



California Institute of
Advanced Management



Course Catalog & Student Handbook

2025

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

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

Claudia Sarabia, Title IX Coordinator
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500 Ext. 112
claudia.sarabia@ciam.edu

Katie Lee, Deputy Title IX Coordinator
(626) 350-1500 Ext. 107
katie.lee@ciam.edu

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

2025 Catalog Effective Dates – January 01, 2025, to December 31, 2025

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



**California Institute of
Advanced Management**

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

Administrative Office Hours:

Monday through Thursday 8:30 a.m. – 5:30 p.m. Pacific Standard Time; Fridays are available by phone and email.

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President's Message

Welcome to CIAM!

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

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

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

CIAM prides itself on its high-quality student services and we are always available to provide guidance and support. This student catalog was developed with you, and your needs, in mind, and I encourage you to reach out for any support services you may need.

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

A handwritten signature in dark ink, appearing to read "Geoff T. Mills". The signature is fluid and cursive, with a horizontal line extending from the end.

Geoffrey T. Mills, Ph.D.
President

HISTORY OF THE UNIVERSITY

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

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

CIAM incorporated as a nonprofit 501(c)(3) in 2011 and received its initial approval with the Bureau for Private Postsecondary Education (BPPE) in April 2012. CIAM earned regional accreditation from WASC Senior College and University Commission (WSCUC), 2019. In addition to the Executive MBA, CIAM has approved to offer an MS in Data Analytics and MA in Organizational Leadership, all fully accredited.

PURPOSE OF THE UNIVERSITY

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

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

Vision

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

We will transform business education by:

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

Mission

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

Guiding Principles

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

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

Core Values

- Human dignity – We believe all individuals possess unique skills and contributions to the organization; their professional and personal development is important to CIAM.
- Integrity – We believe integrity is the practice of consistency: doing what one says, performing and gaining results.
- Innovation – We believe innovation is a combination of inspiration and hard work. It is welcoming of and open to new and different thinking, recognizing the role of change and improvement for institutional and personal betterment. Innovation can come from any area of CIAM and has to be balanced with continuity.
- Diversity, equity, and inclusion – We embrace diversity and unity as a way to encourage creativity and to serve and strengthen society.
- Citizenship – We value the willingness to uplift and contribute to one's society, to live for one's community, and to practice civility.
- Empowerment – We believe in equitable participation and contributions to shared goals, autonomy, determination, and proper use of power.

Culture Statement

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

- adapts to change and turns challenges into opportunities.
- pursues excellence through continuous reflection, innovation, and self-development.
- believes diversity, equity, and inclusion serve the common good.
- works with our strengths, opportunities, and resources.
- empowers leaders to achieve results through data-driven decision making.
- fosters collaboration through honest constructive communication.
- is accountable to our students and all stakeholders.
- is determined, dedicated, and driven.

Institutional Learning Outcomes

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

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

UNIVERSITY INFORMATION

Campus Location

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

All on-campus CIAM courses are taught at:

**1000 S. Fremont Ave
Building A10, 4th Floor, Suite 10402 or Building A7, 1st Floor
Alhambra, CA 91803
(626) 350-1500**

Hours of Operations

CIAM's office hours are as follows:

- Monday through Thursday, from 8:30 a.m. to 5:30 p.m.
- Fridays available by email and phone 8:30 a.m. to 5:30 p.m.

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

Accreditations & Approvals

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

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

WSCUC Accreditation

California Institute of Advanced Management is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, (510) 748-9001. WSCUC is accreditation body recognized by the U.S. Department of Education (ED) and the Council on Higher Education Accreditation (CHEA).

The Commission has confirmed CIAM's commitment to:

1. Assuring the educational community, the general public, and other organizations and agencies that it meets the Commission's Core Commitments to Institutional Capacity and Educational Effectiveness and has been successfully reviewed under Commission Standards.

2. Promoting deep institutional engagement with issues of educational effectiveness and student learning and developing and sharing good practices in assessing and improving the teaching and learning process.
3. Developing and applying Standards to review and improve educational quality and institutional performance and validating these Standards and revising them through ongoing research and feedback.
4. Promoting within institutions a culture of evidence where indicators of performance are regularly developed and evidence collected to inform institutional decision making, planning, and improvement.
5. Developing systems of institutional review and evaluation that are adaptive to institutional context and purposes, that build on institutional evidence, support rigorous reviews, and reduce the burden and cost of accreditation.
6. Promoting the active interchange of ideas among public and independent institutions that furthers the principles of improved institutional performance, educational effectiveness, and the process of peer review.

BPPE Approval

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

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

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

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

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

Management as a Liberal Art Research Institute (MLARI)

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

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

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

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

Vison

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

Mission

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

Objectives

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

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

Learning Management System (LMS)

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

Facilities, Equipment, & Materials

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

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

There is free Wi-Fi available on campus for student use.

Classroom Use Policy

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

Posters, Notices, & Handbills

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

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

Title IX Policy

Title IX of the Education Amendments of 1972 (Title IX) States: No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.

Title IX at CIAM (Statement of Non-Discrimination)

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

Title IX Coordinator

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

Title IX Coordinator: Claudia Sarabia
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500 Ext. 112
claudia.sarabia@ciam.edu

Deputy Title IX Coordinator: Katie Lee
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500 Ext. 107
katie.lee@ciam.edu

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

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

ACADEMIC CALENDAR

SPRING 2025*	SPRING	SPRING II ACC
Priority Registration Opens	11/11/2024	n/a
Regular Class Registration Opens	11/18/2024	n/a
Class Registration Closes	12/6/2024	n/a
Scholarship Application Deadline	11/15/2024	n/a
Application Deadline	11/27/2024	1/31/2025
Enrollment Packet Deadline	12/13/2024	2/21/2025
Tuition Payment Deadline	12/20/2024	2/21/2025
Virtual or In-Person Orientation	Virtual	In-Person

Orientation Date	1/11/2025	3/1/2025
Term Starts for All Classes	1/11/2025	3/1/2025
Last Day to Drop Classes with Full Refund	1/24/2025	3/7/2025
Last Day to Withdraw with a Grade of "W"	1/31/2025	3/7/2025
Last Day of Classes	4/13/2025	4/13/2025
End of Term	4/18/2025	4/18/2025
Term Break	4/19/25-5/2/25	4/19/25-5/2/2025
In-Person Classes Group 1*	1/25, 1/26, 3/15	3/1, 3/2, 4/12
In-Person Classes Group 2*	2/8, 2/9, 3/16	n/a

SUMMER 2025*	SUMMER	SUMMER II ACC
Priority Registration Opens	3/3/2025	n/a
Regular Class Registration Opens	3/10/2025	n/a
Class Registration Closes	3/31/2025	n/a
Scholarship Application Deadline	4/4/2025	n/a
Application Deadline	4/4/2025	5/16/2025
Enrollment Packet Deadline	4/18/2025	5/30/2025
Tuition Payment Deadline	4/18/2025	5/30/2025
Virtual or In-Person Orientation	Virtual	In-Person
Orientation Date	5/3/2025	6/14/2025
Term Starts for All Classes	5/3/2025	6/14/2025
Last Day to Drop Classes with Full Refund	5/16/2025	6/20/2025
Last Day to Withdraw with a Grade of "W"	5/23/2025	6/20/2025
Last Day of Classes	8/3/2025	8/3/2025
End of Term	8/8/2025	8/8/2025
Term Break	8/9/25-8/29/25	8/9/25-8/29/25
In-Person Classes Group 1*	5/17, 5/18, 7/19	6/14, 6/15, 8/2/25
In-Person Classes Group 2*	5/31, 6/1, 7/20	n/a
FALL 2025*	FALL	FALL II ACC
Priority Registration Opens	7/14/2025	n/a
Regular Class Registration Opens	7/21/2025	n/a
Class Registration Closes	8/8/2025	n/a
Scholarship Application Deadline	7/25/2025	n/a
Application Deadline	8/1/2025	9/12/2025
Enrollment Packet Deadline	8/15/2025	9/26/2025
Tuition Payment Deadline	8/15/2025	9/26/2025
Virtual or In-Person Orientation	Virtual	In-Person
Orientation Date	9/6/2025	10/18/2025
Term Starts for All Classes	9/6/2025	10/18/2025

Last Day to Drop Classes with Full Refund	9/16/2025	10/24/2025
Last Day to Withdraw with a Grade of "W"	9/26/2025	10/24/2025
Last Day of Classes	12/7/2025	12/7/2025
End of Term	12/12/2025	12/12/2025
Term Break	12/13/25-1/9/26	12/13/25-1/9/26
In-Person Classes Group 1*	9/13, 9/14, 11/8	10/18, 10/19, 12/6
In-Person Classes Group 2*	9/27/25, 9/28, 11/9	n/a

First date in-person classes 9 a.m. to 5 p.m.
Second date in-person classes 9 a.m. to 4 p.m.
Third date in-person classes 9 a.m. to 5 p.m.

* Dates are subject to change; check the calendar at ciam.edu/calendar

Holidays (Offices Closed)	
Martin Luther King Jr. Day Holiday	1/20/2025
President's Day Holiday	2/17/2025
Cesar Chavez Day Holiday	3/31/2025
Memorial Day Holiday	5/26/2025
Juneteenth Holiday	6/19/2025
Independence Day Holiday	7/4/2025
Indigenous People's Day Holiday	10/13/2025
Veteran's Day Holiday	11/11/2025
Thanksgiving Holiday	11/27/25 and 11/28/25

ADMISSIONS POLICIES

Admissions and Enrollment Policies & Requirements

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

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

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

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

Admissions Requirements

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

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

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

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

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

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

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

Holistic Admissions

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

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

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

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

Growth and potential

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

Interests and activities

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

Character and personality

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

Submitting an Application

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

- **Application** – All students who wish to apply to CIAM must complete an admissions application. The application is available on the CIAM website. The application must be complete, or it will not be reviewed for consideration.
- **Application Fee** – As of May 2024, the application fee has been waived.
- **Current resume**
- **Transcripts** – All applicants must submit official transcripts from previously attended institutions. Unofficial copies can be uploaded in the application, but an official copy must be submitted within the first term to be fully matriculated into the program. Official transcripts from institutions outside of the United States will only be accepted if they have been evaluated by a member in good

standing of the National Association of Credential Evaluation Services (NACES) or another nationally recognized credentialing service.

- **Statement of Purpose** – Not required with the application package. Applicants might be asked by the Admissions team to submit a 150-word statement of purpose indicating why they wish to study at CIAM, how studying at CIAM would help them accomplish their personal/professional goals, how the program would empower them to give back to their community and sharing their unique life story and experiences.

