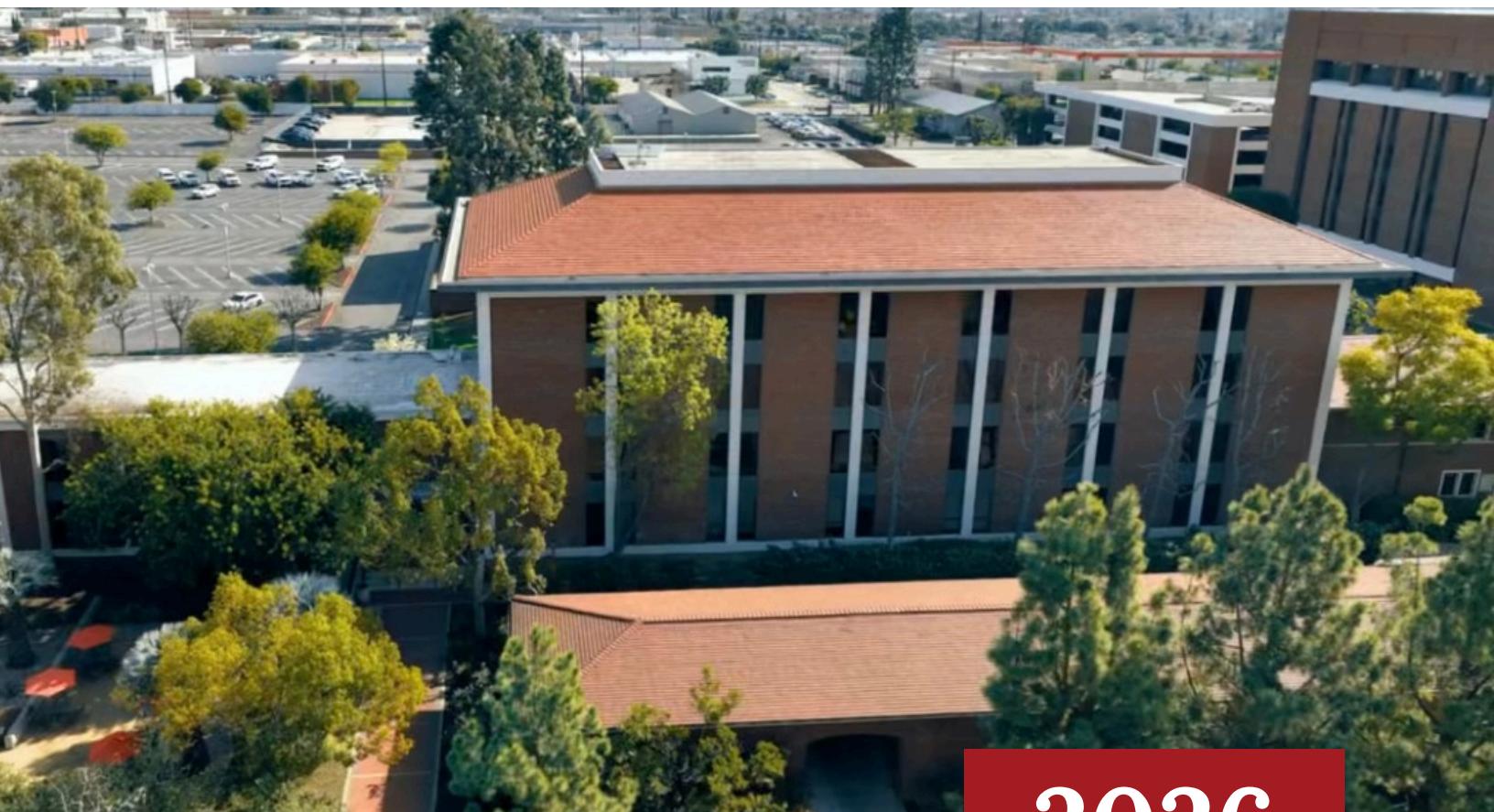# California Institute of Advanced Management

COURSE CATALOG
AND STUDENT HANDBOOK

2026

ciam.edu

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, 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

Melissa Valle, Deputy Title IX Coordinator
(626) 350-1500 Ext. 106
melissa.valle@ciam.edu

This is proper notice that 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.).

2026 Catalog Effective Dates – January 01 to December 31, 2026

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 California Institute of Advanced Management!

"Knowledge has to be improved, challenged, and increased constantly, or it vanishes." – Peter F. Drucker

Whether you are discovering CIAM for the first time, pursuing your studies, contributing as a member of our faculty or staff, or engaging with us as part of our wider community, I extend my warmest welcome.

