includes completing the following tasks:

1. **Sign** – The following forms:
  - a. School Performance Fact Sheet.
  - b. Drug and Alcohol for a Drug Free

Workplace.

- c. Student Enrollment Agreement.
- d. Individual Degree Plan (see below for description).
- e. Video and Picture Consent Form (optional).

*Additional Forms for VA students: Student Bill of Rights; Veterans Addendum.*

2. **Pay** – Tuition fees and other applicable fees.
3. **Attend** – Student orientation.

New Student Orientation is held on the Tuesday prior to the week of the 1<sup>st</sup> day of new term, unless otherwise noted. Orientation schedule may be subject to change. Online students may attend on-site, via teleconference, or receive an electronic orientation.

**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.

### Individual Degree Plan

After admission the student selects their program (mode of delivery and track). Once transcripts are reviewed, and any transfer credit is applied to the selected program, an individual degree plan showing the transferred credit, along with the remaining courses required to graduate, is created and sent to the applicant. The admissions representative is available, at this point, to answer any questions related to the degree plan or the enrollment process

### Tuition Payments

Every student must make tuition payment arrangements to complete the registration process by the Friday before their scheduled Orientation date. Students may not be accepted for enrollment if they cannot prove credit worthiness.

The student must make financial arrangements in regards to FAFSA application, Scholarships and/or Cash payment plan prior to enrolling.

Please contact the Cashier's Office at (626) 350-1500 or [cashier@ciam.edu](mailto:cashier@ciam.edu) to complete payment terms.

### Deferred Enrollment

Applicants who are admitted to CIAM but decide not to register in the term for which they first apply may request deferral of their application for a later term within one (1) calendar year. In no case are application files retained for more than four (4) consecutive academic terms from the date of first application. Application after this period may be made only by completing a new application and providing all necessary documents, including the application fee. Admission is not guaranteed to previously admitted applicants who have an approved deferral. All deferral requests must be made in writing. Students who are denied admission must submit a new application and fee together with required documentation in order to be considered for admission in future terms.

## English language tests and required scores:

**INTERNATIONAL ADMISSIONS**

CIAM has received approval from the Student and Exchange Visitor Program (SEVP) to enroll nonimmigrant students in its MBA program. This allows CIAM to provide international student Visa services (I-20), and vouch for a student's status. There are no additional fees associated with this service.

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

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

**Additional Admissions Requirements – International Students**

1. If your Bachelor's degree (in any field) was not from an accredited institution in the U.S., the following supporting documents are required for a proof of completion of the equivalent to a U.S. Bachelor's degree from an recognized/accredited institution overseas with a 3.0 or higher GPA (on a 4.0 scale):
  - a. Original or certified copies of all OFFICIAL academic transcripts in the original language from the issuing institution with official translations (two copies).
  - b. A course-by-course credential evaluation (report) on the submitted transcripts from an evaluation service in the U.S. (Please review page 17 for details).
2. Pass an English Language Test (TOEFL, IELTS or PTE Academic). \*valid only if dated within two (2) years of your start date.

*For international students who wish to study in the U.S., the following additional items are required:*

3. Signed Affidavit of Financial Support Form.
4. Proof of insurance.

| Test Name                                                           | Minimum Test Score for fully admission to CIAM                               | Acceptable* for conditional admission to CIAM                                | Send Score Directly to CIAM                             |
|---------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------------|---------------------------------------------------------|
| <a href="#">Test of English as a Foreign Language (TOEFL)*</a>      | Paper-based test: 550<br>Computer-based test: 213<br>Internet-based test: 79 | Paper-based test: 513<br>Computer-based test: 197<br>Internet-based test: 71 | Use CIAM school code: <b>B200</b>                       |
| <a href="#">International English Language Test System (IELTS)*</a> | 6                                                                            | 5.5                                                                          | Have IELTS send a copy of your Test Report Form to CIAM |
| <a href="#">Pearson Test of English Academic (PTE Academic)*</a>    | 58                                                                           | 50                                                                           | Online through your PTE Academic Account                |

**\*Click the test name to proceed to the website.**

*If your test score cannot meet the English requirement for full admission, you may be granted a conditional admission to CIAM. Conditional admission application will be reviewed and granted on a case-by case basis. Please refer to the chart above for acceptable\* English Language Test Scores by CIAM, and find more information in Conditional Admission-International Student section. CIAM does not offer English language service or English as a Second Language instruction.*

**English Proficiency:**

English Requirement: 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), International English Language Test System (IELTS); Pearson Test of English Academic (PTE Academic) or other CIAM approved examinations (which first must be approved by CIAM) in addition to our standard admissions requirements described above. All instruction occurs in English. English language proficiency is documented by:

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

**English Requirement Waiver:**

International applicant may be eligible to waive from above English Language Exam if the student:

- Attended a U.S. educational institution for two (2) years or more and earned a Bachelor's Degree or higher from that institution.
- Attended an institution in a country where the native language is English for two (2) years or more and

earned a Bachelor's Degree or higher from that institution.

- Attending a CIAM approved Intensive English program in the U.S. (Please find more information in Conditional Admission – International Student section).

International applicants are required to sign an English Language Exam Waiver Request Form and show the proof of supporting documents (i.e. a degree, official transcript, or a proof of enrollment in the CIAM approved English program, etc.) to have English requirements waived.

Please refer to this link on our website for an [approved list of countries](#) eligible for the English exam waiver on our website.

#### ***Foreign Transcripts:***

If your school has the capability to send secure, electronic transcripts to CIAM:

- 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 to [admissions@ciam.edu](mailto:admissions@ciam.edu).
- If the transcripts are issued ONLY in English by the issuing institution(s), there is no need to request documents in the original language.

If your educational institution is able to mail Official Transcript DIRECTLY to CIAM:

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.

If the transcripts are issued ONLY in English by the issuing institution(s), there is no need to request documents in the original language.

If your educational institution is UNABLE to send Official Transcripts directly to CIAM, and ONLY issues original transcripts to the student:

Submit original copy of the transcripts. The transcripts must remain sealed in an envelope by the issuing institution. No exceptions will be made.

Submit a signed transcript verification application. *(Please review Transcript Verification Section below.)*

If your educational institution is UNABLE to send Official Transcripts directly to CIAM, and ONLY issues one (1) original transcript to the student:

Email, fax or mail copies of your transcripts to CIAM for initial review.

Submit a signed transcript verification application. *(Please review Transcript Verification Section below.)*

The student will be required to present the original documents after admission, prior to enrollment.

NOTICE: Any documents that you submit to CIAM will become CIAM's property and will not be returned to you.

#### ***Transcript Verification:***

If an institution is UNABLE to send transcripts directly, original copies of the documents submitted by the student to CIAM will need to be verified by the institution that issued them. Along with the course-by-course evaluation by an evaluation service in the U.S., a signed Transcript Verification Form is required from the applicant along with the original copy of the transcript. CIAM will verify the transcript with the issuing institution based on the contact information that applicant provided on the form. The applicant is responsible for any fees, if applicable, by the issuing institution. Copies of the diploma or degree only are not sufficient. Instead, a proper transcript must contain a complete list of courses, exams, grades, and dates and the title of any diploma or degree awarded.

#### ***Course-by-Course evaluation:***

In addition to official transcripts, 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 of the official transcripts. Please refer to [www.naces.org](http://www.naces.org) to select an evaluation service. The evaluation (report) must also be received in the original sealed envelope directly from the approved evaluation service selected. The approved evaluation services are listed at [www.naces.org](http://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.

#### ***Affidavit of Financial Support Form:***

International applicants must submit an Affidavit of Financial Support form to show proof of funding. A minimum of \$38,315 is required for the student for 11 month program expenses at CIAM. By signing the Affidavit of Financial Support form, the student certifies that the sufficient financial resources will be available to cover all expenses for the duration of his/her MBA study at CIAM, as well as obtain the maintain adequate health insurance coverage throughout enrollment at CIAM. A student who will be accompanied by a spouse and/or children must submit additional support of \$4,000 for a spouse and \$3,000 for each child. The marriage and/or birth certificates are required to be submitted with the Affidavit of Financial Support Form. If the certificates are issued in a language other than English, the student must attach a **certified** English translation. Bank statements and financial affidavits must be dated within 6 months of the intended start date or date of extension request.

We strongly recommend that International applicants submit an Affidavit of Financial Support Form once the acceptance letter is

received. The enrollment and registration process cannot be completed without a signed Affidavit of Financial Support Form.

### **Conditional Admission-International Student**

*Conditional admission is offered to international students who are academically qualified and wish to study in the U.S., but after having taken an English Language Test, cannot meet the English requirement for acceptance. Report writing skills and presentation skills are essential for student performance in the CIAM MBA program. Students with conditional admissions may enter CIAM while completing the CIAM approved, intensive English Language program in the United States (at an additional cost) without having to take another English Language Test. The English Language Exam Waiver Request Form is required along with a proof of enrollment status upon enrollment and registration.*

*Conditionally admitted students must still complete the standard application and enrollment process and procedures of CIAM.*

### **Apply for Conditional Admission to CIAM**

Please see the Admissions Requirement section and Additional Admissions Requirements – (International Students) section.

Once the international applicant completes the CIAM assessment writing test and interview, a conditional acceptance letter will be issued from the Office of Admissions via email and mail. An Affidavit of Financial Support Form will be required prior to the enrollment at CIAM.