International Students on F1

CIAM has received approval from the Student and Exchange Visitor Program (SEVP) to enroll international F-1 students in its MBA program and issue Form I-20, "Certificate of Eligibility for Nonimmigrant Student Status." There are no additional fees associated with this service.

International students must meet the same admissions requirements for the program as all other prospective students (see above). To be considered for admission, prospective international students must be eligible to apply for a student visa (F-1) or be able to transfer to CIAM an **active** F-1 SEVIS record from a prior institution they may have attended in the U.S. International students may only be enrolled on a full-time basis. Once the student has enrolled, all changes in enrollment status, address, or program of study must be reported to both the DSO and Registrar on an on-going basis and at the end of each term.

CIAM will not issue an I-20 until all requirements for admission have been met. International students who are in the United States in any other status besides F or J that allows them to pursue a degree may enroll as per the limitations of their immigration status. Other individuals already in the United States under a temporary or visitor status, must file an I-539 (Application to Extend/Change Nonimmigrant Status) with the appropriate government agency and wait for its approval prior to enrollment. If you require a change of status before you can start studying, please inform your admissions counselor. If you have any questions regarding your immigration status and whether you are eligible to enroll in a full-time degree program, please contact a CIAM DSO.

Supplementary Admissions Documents for International Students in F-1 Status

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

- **Copy of their Passport** (and the passport of spouse or any dependents, if applicable)
- **Proof of Financial Capability (Bank Statement)-** Bank statement or other financial documents showing sufficient available funds to cover the cost of attendance for your program at CIAM. Please refer to the current cost of attendance at our website: <https://www.ciam.edu/cost-aid>. Financial statements must be issued within the last six (6) months before the start date that you are applying for and demonstrate liquid funds available. We will not consider stocks, bonds, real estate portfolios, retirement or investment accounts.
 - Please note, a student who will be accompanied by a spouse and/or children must submit evidence of additional support of \$4,000 for a spouse and \$3,000 for each child dependent. If the certificates are issued in a language other than English, the student must attach a certified English translation.

English Language Proficiency Requirements

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

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

The English language proficiency requirements may be waived if you are a citizen of the following countries: American Samoa, Australia, Bahamas, Barbados, Belize, Canada (not including Quebec), Dominica, Grenada, Grand Cayman, Guyana, Ireland, Jamaica, Liberia, New Zealand, Philippines, Puerto Rico PR, Trinidad/Tobago, United Kingdom, U.S. Pacific Trust.

Conditional Admission for International Students

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

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

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

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

If accepted for admission to CIAM, an admissions package (including your acceptance letter and I-20) will be emailed to the student. Upon the student's request, physical documents can be sent to the address

provided on the application documents. It's the applicant's responsibility to ensure the mailing address on application documents is correct and the shipping fee is paid prior to the issuance of the I-20.

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

Applicants will receive a tracking number to track the status of their admissions package, it is the student's responsibility to contact the nearest U.S. Embassy/Consulate (preferably in their home country) and follow the necessary steps to apply for an F-1 visa. An interview may be required and the processing time to secure a visa will vary depending on the Embassy or Consulate. Some locations may take up to three months or more, so we recommend scheduling your visa interview as soon as you receive your I-20. Please see the following U.S. government link for more information on the visa application process: <https://travel.state.gov/content/travel/en/us-visas.html> and communicate with your DSO if you anticipate the visa process to take longer than 6 weeks.

Note that although CIAM does not charge for providing the I-20, the U.S. Government charges a SEVIS fee of \$350. This is a mandatory fee that must be paid online before a student applies for a visa. Go to www.fmjfee.com/i901fee/index.html for more details. In addition to the SEVIS fee, an F-1 student will need to apply for an F-1 visa and complete the DS-160 form for the respective consulate, which involves a separate visa fee. Please note, Canadian citizens do not need to obtain an F-1 visa, but they still need to pay the SEVIS fee.

Transfer Credit Policy

CIAM may accept transfer credits for equivalent courses from institutions accredited by regional or national agencies recognized by the Council for Higher Education Accreditation (CHEA), the U.S. Department of Education (USDE), or verified international accrediting bodies. To receive transfer credit, students must complete and submit a Transfer Inquiry Form to the Registrar's Office and obtain approval prior to course registration.

Transfer credits are awarded for graduate courses completed with a grade of "B" or higher at accredited institutions, provided the courses are no older than seven (7) years and cover material equivalent to CIAM's courses. A maximum of two courses (six semester units or equivalent) may be transferred. Students using financial aid should consult the Satisfactory Academic Progress (SAP) policy to ensure compliance with transfer requirements. Students who wish to transfer coursework from other institutions to CIAM must complete an application for admission, meet all admission requirements, and submit official transcripts from all previously attended schools. Once received, transcripts become the property of CIAM and will not be released or returned to the applicant, nor forwarded to any other institution.

Transcript evaluations may take several weeks to process. While transfer credits do not affect a student's Cumulative Grade Point Average (CGPA), they are counted towards the "Pace of Progression" and the maximum timeframe allowed for program completion. For further details, refer to the Satisfactory Academic Progress policy.

CIAM does not grant credit for prior experiential learning, challenge exams, or standardized achievement tests.

Transfer Credit Evaluation Process

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

Notice Concerning Transferability of Credits & Credentials Earned at our Institution

The transferability of credits earned at CIAM is determined solely by the institution to which you plan to transfer. Similarly, the acceptance of a graduate degree you earn at CIAM is at the discretion of the receiving institution. If the academic credits you earn at CIAM are not accepted by the institution to which you seek to transfer, you may need to repeat some or all coursework at that institution. Therefore, it is important to ensure that attending CIAM aligns with your educational and career goals. As with all universities, colleges, and/or other educational institutions, it is always up to the complete discretion of the institution to accept or deny credits for transfer. CIAM also adheres to this policy when accepting credits for transfer from prospective students seeking admittance into CIAM.

Ability to Benefit

CIAM does not offer an ability to benefit examination for prospective students. All prospective students must meet specific formal admission requirements.

Student Success & Accessibility

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

ENROLLMENT PROCESS & REGISTRATION

Enrollment Process

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

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

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

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

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

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

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

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

Class Registration

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

Priority Registration

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

Registration for New Students

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

Deferred Enrollment

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

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

Students' Right to Cancel

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

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

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

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

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

Unofficial Withdrawal

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

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

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

Official Withdrawal from the Program & Tuition Refund Policy

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

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

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

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

To determine the amount of the refund, the date of the student's withdrawal shall be deemed the date the signed application was returned to the Registrar. The amount owed equals the charges for the current payment period, divided by scheduled days in the current payment period, multiplied by days attended prior to withdrawal. If the student has completed more than 60% of the period of attendance for which the student was charged, the tuition is considered earned and the student will receive no refund.

If a student prepays tuition and fees and withdraws prior to the conclusion of the cancellation period for the next term, all charges collected for the next period will be refunded in accordance with the cancellation policy. If any portion of the tuition was paid from the proceeds of a loan or third party, the refund shall be sent to the lender, third party or, if appropriate, to the state or federal agency that guaranteed or reinsured the loan. Any amount of the refund more than the unpaid balance of the loan shall be first used to repay any student financial aid programs from which the student received benefits, in proportion to the amount of the benefits received, and any remaining amount shall be paid to the student.

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

TUITION & FEES

MBA in Executive Management	
Full-time status (6 credits per term)	\$ 4,506.00
Tuition Cost Per Credit	\$751.00
Total Tuition Cost (37 credits) *	\$27,036.00
Application Fee (non-refundable)	\$0
INT/CPT*	1 st INT501 and 1 st INT599 included in tuition**
Estimated Total Book Cost	Included with tuition

*Students are required to successfully complete INT501 & INT599 at least once to graduate; international students require CPT approval before registering for INT courses. Please refer to the INT 501 and INT599 Internship section for detailed information on INT501 and INT599 requirements.

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

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

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

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

CIAM accepts payment in full for tuition and fees, including any funds received through institutional loans, after the student has been accepted and enrolled with the date of the 1st class session disclosed on the Enrollment Agreement.

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

Tuition Payments

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

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

Tuition Deadline

The tuition payment deadline for both continuing and new incoming students is up to 2 weeks before the published New Student Orientation date for the term. Please see the [academic year calendar](#) for tuition deadline dates. All payments must be received by 5 p.m. Pacific Standard Time of the payment deadline to be considered on time.

Drop for Nonpayment

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

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

Late Fees

Late tuition payments will be assessed as a \$100 late tuition payment fee. The fee will be added to the tuition payment due, and the student will not be enrolled in any future courses until the tuition and fees are paid in full. Students who do not make their payment by the tuition deadline are subject to the Drop for Nonpayment policy (see above).

Monthly Tuition Payment Plan

CIAM does not offer any payment plans.

Outstanding Financial Balances

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

Student Tuition Recovery Fund (STRF)

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

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

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

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

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

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

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

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

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

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

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.

2. You were enrolled at an institution or a location of the institution within the 120-day period before the closure of the institution or location of the institution or were enrolled in an educational program within the 120-day period before the program was discontinued.
3. You were enrolled at an institution or a location of the institution more than 120 days before the closure of the institution or location of the institution, in an educational program offered by the institution as to which the Bureau determined there was a significant decline in the quality or value of the program more than 120 days before closure.
4. The institution has been ordered to pay a refund by the Bureau but has failed to do so.
5. The institution has failed to pay or reimburse loan proceeds under a federal student loan program as required by law or has failed to pay or reimburse proceeds received by the institution in excess of tuition and other costs.
6. You have been awarded restitution, a refund, or other monetary award by an arbitrator or court, based on a violation of this chapter by an institution or representative of an institution, but have been unable to collect the award from the institution.
7. You sought legal counsel that resulted in the cancellation of one or more of your student loans and have an invoice for services rendered and evidence of the cancellation of the student loan or loans.

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

FINANCIAL ASSISTANCE

The Federal Military Tuition Assistance Program

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

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

Scholarships

CIAM institutional scholarships are awarded to students based on academic merit, or professional, or extraprofessional achievements. Scholarships can only be applied towards tuition and are available

regardless of financial need. Decisions are based on these rules, the information you provide, the number of applicants, and the total funds available each academic year. Submissions for scholarships do not guarantee the student will be awarded.

