

A Message from the President

Clarewood University offers an unparalleled opportunity to earn a graduate degree preparing you to take action in the world of international business or public administration. Founded in 2014, it carries the spirit of Robert E. Simon, the creator of Reston, whose visionary thinking is a model for the enlightened future leaders we seek to educate in our school.

Using unique teaching techniques that bring real world experience into the classroom, students broaden their perspective, build on past experience and plan next steps in their career. These hands-on methods create a dynamic, interactive classroom experience found nowhere else. Students learn lessons through experience in the classroom. A weekend and evening class schedule fits your life. Located near the Wiehle Reston Metro station, we are right around the corner from American Dream Way.



The international mix of our students makes classroom interaction great practice for global business. Students come from a variety of educational, professional and cultural backgrounds and those differences become assets that enhance the educational experience. We build understanding through practiced and respectful interaction in class. We learn from course materials but also from each other. By introducing a wide variety of interactive experiences in class, we provide new ways of learning that build insight and confidence. Classes are lively and fun. An antidote to online education.

One graduate proudly declared at his Commencement ceremony that he “felt like a grownup” – he was now conversant about current events and financial markets, well informed about strategic directions of key businesses and government agencies, and nimble and primed to join discussions about the strategic direction of a business – which in fact he did with the company he joined. They welcomed him to their team, and he jumped into the discussion.

We expect all our graduates to display a similar breath of awareness and understanding about developments in the world. We expect all our graduates to bring topflight analysis to key decisions. We expect all our graduates to develop the human sensitivity needed to work well with others to achieve results. Clarewood graduates are very special talent for any management team.

We are eager to help you put your education into action. Clarewood genuinely believes that your success is our success, and we are committed to getting you launched. Our master’s degrees offer value that transcends borders. We offer education the way it should be. We aim to enhance who you are and ready you to take action in the world.

We sincerely welcome you to Clarewood--the frontier of interactive education!

A handwritten signature in black ink, reading "Richard G. Linowes". The signature is written in a cursive, flowing style.

Dr. Richard G. Linowes, Harvard D.B.A., President

About This Academic Catalog

The purpose of this Academic Catalog is to provide an overview of Clarewood University's academic programs and services, policies, procedures, and regulations, for the school year 2020 and beyond. The provisions of the Clarewood University Catalog may be altered from time to time and do not constitute an irrevocable contract between the University and its students. Nevertheless, this catalog serves as an official document of the University. It is reviewed semi-annually, and appropriate changes are recorded as addenda and are also posted on the University website until the next print cycle. Students are encouraged routinely to check the website for new or supplemental information and to contact the Registrar's office to obtain a printed copy.

The course offerings and requirements of the University are continually under examination and subject to revision. This catalog includes the offerings and requirements in effect at the time of publication. It is the sole responsibility of the students to be aware of the information in this catalog and to stay informed of additions and/or corrections when they are deemed necessary by the University.

The course descriptions provided in this catalog may occasionally differ from the actual content. This is due to advancements in the discipline, interests of individual professors, or decisions to change the scope of the course. Thus, the course descriptions contained herein do not constitute a contractual obligation. Students should consult academic advisors and refer to the class schedule and appropriate syllabi for the offerings in any given academic session.

Clarewood University encourages its faculty, staff, and student body to read, understand, and familiarize themselves with the policies and procedures contained in this catalog. If you have found any error, mistake, or any clear discrepancy with state and federal laws, please feel free to report it to us directly. Please direct your comments and recommendations directly to the Administrative Dean, Mark Zhong at (571) 526-4777, or e-mail him directly at mzhong@clarewoodva.org.

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GENERAL INFORMATION

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Introduction

Clarewood University aims to provide young professionals in the DMV area with an outstanding theoretical and practical education in the area of business and public administration. We wish to meet students' needs for knowledge, skills, and critical thinking to enhance their competitive abilities in today's ever-changing business environment. To be consistent with this purpose, Clarewood University offers graduate level education in business and public administration to equip students with advanced and effective managerial theory and methodology and prepare students for careers in the public or private sectors.

Clarewood University is located in the vibrant Dulles Corridor where several dozen Fortune 500 companies such as Microsoft and Oracle are found. The area is part of Fairfax County, one of the most affluent counties in the US, where 34,000 companies call it home. With a large IT presence, it has been dubbed the Silicon Valley of the East Coast. The University campus is only a 5-minute walk from the Silver Line Metro Station, which offers easy commuter access for Washington DC area working professionals and other students.

Founded in the Spring of 2014 in Reston, Virginia, and supported by the late Reston founder Robert E. Simon, Clarewood University aims at providing high-quality MBA (Master of Business Administration) and MPA (Master of Public Administration) programs that emulate the ideals of Mr. Simon: sustainability, diversity and togetherness as a community.

Clarewood University believes its requirements are generally consistent with federal definitions and are considered to be common practice. It is the responsibility of Clarewood University to maintain and demonstrate compliance with any applicable Commonwealth of Virginia regulations that go beyond federal regulations, especially as related to competency based minimum program lengths and qualitative factors.

Mission Statement

This mission of Clarewood University is to build enlightened leaders for business, government and nonprofit organizations. We educate people who seek to bring about constructive change in the world. We help them find their mission and develop the skills, awareness and confidence to pursue it, addressing the challenges facing the global community in the 21st century.

Through recruiting high-quality professors with both academic credentials and esteemed industry experience, we offer real world education that propels your career. Drawing on the backgrounds of our culturally diverse student body, we provide face-to-face class experiences that are eye-opening and comfortable. Using unique teaching methods that push the frontier of interactive education, we provide unique class experiences that are educational, memorable and fun. Combining these methods with case studies, internships, capstone projects and networking opportunities, we offer distinct educational experiences that change our students' lives.

Inspired by the Robert E. Simon, the visionary founder of Reston, Virginia, Clarewood University's high-quality master programs emulate his ideals of sustainability, diversity and community. Inspired by another Virginian, Thomas Jefferson, the founding father and architect of the American government, Clarewood University's graduate programs aspire to enrich the life, liberty and pursuit of happiness of our students. Our ultimate goal is to contribute to the common good of society and the lives of all who share our planet.

Institutional Goals

Clarewood University is committed to:

1. Developing students' competency in critical thinking and effective decision-making skills.
2. Recruiting highly qualified faculty with excellent teaching skills and real-world expertise.
3. Designing innovative courses that push the frontier of interactive education.
4. Creating and maintaining a stimulating learning environment that attracts and retains high-quality students.

Institutional Objectives

1. Providing students with cutting-edge courses that develop their talent, foster confidence and empower them to boost performance and productivity in their future careers.

2. Offering an up-to-date curriculum that meets the needs of employers in the 21st century global environment.
4. Developing the cross-cultural competence and global communication skills of our students.
5. Clarifying student aspirations and helping shape their career direction.
6. Inspiring globally-minded, socially responsible leaders who bring about constructive change in the world.

The University offers a Master of Business Administration (MBA) Degree and a Master of Public Administration (MPA) Degree.

History

The Clarewood University, Inc. was incorporated on March 11, 2014 (VA State Corporation Commission SCC ID # 0775495-5). On October 11, 2014, Clarewood University moved into its current location at 1840 Michael Faraday Drive, Suite 100, Reston, VA 20190. SCHEV granted name acknowledgement to Clarewood University on November 24, 2014, and the University obtained its certification of operation on May 31, 2016.

Physical Facilities and Equipment

Clarewood University is located in Reston, Virginia, which is only a few miles away from the Washington Beltway. The university is within a 5-minute walking distance to the Wiehle-Reston Metro Station on Washington D.C.'s Silver Line. The facilities at Clarewood University include a large reception room, a number of classrooms and offices, a conference room, a learning resource room & library, and a lounge. The technological aids at the university include computers, internet connection with Wi-Fi capabilities, a projecting apparatus, phone-fax machines, copier and scan machines, an online library, and other standard classroom and office equipment. Main Address: 1840 Michael Faraday Drive, Suite 100, Reston, VA 20190.

Inclement Weather Policy

- A. Day Classes: If inclement weather forces the cancellation of daytime classes or requires a delay in the opening of the University, announcements will be made on all major local television and radio networks and on the school's website. A makeup class will be scheduled by the instructor.

- B. Midday & Evening Closing: A decision to close the University during the day will be made when conditions include a forecast that would make travel to and from campus unreasonably dangerous. Classes underway at the time of a closing announcement is made will be dismissed. If students are engaged in important test-taking or other time-sensitive activities, a class may continue until its scheduled end, if doing so will be fairer to the students. In all cases, the instructor's good sense should prevail. A makeup class will be scheduled by the instructor.

Clarewood University encourages its students, faculty, and staff to use their own discretion in determining safe travel conditions in the absence of official Clarewood University closings or cancellations, as it cannot always accurately assess or predict weather conditions in all of the localities in which students, faculty, and staff reside.

Holidays

The University observes the following holidays, on which there are no classes and administrative offices will be closed:

- January 1st- New Year's Day
- The Third Monday in January- Martin Luther King Day
- The last Monday in May- Memorial Day
- July 4th- Independence Day
- The first Monday in September- Labor Day
- The fourth Thursday in November- Thanksgiving Day
- The day after Thanksgiving
- December 25th- Christmas Day
- Winter Break (University is closed from December 25th through January 1st. University will reopen on January 2nd.)