### **Apply for American English College (AEC)**

American English College (AEC) is a CIAM approved English language school in the U.S. where conditional admitted students by CIAM take intensive or semi-intensive English language program to improve their English skills while earning an MBA degree at CIAM. Applicant is responsible for additional, required supporting documentation and fees required by AEC. For information of class schedule and tuition at AEC, please visit AEC's website, or click <http://www.aec.edu/tuition-costs>.

- Apply for AEC online at <http://www.aec.edu/online-application>.
- Pay application fees via credit card authorization at <http://www.aec.edu/credit-card-authorization-form>.

### **Form I-20 for International Students studying in the U.S.**

Once the applicant successfully completes the application process for CIAM and AEC, if applicable, an admissions package (with Form I-20) will be sent to the applicant.

It's the applicant's responsibility to ensure the mailing address are correct.

### **Obtain your student Visa**

Please arrange an appointment at a local U.S. Embassy to secure your F-1 student Visa, as soon as possible. Please update your status with the CIAM Office of Admissions and apply for an enrollment deferral for a later term, if you are refused a U.S. VISA for any reason. Please see Deferred Enrollment section.

### **Enrollment process and Registration - International Student**

Please see Enrollment process and Registration section. Please note that you cannot complete the enrollment/registration process for CIAM until you have arrived in the United States or you have made special arrangements with CIAM. International student under conditional admissions is required to enroll in both AEC and CIAM, and attend student orientations with AEC and CIAM (separately) upon arrival.

A student who is conditionally admitted will receive a checklist of required items from AEC, separately. Please contact AEC for more information of enrollment in AEC's Intensive English Program

### **American English College (AEC)**

[info@aec.edu](mailto:info@aec.edu)

+1(626)457-2800

111 N Atlantic Blvd. Suite 112, Monterey Park, CA 91745, USA

## **ADMINISTRATIVE POLICIES**

### **MBA Degree:**

CIAM offers the following degree:

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 Enrollment 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**

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

such as: instructors, administrators, attorneys, trustees; or other party to whom the school has outsourced institutional services or functions.

Students who wish to review and inspect their education records must submit a written request to the Registrar's Office. 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 any inaccurate or misleading information in education records be amended. CIAM is not required to amend education records in accordance with the student's request under FERPA, but will consider the request, and will inform the student of his or her right to a hearing on the matter if CIAM decides not to amend a record in accordance with the student's request.

According to FERPA, CIAM may disclose, without consent, "directory" information. According to [FERPA General Guidance for Students](#) and [Family Educational Rights and Privacy Act Regulations](#) (both are clickable links) "Directory information" is defined as information contained in the education records of a student that would not generally be considered harmful or an invasion of privacy if disclosed. Directory information could include information such as the student's name, address, e-mail address, telephone listing, photograph, date and place of birth, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of attendance, degrees and awards received, the most recent previous educational agency or institution attended, grade level or year (such as freshman or junior), and enrollment status (undergraduate or graduate; full-time or part-time). The directory information is subject to release by the campus at any time unless the Registrar's Office 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.

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

- School officials with legitimate educational interest;
- Other schools to which a student is transferring;
- Specified officials for audit or evaluation purposes;
- Appropriate parties in connection with financial aid to a student;
- Organizations conducting certain studies for or on behalf of the school;
- Accrediting organizations;
- To comply with a judicial order or lawfully issued subpoena;
- Appropriate officials in cases of health and safety emergencies; and
- State and local authorities, within a juvenile justice system, pursuant to specific State law.

Non-directory information must not be released to anyone, including parents of the "eligible student" (a student who reaches

18 years of age or attends a postsecondary institution), without the prior written consent of the student. Non-directory information may include: Social security numbers; Student identification number; Race, ethnicity, and/or nationality; Gender.

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

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

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 \$50.00 for each diploma. Priority/Express shipping will be available at an additional cost. No official transcript(s) may be released if records are on hold for financial reasons or missing documentation.

Written consent is required before educational records may be disclosed to third parties, 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.

### **Records Retention Policy**

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

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

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

CIAM complies with federal and state requirements regarding the retention of student records, which stipulate that student records are maintained for not less than five (5) years, at its

principal place of business in California. CIAM maintains transcripts indefinitely. Restricted access of authorized school officials for student records/files kept electronically and in locked fireproof cabinets.

### **Changes in Student File**

It is the responsibility of each student, staff, or faculty member 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. Please contact the Registrar's office.

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/her 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 "ciam.edu" 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 as well as after.

## **ACADEMIC POLICIES**

### **Academic Freedom**

The California Institute of Advanced Management ("CIAM") is dedicated to maintaining a climate of academic freedom encouraging the sharing and cultivation of a wide variety of viewpoints. Academic freedom expresses our belief in inquiry, informed debate, and the search for truth; academic freedom is necessary in order to provide students with a variety of ideas, to encourage them to engage in critical thinking, and to help them understand conflicting opinions.

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

CIAM's faculty have the right to express their informed opinions which relate, directly or indirectly, to their professional activities, whether these opinions are expressed in the classroom, elsewhere on campus or at college-related functions. In a search for truth and in a context of reasoned academic debate, students also have the

right to express their opinions and to question those presented by others.

Employment by CIAM does not in any way restrict or limit the First Amendment rights enjoyed by faculty as members of their communities. Faculty members are free to speak and write publicly on any issue, as long as they do not indicate, or imply, that they are speaking for the institution.

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

### **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 for all Programs**

After a student accumulates three (3) or more nonconsecutive absences (in class and online combined), an instructor may assign the student a final failing "F" grade in the course. If a student is absent for three (3) consecutive classes without pre-approval by the instructor or Dean, the student is deemed to have withdrawn as of the last class attended and will be assigned a "W" grade. In the event a student anticipates a prolonged period of absence then, the student must contact the respective instructor(s) prior to the first missed class. The instructor may set up an alternate attendance plan with the student or assign a paper to compensate for 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 would require reinstatement. If the student is achieving a grade of "B" or better in the class and has to take a third absence because of extenuating circumstances (on-ground or online), the student will be assigned an Incomplete "I" (please see policy on Incomplete Grades). The student is expected to pay the tuition when retaking the class with "F" or "W".

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 (registrar@ciam.edu) before class starting time on the day of the absence.

### **Attendance and Participation for the Hybrid MBA Program**

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. Discussion Board 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 equivalent to an 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 the online class time period as well as the submission due date and time.

### **Attendance, Substantive Interaction and Participation for the Online MBA Program**

CIAM encourages students to engage in the attainment of the required course outcomes and objectives by requiring them to maintain attendance and substantively interact with faculty and fellow students through the submission of assignments and threaded discussions. Attendance for online classes is determined by the completion and participation in the required assignments: Discussion Board, writing assignments, and presentation videos. Failure to complete any one of these will constitute 1/3 of an absence and lack of substantive interaction. All assignments must be posted by the student through the Moodle learning platform by the posted deadline. Instructors will respond and grade assignments within the evaluation response time schedule. Under extenuating circumstances the student must contact the instructor to make alternate arrangements for assignment submission. This agreement must support the student's ability to master the learning objectives and to complete all work within the course timeframe. All students are expected to complete the course within the seven (7) week timeframe specified by the school.

Since CIAM students study online, the students must log in and complete the assignments for each week. 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 (substantive interaction), absence from the online class is equivalent to an absence from an on campus class session.

Students must progress through each course at a steady pace to ensure course completion with the seven-week period. Students must submit assignments on schedule for review and interactive feedback by the instructor as required in the course syllabus. Students are expected to submit their assignment weekly. This allows students the opportunity to benefit from faculty feedback.

Each online class contains a course threaded discussion. Participating in the course discussion is a weekly requirement as specified by the instructor and teaching model. Participation comprises a percentage of the final grade depending upon the course. Points are awarded by the instructor based on the student's level of participation throughout the course. Failure to participate in a continuous and substantive manner will result in points being deducted from the final grade and affect attendance and substantive interaction. Active participation and substantive interaction will enable students to gain faculty insights into course topics, and gain significant benefits through professional, peer-to-peer interaction.

### **Non-Participation**

Non-participation is characterized by lack of assignment submission and inadequate contribution in discussion board postings. In every module of the course, participation will be monitored by both faculty and the Dean. Closer monitoring will be made particularly during the first two (2) weeks to encourage continuous and active student engagement and substantive interaction. Students who have not submitted assignments and have not responded to the discussion board postings for the module will be contacted by their instructor to learn why the students are not participating. If students are experiencing extraordinary circumstances that prevent assignment submission, the Dean will provide assistance as needed and instructors will provide support and guidance on assignment submission.

### **Tardiness for Hybrid program**

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.

### **Leave of Absence Policy**

The student must submit a written leave of absence (LOA) request to the Dean for approval. Supporting documentation may be required. A student may be granted a leave of absence not to exceed 180 days in any 12-month period, including breaks and holidays. There must be reasonable expectation that the student will return from the LOA. 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 Updates**

The Dean's Office provides students with updates at the beginning of every term via a video posted on the Moodle platform. These

updates will cover a variety of topics that will be beneficial to student learning. Students should review these at the start of the term.

### **Learning Platform**

CIAM is using Moodle as its learning platform and is used for the online components of the program. Course content, assignments and other information are accessed via Moodle. Students submit assignments on the platform and faculty is able to access the assignments instantaneously for grading. 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@ciam.edu](mailto:jennie.ta@ciam.edu). 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**

Each hybrid course will have 25 class hours and 21 online hours. The total classroom hours (in class and online) are 46 hours. Each online course will have a total of 46 hours. Both are equivalent to three (3) semester units respectively. 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 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. Each online course has the same rigor and leads to the same learning outcomes.