Applying for Scholarships

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

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

The deadlines to apply for scholarships for the 2025 academic year are:

- Spring 2025: Application deadline of November 15, 2024, and awardees announced by December 13, 2024.
- Summer 2025: Application deadline of April 7, 2025, and awardees announced by April 12, 2025.
- Fall 2025: Application deadline of July 25, 2025, and awardees announced by August 22, 2025.

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

Disbursement Schedule

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

2025 Scholarships

CIAM will have institutional scholarships available for the 2025 academic year.

President's Scholarship/Women in Leadership Scholarship

CIAM has a rich heritage of empowering women for leadership. The Women in Leadership Scholarship is for incoming female students who have:

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

Eligibility Criteria:

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

Application Requirements:

- 300-500-word personal essay discussion the following topic:

“What has been the biggest challenge you have faced as a female leader and how did you overcome it? How do you desire to further your leadership development and experience?”

- Resume

Management as a Liberal Art Scholarship

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

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

Eligibility Criteria:

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

Application Requirements:

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

Academic Excellence Scholarship

Students with an undergraduate or graduate cumulative grade point average (CGPA) of 3.8-4.0 as conferred by an accredited institution are eligible for this award. Eligible GPAs must reflect at least one year of full-time status in the current/previous academic program. This will be verified by the applicant's official transcripts and/or foreign degree evaluation report.

Eligibility Criteria:

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

Application Requirements:

- Submit a copy of unofficial transcripts.

Federal Financial Aid (Title IV Funding)

Award Guidelines

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

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

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

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

Financial Aid Offer or College Financing Adjustments

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

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

Unsubsidized Direct Loan

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

Current interest rates can be found at <https://studentaid.gov/understand-aid/types/loans/interest-rates>. Interest is charged during all periods, even during the time a student is in school and during grace and deferment periods. A student may choose to pay interest on the Direct Unsubsidized while in school. If you choose not to pay the interest while you're in school, it will be added to the unpaid principal amount of your loan. Regular payments begin six (6) months after student's cease enrollment or fail to be at least a half-time student. For information on repaying your student loans, please visit the Department of Education's website <https://studentaid.gov/manage-loans/repayment>. Eligible students must maintain satisfactory academic progress to continue receiving financial aid.

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

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

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

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

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

Title IV Eligibility

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

To receive Federal Student Aid, you will need to:

1. Qualify to obtain a college or career school education, either by having a high school diploma or General Educational Development (GED) certificate, or by completing a high school education in a homeschool setting approved under state law.
2. Be enrolled or accepted for enrollment as a regular student in an eligible degree or certificate program.
3. Have a valid Social Security number unless you are from the Republic of the Marshall Islands, Federated States of Micronesia, or the Republic of Palau.
4. Completed a FAFSA and the school must have a current ISIR to start the initial eligibility process.
5. Sign certifying statements on the FAFSA stating that:
 - a. You are not in default on a federal student loan.
 - b. You do not owe a refund on a federal grant.
 - c. You will use federal student aid only for educational purposes.
6. Maintain satisfactory academic progress (SAP) while you are attending CIAM.
7. Be enrolled at least halftime to receive assistance from the Direct Loan Program.

8. Not have been convicted of, or pled nolo contendere (no contest), or guilty to, a crime involving fraud in obtaining Title IV aid.

In addition, you must meet one of the following:

1. Be a U.S. citizen or U.S. national
 - a. You are a U.S. citizen if you were born in the United States or certain U.S. territories, if you were born abroad to parents who are U.S. citizens, or if you have obtained citizenship status through naturalization. If you were born in American Samoa or Swains Island, then you are a U.S. national.
2. Have a green card
 - a. You are eligible if you have a Form I-551, I-151, or I551C, also known as a green card, showing you are a U.S. permanent resident.
3. Have an Arrival-Departure Record
 - a. Your Arrival-Departure Record (I-94) from the U.S. Citizenship and Immigration Services must show one of the following:
 - i. Refugee
 - ii. Asylum Granted
 - iii. Cuban-Haitian Entrant (Status Pending)
 - iv. Conditional Entrant (valid only if issued before April 1, 1980)
 - v. Parolee
4. Have Battered Immigrant Status
 - a. You are designated as a “battered immigrant qualified alien” if you are a victim of abuse by your citizen or permanent resident spouse, or you are the child of a person designated as such under the Violence Against Women Act.
5. Have a T-visa
 - a. You are eligible if you have a T-visa or a parent with a T-1 visa.

Federal Return of Title IV Funds Policy (R2T4)

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

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

If a student ceases attendance (drops or withdraws) from all his or her Title IV eligible courses in a payment period or period of enrollment, the student must be considered withdrawn for Title IV purposes. If circumstances cause a student to withdraw from all classes, they are encouraged to contact the Academic Affairs Office 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 $\frac{1}{2}$ the academic year in credits and in length (whichever is less).

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

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

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

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

Determining Aid Earned

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

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

Institutionally scheduled breaks of five (5) or more consecutive days are excluded from the Return calculations as periods of nonattendance and therefore, do not affect the calculation of the amount of federal aid earned. This provides for more equitable treatment of students who officially withdraw near the end of a scheduled break. In those instances, at an institution not required to take attendance, a student

who withdrew after the break would not be given credit for earning an additional week of funds during the scheduled break but would instead only earn funds equal to the number of days of training the student completed after the break. If a break occurs prior to a student's withdrawal, all days between the last scheduled day of classes before a scheduled break and the first day classes resume are excluded from both the numerator and denominator in calculating the percentage of the term completed.

Post-Withdrawal Disbursement

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

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

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

- Unsubsidized Stafford Loans

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

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

Course Repetition

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

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

Rights and Responsibilities of Students for Federal Financial Aid

Student Responsibilities

Each student must:

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

Student Rights

Each student has the right to:

- Know how financial need was determined.
- Know how financial aid will be distributed.
- Request an explanation of programs in the financial aid package.
- Refuse any financial aid offered.
- Request an explanation of CIAM's refund policy.
- Know what portion of financial aid a grant is 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 institutional or financial aid information. Please call (626) 350-1500 or email financial.aid@ciam.edu.

Veterans Benefits & Transition Act of 2018, Section 103

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

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

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

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

This provision ends on the earlier of the following dates:

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

CIAM Veteran's Grant for Travel Related Expenses

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

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

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

Methods of Disseminating Consumer Information

The Office of Financial Aid disseminates information through various channels, including our website where all programs, application processes and deadlines are listed. Financial aid information is also included in various resources such as the School Catalog. The Office also has various information pieces that are emailed to the student's CIAM email account and uses this as the primary means for contacting a

student. New students are contacted by his/her personal email until they have completed enrollment and registered for courses. Targeted and general announcements are posted in these media venues, in addition to sending student emails. The Office of Financial Aid sends an email each July to all students regarding consumer information. In addition, the Office of Financial Aid sends an email, each term, to new students.

Student Right-To-Know Act

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

STUDENT SUCCESS

Office of Student Success & Registrar

New Student Orientation

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

Academic Advising

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

Transcript Services

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

Unofficial Transcripts

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

Official Transcripts

The first official transcript will be issued upon the completion of the program and the conferral of the degree at no cost to the student. Official transcripts can be requested from the Registrar's Office in person, by email (registrar@ciam.edu), mail, or fax. A student can order up to five (5) additional copies of his/her official transcripts at the Registrar's Office per day, and 30 in a 12-month period. Normal

processing time, excluding delivery, is 3-5 business days from the date the request is received. There is a \$12 fee for each official transcript. Expedited or international shipping may incur additional fees.

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

Enrollment Verifications

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

Fees

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

Transcript Policy

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

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

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

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

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

Transcripts/Credentials from Other Institutions

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

Workshops, Seminars, & Cocurricular Activities

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

Career Services

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

- Preparing students to compete for employment opportunities through: interviewing skills & follow up, networking, resume writing, application completion, cover letter writing, professional behavior and attire coaching, setting up interviews, keeping a career log, and establishing a social media profile.
- Developing meaningful and sustainable relationships with employers.
- Providing pertinent information regarding the future of their chosen field, salary ranges for certain jobs, geographic areas and companies experiencing growth.
- Assisting graduates throughout the entire hiring cycle.

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

Housing

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

Textbooks

Electronic textbooks are included at no additional cost and can be found within Canvas. To retain access to these books after a course ends, students must download them to their Bookshelf. Otherwise, access will expire after one year.

Library

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

LIRN provides a core library collection with access to several thousands of quality full-text scholarly journals, e-books, and to audio-visual media. CIAM has subscriptions of several excellent, specialized

business databases from ProQuest (i.e., ABI/INFORM) and GALE (i.e., Gale Business Insights, Gale One File Business, Gale One File: Economics and Theory, and Gale One File: Entrepreneurship.) Statista, also in LIRN, offers statistical and analytical reports on pertinent topics, markets and industries. E-Book Central (formerly Ebrary) offers ready access to several hundred thousand e-books in multiple disciplines.

Instructions on how to access the LIRN online library and the librarian will be provided at orientation or in the initial course. The Academic Affairs office will also be available to assist. A library section in each course on the Canvas platform has links to library guides and summaries on the APA Style Guide used in our courses.

A librarian will be available to students for assistance with accessing library resources and for library questions and research during open library office hours for on-campus hybrid classes. Also, a librarian is available online to students and faculty anytime except federal holidays through the form inside the Library tab under 'Current Students' in www.ciam.edu. The librarian is one email away at library@ciam.edu. Students can also make an appointment to meet with the librarian by mutual arrangement through Zoom in addition to the open library office hours in-person when hybrid classes meet.

Writing Tutors

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

To support students in meeting these standards, CIAM writing tutors provide individualized assistance for those seeking or needing help to maintain satisfactory academic progress. Tutors are available at no additional cost and can be contacted at tutor@ciam.edu. Faculty may encourage—or even require—students to have their written assignments reviewed by a tutor before submission. This service is available for all registered CIAM students.

ACADEMIC POLICIES

CIAM has established and reenforced specific policies and procedures to ensure the effective functioning of academic affairs. These guidelines are designed with the students' best interests in mind, fostering an optimal learning environment while supporting the institution's commitment to maintaining the highest standards of integrity and academic quality.

Academic Freedom

At CIAM, the responsibility to protect academic freedom rests with the entire academic community, including administrators, faculty, and students. In an environment of openness and mutual respect, CIAM upholds the free exchange of ideas, even those that may challenge the status quo, provided they are presented through civil discourse and contribute to constructive academic debate. This culture of inquiry fosters lifelong learning and reflects the core principles of Peter Drucker.