Conversely, the University does not observe the following holidays, on which classes are held:

- The third Monday in February- Presidents Day
- The second Monday in October- Columbus Day
- The second Tuesday in November- Veterans Day

Academic Calendar 2019-2020

Quarters	Fall Quarter, 2019	Winter Quarter, 2020	Spring Quarter, 2020	Summer Quarter, 2020
Beginning on	October 5, 2019 (Saturday)	January 4, 2020 (Saturday)	April 4, 2020 (Saturday)	July 11, 2020 (Saturday)
Last Day to Add/Drop	<i>October 12, 2019 (Saturday)</i>	<i>January 11, 2020 (Saturday)</i>	<i>April 11, 2020 (Saturday)</i>	<i>July 18, 2020 (Saturday)</i>
Ending on	December 14, 2019 (Saturday)	March 14, 2020 (Saturday)	June 13, 2020 (Saturday)	September 19, 2020 (Saturday)
Holidays	Thanksgiving: November 28 (Thursday)	MLK Day: January 20 (Monday)	Memorial Day: May 25 (Monday)	Labor Day: September 7 (Monday)

Academic Calendar 2020-2021

Quarters	Fall Quarter, 2020	Winter Quarter, 2021	Spring Quarter, 2021	Summer Quarter, 2021
Beginning on	October 10, 2020 (Saturday)	January 9, 2021 (Saturday)	April 10, 2021 (Saturday)	July 10, 2021 (Saturday)
Last Day to Add/Drop	<i>October 17, 2020 (Saturday)</i>	<i>January 16, 2021 (Saturday)</i>	<i>April 17, 2021 (Saturday)</i>	<i>July 17, 2021 (Saturday)</i>
Ending on	December 19, 2020 (Saturday)	March 20, 2021 (Saturday)	June 19, 2021 (Saturday)	September 18, 2021 (Saturday)
Holidays	Thanksgiving: November 26 (Thursday)	MLK Day: January 18 (Monday)	Memorial Day: May 31 (Monday)	Labor Day: September 6 (Monday)

Business Hours

Admissions

CUVA@clarewoodva.org

Business Hours: Monday-Friday, 9:00 AM to 5:00 PM

Dean's Office

mzhong@clarewoodva.org

Business Hours: Monday-Saturday, 9:00 AM to 5:00 PM

Registrar's Office

Phone: 571-526-4888

shao@clarewoodva.org

Business Hours: Monday-Friday, 9:00 AM to 5:00 PM

Compliance Office

Phone: 434-509-0510

yarica@clarewoodva.org

Business Hours: Monday-Friday, 9:00 AM to 5:00 PM

Closed during observed holidays.



ADMISSION REQUIREMENTS

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Clarewood University recruits students who are eager to realize self-growth and career ambitions. Thus, evaluation of the applicant’s admission documents is mainly focused on the applicant’s previous educational background and work experience if applicable. Applicants must demonstrate their interest in the program that they intend to enroll in and their ability to complete the program.

Clarewood University admits students based on their academic records, achievements, and qualifications, regardless of race, color, age, sex, gender identity, or national and ethnic origin, and guarantees all students the same rights, privileges, programs, and activities in accordance with local, state, and federal laws and regulations.

Admission Requirements

#	Admission Materials	
1	Completed Application Form	<input type="checkbox"/>
2	Application & Registration Fee of \$75 (non-refundable)	<input type="checkbox"/>
3	Enrollment Agreement	<input type="checkbox"/>
4	One letter of recommendation OR Current Resume	<input type="checkbox"/>
5	Official Transcript or its equivalent (if degree is from abroad, must be evaluated by a credential evaluation agency such as WES)	<input type="checkbox"/>
6	A copy of an identification document (Driver’s License, ID card, Passport, etc.)	<input type="checkbox"/>
7	Interview by Admissions Officer (via standard questionnaire)	<input type="checkbox"/>

International Admission Requirements

#	Admission Materials	
1	Completed Application Form	<input type="checkbox"/>
2	Application & Registration Fee of \$75 (non-refundable)	<input type="checkbox"/>
3	Enrollment Agreement	
4	One letter of recommendation OR Current Resume	<input type="checkbox"/>
5	Official Transcript or its equivalent	<input type="checkbox"/>

	(if degree is from abroad, must be evaluated by a credential evaluation agency such as WES) International students must have an equivalent of a Bachelor's degree in the United States.	
6	A copy of passport (inside cover and signature pages)	<input type="checkbox"/>
6.1	Proof of English Proficiency (check applicable items) Test of English as a Foreign Language (TOEFL) Minimum score: Internet-based (IBT): 75 Computer-based (CBT): 210 Paper-based (PBT): 550 International English Language Testing System (IELTS) Minimum score: Academic: overall band score 5.5	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
6.2	Additional: For transfer students: Copy of Visa, I-94 a Previous I-20 forms are required at the time of application	<input type="checkbox"/> <input type="checkbox"/>
6.3	Statement of Financial Support Form	<input type="checkbox"/>
6.4	Bank Account Statement	<input type="checkbox"/>
7	Interview by DSO and Admissions Officer (via standard questionnaire)	<input type="checkbox"/>

Official Transcripts

Domestic students must submit either original official transcripts, or notarized/attested copies of transcripts from a BA level accredited education program. For international F-1 students, if original official transcripts are issued in students' native language other than English, a certified English translation must be submitted. All bachelor's degrees, in terms of quality, standards and equivalence, must be equal to the educational requirements of the United States as certified by a credential evaluation agency such as the World Education Service (WES). For international transfer students from other American colleges or universities, official transcripts must be evaluated by Clarewood University.

Admission Procedures

1. Submit all the admission documents to the Registrar.
2. Pay a non-refundable application fee of \$75 (payable to Clarewood University).
3. The Admissions Officer will review the admission documents and inform the applicant if any additional admission materials are required.
4. After the Administrative Dean approves the application, the Admissions Officer will notify the applicant whether the application was approved. An acceptance letter is mailed to the student

along with an admission package that includes the Enrollment Agreement signed by the Administrative Dean. The student is required to sign his/her name on the Enrollment Agreement and return it to the Admissions Officer by mail, email, or fax.

Bank Account Statement

For international F-1 applicants, an original or certified bank account statement or letter must be issued from their sponsors' banks within 3 months of the time of application.

Statement of Financial Support

All international F-1 applicants must submit a Statement of Financial Support within 3 months of the time of application detailing the sources of funding for their program of study.

Transfer Students

The maximum number of transfer credits per quarter is 9.0. The total number of transfer credits for the whole program should not exceed 50% of the total number of program credit hours. The following criteria must be met per each transfer course:

1. The transfer course must be equivalent to Clarewood University's course with regards to content, outcomes and credit hours. The student must submit the course description for evaluation.
2. The transfer course grade must be a B or higher.
3. The transfer course must have been completed within 7 years prior to applying to Clarewood University.

Credit Transfer to another Institution

Students may want to transfer credits from Clarewood University to another higher education institution. In this case, credits earned at Clarewood University are transferable at the sole discretion of the accepting institution. It is the student's responsibility to confirm whether academic credits will be accepted by another institution. All Clarewood University officials are required to accurately represent the transferability of any courses, programs, diplomas and certificates offered by Clarewood University.

Credit for Life and Work Experience

Clarewood University does not award credits for life or work experience. However, life and work experience are considered during the admissions process, based on the student's interview and other application materials.



INTERNATIONAL STUDENTS & THE STUDENT AND EXCHANGE VISITOR PROGRAM (SEVP)

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The Student and Exchange Visitor Program (SEVP)

Clarewood University (CUVA) plans to meet and fulfill the necessary requirements for the Student and Exchange Visitor Program (SEVP) certification in the near future. Please note this section will apply once the University is SEVP certified. At that point, the University will have a designated staff member, the Designated School Official (DSO), for assisting and overseeing enrolled “F-1” students. The DSO will serve as the main point of contact between Clarewood University, SEVP and international students.

All students whose native language is not English must provide evidence that they are able to use the English language with sufficient facility to do college-level work in an English-speaking institution. Prospective international students residing both in and out of the U.S. must provide evidence of their English proficiency by one of several available Clarewood University-approved methods, including, but not limited to: TOEFL, GRE, GMAT, or other CUVA placement tests.

General International Student Policies: All international students, regardless of their visa type, are individually responsible for ensuring they are in good standing with U.S. immigration authorities.

All F-1 students entering the United States for classes for the first time must register in person and present an original visa, passport, I-94 print out and stamped I-20. Transfer students must register in person for their first quarter and present valid identification. A registration hold will be placed on all student accounts which have fallen out of status, including those of new and transfer students. Such a registration hold can only be released by the Clarewood University Registrar. Students on an H1-B visa must submit an employment verification letter at the start of each quarter. Students who register pending adjudication of an application for Permanent Resident status must log in to the USCIS website each quarter, enter their I-485 Receipt Tracking Number and present a receipt of this transaction at the time of registration.

Maintaining International Student Status

The University is required to comply with the following policies for F-1 international students. Students should report to Clarewood University as listed on the SEVIS Form I-20 no later than the final day of the Add/Drop Period of each quarter.