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 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 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. Our on-ground courses and online courses have the same learning outcomes.

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 achievements, 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 after every term to determine their satisfactory academic progress based upon qualitative (GPA) and quantitative (Pace of Progression) evaluations.

- (1) Meeting a minimum cumulative grade point average requirement 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 recalculated 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.

#### **Impact on Grades on CGPA**

Grades “A”, “B”, and “C” (+/-) specific grades are counted in the calculation of CGPA, where a grade of “I” (Incomplete) and “W” (Withdraw) are not counted in the calculation of CGPA.

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

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

Please refer to Tables 1 and 2 below.

**Table 1**

#### **Impact of Grades on Graduate Cumulative SAP GPA**

| Grade Earned   | Counted in Grade |
|----------------|------------------|
| 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 of Progression) to ensure completion of the degree within the maximum time frame.

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

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

Please review Tables 3 and 4.

**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 after 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 (SAP) Status

Students who have met the Satisfactory Academic Progress requirements will not receive a SAP notification. The Dean 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 will be contacted by the Dean for advisement and an action plan will be developed such that the student will understand what action is necessary to achieve the SAP requirements.

### Grades and Grade Point Average

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

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

All assignments are graded by the faculty within three (3) business days after the assignment deadline. All final grades are submitted by faculty to the Dean and Registrar and posted on Moodle (gradebook) within three (3) business days following the end of the course. 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:

|           |                   |                                |
|-----------|-------------------|--------------------------------|
| <b>I</b>  | <b>Incomplete</b> | Not used in calculation of GPA |
| <b>W</b>  | <b>Withdrawal</b> |                                |
| <b>NG</b> | <b>No Grade</b>   |                                |

| <b>Letter Grade</b> | <b>Grade Points</b> |
|---------------------|---------------------|
| A+                  | 4.0                 |
| A                   | 4.0                 |
| A-                  | 3.7                 |
| B+                  | 3.3                 |
| B                   | 3.0                 |
| B-                  | 2.7                 |
| C+                  | 2.3                 |
| C                   | 2.0                 |
| C-                  | 1.7                 |
| F                   | 0.0                 |

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

### Incomplete Grades

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

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" must be completed within two (2) months or the "I" will be changed to an "F". A student may not re-enroll in a course if he/she has an unresolved the Incomplete grade for that course. To remove the "I" grade, the student must contact the instructor who taught the course or the Dean in the absence of the instructor, to complete the grade change process within the allowed time frame. A final grade will be assigned by the instructor or the Dean (in the absence of the instructor) when the work assigned has been completed and evaluated. The temporary grade of "I" must be changed to a grade (e.g., A, B, C, D, or F) for completion of the program to be awarded a degree from CIAM. If the student cannot remove the "incomplete" within the allowed time frame due to extenuating circumstances and has a current grade of "B" or better in the current course that the student is enrolled in, the student may petition the school to request an extension of time; approval is not guaranteed. Students experiencing difficulties should always contact the professor.

### 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".

### 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. Repeated coursework at CIAM will be counted towards the “Pace of Progression” and the maximum time frame.

### Withdrawal from School

If a student chooses to withdraw from school, the student needs to provide a written notice. 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

Any student, whose cumulative GPA (CGPA) falls below a 3.0, will be placed on academic probation. The probationary period is one (1) term, in which time the student must return to good standing by raising his/her CGPA to a 3.0. If a student does not raise his/her CGPA to at least a 3.0 by the end of the probationary term, he/she will be placed on “Suspension” (See below for suspension policy). Grades and credits earned during a probationary period will count towards CGPA and “Pace of Progression”, and the maximum time frame. A newly admitted student matriculated in his or her first term will not be placed on probation prior to the successful completion of their second term of the student’s program.

A student may be placed on “Conduct Probation” should the following behaviors occur: disruptive or disrespectful behavior toward staff, faculty, students, or consulting clients; theft of property, use of indecent or profane language, cheating and/or plagiarism in any form of work, repeated violations of the school dress code, harassment of instructors, clients, or other students; or discrimination of any kind. All conduct rules apply to the classrooms, school buildings, consulting client meetings and CIAM parking areas.

At the end of each term, The Registrar’s Office reviews the student’s grades, conduct, and pace of progression to determine the academic status of the student in accordance with CIAM’s policies of Satisfactory Academic Performance (SAP); subsequently, the Registrar makes recommendations to the Dean. The Dean will contact any student placed on “Academic Probation” or “Conduct Probation” via email to schedule a meeting within 5 days of the Registrar’s office notification. The Dean will make recommendations for the next steps the student

should take. A written plan, signed by both the student and the Dean, for the student to return to good standing will be produced and placed in the student’s official file. Students have the right to appeal the probation determination to the Academic Council. When a student on academic probation raises his or her cumulative GPA to at least 3.0, the student is removed from probation.

### Suspension Policy

At the end of the probationary term, any student who fails to raise his/her CGPA to the minimum requirement of a “3.0” will be placed on “Academic Suspension”. The Registrar will inform the Dean who will then contact the student via email to inform him or her about their academic status. The student will have an “Academic Suspension” hold placed on his/her account and will not be able to register for any future CIAM courses.

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

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

### Dismissal Policy

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

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

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

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.

### Grade Appeal Policy

The grade appeal policy is to establish a clear, fair process by which students can contest a course grade that they believe has been awarded in a manner that is inconsistent.

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

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

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

The student should first reach out to the professor to try to resolve the grade issue.

If there is no satisfactory resolution, within 10 days of the conclusion of the course the student will send an email to the instructor, with a copy to the Dean, with an explanation of why he/she would like the grade formally reviewed. The student needs to be specific as to what issues he/she has regarding the grade and instructor feedback on specific assignments.

If necessary, the instructor will be able to counter the argument as to why the grade should not be reviewed. The instructor will forward his/her counter argument to the Dean, with a copy to the student, for a decision.

The Dean may investigate the matter further by calling/emailing the student and/or the instructor. Once the Dean makes a decision he will let the student and instructor know via email. Usually a decision will be made within seven (7) business days

but in the case of some courses, there may be a need for consulting a subject matter expert.

If the previous steps do not lead to a mutually agreeable resolution, and the student wishes to pursue the matter further, then the Academic Council shall be formed by the Dean within 10 business days. The Council's decision may be to keep the assigned grade or to raise the assigned grade. The Council shall provide a written justification to the Dean for its decision, no later than 10 business days after the Council's formation.

The Dean shall inform all parties of the Council's decision. This decision by the Council is final.

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

### **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, 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 complete 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. 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.

Upon completion of the program, all students will be asked to volunteer feedback about the School and their program. Online students will be asked to complete an "Exit Interview" form. Students in the hybrid program will be asked to complete an "Exit Interview" form as well as complete a face-to-face interview. The student's assessment and feedback of the program will assist the School with continuous improvement.

### **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.

2016 Graduation: June 11; check in at 3:30 PM, Ceremony at 4:00 PM.

### **Conferral of Degrees**

A degree becomes official when it is posted to the students transcript. A student must complete a graduation application so that the Registrar's Office can verify graduation requirements completion and subsequently post the degree on the transcript. Degrees are awarded four times each year at CIAM, on the first day after each calendar quarter (i.e. January 1st, April 1st, July 1st, October 1st; policy effective July 1, 2015). All diplomas, however, are prepared and distributed after degree conferral and will be presented at commencement or, if a graduate is unable to attend, the diploma will be mailed to the most current address provided by the student within thirty (30) days after the commencement ceremony.

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

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

## **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. 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. Other tutorials such as a video presented by our president that provides recommendations on making good presentations is provided on Moodle. In addition, throughout the student's program of study, there will be regular student term update meetings held prior to each term or on an as needed basis. Online MBA students can participate onsite, via teleconference, or through an electronic format.

### **Transcript Services**

CIAM understand the importance of providing our students with effective and efficient transcript services. Your new career, entrance to graduate school, professional certification, or other important events depend on the prompt and secure delivery of your transcript and we want to keep you informed of order and delivery status. We also understand the need to protect the privacy of your transcript. The instructions that follow will enable you to request your transcript for delivery as quickly and efficiently as possible.

**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. Official and Unofficial transcripts of CIAM coursework (grades) are available approximately four (4) weeks after the completion of courses. It can take an additional 3-4 weeks to confer the degree.

**Unofficial Transcripts:** 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 school seal or signature of the registrar. Unofficial transcripts can only be issued to students and cannot be released to a third party. Emailed, faxed or mailed unofficial transcripts cost \$10.00 each. Rush unofficial transcripts cost \$30.00 (\$20.00 rush fee + \$10.00 emailed, faxed or mailed unofficial transcript fee).

**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 U.S. 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 official 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 signature. To order official CIAM transcripts, please direct your request to the Registrar's Office at 626-3501500, or email at [registrar@ciam.edu](mailto:registrar@ciam.edu).

**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. 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 [registrar@ciam.edu](mailto:registrar@ciam.edu).

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

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

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

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

### Transcripts/Credentials from Other Institutions

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

does not release copies of transcripts from other institutions. Those transcripts must be requested directly and are subject to the rules and regulations of that institution.

### Student Seminars

Student seminars may be offered throughout the year, topics include job finding, developing effective writing skills, leadership development, etc. Online MBA students can participate onsite, via teleconference, or through an electronic format.