Academic freedom promotes the exchange and cultivation of diverse viewpoints grounded in facts, evidence, and data. It embodies CIAM's commitment to inquiry, informed debate, and the pursuit of truth, particularly in our approach to Management as a Liberal Art. Academic freedom is essential for providing students with a wide range of perspectives, fostering critical thinking, and helping them engage with conflicting ideas.

However, academic freedom is not a license for unrestrained expression. It requires a culture of civility, professional competence, open inquiry, and a rigorous commitment to truth. Faculty and students must have the freedom to explore and discuss ideas—including unpopular or controversial ones—without fear of censorship or political interference, while maintaining high standards of discourse.

Evaluation of Student Work

Students receive the evaluation, and/or feedback on their homework, projects, and any other assignments submitted in seven (7) days or less.

Late Assignment Policy

The purpose of CIAM's late assignment policy is to ensure fair, consistent, and transparent handling of coursework. Instructors may, at their discretion, accept late assignments without penalty if students face extenuating circumstances. However, students must notify the instructor of such circumstances prior to the assignment's due date. If the instructor determines that the circumstances are not extenuating or if no prior agreement is made, the following penalties will apply for all courses, whether online or hybrid:

- Up to 7 days late: 10% deduction
- Up to 14 days late: 20% deduction
- More than 14 days late: No credit (grade of zero)

Assignments submitted more than 14 days after the original due date will not be accepted, and a grade of zero will be recorded.

It is important to note that point deductions for lateness are separate from the instructor's evaluation of the assignment itself. Therefore, the total score for a late submission will reflect both the penalty for lateness and any deductions based on the grading criteria. Consistent lateness, defined as two or more late submissions within a single course, will be reported to Academic Affairs. If further action is required, the matter may be referred to the provost for administrative resolution, and Student Success may be asked to counsel the student.

Plagiarism

CIAM strives to develop lifelong learners and leaders who drive positive change in their workplaces, communities, and society. To achieve this, it is essential for students to actively engage in the learning process and share knowledge with respect and integrity.

Plagiarism, like the theft of physical property, is both unethical and, in some cases, illegal. It involves taking credit for someone else's work—whether it's a phrase, sentence, paragraph, or an idea from a conversation. At CIAM, we foster a culture of learning by properly citing sources, whether they come from published work, discussions, or even our own previously submitted assignments.

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

Attendance, Substantive Interaction, & Participation

CIAM emphasizes the need for all students to attend and participate in classes on a regular and consistent basis. Students are expected to maintain prompt and regular attendance in all courses as it is reflected in

their class contributions, grade and the quality of their collaboration and participation with their student teams.

The Attendance Policy's purpose is to:

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

Attendance Policy

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

Class Weekends On-Ground

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

Attendance Recording

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

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

Online-class late: Assignment is submitted late (after due date and time listed in Canvas).

On-ground-class late: A student who arrives to a classroom more than 30 minutes after the class begins is recorded as late attendance. Early departure from the classroom will also be marked with a similar effect.

Absent: Failure to submit assignment and/or attend on-ground session and/or synchronous sessions as required. A combination of three late arrivals and/or early departures equals an absence.

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

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

Attendance Warnings

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

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

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

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

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

Tardiness

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

Students will be marked tardy if they:

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

Absence

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

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

F-1 STUDENTS: International students must be present for **all** required in-person class engagements. If a student fails to attend class for an excusable reason (such as a medical emergency), the student must contact dso@ciam.edu to inquire about the next steps as soon as possible. Do not wait until the day before class if possible. Their I-20 and F-1 status will be terminated. Upon termination, students must depart the U.S. immediately or they will otherwise begin accruing unlawful presence.

Only a medical emergency will be considered as an excused absence. Official medical documentation from a licensed health-care practitioner is required

Virtual Class Excused Absences

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

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

- Authorized and pre-approved by the school administration

Leave of Absence Policy

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

A LOA request will be considered for approval only if:

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

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

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

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

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

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

NOTE: F-1 International Students: While on LOA, your SEVIS record will be terminated for the duration of your absence, and you will not be able to participate in CPT during that time. Please, notify the DSO at least 4-12 weeks prior to your return so that an I-20 can be reissued or if you need it sooner to get a new visa.

Annual Vacation Policy

Students are allowed to request an annual vacation after studying for at least one full academic year. Unlike with Leave of Absence, students remain in active status during their annual vacation. They are expected to return to class after the vacation term.

Military Duty

Military students, including those in the Reserve or National Guard, may be required to participate in military activities that result in short-term absences from their courses. These absences are considered "excused," meaning that, with proper arrangements, they will not incur penalties, and coursework can be completed based on an agreement between the student and professor. Students should provide a copy of their military orders to the instructor as soon as they are available. The orders, verifying the required leave and its duration, will be forwarded to the Provost and the Registrar's Office.

If a student's absence extends beyond 30 days, they are required to submit a Leave of Absence (LOA). It is the student's responsibility to keep CIAM's School Certifying Official (SCO) informed about their military and student status throughout the process.

Canvas Learning Management System (LMS)

CIAM uses Canvas as its online learning management system, where course content, assignments, and other materials are accessed. Students submit assignments via Canvas, and faculty can review and grade them instantly. The platform is available 24/7, allowing students to complete coursework from any location.

All students will receive training before their first class. Each student receives a unique login and password, which they can change after the first login. Sharing login information is prohibited. Access to Canvas remains active throughout the program and is deactivated one month after the completion of the final term.

Graded activities, such as assignments and discussion posts, must be submitted individually. In case of a compromised login or technical issues, students should contact Student Success (student.services@ciam.edu), Canvas Help, or Canvas Student Support at (833) 444-2089.

Key Canvas features include:

- Assignment submission
- Discussion forums
- File upload/download
- Grading
- Messaging
- Online calendar
- News and announcements

Course Auditing

CIAM alumni have the opportunity to refresh their knowledge by auditing any course they have previously taken, free of charge, when space is available. Additionally, prospective students are welcome to audit a course to explore the program. To reserve a spot, alumni or prospective students must complete the Course Auditing Application and submit it to Academic Affairs prior to attending. For questions, please contact (626) 350-1500.

Additional Academic Policies for International Students

Enrollment Requirements

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

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

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

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

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

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

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

To qualify for CPT:

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

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

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

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

INT501 & INT599 Internship

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

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

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

How to Apply for INT501 or INT599

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

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

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

Employment Offer Letter

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

- Name and address of employer
- Job Title and detailed job description
- Specific employment start date and end date
- Full-time or Part-time and the number of hours per week
- Supervisor's name, title, and contact information

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

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

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

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

- **Pre-completion OPT:** F-1 students may apply to participate in pre-completion OPT after they have been enrolled in school for one full academic year. Students authorized to participate in pre-

completion OPT must work part-time while school is in session. They may work full time when school is not in session.

- **Post-completion OPT:** F-1 Students may apply to participate in post-completion OPT after completing their studies. Students authorized for post-completion OPT may work part-time (at least 20 hours per week) or full-time.

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

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

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

Eligibility Requirement

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

Applying for OPT

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

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

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

Credit Hour Policy

CIAM Calibration

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

Blended Learning and The Hybrid Model

Blended learning at CIAM integrates face-to-face classroom instruction with online activities, combining the best practices of both modalities. In the classroom, students engage in interactive, hands-on experiences, while the online component provides on-demand access to multimedia-rich content.

Contact Hours

WSCUC-accredited courses require a minimum of 1 hour of classroom instruction (also referred to as direct faculty instruction or contact hours, including substantive interaction) and at least 2 hours of out-of-class (non-contact) student work per credit hour each week of the term, or an equivalent amount of work over a different time frame. CIAM adheres to the WSCUC guidelines as outlined below.

Hybrid Class Hours

Each hybrid class includes a combination of in-person sessions and live virtual meetings, supplemented by online instruction and instructor-led activities. Students are expected to complete approximately 2 hours of independent reading and homework for every 1 hour of instructor-led activities in the hybrid format. Overall, the combination of instructor-led and student-led activities totals approximately 138 hours per course.

Online Class Hours

The fully online classes require the students to engage in each class for approximately 138 hours of combined instructor-led activities and student-led activities as outlined below; all fully online classes require the same syllabi, student learning outcomes, and academic rigor as hybrid modality. CIAM complies with “Faculty-Initiated Regular and Substantive Interaction” and “Academic Engagement” as required by WSCUC and defined by federal regulations (CFR §600.2). Per these regulations, CIAM students are engaged in teaching, learning, and assessment consistent with the content under discussion, and activities including:

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

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

The total expected time for students actively participating in each CIAM course is 138 hours over the duration of the term, regardless of whether the course is 14, 7, or 5 weeks long. Each course consists of

activities that occupy a certain amount of time, as follows:

- watching lecture-related videos: 8-10 hours;
- preparing and delivering presentations: 5-7 hours;
- preparing and participating in at least three postings (threaded discussions): 6-7 hours;
- research and writing paper assignments: 24-28 hours;
- team groupwork for consulting or case studies: 20-26 hours;
- experiential learning exercises: 5-6 hours;
- reading textbook and library articles 45-54 hours.

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

Accreditation

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

Satisfactory Academic Progress (SAP) Policy

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

CIAM has established this SAP policy to ensure student achievements, success, and accountability and to promote timely advancement toward degree objectives for ALL students. Students having trouble should immediately inform their instructor, if after working with the instructor the student continues to experience difficulty the student must then notify the Student Success Advisor.

Definition of Satisfactory Academic Progress (SAP) at CIAM

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

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

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

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

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

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

When Satisfactory Academic Progress is Monitored

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

Financial Aid Warning

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

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

If a student meets SAP at the end of the Financial Aid Warning period, he/she shall return to normal SAP status with no loss of Title IV eligibility. A student, who has not improved his/her standing and still fails 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 Academic Affairs to ensure future satisfactory progress and aid eligibility.

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

Financial Aid Appeal Process

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

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

The bases on which a student may file an appeal are injury or illness; death of a relative; or other special circumstances. Students must provide supporting documents and describe in writing any unusual circumstances that warrant special consideration. Students must provide information as to why they did

not make SAP and what has changed that will allow them to make SAP by the next evaluation point. Academic Affairs will provide a decision in writing within ten (10) business days.

Financial Aid Probation

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

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

Reinstatement of Title IV

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

A former student requesting to be reinstated as an active student should do so in writing. Supportive documentation and/or information concerning any mitigating circumstances should be noted in the request. The student shall be notified of the Reinstatement Review within five (5) business days following the decision of the Conduct & Appeals Committee. Students who regain SAP at the end of the next payment period will have regained full eligibility for Title IV funding.