At CIAM, education is not simply about earning a degree, it is a transformative journey shaped by the enduring management principles of Peter F. Drucker, the Father of Modern Management. We believe that learning is a lifelong pursuit, fueled by curiosity, enriched by reflection, and guided by a commitment to creating positive change in the world.

Our faculty and staff are dedicated to cultivating a caring, inclusive, and intellectually vibrant environment where every individual is encouraged to grow in both competence and character. Whether your ambition is to advance your career, start a business, innovate in your field, or serve your community, CIAM will equip you with the knowledge, skills, and values to lead with purpose and impact.

I invite you to immerse yourself in this experience, ask bold questions, collaborate openly, challenge ideas, and strive for excellence. Together, we will continue to uphold CIAM's mission: to develop responsible leaders who contribute meaningfully to the betterment of society.

Welcome to CIAM where caring and learning go hand in hand

Dr. Jack Paduntin
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. CIAM earned regional accreditation from WASC Senior College and University Commission (WSCUC) in 2019. In addition to the Executive MBA, CIAM has been approved to offer an MS in Data Analytics and MA in Organizational Leadership, all fully accredited.
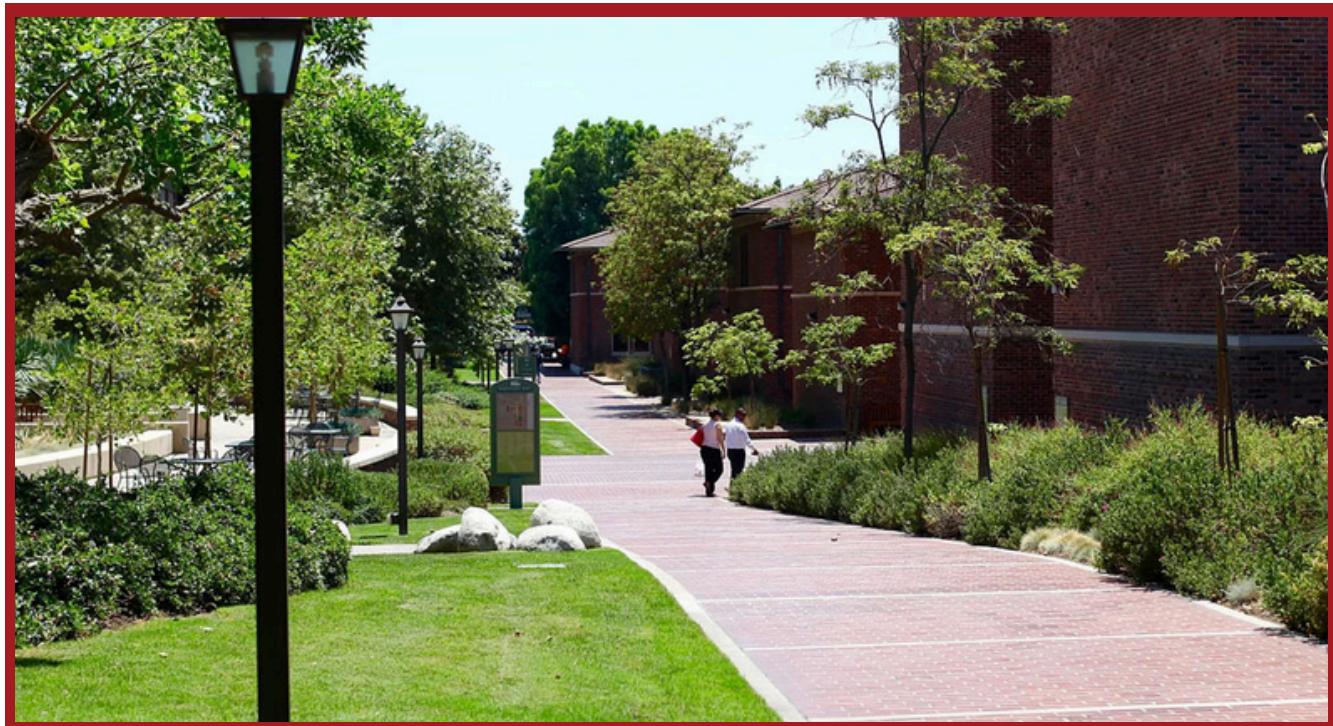
Purpose of the University

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 CIAM, our vision is a world where our graduates promote the public good and serve humanity.