All F-1 students requesting an authorized break must be in good standing and enrolled full-time for three consecutive quarters (may include summer) at Clarewood University. Full-time enrollment is equivalent to 9.0 graduate credit hours per quarter. F-1 students must report any changes to their address information to Clarewood University within ten days of the change. F-1 students must maintain a valid SEVIS Form I-20, as well as ensure that personal and academic changes, such as requests for program extensions and/or changes of degree are submitted to the University in a timely manner. F-1 students whose cumulative grade point average falls below 3.0

(graduate) for more than two consecutive terms will be required to apply for reinstatement if sufficient academic progress is not maintained in accordance with Clarewood University's Satisfactory Academic Progress (SAP) policy.

All F-1 transfer students must receive their Clarewood University SEVIS Form I-20 no later than 15 days after the beginning of the academic quarter. Students with F-1 status are not permitted to accept employment without proper work authorization. Additional information pertaining to work authorization may be obtained from the Clarewood University International Student DSO. F-1 students who have completed their program and who have not applied for OPT or a different degree program are required by the USCIS to leave the United States within 60 days of their last date of attendance. Students wishing to participate in their commencement ceremony must receive approval from the USCIS to change their status to B-2 (Temporary Visitor) if their classes end more than 60 days prior to graduation.

All F-1 students are individually responsible for maintaining their F-1 status: Clarewood University is required under USCIS regulations and membership in the Student and Exchange Visitor Information System (SEVIS) to report the enrollment activity of F-1 students. Students who fail to adhere to the above guidelines will be terminated and advised to promptly leave the United States. If these students feel they have an adequate reason to apply for reinstatement, they must contact their home campus as soon as possible. The students will be barred from enrollment until full compliance with USCIS regulations is obtained. In addition, Clarewood University encourages all international students to enroll in a group health insurance plan. The University is responsible for reporting compliance with USCIS regulations with respect to a student's application for an F-1 visa, and its subsequent maintenance.

Academic Requirements

International Masters students must have the equivalent of a bachelor's degree in the United States. They are required to maintain and complete a full course of study each academic quarter while attending Clarewood University. Prior to course registration, international students must have a copy of their transfer form with the SEVIS confirmed release date (transfer students only).

A full course of study consists of 9.0 quarter credits (two courses) per term for graduate students. International students who are in the last semester of their program need only take those classes required to complete the program. International students are requested to contact their DSO before beginning their last academic quarter term.

All international students are responsible for making satisfactory progress toward degree completion. Thus, all international students must work collectively with the DSO and academic advisors or authorized program official staff.

Special Resources & Commonly Asked Questions

International students may use many different online tools and resources to find information about studying in the United States. However, Clarewood University strongly advises international students to rely on information and guidance from Clarewood University and its Designated School Official (DSO), the United States Department of State and the United States Department of Homeland Security. Clarewood University has received the most questions and inquiries regarding the following three areas of concern below. Please read these over and feel free to ask a University staff member if you have any further questions.

Resources for the Student Visa Application Process

As you begin your journey of preparing to study in the United States, you may be considering the option of consulting service providers to help you in this process. Depending on where you live, such services could include a recruiter, broker or agent who charges fees or receives a commission for services such as helping you obtain a student visa, find housing, etc.

You do not need to use a recruiter to obtain a United States student visa. Free information about applying for an F or M visa is available from the Department of State's website. It is important to know your rights and responsibilities and the problems you could encounter by hiring an agent or recruiter. For more information, international students are directed to the following link: <https://studyinthestates.dhs.gov/what-is-a-commission-based-recruiter> (the U.S. Department of Homeland Security).

Transferring to Another School as an F-1 Student

An F-1 student is eligible to transfer to another school or program of study. To start the process of transferring, you must bring the following to your designated school official (DSO):

- Written confirmation of acceptance in another Student and Exchange Visitor Program (SEVP)-certified school.
- Contact information for the new school's DSO.
- The Student and Exchange Visitor Information System (SEVIS) school code for the transfer-in school.
- For more detailed information, international students are directed to: <https://studyinthestates.dhs.gov/instructions-for-transferring-to-another-school-as-an-f-1-student> (the U.S. Department of Homeland Security).

Working in the United States

There are limited work opportunities available in the United States for F-1 students, and the penalty for working illegally is severe. We strongly suggest students be aware of all the rules concerning working in the U.S. on an F-1 visa.

- For this reason, before coming to the United States, F-1 students must prove they have the financial ability (e.g., through present bank statements) to pay for tuition and living expenses while studying.
- If as a student you decide that you want to work, the first step is always to talk with your designated school official (DSO).
- If a student is working without permission, the DSO will report it through SEVIS, meaning that your SEVIS record will be terminated. That means that you will have to leave the United States immediately, and you may not be allowed to return.
- For more detailed information: International students are directed to:
<https://studyinthestates.dhs.gov/working-in-the-united-states>
(the U.S. Department of Homeland Security).

Grades and Actions That May Affect International Student Status

Grades of “I”, “F” or “W” can result in no credit for a course which can cause students to drop below a full course load and thus result in the loss of an F-1 Visa status.

Unauthorized employment, especially for international students, is a violation of status, and results in the termination of your I-20 with Clarewood University.



ACADEMIC POLICIES

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Quarter Credit System

Clarewood University operates on a Quarter Credit System. There are four quarters in one academic calendar year: Fall, Winter, Spring and Summer. Each quarter is 10 weeks long. All courses carry 4.5-quarter credits. One quarter credit hour requires, at a minimum, 10 hours of classroom instruction, 20 hours of laboratory/project assignment, or 30 hours of practicum/internship. Thus, each course is 45 hours of classroom instruction, 90 hours of laboratory/project assignment, or 135 hours of practicum/internship. An hour means an instructional time of at least 50 minutes of directed instruction. Many of Clarewood University's courses are a mixture of classroom instruction and participative laboratory/project instruction. Experiential and integrative activities are reflected in projects, practicums or internships.

Grading System and Grade Point Average

Faculty choose criteria to determine a student's grade in their course. This may include the quality of work done on assignments, promptness in doing assigned work, attendance and participation. Faculty will publish their criteria for grading in the syllabus given to students on the first day of the course. The University will provide guidance to faculty regarding grading criteria.

Clarewood University uses the following grading scale:

Letter Grade	Grade Points
A	4.0
B	3.0
C	2.0
F	Fail

Status	Description
I	Incomplete
IM	Military Incomplete
IP	In Progress
R	Repeat
W	Withdrawal
TC	Transfer Credit
AU	Audit
NC	No Credit
S/U	Satisfactory/Unsatisfactory

Incomplete Grade (I): Incomplete indicates that the student has not completed all work required for the course. An incomplete must be made up within two weeks from the start of the next quarter. Otherwise, a final grade will be assigned (normally an "F"). An incomplete grade must be removed in the manner specified here and within the time determined by the instructor. The instructor shall specify the specifics in the syllabus. An incomplete may only be given with the approval of the Administrative Dean.

Failing Grade: If a student ceases attending courses or submitting assignments (and has not yet earned a passing grade), and if the student has not made arrangements for an incomplete (I), a failing (F) grade must be assigned.

In Progress (IP): Faculty must assign a grade of IP for courses which have been approved to carry over into subsequent terms (e.g. Practicum). The course will remain IP (In Progress) until the final project is completed and a final grade can be posted.

Grade Point Average (GPA): Grade point average is determined by dividing the total grade points by the total number of credits. Grades are reported to the student at the end of each quarter.

Withdrawals (W): A grade of "W", indicating official withdrawal, will be recorded on the student's transcript. The grade of "W" will not be assigned to any student who has taken the final examination in the course. "W" grades are not calculated in the GPA.

Auditing Courses (AU)

Auditors can participate in classes; however, they will not take examinations or undertake projects. Audited courses are ineligible for academic credits.

Repeating Courses

A graduate student may repeat any college-level graduate course in which he/she receives a grade of a "C" or below. Students who receive a failing grade are encouraged to repeat that course; however, students are not required to repeat a course if the course is not required to complete his/her degree program. If a higher grade is achieved in the repeated course, the new grade may replace the prior grade and be computed in the overall GPA. Students enrolled in graduate degrees may have no more than three repeat grades on their academic record, appearing as "repeat excluded" on the student record. Once a student has reached the maximum number of repeated courses allowed by Clarewood University, all subsequent courses where a "C" or below is received will count towards the student's cumulative grade point average. Students may continue to enroll and pursue their program of study until such time as they fail to meet the academic standards set by Clarewood University.

A course must be repeated at Clarewood University in order for the course to qualify as a repeated course and thus have the "repeat excluded" grading criteria applied to the student record. All attempted courses must be repeated at Clarewood University in order to be eligible for academic credit. Failing grades must be repeated at Clarewood University in order to be eligible for academic credit.

Enrollment Agreement and Registration

Once admission is granted, the student will plan for enrollment in the graduate program of their choice, and enter into an enrollment agreement, which is a contract between the student and the University. The student must complete the Enrollment Agreement and receive a copy of the executed agreement which specifies all policies, procedures, tuitions and fees.

Enrollment Dates

Students may enroll in the program up to the start of the second meeting of any class. New students to Clarewood University may not enroll in any class after that class has already met twice without permission of the instructor and Registrar. 45 instructor contact hours are required per term.

Course Registration

Registration information is available prior to each registration period. A list of upcoming courses and a registration form will be emailed to current students prior to each quarter. Students are expected to fill out the form and email, fax, or hand it in to the Registrar by the required submission deadline.

Add/Drop

Students may add or drop classes before the second meeting of the class for each course. After the second class, adding or changing classes must be approved by the class instructor and the Administrative Dean.