Impact on Grades on CGPA

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

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

Table 1
Impact of Grades on Graduate Cumulative SAP GPA

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

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

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

Pace of Progression Requirement

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

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

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

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

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

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

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

Maximum Time-Frame Allowance

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

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

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

Grades and Grade Point Average

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

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

All assignments are graded by the professor within seven (7) calendar days after the assignment deadline. Comments are given from the professor to the student for submitted assignments and discussion forums in which the student participates. All final grades are submitted by faculty to the Provost and Registrar and posted on Canvas (gradebook) within five (5) business days following the end of the course.

Grading System

CIAM's grading system consists of the following designations:

I	Incomplete	Not used in calculation of GPA	Letter Grade	Grade Points
W	Withdrawal		A+	4.0
P/NP	Pass/No Pass		A	4.0
NG	No Grade		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 Provost, and quantitative evaluation is done by the Registrar.

Incomplete Grades

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

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

1. Obtain the Grade Change Form from the Registrar
2. Contact the instructor of record or the provost (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 provost (in the absence of the instructor) when the work assigned has been completed and evaluated.

Add/Drop Period

During the Add/Drop period, students may add or drop individual courses. If a student drops all courses for a term and does not apply for a Leave of Absence (LOA), this will be considered an automatic student withdrawal. Dropped courses that occur within this period will not appear on students' transcripts nor will these dropped courses be included in evaluating satisfactory academic progress (please see Satisfactory Academic Progress). Nonimmigrant students must be enrolled on a full-time status (2 courses/ 6 credits per term) and any course drop will affect Visa status in the U.S. Students must consult with the DSO

before the drop. The student will receive a pro rata refund of tuition paid if notice of drop as been submitted before sixty (60%) percent or fewer scheduled days have passed (Please see Tuition Refund Policy). New students that have not been enrolled prior to the first class may be admitted during this period provided professor approval.

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

Course Withdrawal

A student who withdraws from a course may do so only after seeking guidance from the Student Success Coordinator and/or Academic Affairs. The deadline to Withdrawal is before the end of the third (3rd) week of the MBA program. The student who withdraws from a course prior to its completion will be assigned the grade of “W” (Withdrawal). This grade is not calculated in the cumulative grade point average, and no credits will be earned. Incompletes and Withdrawals do not affect the CGPA. However, repeated grades are calculated as part of CGPA. Since all CIAM courses are required, the course will need to be retaken prior to the awarding of the MBA degree. See “Course Repetitions” below. The grade of “F” will be assigned to any student who drops after the third (3rd) week of the MBA program.

Course Repetitions

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

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

Withdrawal from School

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

Academic Standing

Academic Warning Policy

The Registrar reviews Academic Standing progress every term. Any student whose CGPA falls below a 3.0 will be placed on academic warning for the next term. Students on academic warning will have one (1) term to return to good standing by raising his/her CGPA to a 3.0. Students on academic warning are still eligible for CPT or INT501 or INT599. Grades and credits earned during an academic warning period will count towards CGPA and pace of progression, and the maximum time frame. If a student fails to raise his/her CGPA to a 3.0 at the end of the academic warning term he/she will be then placed on academic probation and no CPT will be authorized nor will the student be allowed to register for INT501 or INT599.

Academic Probation Policy

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

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

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

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

At the end of each term, the Registrar’s Office reviews the student’s grades, conduct, and pace of progression to determine the academic status of the student in accordance with CIAM’s policies of Satisfactory Academic Performance (SAP); subsequently, the Registrar makes recommendations to Student Success Coordinator and subsequently the Academic Affairs Office. The student will be placed on “Academic Warning”, “Academic Probation” or “Conduct Probation” via email. The Student Success Advisor will contact the student to schedule a meeting within the first two weeks of the next term. The Student Success Advisor will make recommendations for the next steps the student should take. A written Academic Success Plan will be completed by the student and signed by both the student and the Student Success Advisor, for the student to return to good standing. This plan will be placed in the student’s official file. If the student is on Academic Probation, Academic Affairs will also meet with the

student to discuss and sign the Academic Success Plan with him/ her. Students have the right to appeal the probation determination to the Conduct & Appeals Committee. When a student on academic warning or academic probation raises his or her cumulative GPA to at least 3.0, the student is removed from warning or probation.

Suspension Policy

At the end of the probationary term, any student who fails to raise his/her CGPA to the minimum requirement of a "3.0" will be placed on "Academic Suspension". The Registrar will inform Academic Affairs 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 Academic Affairs Office for reconsideration. Suspended students may be readmitted after the suspension period by submitting a written request for readmission to the Academic Affairs Office. A student will be notified by written notification from Academic Affairs. 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 Academic Affairs Office. The school will notify the student in writing of the suspension through a "Student Notice". Any student suspended may appeal that decision to the Academic Affairs Office. 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 Academic Affairs Office) 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 Academic Affairs Office. A student may be dismissed for the following reasons:

- Failure to adhere to any probation plan developed by the appropriate administrative personnel.

- A third (3rd) probation of any kind.
- Excessive violations, based upon assessment and recommendation by the appropriate administrative and/or instructional personnel, with the approval of the Academic Affairs Office.

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 Academic Affairs Office'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 reappeals and is accepted under special consideration by the Academic Affairs Office 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 Academic Affairs Office within two (2) weeks of the action causing the appeal. The letter of appeal should include any reasons or extraordinary circumstances as to why the decision should be reversed. The appeal will be reviewed by the Academic Affairs Office, and the student will be notified of a decision within 30 days. The Academic Affairs Office's decision is final.

Appeal Process Guidelines

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

- An explanation of why the student has failed to meet the minimum GPA/unit completion.
- An explanation of how the student resolved or plans to avoid the mitigating circumstances that impeded satisfactory academic progress.
- A concise plan for successful achievement of GPA and/or unit completion in the future.
- The student must have met with the Academic Affairs Office 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 & Outcome

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

While the appeal is being reviewed, the student may continue with the program until a decision is made with the understanding that the appeal may not be granted. If the appeal is granted, the student will be allowed to continue with the program with the understanding that SAP must be met at all times (CGPA

and Pace of Progression minimum). If the student is on Academic Probation, a favorable or unfavorable appeal will count towards CGPA and Pace of Progression. If the student is on Academic Suspension and the appeal is favorable, then the grades earned during this period will count towards CGPA and Pace of Progression; however, if the appeal is unfavorable there will be no impact on CGPA and Pace of Progression.

Grade Appeal Policy

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

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

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

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

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

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

Conduct & Appeals Committee

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

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

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

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

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

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

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

Reinstatement Criteria

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

Graduation Requirements

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

Capstone Project

The capstone project is an individual consulting project that must be completed during the student's final course of their program, MGT511 - Strategic Management. The capstone substitutes for the group project

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

Graduation & Commencement

There are important differences between graduation and commencement.

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

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

Conferral of Degrees

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

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

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

OVERVIEW OF ACADEMIC PROGRAM

Instructional Methods

CIAM's high-impact learning methodology encompasses lectures, experiential learning exercises, individual and group presentations, and the practical application of principles to students' current jobs or professions. Throughout their program, students will have the opportunity to hear from industry speakers

and engage in consulting projects with businesses of various sizes, from small startups to large corporations. This diverse range of experiences enables students to apply the concepts learned in the classroom to real-world situations.

Teaching Model

Each course generally includes the following activities: reading textbooks and library articles, watching lecture-related videos, participating in live instructor-led lectures and discussions, preparing and delivering presentations, engaging in threaded discussions, conducting research and writing papers, and completing team or individual projects (excluding Capstone, Internship or Practicum courses). These projects consist of experiential learning exercises, individual reflections on teamwork, and a team paper and presentation delivered at the end of each class. Team projects will emphasize High Impact Learning Practices, such as live consulting with clients and case studies.

Master of Business Administration

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

The Master of Business Administration (MBA) degree program prepares individuals for careers in management. More specifically, it prepares students with the necessary skills and knowledge to understand, manage and create financial, business, and leadership careers in executive management. The program provides tools for business and leadership professionals to develop knowledge, attitudes, and skill sets that will equip them to perform effectively, ethically, and creatively in corporate or entrepreneurial environments. The CIAM MBA can be applied to employment positions determined to be within the field under the United States Department of Labor's Standard Occupational Classification codes.

The MBA program consists of six terms, each lasting 14 weeks. Students are required to take two classes per term—one hybrid and one fully online—enabling them to earn their degree within two calendar years. Students may also be admitted to the second session of each semester, where they will take one accelerated 7-week hybrid course. They will resume the regular 14-week courses in the subsequent semester. The program includes mandatory internship courses, INT599 and INT501.

MBA in Executive Management with a Concentration in Project Management

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

MBA in Executive Management with a Concentration in Business Analytics

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

CATALOG OF ACADEMIC COURSES

Master of Business Administration (MBA)

The MBA program comprises a total of 37 semester credits, including 28 credits from core courses and 9 credits from concentration courses. Below is the list of the course and credit-hour requirements for both the general MBA degree and the MBA with concentrations.

MBA Program Learning Outcomes

1. Demonstrate verbal communication skills through effective delivery of presentations.
2. Demonstrate visual communication skills through effective use of technology for presentations.
3. Demonstrate written communication skills by producing professional-quality business documents.
4. Collaborate with diverse teams in achieving common goals in a timely manner.
5. Integrate concepts of societal impact and human dignity through application of Management as a Liberal Art in business settings.
6. Demonstrate creative thinking through individual or collaborative efforts to resolve business problems.
7. Recommend appropriate solutions to identified problems through analysis of evidence and/or application of industry research.

Core Courses

Course Number	Course Title	Semester Credits
ACC501	Accounting for Decision Making	3
BUS501	Quantitative Analysis for Decision Making	3
DRU500	Management as a Liberal Art	3
OPS501	Operations Management	3
FIN501	Corporate Finance	3
IS501	Management of Information Systems	3
MGT501	Management and Organizational Behavior	3
MGT511	Strategic Management	3
MKT501	Marketing Management	3
INT501	Experiential Internship/Work-Life Balance	0
INT599	Experiential Internship	1
Total Semester Credits		28

Concentration Courses in Business Analytics Concentration

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

Concentration Courses in Project Management Concentration

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

Courses for MBA without concentration

Course Number	Course Title	Semester Credits
DRU502	Innovation and Entrepreneurship Based on Drucker's Principles	3
DRU503	Managing One's self and One's Career Based on Drucker's Principles	3
GB501	Global Business Concepts	3
Total Semester Credits		9

Elective Courses

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

Course Prerequisites

Most courses within the CIAM MBA program can be taken independently. However, three courses must be taken in sequence: Accounting before Finance, Quantitative Analysis before Operations Management, and Strategic Management at the end of the program.