We will transform management education by:
- Offering accessible educational programs.
- Providing students with real-world experience.
- Advocating for management as a liberal art and social function 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:

- Peter F. Drucker's philosophy of management as a liberal art and social function
- Academic excellence to promote high quality Drucker teachings
- 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.
- Performance – Results are based on capability, knowledge, and contributions to the organization.
- Citizenship – We value the willingness to uplift and contribute to one's society, to live for one's community, and to practice civility.
- Responsibility – Authority is grounded in competence. 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 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:

<div align="center">

1000 S. Fremont Ave
Building A-10, 4th Floor, Suite 10402 or Building A-7, 1st Floor
Alhambra, CA 91803
(626) 350-1500

</div>

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
CIAM is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, (510) 748-9001. WSCUC is an 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.

Management as a Liberal Art Research Institute (MLARI)

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 multi-use campus, 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, wide screen monitors, or projectors 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.

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: Melissa Valle
1000 S. Fremont Ave - Mailbox #45
Building A10, 4th Floor, Suite 10402
Alhambra, CA 91803
(626) 350-1500 Ext. 106
melissa.valle@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

2026 Spring Academic Schedule

The most up-to-date version of each program's schedule can be found here

	MBA		MAOL		MSDA	
Current Students	Term I	Term II	Term I	Term II	Term I	Term II
Class registration completed by	12.5.25	N/A	12.5.25	1.30.26	12.5.25	1.30.26
Tuition payment deadline	12.12.25	N/A	N/A		N/A	
New Students						
Admissions application deadline	12.12.25	2.6.26	N/A		N/A	
Enrollment packet deadline	12.19.25	2.13.26	N/A		N/A	
Tuition payment deadline	12.31.25	2.20.26	N/A		N/A	
Virtual or in person orientation	Virtual 1.10.26	In-person 2.28.26	N/A		N/A	
All Students						
Term starts for all classes	1.10.26	2.28.2026	1.10.2026	2.28.2026	1.10.2026	2.28.2026
Last day to Add/Drop *Full refund	1.23.26	3.6.2026	1.16.2026	3.6.2026	1.16.2026	3.6.2026
Last day to drop w/ grade "W"	1.30.26	3.13.2026	1.23.2026	3.13.2026	1.23.2026	3.13.2026
In person classes GROUP 1	1.24.26 1.25.26 3.14.26	2.28.2026 3.1.2026 4.11.2026	N/A		N/A	
In person classes GROUP 2	2.7.26 2.8.26 3.15.26	N/A	N/A		N/A	
Last day of classes	4.17.26		2.27.2026	4.17.2026	2.27.2026	4.17.2026
Term end for all classes	4.24.26		2.27.2026	4.24.2026	2.27.2026	4.24.2026
Term break	4.25 - 5.1		N/A	4.25 - 5.1	N/A	4.25 - 5.1

2026 Summer Academic Schedule

	MBA		MAOL		MSDA	
Current Students	Term I	Term II	Term I	Term II	Term I	Term II
Class registration completed by	4.3.2026	N/A	4.3.2026	5.22.2026	4.3.2026	5.22.2026
Tuition payment deadline	4.10.2026	N/A	N/A		N/A	
New Students						
Admissions application deadline	4.10.2026	5.29.2026	N/A		N/A	
Enrollment packet deadline	4.17.2026	6.5.2026	N/A		N/A	
Tuition payment deadline	4.24.2026	6.12.2026	N/A		N/A	
Virtual or in person orientation	Virtual 5.2.2026	In-person 6.27.2026	N/A		N/A	
All Students						
Term starts for all classes	5.2.2026	6.20.2026	5.2.2026	6.20.2026	5.2.2026	6.20.2026
Last day to Add/Drop *Full refund	5.15.2026	6.26.2026	5.8.2026	6.26.2026	5.8.2026	6.26.2026
Last day to drop w/ grade "W"	5.22.2026	7.3.2026	5.15.2026	7.3.2026	5.15.2026	7.3.2026
In person classes GROUP 1	5.16.2026 5.17.2026 7.11.2026	6.27.2026 6.28.2026 8.1.2026	N/A	8.1.2026 8.2.2026	N/A	
In person classes GROUP 2	5.30.2026 5.31.2026 7.12.2026	N/A	N/A		N/A	
Last day of classes	8.7.2026		6.19.2026	8.7.2026	6.19.2026	8.7.2026
Term end for all classes	8.14.2026		6.19.2026	8.14.2026	6.19.2026	8.14.2026
Term break	8.15 - 8.28		N/A	8.15 - 8.28	N/A	8.15 - 8.28