Adding a Course

In most cases, a student may not enter a new class after the class has met twice. Any request for entry after that period must be approved by the class instructor.

Change of Registration

Students wishing to change their registration must contact the Registrar. Failure to do so could place their CUVA records in jeopardy.

Withdrawal from a Course

A student may withdraw from a course at any time prior to its conclusion without academic penalty, in which case the student shall receive a grade of “W”.

Full-time Students

Full-time status is accorded to students carrying at least 9.0 academic credit hours per quarter.

Part-time Students

Part-time status is accorded to students carrying 4.5 credit hours or less per quarter.

Attendance

It is the responsibility of students to attend all classes in which they are enrolled. Unexcused absences will affect a student’s academic standing. Excused absences may be accepted with the approval of the instructor, who shall notify the Administrative Dean. Every instructor is responsible for recording student absences. A student must submit a note with supporting documents to his/her instructor explaining the reason for any absence. Excused absences do not waive the required 45 instructor contact hours. Students are required to request an excused absence from the instructor via e-mail and receive their approval before the start of class. The instructor will assign the necessary make-up work. Students should consult with the instructor for make-up work information and arrange to complete it by the date assigned by the instructor.

Tardiness and Leaving Early

Students are expected to attend classes on time. Instructors are responsible for recording student tardiness. A student is required to review the syllabus of each course to know how tardiness will affect his or her academic record and/or class performance. Leaving early is not permitted under normal circumstances. Permission from the instructor for leaving early is granted only in emergencies.

University and Student Academic Administration

The Clarewood University Student and Academic Administration is an educational and management workstream whose goal is to establish, develop and deliver a high-quality practice in teaching and learning. It works collaboratively with our partners and participants across the University and the wider educational and professional communities. Facilitated by a collaborative, innovative and accountable team, Clarewood University engages in a broad range of activities which support student life and provide high-quality academic programs and services to students.

In this regard, Clarewood University develops and administers procedures for compliance by all faculty, students and staff in support of SCHEV regulations and federal accreditation standards.

Satisfactory Academic Progress (SAP)

Clarewood University conducts quarterly evaluations of student progress. This takes into account the student's GPA, the units completed successfully (% of courses attempted), and the allowed time frame for degree completion. Students must meet the minimum standards set forth below to be in compliance with SAP criteria.

Maximum Time Frame and Successful Course Completion

Required Evaluation Points	Minimum GPA	Minimum Successful Course Completion (% of Course Attempted)	Maximum Time Frame
25%	2.25	55%	Period of 1.5 times the standard program length
50%	2.50	60%	
100%	3.00	---	

*Based upon maximum time frame

Minimum Academic Achievement

Students must achieve a cumulative grade point average (GPA) of the following: 2.25 at 25% of the maximum time frame; 2.5 at 50% of the maximum time frame; and a 3.0 at the maximum time frame. Failure to maintain at least a 3.0 for any quarter will result in being placed on probation.

Students with a GPA below 2.5 at 50% of the maximum time frame will be suspended for one quarter.

Academic Probation

If a student does not maintain satisfactory progress, he/she will be placed on probation for one quarter. The student on probation will be counseled and given assistance in order to improve his/her GPA. At the end of the one-quarter probationary period, if the academic record is not in compliance with the standards of satisfactory progress, the student will be suspended for a minimum of one quarter.

Probation and Extended Enrollment

If a student has been placed on probation due to the failure to maintain the academic minimums outlined above, he/she may apply to continue his or her studies at Clarewood University in an extended enrollment status. During this time, the student must attempt to improve the deficient areas that led to the probation by taking remedial courses, retaking courses they have failed, or practicing previously learned skills in order to re-establish Satisfactory Academic Progress (SAP).

At the completion of this quarter, students who have established SAP according to the above tables may apply to the Administration to return to regular student status. A meeting will be scheduled between the Administrative Dean, Director of Compliance, the Admissions Officer and the student applying for reinstatement to determine whether the student has the academic ability and desire to successfully continue in the program.

Mitigating Circumstances

The Administrative Dean may waive the Satisfactory Academic Progress (SAP) criteria under circumstances such as personal illness, unusual family responsibilities, military service, unexpected consequences arising in the student's homeland, or other significant occurrences beyond the student's control. To demonstrate that the cited circumstances have had an adverse impact on the student's performance, the student must provide documentation to prove the adversity. No waivers will be provided for graduation requirements.

Leave of Absence (LOA)

The University may grant a leave of absence (LOA) in the case of a student's prolonged illness or accident, death in the family, or other special circumstances that would make attendance impossible or impractical. A student must fill out an LOA form and get approval prior to taking the leave. A leave of absence is approved if the following conditions are met. The absence won't be treated as a withdrawal and no monetary charges will be imposed.

1. The student must follow the institution's policy in requesting the leave of absence and submit a signed and dated request with the reasons for the leave of absence.
2. The University determines that there is a reasonable expectation that the student will return to the school.
3. The school approves the student's request in accordance with the published policy.
4. The leave of absence does not exceed 180 days in any 12-month period.
5. Upon the student's return from the leave of absence, the student is permitted to complete the coursework he/she began prior to the leave of absence.

Students who take a leave of absence from the University are subject to the current curricular requirements at the time of readmission.

Readmission

A student who has dropped out of the program or who has been terminated due to academic performance or misconduct, must wait two quarters before applying for readmission and must submit a Petition for Readmission to the Administrative Dean. The Petition must include the records of any academic work successfully completed at other institutions as well as presenting compelling reasons for reinstatement, which include the ability to maintain SAP.

The student must also complete a personal interview with the Administrative Dean and shall be on probation for the first quarter until the completion of the special evaluation by the Academic Assessment Committee (AAC).

The Administrative Dean will notify the student in writing concerning readmission. If readmission is granted, the student may resume coursework at Clarewood University and must pay all fees due at the time of readmission.

Disclosure of Student Records

Student records are maintained in strict compliance with the Family Educational Rights and Privacy Act (FERPA) (Public Law 93-380, Section 438 of the General Education Provision Act) once a student is enrolled at Clarewood University.

1. Student admissions records are kept for three years after the student's last date of attendance.
2. Student academic records, which include programs of study, dates of enrollment, courses taken and completed, grades, indication of student status, and transcripts are permanently preserved.
3. Student financial records, which include payments from the student, payments from other sources on the student's behalf, refunds and/or installment information, are maintained for three years after the student's last date of attendance.

“Educational records” mean those records, files, documents, and other material containing information directly related to a student. A student can request to review or obtain a copy of his or her educational and financial records by writing an application letter stating which files or documents he or she wishes to obtain and submitting it to the Registrar along with a copy of his or her Student ID card. The application letter and copy of student ID card will be kept in the student’s file. Students have the right to examine their academic records and request an amendment of any inaccuracies found.

Students have the right to agree to or deny the disclosure of personally identifiable information included in their education records. Clarewood University will not disclose student information to third parties without the written consent of the student. An exception is made with the following authorities or organizations:

1. School officials with legitimate educational interest;
2. A school to which a student is transferring to;
3. Specified officials for audit or evaluation purposes;
5. Accrediting organizations;
6. Compliance with a judicial order or lawfully issued subpoena;
7. Appropriate officials in cases of health and safety emergencies; and
8. State and local authorities, within a juvenile justice system, pursuant to specific state law.

Clarewood University students may request in writing to be excluded from any university directory open to the general public. The written consent of the student will also be kept in the student’s file. Students are required to follow the policies and procedures mentioned above when asking for release of a formal transcript. However, the Registrar may refuse this service if the student has failed to fulfill his or her financial obligations (unpaid tuition and/or fees).

Academic Freedom

Clarewood University intends to create an atmosphere of academic freedom within the campus. Academic freedom is the right of each teacher and student to pursue free and responsible inquiry and discussion within the mission of Clarewood University, as well as within educational, academic, legal, professional, scholarly and moral standards.

Conferral Requirements for Graduate Degrees

Graduate degrees are conferred only after evaluation and approval by the Clarewood University Registrar’s Office. Students must meet the following general requirements in order to be evaluated by the Registrar's Office:

- Complete 54-quarter credit hours for MBA program or 53-quarter credit hours for the MPA program.

- Complete the capstone project or internship for the program with a passing grade.
- Meet specified graduation requirements, including the credit hour and course requirements within the degree program. (Final responsibility for meeting graduation requirements lies with the students.)
- Meet the minimum standards of SAP criteria (Academic Policies section).
- Fulfill all financial obligations to Clarewood University.
- Complete all coursework successfully within five years of the initial date of entry. Unless an extension is granted due to special circumstances, students shall not take more than five years to complete the master's programs.



TUITION, FEES AND ADMINISTRATIVE COSTS

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The tuition at Clarewood University is listed below. Tuition does not include textbooks and other materials. Clarewood University retains the right to make periodic changes in the schedule of tuition and fees. University tuition and fees may be changed annually.

MBA Program: General Academic Related Fees

Cost Per Quarter Credit hours: \$336

Cost Per course: $336 \times 4.5 = \$1,512$

Total Courses Required for Graduation: 12

Total Program Tuition: \$18,144

Estimated Fees Per Quarter and Per School Year	Per Quarter (Two Courses Per Academic Quarter)	Four Quarters	Annual Cost
Tuition/Year	\$ 3,024	4	\$ 12,096
Registration	60	4	240
Textbooks and Supplies	162.50	4	650
Computer Fee	30	4	120
Housing, Transportation & Food	2,250	4	9,000
Other: Personal, Entertainment, Insurance & Utilities	1,000	4	4,000
Total	\$ 6,526.50	4	\$ 26,106

*Note that the fees in the shaded regions above vary per student. We just provide an estimate of living and personal expenses that a student can expect to incur.