Accounting introduces the language of business through generally accepted accounting principles (GAAP), which are internationally recognized. The concepts learned in ACC501 serve as the foundation for FIN501, making ACC501 a prerequisite for this finance course.

Quantitative Analysis equips students with essential mathematical tools for business and academic research. These tools are applied in the Operations Management course, so BUS501 is required before enrolling in OPS501 to ensure students can effectively utilize their skills from the outset of OPS501.

Strategic Management (MGT511) is designed to integrate various subjects from the MBA program into practical application, serving as a culminating experience for students.

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

- MGT501: Management and Organizational Behavior and DRU500: Management as a Liberal Art must be completed with a passing grade during a student's first term at CIAM.
- ACC501: Accounting for Decision Making is a prerequisite for FIN501: Corporate Finance.

- BUS501: Quantitative Analysis for Decision Making is a prerequisite for both OPS501: Operations Management and BA501: Database for Business Analytics.
- MGT511: Strategic Management must be completed with a passing grade during a student's last term at CIAM, and the Capstone project is to be completed during this course.

The Project Management Concentration courses must be taken in order:

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

The Business Analytics Concentration courses must be taken in order.

- BA501 is a pre-requisite for BA502 and
- BA502 is a pre-requisite for BA503.

Master of Sciences in Data Analytics (MSDA)

The MSDA program comprises a total of 30 semester credits. Below is the list of the course and credit-hour requirements.

MSDA Program Learning Outcomes

1. Demonstrate proficiency in using database systems to store, retrieve, and manage large datasets.
2. Apply advanced statistical methods and data mining techniques to analyze complex datasets.
3. Design and create advanced visualizations that effectively communicate complex data insights to both technical and non-technical stakeholders.
4. Recognize and address management, ethical, and social issues related to data collection, storage, analysis, and interpretation.
5. Demonstrate the ability to manage a data analytics project from inception to completion, including defining objectives, selecting methodologies, conducting analyses, and presenting results.

Course Number	Course Title	Semester Credits
MDA5100	Managing Oneself and Career with Drucker in the World of Data Analytics	3
BA502	Fundamentals of Data Analysis and Inference	3
BA501	Database Design and Implementation	3
MDA520	Application Development & Coding for Data Analytics	3
MDA602	Data Mining and Visualization I	3
MDA610	Artificial Intelligence and Machine Learning I	3
MDA691	Capstone I: Proposal, Data Collection, and Approval	3
MDA692	Capstone II: Writing, Editing, and Presentation	3
MDA612	Data Mining and Visualization II	3
MDA620	Artificial Intelligence and Machine Learning II	3
	Total Semester Credits	30

Master of Arts in Organizational Leadership (MAOL) – Pending WSCUC approval

The MAOL program comprises a total of 30 semester credits. Below is the list of the course and credit-hour requirements.

MAOL Program Learning Outcomes

1. Formulate integrated leadership philosophies grounded in responsibility, integrity, intrinsic motivation and social benefit.
2. Architect systemic and humanistic transformations that inspire extraordinary responsibility and enable knowledge productivity.
3. Appraise issues holistically to reconceive aspirational futures focused on ethics and human growth.
4. Apply entrepreneurial and innovation strategies to capture value from change and progress industries.
5. Diagnose complex contexts to identify empowerment opportunities and capability gaps needing development.
6. Envision purposeful institutions applying Drucker's interdisciplinary wisdom at the intersection of performance, values and social benefit.
7. Exemplify curiosity, critical thinking, and courage to challenge assumptions and dissent responsibly under uncertainty.

Course Number	Course Title	Semester Credits
LEAD501	Principles of Leadership	3
LEAD503	Managing Oneself and One's Career	3
LEAD537	Character of a Leader	3
LEAD561	Leading Change Through Liberal Arts Perspectives	1, 1, 1
LEAD589	Drucker on Management	3
LEAD589	Operation & Productivity Leadership	3
LEAD631	Innovation and Entrepreneurship	3
LEAD645	Leadership and Motivation	3
LEAD675	Developing Today and Tomorrow: Organizational Development and Change	3
LEAD699	Management as a Liberal Art: Developing the Reflective Executive	3
	Total Semester Credits	30

Course Descriptions (List alphabetically by Course Number)

ACC501: Accounting for Decision Making

3.0 Semester credits

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

BA501: Database for Business Analytics

3.0 Semester credits

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

BA502 Applied Probability and Statistics in Data Analytics

3.0 Semester credits

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

BA503: Advanced Analytics for Business

3.0 Semester credits

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

BUS501: Quantitative Analysis for Decision Making

3.0 Semester credits

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

BUS552: Business Law for Entrepreneurs

3.0 Semester credits

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

BUS553: Essentials of Economics and Applications to Business and Society

3.0 Semester credits

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

BUS555: Business Communications

3.0 Semester credits

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

BUSI698: Directed Studies

1.0-3.0 Semester credits

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

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

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

Variable rate, based on units:

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

DCB500: Digital Communications for Business Leaders

3.0 Semester credits

The course explores the evolving landscape of digital communication strategies in business and equips students with the necessary skills and knowledge to effectively engage audiences, manage brand reputation, and leverage digital tools for strategic decision-making. Topics include social media management, content marketing, data-driven communication, crisis management, and emerging technologies in digital engagement. Through case studies, hands-on projects, and industry insights, students will develop a comprehensive approach to navigating digital communication in a dynamic business environment. Evaluation: Pass/No Pass

DRU500: Management as a Liberal Art

3.0 Semester credits

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

DRU502: Innovation and Entrepreneurship Based on Drucker's Principles

3.0 Semester credits

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

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

3.0 Semester credits

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

FIN501: Corporate Finance

3.0 Semester credits

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

GB501: Global Business Concepts

3.0 Semester credits

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

INT501: Experiential Internship

0.0 Semester Credits

The Experiential Work-Life Balance Internship Course incorporates experiential learning along with tried and proven planning processes into CIAM's MBA. The goal of this course is to support the student in applying time management skills, along with wellness and stress management tips to effectively balance work, school, and life for optimal success. As such, each student must register for and complete at least one term of the INT501 internship during their 1st 3 terms of the MBA program. International students will need CPT authorization to take this course.

Per term, the requirement for INT 501 includes:

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

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

INT599: Experiential Internship

1.0 Semester Credits**

The Experiential Internship incorporates experiential learning into CIAM's MBA. The course involves bringing the work environment into the academic setting of the MBA program. As such, each student must register for and complete at least one term of internship during the MBA program. The internship, employment, or volunteer position must be relevant to the MBA Degree Program and can be paid or unpaid; Full-Time or Part-Time. The link between Peter Drucker's concept of management as a liberal art and the concepts students employ in their work will also be highlighted. A total of at least 45 hours is required for the one (1) term to complete the course. International students will need CPT authorization to take this course. Evaluation: Pass/No Pass

Per term, the requirement for INT 599 includes:

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

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

IS501: Management of Information Systems

3.0 Semester credits

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

LEAD501: Principles of Leadership

3.0 Semester credits

Scholars have framed leadership using different approaches to understand what makes leaders great, inspirational, and effective people. The focus of all these different leadership approaches has been to discover and explain leadership profiles including characteristics, behaviors, situations and conversely, the followers' conditions which produce an effective and positive impact over organizations. Students will explore different theories and approaches to gain an understanding about leadership foundations. The course will also address the seven habits of effectiveness and leadership perspectives. Finally, students will evaluate their own leadership behaviors, while developing individual experiential learning projects where each student can execute and increase their leadership competencies.

LEAD503: Managing One's Self and One's Career

3.0 Semester credits

This course explores self-management, leadership development, and purposeful contribution across extended careers, engaging deeply with Peter Drucker's wisdom on knowing your strengths, values, and passions, taking responsibility, continuously learning, focusing on opportunities, and managing time and energy amid complexity. Bridging personal growth, professional excellence, and social impact, students synthesize Drucker's insights to create personal leadership blueprints grounded in moral foundations and aligned to their temperaments, aspirations, and society's needs. The course deliverables center on self-assessments, career planning, reflective essays, case analyses, and a final project to design a future-oriented ethical endeavor to develop knowledge workers and executives as self-aware, adaptable, life-long learners who make meaningful differences through their unique gifts.

LEAD537: Character of a Leader

3.0 Semester credits

Applying Peter Drucker's concept of management as a liberal art encompassing self-knowledge, wisdom, and leadership, this course explores foundational character virtues and emotional/social aptitudes for values-driven leadership, including integrity, vulnerability, humility, and compassion that orient leaders to dignity and growth; participants assess contexts, balance change and continuity and model behaviors awakening institutional possibility via participative, ethical frames while equipping adaptive skills and systemic orientation for learning-centered journeys grounded in moral meaning; students understand the importance of continually developing self-awareness, regulation, social awareness, and relatability to lead as empowering servants fostering human fulfillment.

LEAD561: Leading Change Through Liberal Arts Perspectives

1.0 Semester credit

This graduate practicum integrates Peter Drucker's leadership philosophy with liberal arts perspectives, offering students an immersive, hands-on experience in addressing complex organizational and societal challenges. Guided by Drucker's principles of ethical responsibility, results-driven management, and a human-centered approach to leadership, students engage in real-world projects and collaborative team exercises that draw on diverse lenses from history, literature, philosophy, and the arts. Through reflective analysis and iterative feedback, students refine their adaptive leadership skills, critical thinking, and empathy. Emphasizing practical application, this course prepares students to lead with both strategic insight and cultural awareness, effectively managing change in dynamic, real-world environments.

LEAD565: Leading Change Through Liberal Arts Perspectives 1, 2, and 3

3.0 Semester credits

This special topics course is a three part residency program that advances students' change leadership capabilities through engaged exploration of Peter Drucker's concept of management as a liberal art, encompassing critical thinking, values awareness, systems dynamics, and leading amid complexity; participants diagnose contexts, formulate interventions, balance continuity/change, model vulnerability, and guide organizations through uncertainty via ethical, creative, empowerment frames; the course equips a dialectic orientation and adaptive skills to awaken institutional possibilities, envisioning change as

perpetual improvement driven via autonomous followership and conscious, people-centric evolution; graduates lead as empowering change catalysts role modeling a continual learning mindset grounded in moral foundations.