### 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, and information technology. Online students that are local can participate. Arrangements can be made for remote volunteering if such positions are needed. Please contact Claudia Sarabia at [Claudia.sarabia@ciam.edu](mailto:Claudia.sarabia@ciam.edu)

### 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. The program is also intended to attract high-quality, full-time graduate students and provide them with professional experiences while at CIAM. This program offers selected and qualified students up to 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 the time of hire. The students will be provided with meaningful learning experiences that help to meet their educational and/ 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 NFWs 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 Subcommittee with questions based on the letter of application. The selection committee will consist of the President, the VP of administration, and the Dean and the Director of Admissions. 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-serve 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. Students interested in NFWs are eligible to receive a maximum of \$10,000 (which may be subject to tax withholdings) for a total maximum of 667 hours for the total program. These hours are distributed into 15 hours of work per week for approximately 47 weeks of the program. There are no additional benefits provided by CIAM. Students are paid \$15 per hour and timesheets are submitted to Payroll monthly. Continuing students starting NFWs any time during the program will only be eligible for the number of hours remaining in their program course. Students who use approved credit for transfer courses have reduced NFWs hours available to them, limited to 333 hours. Online students that are local can participate. 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: Interviewing skills & follow up; Networking; Resume writing; Application completion; Cover letter writing; Professional behavior and attire coaching; Setting up interviews; Keeping a career log; and establishing a social media profile.
- Developing meaningful and sustainable relationships with employers
- 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 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.

Career Services will provide a five (5) hour seminar, the Job Finding Course for upcoming graduates conducted by the President of CIAM 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. Online MBA students can participate onsite, via teleconference, or through an electronic format.

### 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 Zillow.com for our 91731 zip code, rental properties are readily available and start at approximately \$1,000.00 per month for a one (1) bedroom one (1) bath.

### Textbooks

CIAM does not require students to purchase textbooks. Electronic textbooks are provided at no cost by CIAM to students.

### Library

CIAM library services seek to provide information resources that support the learning and academic goals of the CIAM MBA program. Along with the following services CIAM provides a librarian that is committed to helpful and efficient guidance to all services provided.

**LIRN** (Library and Information Resource Network) is an online library accessible to students 24/7 at [www.LIRN.net](http://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® that offers on-demand, instant access to more than thirty thousand titles in various formats including e-books, audio books, and multi-media. Books 24x7 materials cover countless subject areas and provide CIAM students critical information on business, business management and leadership. Hundreds of new titles are added to Books24x7 each month. 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 the latest scholarly research papers to support their educational endeavors including conducting market and industry research.

**Ebrary** is an online database for a collection of e-books. CIAM has a subscription to the Business & Economics module of Ebrary. It has a growing collection of over 2,500 full text books and reports. Three quarters of the Business & Economics database collection books have been published in the last two years. Once

logged into Moodle (e-learning platform) account, students have direct access to Ebrary.

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

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

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@ciam.edu](mailto:Claudia.Sarabia@ciam.edu). 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**

CIAM 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 ensure 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@ciam.edu](mailto:claudia.sarabia@ciam.edu) 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

### **Academic Honesty Policy**

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

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

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

- Plagiarism;
- Copying or sharing answers;
- Presenting work done by others as one's own;
- Giving or receiving unauthorized assistance to or from another student;
- Altering or falsifying any information;
- Using any portion of material to fulfill the requirements of more than one course unless the student has received prior faculty permission to do so; Failing to adhere to a professor's specific directions with respect to the terms of academic integrity or academic honesty;
- Falsifying information or record;
- Any attempt to change grades or written records pertaining to assessment of a student's academic achievement;
- Providing false or misleading information in order to be excused from classes or assignments;
- Intentionally underperforming;
- Unauthorized collaboration on items considered to be independent work;
- Sabotaging work of other students, including hiding of shared resources.

### **Procedure**

Before any formal action is taken against a student who is suspected of academic dishonesty, the professor must present clear evidence to the student in a private meeting or communicate with the student by some other means. The professor must initiate this communication with the student within 30 calendar days of discovering evidence of academic dishonesty. If the professor concludes that the student violated this policy, the matter may be resolved with the student through punitive grading. Examples of punitive grading are: assigning giving a lower or failing grade on the assignment, having; requiring the student repeat the assignment and perhaps some additional assignment; or assessing a lower or failing grade for the course.

Professors are encouraged to communicate with the Dean for adjudication and/or appropriate record keeping. If it is a repeat violation, the Dean may schedule with the involved professor(s) and student(s) a hearing with the Academic Council who will consider whether any further action should be taken which may include suspension or expulsion from CIAM. The Council will consider the entire student record of misconduct when making its decision and it will not limit itself just to mere acts of academic dishonesty.

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

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

Records relating to academic dishonesty will be maintained by the Office of the Dean.

### **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. Please see Student Handbook for more information on CIAM's Drug and Alcohol Policy.

### **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 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. Eleven months of study if the student takes two (2) courses per term. Max classroom enrollment per course is 20 students with a limited number of online 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. The student will receive a "No Grade" (NG) if the student cancels the trial course or decides not to enroll in the MBA program after completion of the trial course. A record of "NG" (no grade) will be marked for the trial course in such circumstances. Please contact the Enrollment Executive (admissions@ciam.edu) for more information.

**Advanced Teaching Model for the Hybrid Program**

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)*; professor assigns topics |
| BREAK                                                                                                                 | 30 minutes                                               |
| Student Discussion of Lesson's Principles Applied to their Work or Short Experiential Learning Exercise or Case Study | 30 minutes                                               |
| Class/Group Discussion of Theory/Principle Application (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.

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

## Course Descriptions

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

### **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.

### **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.

### **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.

### **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.

### **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.

### **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).

### **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, and the role of the Internet in facilitating, augmenting, and providing competitive advantage for information systems.

### **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.

### **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

### **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.

## **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% institutionally funded tuition by CIAM may cancel their enrollment at any time. Students using VA, please see Veterans Addendum for more information.

Cancellation or withdrawal occurs when the student delivers by hand or by certified mail a written notice of cancellation to the Registrar's Office 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 an application fee of \$30.00 within 45 days after the notice of cancellation is received.

### **Official Withdrawal from the Program**

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

Students may withdraw from the school at any time after the cancellation period and receive a pro rata refund if they have completed 60 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 CIAM's attendance policy. If the student has completed more than 60% of the period of attendance for which the student was charged, the tuition is considered earned and the student will receive no refund.

If a student prepays tuition and fees and withdraws prior to the conclusion of the cancellation period for the next term, all charges collected for the next period will be refunded in accordance with the cancellation policy. If any portion of the tuition was paid from the proceeds of a loan or third party, the refund shall be sent to the lender, third party or, if appropriate, to the state or federal agency

that guaranteed or reinsured the loan. Any amount of the refund 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.

### Unofficial Withdrawal

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

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

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

Please also see Post-Withdrawal Policy

### FINANCIAL ASSISTANCE

#### Veterans Educational Benefits

CIAM is approved for the training of Veterans and eligible persons under the provisions of Title 38, United States Code. Veterans who are unsure of their eligibility should contact the Veterans Administration. Eligible students must maintain satisfactory academic progress to continue receiving educational benefits. Additional information may be obtained through the Admissions Office at [admissions@ciam.edu](mailto:admissions@ciam.edu).

CIAM participates in the Yellow Ribbon Program, please visit our website for more details.

#### Payment Plan

For those who do not utilize financial assistance, CIAM offers an institutional payment plan that requires no interest and is designed to be fully completed by graduation. Additional information may be obtained through the Admissions Office at [admissions@ciam.edu](mailto:admissions@ciam.edu).

#### Tuition Financing

For students who qualify, CIAM also offers financing plans for education through a third party service with competitive interest rates. 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. For student consumer information please refer to

<http://ciam.edu/new/student-consumer-info>

### Other Sources

Please also see the following sources for additional funding and information:

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))

### Federal Financial Aid (Title IV Funding)

#### Award Guidelines

When a student applies for federal financial aid, they may be eligible for need based as well as non-need based aid. CIAM currently offers unsubsidized, which are a non-need based financial aid. Expected Family Contribution (EFC) is calculated by the U.S. Department of Education and reflected on your FAFSA. Your EFC is determined by many factors, including the family's income, assets, family size and number in college. If you are independent, "family" refers to yourself and your spouse/children (if applicable).

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

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

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

#### Award Adjustments

Throughout the academic year it may become necessary for the Office of Financial Aid to adjust your award if the total aid received exceeds your estimated cost of attendance. Additionally, need based funding may not exceed the student's financial need which is the cost of attendance minus EFC. For example, a student may receive a scholarship from an outside organization after they have been awarded. If that scholarship creates an over award, it

may become necessary to adjust a future scheduled award or to return aid that has already disbursed. Over awards will be returned to loans before scholarships and grants when possible.

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

#### **Unsubsidized Direct Loan**

CIAM offers Unsubsidized Direct Loans. This type of loan is not based on financial need. Interest rates are fixed and established annually by the U.S. Department of Education. Current interest rates can be found at <http://www.direct.ed.gov/student.html>. Interest is charged during all periods, even during the time a student is in school and during grace and deferment periods. A student may choose to pay interest on the Direct Unsubsidized while in school. If you choose not to pay the interest while you're in school, it will be added to the unpaid principal amount of your loan. Regular payments begin six (6) months after students cease enrollment or fail to be at least a half-time student. For information on repaying your student loans, please visit <https://studentaid.ed.gov/sa/repay-loans>. Eligible students must maintain satisfactory academic progress to continue receiving financial aid.