MPA Program: General Academic Related Fees

Cost Per Quarter Credit hours: \$280

Cost Per course: $280 \times 4.5 = \$1,260$

Total Courses Required for Graduation: 12

Total Program Tuition: \$14,840

Estimated Fees Per Quarter and Per School Year	Per Quarter (Two Courses)	Four Quarters	Annual Cost
Tuition/Year	\$ 2,520	4	\$ 10,080
Registration	60	4	240
Textbooks and Supplies	162.50	4	650
Computer Fee	30	4	120
Housing, Transportation & Food	2,250	4	9,000
Other: Personal, Entertainment, Insurance & Utilities	1,000	4	4,000
Total	\$ 6,022.50	4	\$ 24,090

*Note that the fees in the shaded regions above vary per student. We just provide an estimate of living and personal expenses that a student can expect to incur.

Non-refundable Related Fees

Application and Registration Fee	\$75
Readmission Fee	\$100
Add/Drop fee	\$50
Late Payment Fee	\$100
Transcript Processing Fee	\$10
Returned Check Fee	\$40
Installment Fee	\$25
Computer Lab Fee (per term) (if applicable)	\$30

Textbook Expenses

The cost of textbooks and supplies is approximately \$650 per academic year.

Late Payment Fee

It is the responsibility of students to pay tuition and fees before the first day of the term. However, there will be no penalty if tuition and fees are paid within 3 working days after the beginning of the term. Students who fail to pay their fees after 3 working days will be required to pay a late penalty fee of \$100.

Add/Drop Fees

Students can add/drop courses during the first week of the quarter. \$50 will be charged for adding or dropping courses after the first week.

Payment of Tuition and Fees

Tuition is charged on a quarter-by-quarter basis. Once a student is admitted, tuition and fees must be paid to cover the cost of the full quarter. Students are encouraged to pay the full cost of their tuition and fees before the first day of the quarter. Cash, cashier's check or major credit cards are accepted as payment methods. Fees must be paid in full before the first day of a quarter. A student who fails to pay full tuition before or on the registration date of next quarter may be refused registration for the new quarter.

Payment Plans

A student who cannot pay his or her balance in full before the start of the quarter may set up a payment plan. The student will be required to sign a Truth in Lending Statement and pay a fee of \$25 to set up the plan.

To apply for a payment plan, a student must meet all the following qualifications:

1. Has been enrolled for one or more quarters;
2. Has no previous outstanding balance

Cancellation Period and Refund Policy

Clarewood University makes its Refund Policy consistent with the requirements of Virginia State Regulation 8VAC40-31-160(N).

A student is entitled to cancel his or her enrollment in a course during the first week of the quarter with a full refund, according to SCHEV policy. This is known as the Add/Drop period. CUVA utilizes the add/drop period, therefore, per SCHEV policy, a student who withdraws during the add/drop period shall be entitled to 100% tuition refund. The add/drop period at CUVA is only one week. A student can also withdraw from a course after the first week (see withdrawal period) but will not be entitled to a full refund.

Clarewood University will additionally fully refund all payments and fees, except the application fee of \$50, under one of the following situations:

- The student is not admitted to Clarewood University.

- The student does not enroll in Clarewood University.
- The student is dismissed prior to the start of the program.
- The student cancels enrollment within three business days (excluding weekends and holidays) of admission, prior to the first day of the quarter.

Withdrawal Period

1. An enrolled student in Clarewood University who would like to withdraw from the university or a program after the add/drop period will be required to contact the Registrar’s office during business hours via e-mail and submit a written request for withdrawal.
2. The following refund schedule will be used to determine any financial obligations for which the student may be responsible upon receipt of the written notice:

Withdrawal Period	Tuition Refund
Week 1 (Add/drop period)	100%
Week 2 to Week 3	50%
Week 4 to Week 6	25%
After Week 6	0%

3. If a student does not make a formal withdrawal from the course by submitting a written request within 14 calendar days from the student’s last day of attendance, the timeframe for the calculation of the refund will begin from the 14th day. If the Registrar receives the student’s written request for withdrawal within 14 calendar days, tuition refunds will be calculated based on the day the Registrar receives the written withdrawal request. Clarewood University will refund the requested tuition within 45 days from the day the Registrar receives the written request or from the last date the student attended classes.

Scholarship Criteria

Clarewood University provides students with scholarships based on the following criteria (a student will need to meet several of the following):

- Participation in Clarewood University’s programs as a full-time graduate student;
- Having graduated from an accredited university with a bachelor’s degree or higher;
- Presenting an official transcript which shows a GPA of 3.0 and above;
- Ability to excel in our programs;
- Need for financial assistance;
- Can work as a volunteer to contribute to our school’s operation;
- GMAT or GRE preferred, but not required.

Other factors we take into consideration:

- Individual determination to succeed
- Future goals and plans to achieve them
- Ability to communicate the hardships that have been overcome or are currently being faced
- Self-motivation in completing challenging coursework
- Interest in an international perspective
- Work experience

CUVA has an Academic Assessment Committee (AAC) which consists of 3-5 professors and senior administrators to evaluate all prospective students' qualifications and need for scholarships in a fair and objective way. Additional scholarships might be also awarded to enrolled students who are outstanding or on the Dean's list.



ACADEMIC PROGRAMS AND COURSE DESCRIPTIONS

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Master of Business Administration Program Introduction

Clarewood University offers a Master of Business Administration (MBA) Degree program with four concentrations: International Business and Finance, Information Systems and E-Commerce, Management and Entrepreneurship. The program is designed to help students lay a solid foundation in private and related public-sector management, while providing students with a choice of concentrations to fit their individual interests and professional ambitions.

The MBA program is designed as follows:

MBA Program Structure	No. of Courses	Credits
Core Courses	6	27
Concentration Courses	5	22.5
Experiential/Integration Project	1	4.5
Total No. of Courses	12	54 Quarter Credits

In the MBA program students must complete a total of 12 courses to gain 54-quarter credits for graduation. Details are as follows:

1. Core Courses: (27 credits / 6 courses)

All students are required to complete the 6 core courses listed below:

Code number	Course Title	Credits
ACCT501	Financial Accounting	4.5
ECON505	Managerial Economics	4.5
STAT501	Statistics and Big Data	4.5
MGMT515	Human Resource Management	4.5
MGMT530	Managerial Decision Making	4.5
LEGL500	Business Law & Environment	4.5

2. Concentration Courses (22.5 credits / 5 courses)

Students can select one of the following 4 concentration components:

- International Business and Finance
- Information Systems and E-Commerce
- Management
- Entrepreneurship

a. Concentration in International Business and Finance (22.5 credits / 5 courses)

Code number	Course title	Credits
FINA501	Financial Markets and Institutions	4.5
MGMT502	Project Management Fundamentals	4.5
FINA518	Investment and Portfolio Management	4.5
STAT510	Advanced Statistics for Business	4.5
MKTG510	International Marketing	4.5
MGMT510	International Business Management	4.5
FINA520	Corporate Finance and Investment	4.5
FINA540	Fixed Income Securities and Markets	4.5
MGMT522	Management of Innovation and Technology Change	4.5
MGMT520	Advanced Management Principles	4.5
MGMT521	Social Entrepreneurship	4.5
MKTG525	Marketing Management	4.5
BUSS 500	Business Communication	4.5

b. Concentration in Information Systems and E-commerce (22.5 credits / 5 courses)

Code number	Course title	Credits
INSM510	Information Systems Analysis and Design	4.5
INSM520	Management Information Systems	4.5
INSM530	Data and Digital Communications	4.5
INSM531	E-Retailing	4.5
INSM532	Digital Privacy and Security	4.5
MGMT502	Project Management Fundamentals	4.5
STAT510	Advanced Statistics for Business	4.5
FINA501	Financial Markets and Institutions	4.5
MGMT522	Management of Innovation and Technology Change	4.5
MGMT520	Advanced Management Principles	4.5
MGMT521	Social Entrepreneurship	4.5
MKTG525	Marketing Management	4.5
BUSS 500	Business Communication	4.5

c. Concentration in Management (22.5 credits / 5 courses)

Code number	Course title	Credits
PUAD501	Public Administration Management	4.5
FINA501	Financial Markets and Institutions	4.5
MGMT502	Project Management Fundamentals	4.5
FINA518	Investment and Portfolio Management	4.5
FINA540	Fixed Income Securities and Markets	4.5
MGMT510	International Business Management	4.5
MGMT511	Organizational Behavior and Governance	4.5
MKTG510	International Marketing	4.5
STAT510	Advanced Statistics for Business	4.5
MGMT522	Management of Innovation and Technology Change	4.5
MGMT520	Advanced Management Principles	4.5
MGMT521	Social Entrepreneurship	4.5
MKTG525	Marketing Management	4.5
BUSS 500	Business Communication	4.5

d. Concentration in Entrepreneurship (22.5 credits / 5 courses)

Code number	Course title	Credits
FINA501	Financial Markets and Institutions	4.5
MGMT502	Project Management Fundamentals	4.5
MGMT510	International Business Management	4.5
MGMT522	Management of Innovation and Technology Change	4.5
MKTG510	International Marketing	4.5
FINA531	New Venture Financing	4.5
STAT510	Advanced Statistics for Business	4.5
MGMT520	Advanced Management Principles	4.5
MGMT521	Social Entrepreneurship	4.5
MKTG525	Marketing Management	4.5
BUSS 500	Business Communication	4.5
FINA518	Investment and Portfolio Management	4.5
FINA540	Fixed Income Securities and Markets	4.5

3. Experiential/Integration Project (4.5 credits/ 1 course)

Students are required to complete a knowledge-integrating experiential component either as a capstone activity or as a supervised practicum or as an internship in the last term after completion of all core and concentration courses.