2026 Fall Academic Schedule

	MBA		MAOL		MSDA	
Current Students	Term I	Term II	Term I	Term II	Term I	Term II
Class registration completed by	7.31.2026	N/A	7.31.2026	9.18.2026	7.31.2026	9.18.2026
Tuition payment deadline	8.7.2026	N/A	8.7.2026	N/A	8.7.2026	N/A
New Students						
Admissions application deadline	8.7.2026	9.25.2026	8.7.2026	N/A	8.7.2026	N/A
Enrollment packet deadline	8.14.2026	10.2.2026	8.14.2026	N/A	8.14.2026	N/A
Tuition payment deadline	8.21.2026	10.10.2026	8.21.2026	N/A	8.21.2026	N/A
Virtual or in person orientation	Virtual 8.29.2026	In-person 10.17.2026	8.29.2026	N/A	8.29.2026	N/A
All Students						
Term starts for all classes	8.29.2026	10.17.2026	8.29.2026	10.17.2026	8.29.2026	10.17.2026
Last day to Add/Drop *Full refund	9.11.2026	10.23.2026	9.11.2026	10.23.2026	9.11.2026	10.23.2026
Last day to drop w/ grade "W"	9.18.2026	10.30.2026	9.11.2026	10.30.2026	9.11.2026	10.30.2026
In person classes GROUP 1	9.19.2026 9.20.2026 11.7.2026	10.17.2026 10.18.2026 11.14.2026	9.12.2026 9.13.2026 9.19.2026 9.20.2026	N/A	N/A	
In person classes GROUP 2	10.3.2026 10.4.2026 11.8.2026	N/A	N/A		N/A	
Last day of classes	12.4.2026		10.16.2026	12.4.2026	10.16.2026	12.4.2026
Term end for all classes	12.11.2026		10.16.2026	12.4.2026	10.16.2026	12.4.2026
Term break	12.12.2026 - 1.8.2027		N/A	12.12- 1.8	N/A	12.12- 1.8

University Holidays Observed

HOLIDAY	OFFICES CLOSED
Martin Luther King Jr. Day	1.19.2026
President's Day	2.16.2026
Cesar Chavez Day	3.30.2026
Memorial Day	5.25.2026
Juneteenth	6.19.2026
Independence Day	7.3.2026
Labor Day	9.7.2026
Indigenous People Day	10.12.2026
Veterans Day	11.11.2026
Thanksgiving	11.26.2026 and 11.27.2026
Winter Break	12.25.2026 – 1.1.2027

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

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 a 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 their 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 accommodations, 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 Department. The initial meeting, formal request, and response from SS 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 to 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. Tuition and other applicable fees must be paid in full before new students can attend orientation
4. Attend New 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 registration 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:

<div align="center">

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

</div>

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 CIAM 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**
MA in Organizational Leadership	
Full-time status (6 credits per term)	$4,000.02
Tuition Cost Per Unit	$667.00
Total Tuition Cost (30 credits) *	**$20,010.00**
MS in Data Analytics	
Full-time status (6 credits per term)	$6,000.00
Tuition Cost Per Unit	$1,000.00
Total Tuition Cost (30 credits) *	**$30,000.00**
Additional Fees	
Application Fee (non-refundable)	$0
INT/CPT*	1st INT501 and 1st 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, provided they pass INT501, the fees will be $500 per term or $2,000 in total.

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.

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 2026 academic year are:
- December 3, 2025: All scholarship dates posted
- January 23, 2026: Spring 2026 term deadline to submit for Summer 2026
- March 9, 2026: Awardees announced for Summer 2026
- May 15, 2026: Summer 2026 term deadline to submit for Fall 2026
- July 1, 2026: Awardees announced for Fall 2026
- September 11, 2026: Fall 2026 term deadline to submit for Spring 2027
- November: 2, 2026 Awardees announced for Spring 2027

Students may apply for as many scholarships as they are eligible for but only one (1) scholarship will be awarded per student 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 2026 term will be disbursed/credited towards the student's account at the start of the following term (Spring 2027).

2026 Scholarships
CIAM will have institutional scholarships available for the 2026 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.

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.

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 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 ½ the academic year in credits and in length (whichever is less).

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

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

The amount of Title IV, HEA aid is earned based on the amount of time a student spent in academic attendance, and the total aid received; it has no relationship to the student's incurred institutional charges. Because these requirements deal only with Title IV, HEA funds, the order of return of unearned funds 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 he/she 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 he/she 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 veterans 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, and Student Success.