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

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

Additional information may be obtained through the Financial Aid Office at [financial.aid@ciam.edu](mailto:financial.aid@ciam.edu).

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

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

#### **Title IV eligibility**

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

#### **To receive Federal Student Aid, you will need to:**

1. Qualify to obtain a college or career school education, either by having a high school diploma or General Educational Development (GED) certificate, or by completing a high school education in a homeschool setting approved under state law.
2. Be enrolled or accepted for enrollment as a **regular student** in an eligible degree or certificate program.
3. Be registered with Selective service, if you are a male (you must register between the ages of 18 and 25).

Men exempted from the requirement to register include:

- Males currently in the armed services and on active duty (this exception does not apply to members of the Reserve and National Guard who are not on active duty);
  - Males who are not yet 18 at the time that they complete their application (an update is not required during the year, even if a student turns 18 after completing the application);
  - Males born before 1960;
  - Citizens of the Republic of Palau, the Republic of the Marshall Islands, or the Federated States of Micronesia\*;
  - Noncitizens that first entered the U.S. as lawful non-immigrants on a valid visa and remained in the U.S. on the terms of that visa until after they turned 26.
4. Have a valid Social Security number unless you are from the Republic of the Marshall Islands, Federated States of Micronesia, or the Republic of Palau.
  5. Completed a FAFSA and the school must have a current ISIR to start the initial eligibility process.
  6. Sign certifying statements on the FAFSA stating that:
    - You are not in default on a federal student loan
    - You do not owe a refund on a federal grant
    - You will use federal student aid only for educational purposes.
  7. Maintain satisfactory academic progress (SAP) while you are attending CIAM.
  8. Be enrolled at least halftime to receive assistance from the Direct Loan Program.
  9. Not have been convicted of, or pled nolo contendere (no contest), or guilty to, a crime involving fraud in obtaining Title IV aid.

#### **In Addition, you must meet one of the following:**

1. Be a U.S. CITIZEN or U.S. NATIONAL  
You are a U.S. citizen if you were born in the United States or certain U.S. territories, if you were born abroad to parents who are U.S. citizens, or if you have obtained

citizenship status through naturalization. If you were born in American Samoa or Swains Island, then you are a U.S. national.

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

#### **Verification**

Each year the Department of Education selects a percentage of financial aid recipients randomly to be selected for verification. If a student is selected for federal verification, they will be asked to complete a Verification Worksheet (provided by the Office of Financial Aid) and must provide additional information before financial aid can be disbursed to the student account. This documentation may include but is not limited to federal income tax transcript and W-2 forms (student's, spouse and/or parents/guardians), proof of untaxed income, housing allowances, etc.

Students will be notified in writing of all documents required to fulfill this federal requirement. If after review by the Office of Financial Aid, there are any changes to the Estimated Family Contribution and possibly the financial aid available, the student will be notified by email or in writing.

#### **Effects of Leave of Absence on Title IV Recipients**

CIAM does not have LOA for Title IV purposes. Title IV students on LOA are deemed to have withdrawn.

#### **Federal Return of Title IV Funds Policy (R2T4)**

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

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

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

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

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

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

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

#### **Determining Aid Earned**

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

“return of funds” calculation divides the aid received into earned aid and unearned aid.

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

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

#### **Post-Withdrawal Disbursement**

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

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

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

- Unsubsidized Stafford Loans - Subsidized Stafford Loans
- Direct PLUS Loans
- Federal Pell Grants for which a Return is required
- Federal Supplemental Educational Opportunity Grant
- Iraq and Afghanistan Service Grant for which a Return is required
- Other Title IV assistance
- State Tuition Assistance Grants (if applicable)
- Private and institutional aid
- The Student

Keep in mind that when Title IV funds are returned, the student borrower may owe a balance to the institution and/or the U.S. Department of Education. If a student fails to repay grant funds, s/he may be ineligible for future federal financial aid. A copy of the School’s R2T4 worksheet will be available through the office upon student request. Students are responsible for returning to the Title IV, HEA programs any funds that were disbursed to the student in which the student was determined to be ineligible for via the R2T4 calculation. Students are also responsible for ensuring that any notification of withdrawal should be in writing and addressed to the appropriate institutional official. Students may rescind their notification of intent to withdraw but it must be filed in writing.

#### **Financial Aid Warning**

SAP is evaluated at the end of each payment period (each term). Students who receive Title IV funding who do not meet the SAP requirements described in the Satisfactory Academic Progress (SAP) Policy will automatically be put on Financial Aid Warning for one (1) payment period. This status may only be given to a student who was in compliance with the SAP standards at the previous evaluation. Students who are put on a Financial Aid Warning continue to receive Title IV aid for the next payment period after they receive the warning status. The student’s academic progress will be evaluated at the end of the Warning period. It may not be assigned for consecutive payment periods. The Warning status is applied only to students with a reasonable expectation of improvement in one (1) payment period.

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

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

#### **Financial Aid Appeal Process**

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

Students may have the opportunity to have their financial aid eligibility reinstated by appealing the decision and being placed on Financial Aid Probation. Students have five (5) business days

after being notified to institute an appeal. The appeal must be in writing and given to the Dean, who will meet with the Academic Council to make a decision on the appeal.

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

#### **Financial Aid Probation**

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

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

In the academic plan, the school determines the minimum grade point average the student must achieve and the number of credits that the student may take.

An academic plan can be changed, if the student files another appeal. The reasons for changing the academic plan are related to unusual circumstances that prevented the student from meeting the requirements of the original academic plan. These reasons may include: the school is unable to offer a required course during the term outlined in the plan; personal situation or emergency.

#### **Reinstatement of Title IV**

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

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

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

### **Rights and Responsibilities of Students for Federal Financial Aid**

#### **Student Responsibilities**

Each Student Must:

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

#### **Student Rights**

Each Student has the right to:

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

### **Contact Information for Assistance in Obtaining Institutional or Financial Aid Information**

The Financial Aid Office is designated to assist enrolled or prospective students in obtaining the institutional or financial aid information. Please call 626-350-1500 or email [financial.aid@ciam.edu](mailto:financial.aid@ciam.edu).

### **Methods of Disseminating Consumer Information**

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

### **Student Right-To-Know Act**

#### **Information on Completion/Graduation Rates**

CIAM retention and graduation rate information is on the CIAM website at <http://ciam.edu/new/student-consumer-info>.

### **VOTER REGISTRATION**

CIAM provides hardcopies of the voter registration forms on campus. This form can also be obtained at <http://sos.ga.gov/index.php/Elections/register> to vote.

## **TITLE IX POLICY**

CIAM is dedicated to fostering a community which values inclusion, tolerance, and diversity in its members, and recognizes that each individual contributes through their wide range of experiences, perspectives, and their unique skills and talents to the learning community. CIAM believes that diversity among its students, staff and faculty strengthens the institution and society, stimulates innovation, and creative solutions. As an academic institution, CIAM seeks to encourage all individuals equally to develop their full potential. CIAM upholds this policy and expects all members of its community to give support in its execution.

Title IX prohibits discrimination based on sex, gender, sexual orientation, or gender identity, and discrimination based on pregnancy in any education program or activity receiving federal financial assistance. Inquiries regarding the application of Title IX may be directed to the Title IX Coordinator, Claudia Sarabia at [claudia.sarabia@ciam.edu](mailto:claudia.sarabia@ciam.edu) or 626-350-1500, or the Department of Education's Office for Civil Rights, [OCR@ed.gov](mailto:OCR@ed.gov).

CIAM is committed to creating and maintaining a community free of all forms of discrimination and harassment. Sexual Harassment is defined by unwelcome conduct of a sexual nature, including sexual violence. Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature.

This policy applies to all students, staff, and faculty regardless of sexual identity or gender orientation. Anyone who experiences harassment in the classroom should seek the assistance of the Title IX Coordinator. The Title IX Coordinator is available to consult and provide advice to anyone in the CIAM community regarding rights and responsibilities under Title IX as well as policies and procedures. The Title IX office takes complaints and ensures that all complaints are handled in accordance with established policies and procedures.

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

*-Title IX, Education Amendments of 1972*

## **NOTICE OF AVAILABILITY OF ANNUAL CAMPUS SECURITY REPORT**

This notice is being posted in compliance with the Jeanne Clery Act.

CIAM publishes annually, by October, the Campus Security report that contains statistics for three (3) previous calendar years concerning reported crimes. The report contains institutional policies and procedures about campus safety and security and includes sexual assault reporting, alcohol, drug, and weapons violations. It also includes policies and procedures related to fire safety.

When available, hardcopies of the CIAM Campus Security Report can be picked up at our main office located at 9550 Flair Drive #201, El Monte, CA 91731 and also viewable on the School's website at [www.ciam.edu](http://www.ciam.edu) under "Campus Safety."

## **TUITION & FEES**

| <b>MBA in Executive Management and Entrepreneurship*</b> |                     |
|----------------------------------------------------------|---------------------|
| Full-time Status (2 courses per term)                    | \$ 3333.34 per term |
| Part-time Status (1 course per term)                     | \$ 1666.67 per term |
| Tuition Cost Per Credit                                  | \$555.56            |
| <b>Total Tuition Cost</b>                                | <b>\$20,000</b>     |
|                                                          |                     |
| Application Fee (Non-Refundable)                         | \$30                |
| STRF Fee (Non-Refundable)                                | \$0                 |
| Estimated Total Book Cost                                | \$0                 |
| Estimate for Consulting Reports printing & binding       | \$100               |
|                                                          |                     |
| <b>Total Estimated Program Costs (Tuition + Fees)</b>    | <b>\$20,130</b>     |

\* Estimated charges for the period of attendance and the entire program. Prices are in USD.