LEAD585: Drucker on Management

3.0 Semester credits

This course profoundly explores management's art, science, and philosophy through the engaged scholarship of Peter Drucker's perspectives encompassing the social and liberal art dimensions of leading institutions amidst complexity. Students synthesize Drucker's wisdom spanning organizational purpose and ethics, decision-making, productivity, leadership development, and humanistic psychology to evaluate and redesign entities for empowerment, adaptation, and conscious evolution. The course deliverables center on literature reviews, case analyses, and project plans applying timeless principles to imagine more humane yet highly effective enterprises, to develop reflective executives committed to exemplary stewardship, enlightened follower development, and leaving healthy legacies advancing lives.

LEAD589: Operation & Productivity Leadership

3.0 Semester credits

This course explores optimizing enterprise performance and productivity through engaged analysis of Peter Drucker's management principles spotlighting economic contribution, opportunities over problems, abandoning yesterday to create tomorrow, concentrating on strengths and results, and responsible decisions leveraging financials, competencies, and social outcomes. Students diagnose complex organizational contexts via lenses of efficiency, effectiveness, and ethics to architect transformations focused on value creation, knowledge-worker engagement, and continuous improvement. Course deliverables center on case evaluations, literature reviews, and final projects to redesign an existing entity's operational blueprint guided by Drucker's wisdom to develop purposeful, socially conscious institutions where empowered teams find meaning while responsibly advancing industries, communities, and lives.

LEAD631: Innovation and Entrepreneurship

3.0 Semester credits

This course explores innovation and entrepreneurship as the key drivers of change, progress, and economic growth, with students engaging deeply with Peter Drucker's perspectives to understand how purposeful innovation, entrepreneurial management, strategies, and mindsets enable creating and capturing value from change. The course synthesizes Drucker's interdisciplinary approach to innovation as a discipline and social ecology with contemporary entrepreneurial leadership principles, equipping innovators to hunt for opportunities systematically, realize ambitious goals through agile execution, empower knowledge-based teams, and lead sustainable change within organizations and society. Students gain practical entrepreneurial toolkits while expanding their capacities to envisage, architect, and responsibly steward systemic shifts that uplift industries, communities, and lives.

LEAD645: Leadership and Motivation

3.0 Semester credits

This course explores the art and science of leading people in organizations through Peter Drucker's perspectives on performance, responsibility, trust, integrity, and intrinsic motivation, synthesizing timeless

wisdom into leadership blueprints that instill productivity, meaning, adaptability, and consciousness across institutions. Students integrate Drucker principles like understanding followers, focusing everyone on strengths, earning credibility through consistency between words and actions, removing obstacles to bring out the best in people, and appealing to internal drives for pride and contribution versus carrots and sticks to equip new generations addressing complex challenges.

LEAD675: Developing Today and Tomorrow: Organizational Development and Change

3.0 Semester credits

Applying Peter Drucker's concept of management as a liberal art encompassing systems thinking, ethical reasoning and uplifting human dignity, this course explores organizational development through multiple frames to identify performance gaps and transformation opportunities, evaluates Druckerian insights on empowerment, community benefit and abandoning yesterday to formulate interventions and metrics spanning structural, political, human and cultural dimensions, adopts a social ecologist orientation for students to diagnose contexts, architect development plans embedded with autonomy, creativity and meaningful uplift of teams while equipping an adaptive skillset to foster agility, resilience and cultures of perpetual improvement grounded in moral foundations and liberating organizational members' energies and passions.

LEAD699: Developing the Reflective Executive

3.0 Semester credits

This capstone course explores management as a liberal art through engagement with Peter Drucker's readings, applying timeless wisdom to develop students as reflective executives and future-oriented leaders. Exploring self-awareness, critical and systems thinking, moral reasoning, creativity, innovation and the cultivation of people, participants learn to pursue efficiency and competence in tandem with personal fulfillment, community contribution and addressing society's major challenges. Students synthesize learnings across management disciplines while expanding intellectual frameworks and ethical sensibilities to envisage sustainable, socially conscious organizations. Centering Drucker principles to spur personal leadership development and inquire into deeper purpose and possibilities amidst disruption, course deliverables include reflective essays, case analyses, textual discussions, and an integrative project to design an ethical enterprise applying liberal arts-based management.

MDA510: Managing Oneself and Career with Drucker in the World of Data Analytics

3.0 Semester credits

In a dynamic professional world, this course empowers you to take the helm of your data analytics career using Peter Drucker's visionary principles. Discover how to channel self-awareness into a personalized leadership blueprint and resilient career strategy. Delve into the distinctions between management roles to sharpen your organizational influence. Enhance your emotional intelligence for profound professional interactions and leverage Drucker's 'Feedback Analysis' for strategic decision-making. Embrace the art of learning, unlearning, and relearning, to future-proof your career. This course isn't just about finding your path, it's about creating it.

MDA520: Application Development & Coding for Data Analytics

3.0 Semester credits

This Application Development & Coding for Data Analytics course introduces the programming language, Python, and focuses on foundational programming concepts, data structures, and problem-solving techniques. Students will learn to write efficient code using control structures, functions, and object-oriented programming (OOP) principles to create modular and reusable applications. The course also explores file handling, error management, and database integration, enabling students to develop robust, data-driven applications. Hands-on assignments and projects emphasize real-world applications including graphical user interfaces (GUIs) and data processing tools. By the end of the course, students will complete a final project demonstrating their ability to design, implement, and present a fully functional Python application.

MDA602: Data Mining and Visualization I

3.0 Semester credits

Unlock the Power of Data! Transform raw information into strategic insights with our 'Data Mining and Visualization' course. Explore Drucker's timeless principles as you journey from understanding business challenges to crafting ethical data analytics strategies. Dive into the core principles of data preparation, employing ETL processes, and ensuring impeccable data quality. Harness the capabilities of advanced analytics methodologies, from descriptive to predictive, using cutting-edge tools to solve intricate problems. Elevate your storytelling skills through the art of data visualization, crafting interactive narratives that drive data-driven decisions. Join us in mastering the essentials of business analytics and become the visionary manager of tomorrow.

MDA610: Artificial Intelligence and Machine Learning I

3.0 Semester credits

Over the past decade, artificial intelligence (AI) and machine learning have seen remarkable growth, particularly in image and speech recognition, and recommendation systems. These advancements have been fueled by improved data gathering, storage, and management capabilities, as well as the need to handle high-dimensional data and uncertainty effectively. However, despite the wealth of available information, drawing accurate conclusions remains a challenge. This course aims to address this challenge by providing a comprehensive overview of model-based and algorithmic machine learning methods. These techniques are not only grounded in theory but are also illustrated through various real-world applications and datasets, allowing you to gain practical insights. Simultaneously, the course offers a solid theoretical foundation, equipping you with the necessary knowledge and tools to navigate the intricate landscape of modern machine learning.

MDA612: Data Mining and Visualization II

3.0 Semester credits

The purpose of this course is to offer students an opportunity to extend their data mining and visualization skills garnered from the "Part I" course. Specifically, this elective will provide exposure to a wider set of more advanced data analytic and mining skills and techniques as well as more practice in advanced visualization and "storytelling" with data. By taking this deeper mining and visualization "Part II" course, students will apply skills from the "Part I" course in new ways to tackle more advanced managerial challenges and decisions that are more complex. Main topics of this course include best practices for data

extraction, transformation and loading processes, various data analytic techniques and basic concepts of data visualization and storytelling. Prerequisite: MDA601

MDA620: Artificial Intelligence and Machine Learning II

3.0 Semester credits

This “Part II” course extends and expands upon key frameworks, learnings, and applications from the “Part I” course. Students will be exposed to advanced/professional artificial intelligence applications—including benefits and limitations—as well as machine learning best practices for use in professional scientific, industry, and research environments. With a focus on practical applications with real results that can inform improved decision-making, students will also conduct independent research and (perhaps) consulting to their firms and/or clients using course tools to drive to better managerial insights and upward reporting of the same. The course culminates in an individual project report and presentation that is suitable for employer and/or client consumptions utilizing advanced AI and ML tools but explained in a way that business leaders and owners can make quicker and better practical decisions. Not only will advanced discrete analyses be covered but so will optimization and simulation frameworks as well as cloud computing and robotics applications. Finally, societal concepts such as AI ethics and privacy, as well as machine learning data “farming” and “intrusion” will be discussed, and students will be challenged to take positions on these in light of results from their own project analyses. Prerequisite: MDA610

MDA691: Capstone Project in Data Analytics (Part I)

3.0 Semester credits

In this seven-week course, part of the Master's in Data Analytics Capstone Project, students embark on a journey of professional growth and applied learning. You will engage in a real-world, consulting-style project, selecting a Faculty Sponsor to guide your journey. This course challenges you to integrate and apply the comprehensive data analytics skills acquired throughout your MSDA program. You'll craft a project proposal and outline, honing your ability to negotiate scope, manage deliverables, and collaborate effectively. This experience not only simulates a professional environment but also serves as a stepping stone to producing a master thesis-equivalent report, showcasing your ability to tackle complex data analysis problems in a business context.

MDA692: Capstone Project in Data Analytics (Part II)

3.0 Semester credits

In this intensive seven-week course, the second part of the Data Analytics Capstone Project, students immerse themselves in advanced research, analysis, and reporting, mirroring a professional consulting assignment. This phase challenges you to apply the comprehensive data analytics skills acquired in your MSDA program to a real-world project. You'll engage in rigorous data collection and analysis, craft an interim report, and culminate with a polished final Capstone Project Report. This experience not only solidifies your understanding of data science, AI, and visualization but also fosters a collaborative dynamic with your Faculty Sponsor, culminating in a sophisticated, thesis-like deliverable that demonstrates your mastery of data analytics in a practical business context. Prerequisite: MDA691

MGT501: Management and Organizational Behavior

3.0 Semester credits

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

MGT511: Strategic Management

3.0 Semester credits

This course emphasizes the strategic management processes, tools, and strategic framework that managers and knowledge workers use to make decisions in today's complex environment. The content of the course is practical and aims to provide an integrative learning experience. The connection between business ethics, social responsibility and sustainability, and Drucker's concept of management as a liberal art will also be examined. The course covers the concepts of vision, mission, and determination of the basic long-term goals and objectives of a company, internal and external analysis, strategic tools and alternatives available to an organization, the adoption of a course of action, its implementation, and the allocation of resources for carrying out these objectives. The student's Capstone is completed during this course.