Code number	Course Title	Credits
BUSS 590	Capstone Project	4.5
BUSS 591	Supervised Practicum	4.5
BUSS 592	Internship	4.5

MBA Program Learning Objectives

The MBA program is designed to offer our students with not only the theory and practical experience concerning business administration, but also aims at fostering students' hard skills to excel 21st century global business environment. Furthermore, students are expected to develop a strong sense of social responsibility.

Among the MBA outcomes expected for student learning are the following core competencies:

- Professional competence: The ability of students to apply the knowledge and skills of their disciplines to real-world settings to the benefit of their professions;
- Communication skills: The ability of students to effectively interpret, compose and articulate ideas and information in a variety of formats, challenges and presentation methods;
- Critical thinking: The ability of students to analyze, evaluate and construct discussions based on their merits;
- Analytical reasoning: The ability of students to identify, evaluate and solve problems using quantitative and qualitative data and information;
- Information literacy: The ability of students to locate, critically evaluate, and effectively use data and information for the purposes intended, including decision-making and problem-solving; and
- Ethical behavior: The ability of students to evaluate complex issues and situations and make informed ethical choices.

Course Codes

Every course has a corresponding course code prefix, which contains both a letter part and a number part. (e.g. ACCT 501-Financial Accounting) The letter part represents the focused area of study and the number part indicates the level of study. Please see the following for the letter part of course prefixes.

Codes	Area of Study
ACCT	Accounting
BUSS	Business
ECON	Economics
FINA	Finance

INSM	Information Systems
LEGL	Legal
MGMT	Management
MKTG	Marketing
PUAD	Public Administration Management
STAT	Statistics

The number part indicates the grade level shown below:

Course Number Range	Grade Level
500- 599	Graduate Level

Master of Business Administration (MBA) Course Descriptions

ACCT 501 Financial Accounting (4.5 Credits)

Prerequisite: None

This course reviews financial and accounting statistics from financial statements including the balance sheet, income statements and cash flow statements and the past and current financial position and performance of a company. It will also introduce General Accepted Accounting Principles, such as standard accounting practice, conventions, and rules that accountants follow in recording and summarizing financial statements.

BUSS 500 Business Communication (4.5 Credits)

Prerequisite: None

This course is designed for the enhancement of the student's communication skills, presentation skills, and targeted business language components to help students gain a broad perspective on the business world today as well as communicative competence in writing.

BUSS 590, 591, 592 (See below)

These three courses require students to use the knowledge and skills gained throughout their prior coursework to solve real world business problems. MBA students must complete the Capstone Project, Supervised Practicum or Internship after finishing all 7 compulsory courses and the 4 elective courses of their choice. Students should consult their academic advisor about options that best fit their career goals.

BUSS 590 Capstone Project (4.5 Credits)

Prerequisite: Completion of all MBA core and research courses, MBA candidacy standing. Advisor's approval required.

BUSS 591 Supervised Practicum (4.5 Credits)

Prerequisite: Completion of all MBA core and research courses, MBA candidacy standing. Advisor's approval required.

BUSS 592 Internship (4.5 Credits)

Prerequisite: Completion of all MBA core and research courses, MBA candidacy standing. Advisor's approval required.

ECON 505 Managerial Economics (4.5 Credits)

Prerequisite: None

This course examines various techniques of economic analysis and teaches students how to apply the techniques to solve complex business problems. We will focus on the application of economics tools in managerial decision-making.

FINA 501 Financial Markets and Institutions (4.5 Credits)

Prerequisite: None

This course applies principles of finance to modern financial markets and institutions. It examines interest rate relationships and securities markets including money, bond, mortgage, stock, foreign exchange and derivative securities markets. It also explores the underlying principles that govern financial markets and the role of the Federal Reserve in supporting the economy. It then addresses how different financial institutions operate in these markets. Finally, it discusses different types of risks incurred by financial institutions and how to manage these risks properly.

FINA 518 Investment and Portfolio Management (4.5 Credits)

Prerequisite: None

This course offers the financial theory and quantitative tools necessary for understanding how different kinds of financial instruments are priced and used for investment decisions. Rather than delving into the details of current practice, it takes a rigorous and critical view to the process of investing. The aim is to provide the students with a lasting conceptual framework in which to view and analyze investment decisions. Students learn how to value assets given forecasts of future cash flows and the risk characteristics of different asset classes. The focus is mainly on common stocks, but fixed income securities (bonds) and derivative securities (options) are also analyzed. Topics covered include: time value of money, optimal portfolio selection based on mean–variance analysis, economic and statistical models of the relation between risk and return (including the CAPM and multifactor models), term structure of interest rates, no-arbitrage derivative pricing, and market efficiency (including asset pricing anomalies and behavioral finance).

FINA 520 Corporate Finance and Investment (4.5 Credits)

Prerequisite: None

This course is an introductory finance course that is required for all MBA students. Students will learn to address problems commonly faced by corporate decision makers. Major topics include time value of money, valuation, pricing models, risk and return, ratio analysis, cash flow and capital structure.

FINA 531 New Venture Financing (4.5 Credits)**Prerequisite: None**

This course focuses on identifying, examining and evaluating various sources of original and growth capital. Emphasis will be on legal, financial and tax issues. This includes financing startups, financial planning and strategy, going public, selling out and bankruptcy. Topics include: methods of financing, techniques for valuing new businesses, financial structure and evaluation methods.

FINA 540 Fixed Income Securities and Markets (4.5 Credits)**Prerequisite: None**

Fixed Income securities represent the largest market in the world. However, given the complexity and the relative lack of liquidity in this market, we generally do not hear much about Fixed Income. This advanced course focuses on how to navigate the complexity of the global debt market in a practical way. The course covers major markets and instruments including treasuries, fixed income swaps, forwards, futures, term structure theories and risk management techniques. By completing the course, students will learn actionable concepts and tools about some of the major activities on Wall Street in terms of size and opportunities. The course is both theoretical and practical.

INSM 510 Information Systems Analysis and Design (4.5 Credits)**Prerequisite: None**

This course examines the systems development life cycle, analysis and design techniques, information systems planning, project identification and selection, requirements collection and structuring, process modeling, data modeling, design of interface and data management, system implementation and operation, system maintenance, and change management implications.

INSM 520 Management Information Systems (4.5 Credits)**Prerequisite: None**

This course introduces various information and communications technologies. Students will examine how information systems are used to solve problems and make better business decisions and apply these concepts to analyze business cases. This course also examines ethical and social issues in information systems.

INSM 530 Data and Digital Communications (4.5 Credits)**Prerequisite: None**

This course covers concepts, models, architectures, protocols, standards, and security for the design, implementation, and management of digital networks. Topics include Networks (LAN, MAN, WAN); TCP/IP, UDP, FTP, and NFS; transmission and switching efficiency; regulatory and technical environment; security and authentication; network operating systems; e-commerce and associated web sites and practices; middleware for wireless systems, multimedia, and conferencing.

INSM 531 E-Retailing (4.5 Credits)**Prerequisite: None**

This course examines the strategic management of retail operations using various forms of store-based, online and non-store-based retailing. It covers principles such as strategic planning,

structure of retail firms, consumer behavior and market research. Topics in key functional retail operations, merchandising, finance, retail image and marketing functions of pricing will be examined.

INSM 532 Digital Privacy and Security (4.5 Credits)

Prerequisite: None

This course addresses one of the key aspects of information security, threat and vulnerability. The course presents current theories in security. Additionally, it addresses policies, guidance, technologies and concerns that security managers must be aware of.

LEGL 500 Business Law & Environment (4.5 Credits)

Prerequisite: None

This course seeks to guide students in understanding business law analysis and discusses applicable legal issues facing businesses and managers today, with an emphasis on ethical conduct. Included are the study of contract law, business enterprises, employment law, international law, environmental law, and the regulation of business competition.

MGMT 502 Project Management Fundamentals (4.5 Credits)

Prerequisite: None

This course is designed to equip MBA students with project management skills and the tools necessary to become successful managers in any field of work. This course will cover all phases of project management including the initiation, planning, implementing, controlling, and closing of projects. Emphasis will be on project organization, scheduling, cost control, value earned analysis, risk management, and quality control.

MGMT 510 International Business Management (4.5 Credits)

Prerequisite: None

This course explores political, economic, cultural and social factors that affect an enterprise's international strategies while entering a new foreign market and becoming globalized. Students will be able to discuss international trade theory and how government and business decisions influence international trade.

MGMT 511 Organizational Behavior and Governance (4.5 Credits)

Prerequisite: None

This course analyzes both formal and informal aspects of the management process. Topics include: personal behavior in an organizational environment, individual behavior pattern, group dynamics, communication, motivation, decision making and the impact of technology and change on the organization. The course integrates the predominate approaches to leadership, management theory, operations management concepts, shaping organizational behavior and enhanced organizational effectiveness.