*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 with the date of the first class session disclosed on the enrollment agreement. The fee for a completed Try Before Buy course is at the current rate of tuition per course at the time of enrollment for the MBA program. There is a penalty of \$25.00 per returned check. The 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 Addendum at the Admissions Office.*

A Cost of Attendance (COA) breakdown for Title IV purposes is provided at <http://www.ciam.edu/new/student-consumer-info>

## **STUDENT TUITION RECOVERY FUND (STRF)**

\*Effective January 1, 2015, the Student Tuition Recovery Fund (STRF) assessment rate will be zero (\$0) per \$1,000. Therefore, all institutions required to collect STRF assessments must stop collecting STRF assessments from students.

The State of California created the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic losses suffered by students in educational programs who are California residents, or are enrolled in a residency programs 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 material failure to comply with the Act or this Division within 30 days before the school closed or, if the material failure began earlier than 30 days prior to closure, the period determined by the Bureau.
- An inability after diligent efforts to prosecute, prove, and collect on a judgment against the institution for a violation of the Act."

However, no claim may be paid to any student without a social security number or a taxpayer identification number.

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 in an educational program, who is a California resident, or are enrolled in a residency program, and prepay 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 applies:

1. You are not a California resident, or are not enrolled in a residency program, or

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 to the winner of the annual Ms. Friendly El Monte pageant. This pageant is held once a year generally in the month of December and the judging criteria is based on accomplishments in leadership, scholarship and service to the community. Recipients must meet CIAM admissions requirements at the time of enrollment. The scholarship is worth the tuition and application fee at the time of enrollment.

## **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 in 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 in 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 lead 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, Chief Presidential Academic Advisor**

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.



**Dr. Robert Kirkland, Dean**

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.



**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.



**Nevin Kamath, JD, Associate 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 a graduate of Harvard Law School and is an alumnus of McKinsey & Company. Mr. Kamath's experience includes consulting for Fortune 500 executives, startups, and award-winning NGO's. Mr. Kamath has coached hundreds of MBA students to successfully enter the field of consulting and supervised student-led business consulting at the USC Marshall School of Business. He is a member of the State Bar of California, has completed rigorous training at the College of Executive Coaching, and maintains active practices as a consultant and executive coach.



**Hassan Khan, Director of Corporate and Organizational Outreach**

University of Redlands  
Master of Business Administration in Global Emphasis  
California State University, San Bernardino  
Bachelor of Arts in Marketing

Hassan Khan received his Bachelors from California State University of San Bernardino, and his MBA in Global Emphasis from University of Redlands. While he was getting his MBA, he also worked full-time as a Marketing Specialist at Basalite. In his 3 years of employment, he increased the business from servicing 16 locations to over 320 locations. He oversaw the regions of Inland Empire, Orange County, LA County, Oklahoma, Texas, Nevada, Arizona and New Mexico, and he represented his company in many trade shows. Prior to this, he has worked in sales and management at AT&T and has over 10 years of professional experience in both Marketing and Sales. His thirst for exploring new horizons led him to create his own social-media management venture that helps small companies develop a social-media presence.



**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 in 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.



**Gene Raltz, DHA, Director of Institutional Strategy**

Michigan State University  
Masters of Business Administration in Marketing, Finance, and Management  
Western Michigan University  
Bachelor of Arts in Business and Foreign Languages

Mr. Raltz has experience at top levels of a number of medical device companies, experience in acquisitions, and experience in senior positions in academia. He has been president of medical device manufacturing companies, and vice president of international marketing. He has successfully built start-up companies to profitability and subsequent sale. Mr. Raltz was part of an acquisition team that built a company to rank on the Inc. 500. His experience in academia includes positions as faculty of business courses, as academic dean, and as president of a small university. His consulting background includes work with schools and medical device manufacturers.



**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, Assistant Director of Organizational Development/Career Services**

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



**Ann Wicke, Librarian**

San Jose State University (SJSU)  
Master of Arts Library and Information Science  
California State University, Los Angeles  
Bachelor of Arts in History

Ms. Wicke has worked in a variety of library settings including universities and public libraries. She enjoys research and aiding her clients in accessing relevant materials for their studies, and other pursuits. Ms. Wicke is passionate about education and volunteers weekly at Los Feliz Charter School for the Arts and is a PTA board member.



**Donny Yu, Director of IT**

California State University, Los Angeles  
Master's in Education, Computer Education and Technology Leadership  
Bachelor of Sciences, Computer Information Systems

In 1991, Mr. Yu established his information technology company and expanded to cover many industries, including education, communications and real estate. Mr. Yu has extensive hands on experience in server configuration, network integration, mission critical deployment, software customization and programming. He is a Microsoft Certified Systems Engineer and Microsoft Business Solutions Certified Master.



**Brian Tan, Administrative Assistant / Staff Accountant**

California State University, Los Angeles  
Bachelor of Arts in Liberal Studies

Mr. Tan graduated from Cal State University Los Angeles and has obtained job experience in multiple industries over the course of his professional career. He has over 10 years of office administration, data management, marketing, and IT experience in the insurance, financial, and commercial business fields. With his well-rounded experience and strong customer service background he is a strong addition to the administration team at CIAM.



**Samantha Scott, Enrollment Executive / Graphic Designer**

Cal Poly Pomona  
Bachelor of Fine Arts in Graphic Design

Ms. Scott has 2 years of professional experience working with event graphics and as a freelance designer. As a Community and Student Life Advocate she worked to plan events for over 1,500 residents, which promoted community and encouraged college students to get involved on campus. Ms. Scott also has experience as a newsletter editor and designer for the University Village at Cal Poly Pomona. Ms. Scott was chosen to participate in the invitation only Cal Poly Pomona 2013 “Mentor’s All Stars Exhibition.” She collaborated with two other students to create a spinning 3-dimensional photo-manipulation piece. She was also featured in the Edge of the Outback 2014 Gallery in Mildura, Australia, where her piece was purchased.

## **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**

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 a graduate of Harvard Law School and is an alumnus of McKinsey & Company. Mr. Kamath's experience includes consulting for Fortune 500 executives, startups, and award-winning NGO's. Mr. Kamath has coached hundreds of MBA students to successfully enter the field of consulting and supervised student-led business consulting at the USC Marshall School of Business. He is a member of the State Bar of California, has completed rigorous training at the College of Executive Coaching, and maintains active practices as a consultant and executive coach. Specialization: Ethics

**ADJUNCT FACULTY**



**Dr. Frank K. Bryant**

University of New Mexico

Ph.D. in Business Administration: Marketing

Florida A & M University

Master of Business Administration

Florida A & M University

Bachelor of Science in Business Administration

Dr. Bryant received his Ph.D. in Marketing from New Mexico State University and an M.B.A. and Undergraduate degree from Florida A&M University. Dr. Bryant's primary teaching and research interests have been in advertising, consumer behavior, sales promotions and marketing education. He has published in the following journals: International Journal of Marketing Studies, Journal of Advertising Education, Journal of Global Business, Journal of Immigrant and Refugee Studies, and the Journal of Marketing for Higher Education. He also has a case publication in "The IMC Handbook - Readings and Cases in Integrated Marketing Communications" (2nd edition). Previously, Dr. Bryant taught at Howard University and Salisbury University. Prior to joining academia, Dr. Bryant worked as a sales consultant for a company whose customers were primary and secondary school systems throughout the United States. Specialization: International Business and Marketing



**Dr. Gregory 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. James Dorsett**

Argosy University, Graduate School of Business  
Ph.D. of Business Administration in International Business  
Wharton, University of Pennsylvania  
Master of Business Administration in Accounting and Information Systems  
Moore School, University of Pennsylvania  
Master of Science in Electrical Engineering  
Bachelors of Science in Electrical Engineering

Dr. Dorsett received his D.B.A. in International Business from Argosy University and an M.B.A. from Wharton at the University of Pennsylvania. He brings over 30 years of business experience spanning a broad range of companies including Rockwell, Harris Corporation, and Avery International. He has also participated in several start-ups including a mortgage software development company that was the first to create the back-office document process on a PC. Dr. Dorsett spent the last dozen of his corporate years working in a 100% employee-owned company where he became a staunch advocate of the ownership philosophy which posits positive gains in job satisfaction, motivation, organizational commitment, and employee wealth, as well as organizational profitability. During the last 13 years, Dr. Dorsett has served as a full-time business professor at Westwood College where he recently helped one of his students launch a non-profit organization devoted to assisting military personnel and families transition to civilian life.



**Dr. Magdy Farag**

Kent State University  
Ph.D. in Business Administration with a concentration in Accounting and a minor in Statistics

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 nonprofit 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

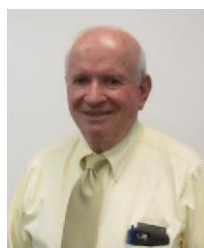
Dr. Magill has a total of 7 years of experience teaching a multitude of courses both online and on ground in the School of Business, College of Humanities, and the College of Social Sciences for both the University of Phoenix and the University of the Rockies. She is currently the Owner and Founder of 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.