Academic Advising
The Office of Student Success is available, by appointment, during normal office hours and class sessions to assist students in need of academic advising. Please contact CIAM's Office of Student 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 developing effective writing skills, presentation skills, leadership development, time management, stress management, and public speaking. Please contact Office of Career Services and Alumni Engagement career.services@ciam.edu for the current schedule of upcoming events.

Career Services and Alumni Engagement
The Career Services and Alumni Engagement (CSAE) department is dedicated to supporting the lifelong success of CIAM students and graduates. As the unit responsible for career development, the department provides current students with individualized career guidance, internship opportunities, professional resources, and networking support to enhance career readiness and employment outcomes.

Within the department, CIAM Alumni Relations serves as a strategic initiative focused on fostering meaningful connections, long-term engagement, and a thriving global alumni network. Through alumni outreach, community-building programs, mentorship opportunities, and professional events, Alumni Relations ensures that graduates remain supported, connected, and empowered well beyond their time at CIAM.

The CSAE department creates a comprehensive support system that strengthens career pathways for students and sustains a vibrant, engaged CIAM alumni community.

For inquiries, please contact Director of Career Services and Alumni Engagement:

Career Services career.services@ciam.edu
CIAM Alumni Relations alumni@ciam.edu
(626) 350-1500 ext. 107

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 / Presentation Tutor
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 reinforced 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
Students are expected to submit all assignments on time each week. With prior faculty approval, late submissions may be accepted and subject to point deductions as outlined below.

A. 7-Week Courses

Due to the accelerated nature of 7-week terms, timely submission is critical for maintaining course progress.
Late Work Penalties:
- **Up to 3 days late:** 10% deduction from the earned grade.
- **4-7 days late:** 20% deduction from the earned grade.
- **More than 7 days late:** No credit (grade of zero).

B.14-Week Courses

While more time is available, punctuality remains important.
Late Work Penalties:
- **Up to 7 days late:** 10% deduction from the earned grade.
- **8–14 days late:** 20% deduction from the earned grade.
- **More than 14 days late:** No credit (grade of zero).

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 the 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 Student Success Office 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 if applicable.

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.

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
F-1 International Students: may request one Annual Vacation after completing at least one full academic year (three standard terms) of full-time study. Please note that accelerated terms (Spring II, Summer II, and Fall II) do not count toward meeting the full academic year requirement.

Students are permitted to receive only one Annual Vacation approval during their entire program. Unlike a Leave of Absence, students on approved Annual Vacation remain in active SEVIS status and are expected to return to classes the immediately following 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.

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 the 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 for 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 Students 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 an 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 the 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 offer 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
Contact the Office of Student Success for a copy of the employment letter.

Please Note: Applications for CPT must be submitted at least two weeks before your projected start date. Applications are accepted for one 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. [1] @Kien Tiet @Melissa Valle Please confirm whether this section remains applicable, there is current no working link to a sample employment letter.

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 or 7 weeks in duration. 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 18 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
Coursework at CIAM	Yes
Repeated Coursework (New passing grade higher than previous grade)	Yes
Repeated Coursework (Previous passing grade lower than new grade)	No
Repeated Coursework (Previous failing grade)	No
Transfer Coursework	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 Timeframe Allowance

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

Table 4: Impact of Course Type on Pace of Progression and Maximum Timeframe Allowance

Course Type	Pace of Progression		Counted Toward Maximum Timeframe
	Units Completed	Units Attempted	
Graduate-level Coursework	Yes	Yes	Yes
Repeated Coursework (previous passing grade)	Yes	Yes	Yes
Repeated Coursework (previous failing grade)	Yes	Yes	Yes
Transfer Coursework	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 Level
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
W	Withdrawal
P/NP	Pass/No Pass
NG	No Grade

← **Not used in calculation of GPA**

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

Student evaluations are given at the end of each term. The qualitative evaluation is done by the instructor or 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 (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 has been submitted before sixty (60%) percent or fewer scheduled days have passed (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 reinstatement is six (6) months or less any monies paid are subject to CIAM's refund policy (see Tuition Refund Policy section).

Academic Standing

Academic Warning, Academic Probation, or Conduct Probation Policy

"Academic Warning", "Academic Probation" or "Conduct Probation" is handled via email. The Office Student Success will contact the student to schedule a meeting within the first two weeks of the next term. The Student Success Office 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.