MKT501: Marketing Management

3.0 Semester credits

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. Peter Drucker once said that marketing was too important to be left to marketers. This course provides students with an understanding of marketing fundamentals, the marketing environment, and market research. Drucker's concept of management as a liberal art and its relationship with corporate social responsibility (CSR) and corporate marketing is focused upon. The course covers buying behavior, psychological processes that affect consumer behavior, market segmentation, brand positioning, product differentiation, marketing strategy, and value creation.

MSDA602: Mining and Visualization I

3.0 Semester credits

Unlock the Power of Data! Transform raw information into strategic insights with our 'Data Mining and Visualization' course. Explore Drucker's timeless principles as you journey from understanding business challenges to crafting ethical data analytics strategies. Dive into the core principles of data preparation, employing ETL processes, and ensuring impeccable data quality. Harness the capabilities of advanced analytics methodologies, from descriptive to predictive, using cutting-edge tools to solve intricate problems. Elevate your storytelling skills through the art of data visualization, crafting interactive narratives that drive data-driven decisions. Join us in mastering the essentials of business analytics and become the visionary manager of tomorrow. Prerequisite: BA501 and BA502

OPS501: Operations Management

3.0 Semester credits

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

PM501: Project Management Fundamentals

3.0 Semester credits

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

PM502: Project Management in Practice

3.0 Semester credits

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

PM503: Organizational Project Management

3.0 Semester credits

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

Independent Study

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

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

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

The Independent Study Form application process requires:

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

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

STUDENT CONDUCT

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

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

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

Academic Honesty Policy

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

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

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

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

Procedure

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

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

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

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

Drug and Alcohol Policy

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

Lost or Stolen Personal Property

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

Dress Code

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

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

Students & Professor Consulting Policy

Students and Professors are prohibited from doing paid consulting with a CIAM client during the time the client is receiving pro bono consulting from CIAM. In addition, all CIAM students, professors, and staff are prohibited from soliciting an active client for continued support in which a fee is charged for services rendered. However, if the client is unsolicited, and on their own requests a continuation of support from the student or professor where no additional CIAM course is identified to perform the work on a pro bono basis, then the request must be formally submitted to CIAM’s Provost for an official review and approval to avoid any conflict of interest, and to ensure that all pro bono promises stay as such.

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

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

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

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

Conduct Probation

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

Plagiarism Warning & Conduct Probation for Violation of Plagiarism Policy

First Charge: Plagiarism Warning

Students who are officially charged with plagiarism the first time must:

1. Meet with the Student Success Coordinator.
2. Complete the How to Recognize Plagiarism Course and Test from Indiana University.
3. Submit all subsequent papers and other writing assignments to the writing tutors before their submission.
4. Automatically receive a failing grade on the plagiarized assignment, with the possibility of rewriting it with a 20% grade reduction.

Second Charge: Conduct Probation

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

1. Meet with the Student Success coordinator once a week for the remainder of the current term; and, on the second and tenth week of the following term.
2. Continue to submit papers and other writing assignments to the writing tutors for the current and following term.

Third Charge: Automatic dismissal from the program

Anti-Hazing Policy

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

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

The term hazing also has the following meaning as per the Higher Education Act of 1965: Any assumption of authority by a student whereby another student suffers or is exposed to any cruelty, intimidation, humiliation, embarrassment, hardship, or oppression, or is required to perform exercises to excess, to become sleep deprived, to commit dangerous activities, to curry favor from those in power, to submit to

physical assaults, to consume offensive foods or alcohol, or the threat of bodily harm or death, or the deprivation or abridgement or any right.

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

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

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

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

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

TEACH OUT POLICY

Purpose

This policy outlines the procedures and commitments of CIAM in the event of program discontinuation or institutional closure.

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

CIAM commits to providing a schedule for all required courses in a sequence and on a schedule to enable students to complete their program. CIAM will provide assistance to students who wish to transfer to other programs to complete their degrees. Students transferring will not lose benefits outlined in this teach-out policy upon acceptance.

ADMINISTRATIVE POLICIES

Policies & Procedures

CIAM's policies and procedures may be amended at any time in accordance with state and federal regulations.

Changes in Tuition and Fees

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

Program Changes

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

Family Educational Rights & Privacy Act (FERPA)

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

Students 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, except for 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 "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.
- Compliance with a judicial order or lawfully issued subpoena.
- Appropriate officials in cases of health and safety emergencies.
- 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
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An eligible student may obtain a complaint form by calling (202) 260-3887.

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

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

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

1. The courses that were completed, or were attempted but not completed, and the dates of completion or withdrawal.
2. The final grades for each corresponding course.
3. Credit for courses earned at other institutions.

4. Credit based on any examination of academic ability or educational achievement used for admission or college placement purposes.
5. Degrees and diplomas awarded.
6. The name, address, email address, and telephone number of the institution.

Records Retention Policy

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

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

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

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

Changes in Student File

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

Student Identity Verification Policy

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

Student Email

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

Secure Logins & Pass Codes

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

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

password or allow others to use his or her account. Users are responsible for any and all users of their account.

Additional Verifications

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

Responsibility for Verification Policy Implementation

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

Student Identity will be verified by the following:

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

Student Grievance Policy

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

Academic Grievance Procedure

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

- 1) The Professor
- 2) Student Success Advisor
- 3) The Conduct & Appeals Committee

4) Provost

If the instructor, and then the Student Success Office cannot resolve the matter, it will be referred to the Conduct & Appeals Committee, which comprises of representatives from both the Student Success Office and the Academic Affairs Office. The Committee will then review the case along with the information on the Grievance form and any other evidence such as emails, documented conversations, etc. The committee has five (5) working days to respond to the student. The committee will need to gather information from all the parties involved. Then the committee will make the findings and recommendations to the Provost who will then render a decision. The Academic Affairs Office will respond in writing to the student and professor with the final decision, including but not limited to recommendations and/or remediation. CIAM desires to resolve such grievances within the thirty (30) days of the initial date on the Grievance Resolution Form.

Non-Academic Grievance Procedure

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

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

First Stage of the Process. The complainant may initially raise an informal complaint (unwritten) with the Student Success Advisor. Following receipt of the informal complaint, the issue will be reviewed by the Department Head within three (3) business days and a response will be provided to the complainant within five (5) business days. Depending on the nature of the complaint, the Department Head may choose to meet with other Directors to gain further information and resolution of the complaint raised. The Student Success Coordinator will raise the complaint directly with the Director of Student Affairs if the complaint is perceived to be of an extreme, threatening, or criminal nature.

Second Stage of the Process. Should the complainant not be satisfied with the outcome, they may submit a formal complaint in writing. The complainant may choose to go directly to the formal second stage if they prefer. The formal written complaint must be received by the Student Success Advisor within 10 business days of the complainant receiving feedback. The formal complaint will be reviewed and addressed within three (3) business days and a response will be provided to the complainant within five (5) business days.

Third Stage of the Process. If not satisfied with the decision of the Student Success Advisor, the complainant may submit the complaint in writing to the Director of Student Affairs within 10 business days of receipt of the formal complaint decision. The complaint will be addressed within 15 business days of receipt of the complaint, and a response will be given within 30 business days. Complaints should be resolved within 30 days of the initial date on the Grievance Resolution Form.

MINIMUM TECHNOLOGY REQUIREMENTS

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

Minimum Hardware and Operating System

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

Software

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

Internet Connection

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

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

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Addendum to the CIAM 2025 Academic Catalog:

The updates listed in this addendum apply to the 2025 catalog. The contents of this addendum are an integral part of the University's Catalog. The addendum is provided as an update to the original catalog and may contain new or revised information. California Institute of Advanced Management (CIAM) has made every effort to ensure that everything stated in the catalog is accurate. However, sometimes changes are necessary after the date of publication. Courses and programs offered, together with other matters contained herein, are subject to change at the discretion of the university.

Second Concentration in the MBA Program

MBA students at CIAM may pursue a second concentration with prior approval from the Academic Affairs Office. The request to add a second concentration must be submitted and approved at least one semester before the student's intended graduation date. To fulfill the requirements for a second concentration, students must successfully complete three additional courses (9 units) specific to the chosen concentration, in addition to their primary concentration coursework.

Students must maintain a cumulative grade point average (CGPA) of 3.00 or higher throughout the program to remain in good academic standing and qualify for degree conferral. If a student's CGPA falls below 3.00 while pursuing the second concentration, they will not be eligible to graduate. Furthermore, students should be aware that course offerings for specific concentrations are subject to scheduling availability. The inability to enroll in required concentration courses due to scheduling conflicts may impact a student's academic progress, financial aid eligibility, or visa status for international students. CIAM does not guarantee that courses for any concentration will be available every term, and students are responsible for planning their coursework accordingly.

Students who require full-time enrollment for visa or financial aid purposes must ensure they meet all applicable enrollment requirements while pursuing a second concentration. It is strongly recommended that students consult with their academic advisor before applying for a second concentration to assess their academic progress, course availability, and potential impact on their graduation timeline. This policy is subject to periodic review and revision by CIAM as needed.

Academic Grievance Procedure

In most situations communication between the student and the faculty member can resolve academic matters. It is important to address concerns with faculty as soon as the incident

occurs during the course, but no later than three (3) calendar days after the last scheduled day of class. If the issue is not resolved between the faculty and the student, then the student and faculty approach the Student Success Advisor. The student, faculty member and Student Success Advisor will work to resolve the matter. If the matter is not resolved with the group, then the student will initiate the formal grievance process using the “Grievance Resolution Form” available from the Office of the Registrar to express his/her concern. The Grievance Resolution Form is completed by the student and submitted in writing to the Student Success office within two (2) weeks of the action causing the appeal or grievance. There are four levels of appeal and dialog within the academic grievance process:

1. The Professor
2. Student Success Advisor
3. The Conduct & Appeals Committee
4. Provost

If the instructor, and then the Student Success Office cannot resolve the matter, it will be referred to the Conduct & Appeals Committee, which comprises of representatives from both the Student Success Office and the Academic Affairs Office. The Committee will then review the case along with the information on the Grievance form and any other evidence such as emails, documented conversations, etc. The committee has five (5) working days to respond to the student. The committee will need to gather information from all the parties involved. Then the committee will make the findings and recommendations to the Provost who will then render a decision. The Academic Affairs Office will respond in writing to the student and professor with the final decision, including but not limited to recommendations and/or remediation. CIAM desires to resolve such grievances within the thirty (30) days of the initial date on the Grievance Resolution Form.