**Dr. Shahid Sheikh**

Pepperdine University  
Doctorate in Education in Organization Change  
California Lutheran University  
Certificate of Mastery in Marketing  
Master of Business Administration in Marketing  
Bachelor of Arts in Business Administration

Dr. Sheikh has been involved in post-secondary and higher education for almost twenty years as an adjunct and fulltime faculty member at institutions of higher learning both nationally and internationally. Blending theoretical foundations and knowledge from professional experience, Dr. Sheikh has taught, instructed, and facilitated coursework at graduate & undergraduate level and graduate level symposiums in both online and in traditional classroom environments. Presently, Dr. Sheikh consults, both in public and in private sectors, in strategy formulation, organization change, and marketing programs centered on market competitiveness. Previously, Dr. Sheikh has held the positions as the Presidents and CEO of two self-supporting businesses in B2B & B2C services and manufacturing sectors, VP Marketing of a consumer goods manufacturing, import and marketing business, Marketing Specialist for a computer peripheral & data communication equipment manufacturer. Academically, Dr. Sheikh has earned a Doctorate in Organizational Change from Pepperdine University and MBA w/ a focus in Marketing from California Lutheran University.



**Dr. Lynn Turner**

Indiana University  
Doctorate in Instructional Systems Technology and Educational Leadership  
Boston University  
Masters of Science in Public Communication, Broadcasting  
Occidental College  
Bachelor of Arts in Diplomacy and World Affairs

Dr. Turner has taught courses in management for over three decades. Additionally, he served twice as Interim Dean of the College of Business, Cal Poly Pomona leading to two strategic planning efforts and two successful accreditation efforts. He also served as Cal Poly's Interim Vice President of Student Affairs. Dr. Turner is a certified Human Resource Information Professional and has presented at various national meetings. He has consulted for nationally recognized medical centers, manufacturing corporations, municipal- and Federal agencies. Specialization: Strategy



**Dr. Debora A. Whitson**

Arizona State University,  
Doctorate in Consumer Psychology  
Arizona State University, Fullerton  
Master of Arts in Consumer Psychology  
San Diego State University  
Bachelor of Arts in Psychology

Dr. Debora Whitson received her Ph.D. in her early 20's from Arizona State University. She has been a marketing professor for over 30 years receiving numerous awards for teaching and classroom presentation strategies. Being a Consumer Psychologist by trade, Dr. Whitson brings a unique perspective to the marketing research field. Her research expertise includes consumer behavior, direct marketing, teaching effectiveness and packaging design. Prior to joining academia, Dr. Whitson worked for an advertising agency pitching accounts and maintaining client account management. Specialization: Marketing.

## **CURRENT TERM FACULTY**



### **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. Shahid Sheikh**

Pepperdine University  
Doctorate in Education in Organization Change  
California Lutheran University  
Certificate of Mastery in Marketing  
Master of Business Administration in Marketing  
Bachelor of Arts in Business Administration

Dr. Sheikh has been involved in post-secondary and higher education for almost twenty years as an adjunct and fulltime faculty member at institutions of higher learning both nationally and internationally. Blending theoretical foundations and knowledge from professional experience, Dr. Sheikh has taught, instructed, and facilitated coursework at graduate & undergraduate level and graduate level symposiums in both online and in traditional classroom environments. Presently, Dr. Sheikh consults, both in public and in private sectors, in strategy formulation, organization change, and marketing programs centered on market competitiveness. Previously, Dr. Sheikh has held the positions as the Presidents and CEO of two self-supporting businesses in B2B & B2C services and manufacturing sectors, VP Marketing of a consumer goods manufacturing, import and marketing business, Marketing Specialist for a computer peripheral & data communication equipment manufacturer. Academically, Dr. Sheikh has earned a Doctorate in Organizational Change from Pepperdine University and MBA w/ a focus in Marketing from California Lutheran University.

### **BOARD OF TRUSTEES (Restructuring in Progress)**

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



#### **Mr. 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. 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 for the start of CIAM.



#### **Mr. William R. Bartmann**

William R. Bartmann is the founder and CEO of CFS2, Inc. a Consumer Financial Recover Company based in Tulsa. He was previously the founder and CEO of Commercial Financial Services Inc. He is a pioneer in the debt collection business and has spent the last 20 years of his life helping Americans that have fallen on hard times. He is author of several books, including Best Seller, *Bouncing Back*.



#### **Mrs. Yeh Wah Chong**

Yeh Wah Chong is an exceptional artist who produces sculptures done completely in silk. 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 Ronald Fogleman**

Ronald Fogleman holds the highest rank in the U.S. Armed Forces and was a member of the Joint Chiefs of Staff (JCS) under President Bill Clinton. As a member of the JCS, he served as a military advisor to the Secretary of Defense, the National Security Council and the President. He was Chairman of the Board of Directors at Alliant Techsystems Inc. He lectures on leadership, international affairs and military issues and has published numerous articles on air and space operations.



#### **Ms. Frances Hesselbein**

Frances Hesselbein is the President and CEO of The Frances Hesselbein Leader Institute. She rose from volunteer troop leader to CEO where she held the position of CEO for fourteen years at the Girl Scouts of the U.S.A. She held the Class of 1951 Chair for the Study of Leadership at the United States Military Academy at West Point, the 1st Leadership Chair at West Point. She received the Presidential of Freedom from President Bush.



#### **Dr. Edwin Hullander**

Edwin Hullander is a former Senior Economist U.S. AID and former professor of George Washington University and National Defense University. He directed Special Action Group for Public Diplomacy in the Department of Defense during the Gulf War. He was the Associate Assistant Administrator for Policy, Programs, and Project Review, Coordinator for Counter Terrorism and Senior Economist U.S. Agency for International Development.



**Brigadier General Leonard Kwiatkowski**

Leonard 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. He was 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.



**Mr. C. William Pollard, Eq.**

William 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, recognized by Fortune magazine as the #1 service company among the Fortune 500 during his leadership. He also served as Chairman of the Board of and was elected Chairman Emeritus when he retired. He is also the author of two bestselling books and contributed to many other books on management.



**Dr. Francisco Suarez**

Francisco Suárez Hernández is the Vice President 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 to many other operations. Prior to his present position, he was Director of Sustainability for FEMSA at the corporate level. He is a member of the Board of PLEI (International Student Leadership Program) of Tecnológico de Monterrey. He was recently elected President of the World Environment Center

headquartered in Washington, DC.



**Mr. Rick Wartzman**

Rick Wartzman is a senior advisor to the Drucker Institute at Claremont Graduate University. He served previously as the Institute's executive director for more than eight years. He spent the first 20 years of his career as a reporter, editor, and columnist for *The Wall Street Journal* and *Los Angeles Times*. Rick writes a monthly column for *Fortune* magazine online. He's also the editor of *Drucker: A Life in Pictures* and *The Drucker Lectures: Essential Lessons on Management, Society, and Economy*. He is the author of two acclaimed books of narrative history published by PublicAffairs. Rick serves on the boards of several civic organizations.



**Dr. Danny Yu**

Danny Yu is the key executive in three NGOs. In 1980 he established Educational Services Exchange with China (ESEC), a non-profit organization for promoting Sino-American educational exchanges and training services. Its 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, professionals and business executives. Recently Dr. Yu developed new methods of student-centered learning which are being tested throughout China.

**Special Advisor to the President**



**Harry Walters**

Harry Walters was Assistant Secretary of the Army (Manpower and Reserve Affairs), and VA Administrator (Under President Reagan). He was a top executive of several corporations including CEO of the Great Lakes Carbon Corporation. He was 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.

## **ACCREDITATION DISCLOSURES**

Accredited by the Accrediting Council for Independent Colleges and Schools to award A Master's Degree in Business Administration.

The Accrediting Council for Independent Colleges and Schools is listed as a nationally recognized accrediting agency by the United States Department of Education and is recognized by the Council for Higher Education Accreditation.

Accrediting Council for Independent Colleges and Schools  
750 First Street, NE, Suite 980  
Washington, DC 20002-4223 [www.acics.org](http://www.acics.org)  
Tel: (202) 336-6780 or Fax: (202) 842-2593



## **CATALOG DISCLOSURES**

### **California Bureau for Private Postsecondary Education**

California Institute of Advanced Management is a private, 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) 4316959, 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 that have not been satisfactorily answered by the institution may be directed to the Bureau for Private Postsecondary Education at:

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



The CIAM Vice President of Administration and the CIAM President can also be reached with any questions regarding the catalog.

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.

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

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 does not have a pending petition in bankruptcy. CIAM is not operating as a debtor in possession. CIAM has not filed a petition within the preceding five years, or has had a petition in bankruptcy filed against it within the preceding five years that resulted in reorganization under Chapter 11 of the United States Bankruptcy Code (11 U.S.C. Sec. 1101 et seq.).