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 Office of Student Success will contact the student to schedule a meeting within the first two weeks of the next term. The Office of Student Success 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 Office of Student Success, 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.

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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 reapplies 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.
- Students and instructors 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.

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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.

Master of Arts in Organizational Leadership

The Master of Arts in Organizational Leadership (MAOL) program enables students to develop personal mastery, drive organizational excellence, and lead social innovation. Students engage deeply with Peter Drucker's perspectives, synthesizing practical wisdom across critical areas including self-awareness, systems thinking, change management, ethics, and innovation.

The program is crafted around the teachings and insights of Peter Drucker, focusing on the development of leaders who excel in both managing organizations and driving beneficial societal change. Embracing Drucker's philosophy, the curriculum integrates traditional management theories with a liberal arts perspective, instilling critical and ethical thinking across various contexts. This comprehensive approach ensures that students not only absorb Drucker's theories but also apply them practically, learning to lead with integrity and a deep sense of social responsibility.

Personal development is a cornerstone of this educational experience, strongly influenced by Drucker's emphasis on self-management which requires self-knowledge. Students engage with his teachings through identifying personal strengths and values, aligning them with their professional aspirations. This personal growth is balanced with training in operational efficiency and strategic leadership—key areas that Drucker highlighted as essential for effective management. This blend of personal mastery and organizational acumen prepares students to make a significant impact on their organizations and the broader community, embodying Drucker's vision of management as a means to developing a more functional and ethical society.

The program culminates in a capstone experience that embodies Drucker's commitment to innovation and reflective practice. Students integrate all aspects of their learning to address real-world challenges, creating innovative solutions and envisioning sustainable, ethically minded models. The capstone project not only tests students' understanding of Drucker's principles, but also encourages them to apply these in crafting forward-thinking changes in their respective fields. Through a mix of academic rigor and hands-on projects, the program aims to shape reflective executives and proactive leaders, fully equipped to navigate and influence the complex dynamics of modern organizational environments while advancing human dignity and societal well-being.

Master of Science in Data Analytics

The Master of Science in Data Analytics (MSDA) program combines cutting-edge data analytics knowledge with the principles of Peter F. Drucker, emphasizing the critical role of data in strategic decision-making. This unique program prepares both aspiring data analysts and business leaders to thrive in data-driven environments and consider the human and ethical impacts of decisions.
Students gain hands-on experience in data collection, cleaning, and analysis using advanced tools and techniques. Through real-world projects and collaboration with industry professionals, they learn to bridge the gap between data insights and strategic business outcomes. Graduates are equipped to take on key roles in executive decision-making, harnessing data to solve complex challenges and drive organizational success. The program also empowers decision-makers to deepen their understanding of analytics, fostering smarter, data-informed leadership.

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	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
BUS698	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 co-requisite for PM502 and
- PM502 is a co-requisite for PM503.

The Business Analytics Concentration courses must be taken in order.
- BA501 is a co-requisite for BA502 and
- BA502 is a co-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

Demonstrate proficiency in using database systems to store, retrieve, and manage large datasets.

Apply advanced statistical methods and data mining techniques to analyze complex datasets.

Design and create advanced visualizations that effectively communicate complex data insights to both technical and non-technical stakeholders.

Recognize and address management, ethical, and social issues related to data collection, storage, analysis, and interpretation.

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	Credits
MDA510	Managing Oneself and Career with Drucker in the World of Data Analytics	3
BA501	Database for Business Analytics	3
BA502	Applied Probability and Statistics in Data Analytics	3
MDA520	Application Development & Coding for Data Analytics	3
MDA602	Data Mining and Visualization I	3
MDA610	Artificial Intelligence and Machine Learning I	3
MDA612	Data Mining and Visualization II	3
MDA620	Artificial Intelligence and Machine Learning II	3
MDA691	Capstone I: Proposal, Data Collection, and Approval	3
MDA692	Capstone II: Writing, Editing, and Presentation	3
Total Program Credits		30

Master of Arts in Organizational Leadership (MAOL)

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. **Holistic Leadership Development:** Cultivate comprehensive leadership skills guided by Drucker's management theories, integrating self-management, critical thinking, and strategic decision making to prepare graduates for effective leadership across various organizational contexts and societal challenges (ILO 1, ILO 3).

2. **Ethical and Social Responsibility:** Foster a deep understanding of ethical leadership and social responsibility based on Drucker's concepts, equipping students to make principled decisions that positively impact their organizations and communities (ILO 3, ILO 4).