MGMT 515 Human Resource Management (4.5 Credits)

Prerequisite: None

This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined.

MGMT 520 Advanced Management Principles (4.5 Credits)

Prerequisite: None

This course focuses on the theory and practice of management and general tradeoffs that decision makers face when operating as a senior manager in an organization. The course raises a fundamental question in management: How to delegate responsibilities across hierarchies while maintaining sufficient control over the organization. This question will be addressed by drawing from selected areas in management, including human resources, organization, and leadership. Teaching simulations and case studies allow students to learn the different roles of an organization.

MGMT 521 Social Entrepreneurship (4.5 Credits)

Prerequisite: None

This course explores principals and application of values generated in social entrepreneurial settings. Students will learn how entrepreneurial ventures go beyond traditional non-profit and for-profit realms to generate different kinds of value with a distinct social enterprise that transcends both frontiers. The course examines concepts from traditional entrepreneurship in the context of social sector environments and emphasizes topics such as revenue, multiple dimensions of value and social impact.

MGMT 522 Management of Innovation and Technology Change (4.5 Credits)

Prerequisite: None

The objective of this course is to explore ways to create environments that are conducive to technological innovation. Students examine practices, models and approaches of both established and new organizations. Topics covered: the innovative process, managing technical people, the impact of organizational design on innovation, knowledge management and exploring new technologies.

MGMT 530 Managerial Decision Making (4.5 Credits)

Prerequisite: None

This course will focus on assessing the complexity of the managerial decision-making process and evaluating various environmental influences. This course will approach issues from a business management point of view and attempt to solve real world problems.

MKTG 510 International Marketing (4.5 Credits)

Prerequisite: None

This course considers the basic concepts of international marketing, the various activities necessary for international marketing planning, the beginning of international marketing activities

to be conducted by a domestic firm, and issues on strategy and marketing management relevant to expanding global operations.

MKTG 525 Marketing Management (4.5 Credits)

Prerequisite: None

This course covers the following topics: understanding consumer and corporate behavior, conducting customer and competitor analysis, developing new products, branding and brand extension, pricing, designing distribution channels, and managing the marketing-mix activities. Also, the students will be trained to use the analytic tools of marketing, via specially designed homework assignments.

PUAD 501 Public Administration Management (4.5 Credits)

Prerequisite: None

This course presents theory and techniques relevant to public administration management. Topics include history and reforming of public administration, interpersonal and group skills, leadership and leader ethics, decision making and implementation, management techniques to enhance productivity and performance.

STAT 501 Statistics and Big Data (4.5 Credits)

Prerequisite: None

This course will give an introduction of statistics, as well as data creation, storage, retrieval and analysis that is remarkable in terms of volume, velocity and variety. The course will focus on developing students' expertise in key data management areas such as data mining, marketing technology, applied statistic and on how to interpret and communicate data analysis.

STAT 510 Advanced Statistics for Business (4.5 Credits)

Prerequisite: None

This is an applied regression analysis course in the theory and application of regression analysis of economic and other social science data. It is designed to build on the basics of introductory statistics so that students can apply advanced regression analysis techniques and demonstrate the ability to do hypothesis testing.

Master of Public Administration Program Introduction

The public administration and policy career prospects are strong, especially in Washington DC metro area. We have a team that consists of high-quality faculty members who not only have academic credentials, but also possess decades of experience in Federal, State and local government, or in the field of private-public partnership, and non-profit organizations. The Clarewood MPA program should prepare our students to lead in positions across government,

private and non-profit sectors where jobs require strong analytics, creativity, communication, leadership and problem-solving capabilities.

The MPA program is designed as follows:

MPA Program Structure	No. of Courses	Credits
Core Courses	9	40.5
Selective Courses	2	9
Experiential/Integration Project	1	3.5
Total No. of Courses	12	53 Quarter Credits

In the MPA program students must complete a total of 12 courses to gain 53-quarter credits for graduation. Details are as follows:

1. Core Courses: (40.5 credits / 9 courses)

All students are required to complete the 9 compulsory courses listed below:

Code number	Course Title	Credits
PUAD501	Public Administration Management	4.5
STAT501	Introduction to Statistics	4.5
ECON505	Managerial Economics	4.5
MGMT515	Human Resource Management	4.5
MGMT522	Management of Innovation and Technology Change	4.5
PUAD502	Public Budgeting	4.5
PUAD503	Public Policy Process	4.5
PUAD504	Public & Non-Profit Accounting & Finance	4.5
PUAD505	International Relations	4.5

2. Selective Courses (9 credits / 2 courses)

Students choose 2 courses from the following:

Code number	Course title	Credits
PUAD506	Fundamentals of Conflict Studies	4.5
PUAD507	E-Governance	4.5
PUAD508	Social Entrepreneurship	4.5
PUAD509	Security on Networked Environments	4.5
MGMT511	Organizational Behavior and Government	4.5

3. Experiential/Integration Project (3.5 credits/ 1 course)

Students are required to complete a knowledge-integrating experiential component either as a capstone activity or as a supervised practicum or as an internship in the last term after completion of all compulsory and concentration courses.

Code number	Course Title	Credits
PUAD510	Capstone Project	3.5
PUAD511	Supervised Practicum	3.5
PUAD512	Internship	3.5

MPA Program Learning Objectives

The MPA program prepares students with the knowledge necessary for leading public, non-profit and business sectors, facilitates students with advanced analytical and leadership skills ranging from managerial economics to technological innovations, and helps students to participate in and contribute to public policy processes. The priority of this program is to offer hands-on skills which will lead to a successful career. Upon completion of this multi-faceted curriculum, students should:

- Develop leadership and decision-making skills;
- Achieve a masters-level understanding of modern governance;
- Gain hard skills which are useful in statistical and analytical tasks;
- Master financial planning and budgeting skills;
- Gain knowledge about non-profit organization management and public advocacy;
- Develop skills related to procurement and public-private partnerships; and
- Foster higher moral standards and a strong sense of public service.

Master of Public Administration (MPA) Course Descriptions

ECON 505 Managerial Economics (4.5 Credits)

Prerequisite: None

This course examines various techniques of economic analysis and teaches students how to apply the techniques to solve complex business problems. We will focus on the application of economics tools in managerial decision-making.

MGMT 511 Organizational Behavior and Governance (4.5 Credits)

Prerequisite: None

This course analyzes both formal and informal aspects of the management process. Topics include personal behavior in an organizational environment, individual behavior pattern, group dynamics, communication, motivation, decision making and the impact of technology and change on the organization. The course integrates the predominate approaches to leadership, management theory, operations management concepts, shaping organizational behavior and enhanced organizational effectiveness.

MGMT 515 Human Resource Management (4.5 Credits)

Prerequisite: None

This course examines the role of the human resource professional as a strategic partner in managing today's organizations. Key functions such as recruitment, selection, development, appraisal, retention, compensation, and labor relations are examined.

MGMT 522 Management of Innovation and Technology Change (4.5 Credits)

Prerequisite: None

The objective of this course is to explore ways to create environments that are conducive to technological innovation. Students examine practices, models and approaches of both established and new organizations. Topics covered: the innovative process, managing technical people, the impact of organizational design on innovation, knowledge management and exploring new technologies.

PUAD 501 Public Administration Management (4.5 Credits)

Prerequisite: None

This course presents theory and techniques relevant to public administration management. Topics include history and reforming of public administration, interpersonal and group skills, leadership and leader ethics, decision making and implementation, management techniques to enhance productivity and performance.

PUAD 502 Public Budgeting (4.5 Credits)

Prerequisite: None

Fundamental concepts and practices of budgeting, financial management, and tax analysis are introduced. The budget process, budget preparation, cost analysis, and budget reform are covered

in detail. An overview is provided of basic financial management functions, such as cash management, debt management, and government accounting. Students are provided the fundamentals of tax evaluation for the property tax, sales taxes, and personal income tax.

PUAD 503 Public Policy Process (4.5 Credits)

Prerequisite: None

Processes of making public policy, including detection of public issues, consideration of alternatives, and adoption and implementation of solutions. Highlights major actors in policy process, and environment within which they work.

PUAD 504 Public and Non-profit Accounting and Finance (4.5 Credits)

Prerequisite: None

Studies fundamental normative debates in public and nonprofit financial management arena with focus on resulting implementation principles and techniques in governmental accounting, financial reporting, budget and revenue decisions, debt management, cash and investment management, pensions and employee benefits, and risk management.

PUAD 505 International Relations (4.5 Credits)

Prerequisite: None

The course is divided in two parts. In part I, the focus will be on explaining the causes of war and reflection on current security problems. In part II, the focus will be on how we have moved from traditional inter-state relations to a globalized environment in which states, non-state actors, and international organizations interact.

PUAD 506 Fundamentals of Conflict Studies (4.5 Credits)

Prerequisite: None

The goals of this class are to provide students with a broad overview of the interdisciplinary field of conflict analysis and resolution, to introduce them to faculty and the work they are doing in this field, and to help them to develop a framework for diagnosing and responding to conflicts within their own area of interest.

PUAD 507 E-Governance (4.5 Credits)

Prerequisite: None

The topics covered in this class include governance concepts, technology and infrastructure, mobile government, enabling e-governance, open source, knowledge management and communities of practice, global solutions and an outlook into emerging technology trends of the social web.