**CATALOG REVISION ADDENDA****Note: All revisions are reflected in the current catalog**

|           |    |                                                                                                                                 |                                                                                                                                                    |
|-----------|----|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| 5/15/2015 | 1  | Catalog Frame and Footer                                                                                                        | Revision: Academic Year                                                                                                                            |
|           | 6  | Mission and Objectives                                                                                                          | Revision: Objective 1                                                                                                                              |
|           | 7  | Academic Calendar                                                                                                               | Revision: 2015-2016 Cohort 4                                                                                                                       |
|           | 7  | Tuition Payment Schedule                                                                                                        | Addition                                                                                                                                           |
|           | 8  | Schedule of Classes                                                                                                             | Revision: Added Cohort 4 Terms 1 and 2                                                                                                             |
|           | 8  | Holiday Schedule                                                                                                                | Revision: 2015-2016 Holidays                                                                                                                       |
|           | 13 | Registration and Enrollment                                                                                                     | Addition: Payment deadlines stipulations; Deletion: Orientation Schedule for Cohort 3                                                              |
|           | 14 | Administrative & Academic Policies:<br>Administrative Policies<br>Graduation Requirements<br>Adjunct Faculty<br>Current Faculty | Revision: FERPA Language                                                                                                                           |
|           | 23 |                                                                                                                                 | Revision: Conferral of Degrees                                                                                                                     |
|           | 41 |                                                                                                                                 | Addition: Frank Bryant                                                                                                                             |
|           | 44 |                                                                                                                                 | Revision: Frank Bryant and Elisa Magill added                                                                                                      |
|           |    | Web and Email domains                                                                                                           | Revision: changed to EDU throughout catalog                                                                                                        |
| 6/25/2015 | 7  | Tuition Payment Schedule                                                                                                        | Addition: Deadlines                                                                                                                                |
|           | 8  | Schedule of Classes                                                                                                             | Revision: To include term 2                                                                                                                        |
|           | 10 | Online Classroom Access                                                                                                         | Addition: For online program                                                                                                                       |
|           | 10 | Admission Policies                                                                                                              | Addition: Transfer Credit Evaluation; TOEFL code.                                                                                                  |
|           | 12 | Admissions                                                                                                                      | Addition: Enrollment Process, Individual Degree Plan, Completing the Enrollment Process; Online program procedures; Revision: Orientation Schedule |
|           | 13 | Registration and Enrollment                                                                                                     | Revision: Technical Minimum Requirements                                                                                                           |
|           | 14 | Academic Policies                                                                                                               | Addition: Attendance and Participation for the Online MBA Program; Tardiness for Hybrid program;                                                   |
|           | 21 | Grading and Academic Progress                                                                                                   | Revision: Academic Probation Policy, Suspension Policy                                                                                             |

|           |    |                      |                                                                                                                        |
|-----------|----|----------------------|------------------------------------------------------------------------------------------------------------------------|
|           | 25 | Student Services     | Addition: Online options for New Student Orientation, student Seminars, Volunteer Opportunities, NFWS, Career Services |
|           | 29 | Program              | Addition: Online MBA in Executive Management & Entrepreneurship                                                        |
|           | 40 | Administrative Staff | Deletion: Cari Lyall; Addition: Sammi Scott; Revision: Nevin Kamath bio                                                |
|           | 42 | Adjunct Faculty      | Revision: Nevin Kamath bio                                                                                             |
| 7/10/2015 | 11 | Admissions           | Revision: Reapplication stipulation; letters of recommendation requirement                                             |
| 7/30/2015 | 12 | Admissions           | Revision: requirements                                                                                                 |

|            |    |                             |                                                                                                                    |
|------------|----|-----------------------------|--------------------------------------------------------------------------------------------------------------------|
|            | 26 | Certificate Program         | Addition                                                                                                           |
|            | 29 | Student Achievements        | Revision: Updated                                                                                                  |
|            | 8  | Schedule of Classes         | Revision: Updated                                                                                                  |
|            | 11 | International Students      | Revision: Removed Foreign Students                                                                                 |
|            | 12 | Admissions                  | Revision: Deleted Letters of Recommendation                                                                        |
|            | 31 | Tuition and Fees            | Revision: Discount language                                                                                        |
|            | 35 | Administrator Staff         | Addition: Gene Raltz and Kien Tiet                                                                                 |
|            | 40 | Adjunct Faculty             | Addition: Lynn Turner                                                                                              |
| 8/27/2015  | 41 | Current Faculty             | Revision: Added Lynn Turner and Kevin Grant                                                                        |
| 9/11/2015  | 15 | Attendance Policy           | Revision                                                                                                           |
| 9/21/2015  | 15 | Academic Freedom            | Revision                                                                                                           |
|            | 15 | Attendance Policy           | Revision: added Substantive interaction language                                                                   |
|            | 30 | Programs                    | Deletion: Certificate programs                                                                                     |
|            | 11 | International Students      | Addition: DI Code: B200                                                                                            |
| 10/6/2015  | 13 | Registration and Enrollment | Revision: Orientation Schedule added Application Deadlines and renamed Orientation Schedule to Enrollment Schedule |
|            | 36 | Administrative Staff        | Deletion: Winnie Phan; Addition: Brian Tan                                                                         |
|            | 10 | Articulation Agreement      | Revision: Mt. Sierra College Articulation                                                                          |
|            | 23 | Transcript Policy           | Revision: Transcript Services                                                                                      |
|            | 31 | Financial Aid               | Revision: Federal Financial Aid                                                                                    |
|            | 26 | Student Conduct             | Addition: Academic Honesty Policy                                                                                  |
| 11/30/2015 | 37 | Administrative Staff        | Revision: Dr. Al Randall's Profile Picture                                                                         |
| 12/24/2015 | 10 | Transcript Services         | Revision: Transcript Services                                                                                      |

|                  |     |                                       |                                                                              |
|------------------|-----|---------------------------------------|------------------------------------------------------------------------------|
|                  | 2-5 | Table of Contents                     | Revision: Replaced Static Table w/ Dynamic Table                             |
|                  | 13  | Accounting                            | Revision: Replaced Accounting info w/ Cashier's Office                       |
|                  | 25  | Library                               | Revision: Replaced miranda.lam@ciam.edu with library@ciam.edu                |
|                  | 27  | Try Before Buy Program                | Revision: Replaced penny.li@ciam.edu with admissions@ciam.edu                |
|                  | 38  | Administrative Staff                  | Deletion: Miranda Lam; Addition: Ann Wicke                                   |
|                  | 38  | Administrative Staff                  | Deletion: Ricardo Salinas                                                    |
|                  | 31  | Student Achievements                  | Deletion: Student Achievements                                               |
|                  | 8   | Schedule of Classes                   | Revision: Revised Schedule of Classes                                        |
|                  | 38  | Administrative Staff                  | Addition: Donny Yu                                                           |
|                  | 9   | Admissions                            | Revision: Revised Admissions Policy                                          |
|                  | 44  | Adjunct Faculty                       | Addition: Arthur Rothberg                                                    |
|                  | 44  | Current Term Faculty                  | Deletion: Kevin Grant, Lynn Turner; Addition: Arthur Rothberg, Magdy Farag   |
|                  | 31  | Tuition & Fees                        | Revision: Tuition Schedule                                                   |
|                  | 14  | Administrative Policies               | Addition: Record Retention Policy                                            |
|                  | 46  | Catalog Disclosures                   | Revision: BPPE                                                               |
|                  | 17  | Satisfactory Academic Progress Policy | Revision: Purpose of Satisfactory Academic Progress                          |
| <b>1/22/2016</b> | 6   | Academic Calendar                     | Addition: Graduation and Commencement Date                                   |
|                  | 8   | Affiliation                           | Revision: Drucker Academy Group                                              |
|                  | 10  | Admissions                            | Addition: International Students                                             |
|                  | 12  | Enrollment Process                    | Removal: Payment Methods                                                     |
|                  | 16  | Administrative Policies               | Removal: Student Term Update Meetings                                        |
|                  | 22  | Student Services                      | Revision: Unofficial Transcripts                                             |
|                  | 30  | Tuition Refund Policy                 | Revision: Federal Return of Title IV Funds Policy                            |
|                  | 44  | Board of Trustees                     | Revision: New Members Added. BOA omitted                                     |
| <b>2/19/2016</b> | 1   | Cover Page                            | Addition: Cover Page Added                                                   |
|                  | 8   | Schedule of Classes                   | Revision: Professors for Term 6 Updated                                      |
|                  | 33  | Financial Assistance                  | Revision: Loan Cancellation, Veteran Educational Benefits, Tuition Financing |
|                  | 41  | Adjunct Faculty                       | Addition: Charles Freeman                                                    |
|                  | 43  | Current Faculty                       | Revision: Updated with Current Term Faculty                                  |
| <b>3/9/2016</b>  | 35  | Student Tuition Recovery Fund         | Revision: STRF Language                                                      |
|                  | 41  | Adjunct Faculty                       | Removal: Charles Freeman                                                     |
| <b>3/16/2016</b> | 38  | Title IX                              | Addition: Title IX Policy                                                    |
|                  | 9   | Schedule of Classes                   | Revision: Professors for Term 1 Added                                        |
|                  | 38  | Campus Security                       | Addition: Notice of Availability of Annual Campus Security                   |

|                  |    |                               |                                                           |
|------------------|----|-------------------------------|-----------------------------------------------------------|
|                  | 14 | Admissions                    | Addition: Students with Disabilities                      |
|                  | 23 | Grading and Academic Progress | Addition: Grade Appeal Policy                             |
|                  | 37 | Financial Assistance          | Addition: Financial Aid Probation                         |
| <b>4/1/2016</b>  | 32 | Program                       | Addition: No Grade Policy with Try Before Buy             |
|                  | 16 | Enrollment                    | Addition: Conditional Enrollment – International Students |
|                  | 15 | Admissions                    | Revision: Foreign Transcripts                             |
|                  | 36 | Financial Assistance          | Addition: Award Guidelines, Award Adjustments             |
|                  | 40 | Financial Assistance          | Addition: Methods of Disseminating Consumer Information   |
|                  | 41 | Voter Registration            | Addition: Voter Registration                              |
| <b>4/11/2016</b> | 46 | Administrative Staff          | Addition: Hassan Khan                                     |
|                  | 18 | Admissions                    | Addition: VISA Language                                   |