3. **Strategic and Operational Excellence:** Develop the ability to strategically manage operations and productivity, applying Drucker's principles to drive performance, enhance efficiency, and foster creativity in business processes (ILO 1, ILO 2, ILO 4).

4. **Entrepreneurial Mindset and Innovation:** Instill an entrepreneurial mindset and the ability to innovate through Drucker's perspectives on entrepreneurship, preparing students to identify, evaluate, and seize opportunities in a rapidly changing global market (ILO 1, ILO 4).

5. **Interdisciplinary and Critical Thinking:** Encourage interdisciplinary learning and critical thinking rooted in Drucker's liberal arts approach to management, enabling students to analyze complex problems, synthesize diverse information, and propose integrated, effective solutions (ILO 1, ILO 2, ILO 3).

6. **Adaptability and Change Management:** Equip students with the skills to lead change initiatives and adapt to evolving market and organizational dynamics, promoting resilience and flexibility in leadership roles, all framed within Drucker's teachings on managing change (ILO 1, ILO 2).

7. **Personal and Professional Growth:** Support continuous personal and professional growth, emphasizing lifelong learning, self-awareness, and the development of leadership character and emotional intelligence, guided by Drucker's insights on managing oneself and one's career (ILO 1, ILO 3).

Course Number	Course Title	Credits
LEAD501	Principles of Leadership	3
LEAD503	Managing Oneself & Career	3
LEAD537	Character of a Leader	3
LEAD585	Drucker on Management	3
LEAD589	Operations & Productivity Leadership	3
LEAD645	Leadership and Motivation	3
LEAD631	Innovation and Entrepreneurship	3
LEAD507	Business Purpose and Strategy	3
LEAD561	Leading Change Through Liberal Arts Perspectives	3
LEAD698	Capstone	3
Total Program 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.

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.
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.

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. This course requires in-person, on campus meeting, similar to a regular class. The 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.

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 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. Conversely, Peter Drucker argued against models of leadership that emphasized specific traits or behaviors. In this course, students will explore different theories and approaches to gain an understanding about leadership foundations. Participants will evaluate their own leadership behaviors while developing individual experiential learning projects.

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

3.0 Semester credits

This course is designed to equip knowledge workers with the skills needed to thrive in a rapidly evolving knowledge society. The course explores self-management principles, focusing on understanding personal strengths, values, and contributions. Through topics such as integrity, high performance standards, continuous learning, and balancing professional and personal life, students will learn to navigate their careers effectively. Key components include self-assessment, strategic planning for career development, and practical applications of Peter Drucker's management philosophies. This course prepares students to be their own CEOs, making meaningful contributions while achieving personal and professional fulfillment.

LEAD507: Business Purpose and Strategy

3.0 Semester credits

This course delves into the foundational concepts of strategic management through the lens of Peter Drucker's "Theory of the Business." Students will explore Drucker's insights on the purpose of business, strategic planning, and the formulation of mission, vision, objectives, and strategies. The curriculum covers analytical models for evaluating external environments and competitive positions, while emphasizing practical applications of Drucker's management theories. By the end of the course, students will be equipped to develop and implement effective business strategies, utilizing self-assessment tools and Drucker's Five Most Important Questions framework.

LEAD537: Character of a Leader
3.0 Semester credits
Applying Peter Drucker's concept of management as a liberal art encompassing knowledge, self-knowledge, wisdom, and leadership, this course explores foundational character virtues and emotional/social aptitudes for values-driven leadership, including integrity, humility, and compassion that orient leaders to dignity and growth. Participants assess various definitions and aspects of character through a wide range of contexts, including case studies, literature, art, history, and other methods. Students understand the importance of continually developing self-awareness, regulation, social awareness, and relatability to lead effectively under rapidly changing circumstances.

LEAD561: Leading Change Through Liberal Arts Perspectives
3.0 Semester credits
This course advances students' transformative leadership capabilities through engaged exploration of Peter Drucker's concept of management as a liberal art, encompassing critical thinking, values awareness, system dynamics, and leadership amidst complexity. In this course, participants diagnose contexts, formulate interventions, balance continuity and change, and guide organizations through uncertainty via ethical, creative, and empowering leadership frames. 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.

LEAD585: Drucker on Management
3.0 Semester credits
This course explores the theory and practice of management through the work of Peter Drucker. Students consider management as a social function and a liberal art, a discipline that requires an understanding of qualitative as well as quantitative factors. Topics include organizational purpose and ethics, decision making, productivity and performance, leadership development, social responsibility, and effective communication. The course assignments focus on literature reviews, case analyses, and timely discussions with the goal of understanding management as a human activity.

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. Based on Drucker's book, Managing for Results (1964) and integrating many other Drucker books on management, this course gives participants a unique view of the operation of a business. An institution exists for a specific purpose and mission, a specific social function. As Drucker said, the primary purpose and function of a business is to produce economic performance and results. Centered on the social function of business, this course discusses how to achieve economic results and performance with an emphasis on productivity. Course deliverables include case evaluations, topical discussions, and final projects aimed at providing students with an understanding of the challenges facing organizations operating in today's world of rapid change and volatility.

LEAD631: Innovation and Entrepreneurship
3.0 Semester credits
This course explores innovation and entrepreneurship as key drivers of change, progress, and economic growth. In this course, students engage deeply with Peter Drucker's work to understand how purposeful innovation, entrepreneurial management, strategies, and managerial mindsets enable the creation and capture of value from change.

The course synthesizes Drucker's interdisciplinary approach to innovation, connecting Drucker's social ecology perspective with contemporary entrepreneurial leadership and innovation principles, thus equipping entrepreneurs and innovators with skills and knowledge to search for opportunities systematically. The course supports goal attainment through agile execution, empowers knowledge-based teams, and bolsters sustainable change within organizations and society. Students will gain practical entrepreneurial toolkits while expanding their capacity to envisage, architect, and responsibly steward systemic shifts that uplift organizations, 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, management, responsibility, trust, integrity, and intrinsic motivation, synthesizing timeless wisdom into leadership blueprints that instill productivity, meaning, adaptability, and consciousness across organizations. Students integrate Drucker principles such as understanding followers, focusing 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. The course equips knowledge workers and managers with leadership skills and tools to help manage complex challenges.

LEAD698: Capstone
3.0 Semester credits
The culmination of the coursework for the degree program, this capstone course integrates several aspects of management as a liberal art, engaging with Peter Drucker's readings and applying Drucker's timeless wisdom to allow students to demonstrate their growth as reflective critical thinkers and future-oriented leaders. Exploring self-awareness, critical and systems thinking, moral reasoning, creativity, innovation, and the growth of people, participants learn to pursue effectiveness and competence in tandem with personal fulfillment and community contribution. Students synthesize learnings across management and leadership disciplines while expanding intellectual frameworks and ethical sensibilities to envisage sustainable, socially conscious organizations. Centering on Drucker principles to spur personal leadership development and growth amidst disruption, the course deliverables include reflective essays, case analyses, textual discussions, and a final integrative project that strategically applies liberal arts-based management while focusing on addressing a real-life organizational challenge.

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. Prerequisite: BA501, BA502, and MDA520

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. Prerequisite: BA501, BA502, and MDA520

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: MDA602

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

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 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 provides a client for a pro bono student consulting project agrees 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. That is, 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 meet with the Office of Student Success.

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 meet with the Office of Student Success once a week for the remainder of the current term; and, on the second and tenth week of the 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 Policy 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.

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 the Office of Student Success 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.

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:

<div align="center">

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's student identification verification involves using your unique CIAM ID and password for secure logins, multi-factor authentication (MFA) via Microsoft Authenticator for access, and official documents like ID cards, all to comply with regulations, protect records, and ensure the right person gets credit, especially in online courses, with processes emphasizing privacy and distinguishing official verifications from general ID use.

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
Students are assigned a CIAM Account (User ID and CIAM ID) and are required to enroll in MFA (using the Microsoft Authenticator app) to access protected online resources such as Canvas, Populi, and email.This provides a second layer of security to the student's digital identity. 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.

In compliance with the Higher Education Opportunity Act (HEOA), CIAM employs methods such as secured logins and passwords, and may use other technologies, to ensure the student participating in a distance education course is the same student who registered for it. CIAM does not typically charge additional fees for this verification.

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. The student's unique CIAM email address and password
3. The student's CIAM email address and password (same as email login) to log in Populi
4. The student's consistency in the writing of assignments and threaded discussions
5. The student's presentations either in class or online

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 Office of Student Success. The student, faculty member and Student Success 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. Office of Student Success
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 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 i3-8xxx or greater or M1 Chip for Mac
- 4GB RAM or more & 20 GB of free hard drive space or more
- ·f running Windows, Windows 11 or greater
- If running Mac OS, 11 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 2019 or Office 365 or higher: Word, Excel, PowerPoint (or equivalent such 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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