PUAD 508 Social Entrepreneurship (4.5 Credits)

Prerequisite: None

Explores innovative approaches for addressing social problems. Organized around the steps in the

entrepreneurial process: identifying social needs, formulating program strategies, mobilizing resources, managing growth tracking results, and maximizing impact.

PUAD 509 Security on Networked Environments (4.5 Credits)

Prerequisite: None

Overview of the national computer and networked infrastructure that supports national security, including system protection, Global and financial implications of cyber terrorism. Impact of cyber security on privacy and civil liberties.

PUAD 510 Capstone Project (3.5 Credits)

Prerequisite: Completion of all MPA core and selective courses, MPA candidacy standing. Advisor's approval required.

PUAD 511 Supervised Practicum (3.5 Credits)

Prerequisite: Completion of all MPA core and selective courses, MPA candidacy standing. Advisor's approval required.

PUAD 512 Internship (3.5 Credits)

Prerequisite: Completion of all MPA core and selective courses, MPA candidacy standing. Advisor's approval required.

STAT 501 Introduction to Statistics (4.5 Credits)-

Prerequisite: None

Students are introduced to a variety of tools and techniques for analyzing data. Basic topics in descriptive statistics, probability theory and statistical inference are covered. Specific topics include; descriptive analysis of data; analysis of comparisons and associations; probability theory; sampling; point and interval estimation; and hypothesis testing. Lectures and assignments will be supported by the use of a statistical computer package.

Degree Plans

Clarewood University's highly qualified faculty and graduate students learn and work together in state-of-the-art facilities situated in the Washington, DC metropolitan area that offers a wealth of cultural and academic learning opportunities. At Clarewood University, graduate studies provide relevant courses and personalized support to graduate students from the time they are admitted

until they graduate. The following specific requirements are intended to encourage an orderly arrangement of courses with an overall objective to help the students satisfactorily complete their course of study.

- Student degrees/majors are structured into degree plans containing properly sequenced courses that lead the students to on-time completion.

- Student degree plans are aligned with career goals and workforce outcomes, including requiring leading area employers to review degree plans as they are designed, to ensure workforce relevance.
- Student degree plans are established to significantly increase timely credit accumulation, encourage more full-time enrollment, and whenever possible, ensure on-time completion.
- Student degree plans are capped at no more than 54 quarter credits for Masters degrees unless licensure, accreditation or prerequisite requirements dictate otherwise.
- Student degree plans are structured around properly sequenced “critical path” courses for the completion of specific programs of study.
- In programs with elective courses, students may choose among those guaranteed to count towards on-time completion of degrees.
- Students are registered in critical path courses each academic term.

Program Evaluation, Development and Notices

Clarewood University offers academic programs consistent with its mission and its core values, which include: effective student learning, rigorous academic standards, a supportive learning environment that enables students to achieve their professional and personal goals, and educational access to all students. The University shall review its degree-granting program periodically and use assessment tools designed to improve student learning. Students and alumni shall play an important role in the program review process by participating in surveys, focus groups, and providing individual feedback.

The learning outcomes assessment process at Clarewood University is an integral part of learning. It focuses on what students learn in their course of study. The learning outcomes that students are expected to master while at Clarewood, as well as their level of performance, are clearly defined in the course materials. Students are assessed through examinations, surveys, nationally normed assessment expectation instrument factors, and program-specific performance assessments. The University uses assessment data to improve student learning.

New academic program proposals are presented by the faculty and Deans to the Academic Assessment Committee for review. New programs are approved internally by the University President and the Board of Trustees and are reviewed externally by the State Council of Higher Education of the Commonwealth of Virginia and any other appropriately recognized and approving authorities. The University President and Deans ensure consistent implementation of program revisions and new programs University-wide.

Clarewood University also has two independent Program Advisory Committees (PACs), one per each of its master’s degree program areas. The PAC’s purpose is to review the established curricula of the degree program, instructional-related program materials, equipment and facilities, and student achievement outcomes as a means to provide the school with an external review of its

programs. The PAC is diverse, and its committee members are comprised of qualified representatives external to the institution (i.e., non-school employees) and include representatives from the employment community, practitioners, and others from the field of education, regulators, etc. as appropriate.

PAC committee meetings take place at least twice a year and must include at least three members in attendance that represent the employment community and/or practitioners for that program area and at least two individuals with graduate level education experience qualified to review and comment on the school's graduate level education.



STUDENT SERVICES

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Academic Advising

The academic advising program at Clarewood University seeks to empower students by helping them develop skills in planning and decision-making, as well as important aspects of lifelong learning. Students are assigned an individual academic advisor to assist them in selecting and registering for courses and creating an educational plan, and to serve as a general resource and guide. Student contact by any method will elicit a response from an advisor within 48 hours.

Academic advising includes, but is not limited to:

1. Providing educational advising for new, transfer, and continuing students.
2. Assisting with registration.
3. Reviewing transcripts and credit transfers.
4. Creating individualized degree plans so students are aware of what and how many courses they need to complete their degree program.
5. Advising students on course recommendations to fulfill the completion of their degree requirements.
6. Ensuring students are staying on track towards their degree.
7. Maintaining a positive support system for our students.
8. Informing students about:
 - Policies and procedures
 - University enrichment opportunities
 - University support services

Clarewood Career Center (CCC)

Clarewood aims at fostering talents for the 21st Century. As indicated in our motto: *your success is our success*, we wish students to be successful not only in the classroom, but also in their career. Clarewood equips students with hands-on skills to ensure their continuous success in their career path. The CCC's mission is to educate and empower our graduate students and provide resources to help them navigate the professional world, develop professionally, and find fulfilling careers. Through our group training and one-on-one counseling sessions, as well as multiple networking events, we build relationships with our students and teach them how to identify career opportunities that fit with their interests, values, personality, and skills.

Funded by the Clarewood University Foundation, the CCC is dedicated to offering career advising and employment assistance to students and alumni. Students are encouraged to learn how to prepare a professional resume along with other career related documents and acquire skills in searching and interviewing for jobs. CCC will provide information to current students about local career and job fairs and will invite special speakers from time to time to help students with career related topics. This information will be posted on the school website and e-mailed out to students.

Career development includes but is not limited to:

1. Resume evaluation and assistance
2. Individual consultations
3. Job search workshops
4. Resume writing
5. Interviewing techniques
6. Job search strategies
7. Career events
8. Career related postings on our website

Employment Tracking

In collaboration with the Clarewood Alumni Association, Clarewood University will design a mechanism for tracking its students after they graduate via the following measures:

1. Clarewood University will use social media outlets, such as, LinkedIn, Twitter and Facebook to foster connection with graduates and track their career growth.
2. Clarewood University will survey students bi-annually to track their career advancement.
3. Clarewood University will host regular alumni events to maintain close contact with its graduates and obtain updates.
4. Clarewood University will hold an annual student homecoming event to link graduates with present students and in so doing track the progress of graduates.
5. Clarewood University will develop student internship opportunities through its graduates and other connections. This program will assist with communication regarding career performance. It will offer an opportunity for new graduates to secure direct career opportunities.

Please note that while trying our best to assist students in finding jobs after graduation, Clarewood University makes no warrant with respect to future income or employment.

Library and Learning Resources

Clarewood University Library's mission is to support and enhance teaching and learning related to the University's curriculum by providing a variety of electronic resources including e-books, e-journals, and databases to its faculty, staff, and students. Through the Internet, authorized library users can access a wide range of information resources online 24/7. To ensure students are familiar with library resources and capable of effectively using that information to complete their coursework, the Library offers instruction throughout the academic year to assist students in developing research skills. Faculty may request librarian assistance and research instruction for their courses.

Learning Environment

At Clarewood University, the interaction between professors and students is a strong factor in the student's success. In such an atmosphere, where questions are answered, and ideas are valued, students learn not only technical skills, but also respect for individuals and their ideas. Clarewood University stresses that learning is a life-long skill.

Students are invited to share knowledge and experience gained in and outside of the classroom with their classmates. Clarewood University students are urged to explore various fields of knowledge and expand their educational horizons.

Faculty-Student Interaction

Clarewood University believes students learn firsthand how experts identify, think about and solve practical problems by interacting with faculty members inside and outside the classroom. This means students are also allowed to work with an instructor on a project or serve with faculty members on a committee. As a result, their professors become role models, mentors, and guides for continuous, lifelong learning.

A major part of the Clarewood University mission is it foster strong communication and a mentoring relationship between students and faculty members. This is what makes Clarewood University unique. In class work, independent research projects, and other the activities, faculty

members at Clarewood University strive to know their students on both a professional and personal level. Knowing the students' needs and goals allows Clarewood University faculty members to guide them in their academic pursuits and career paths.

Faculty Values and Selection

The criteria for faculty selection at Clarewood University is rigorous and takes into account the following factors: academic credentials, professional competence in the areas of instruction offered by the University, proven ability and dedication as leaders and instructors, and commitment to the educational aspirations of a diversified academic and student body.

Clarewood University faculty combines the best of two worlds—years of academic training with years of professional work experience. They are dedicated to the philosophy, goals and objectives of Clarewood University, knowledgeable in various fields, and interested in the continual development of their professionalism as well as their students' success.

Added to their professionalism and experience is one key factor: their willingness to assist each other and their students in attaining individual goals. Clarewood faculty teach courses in their major or minor fields of specialization and competence. Quarterly student evaluations of instructors assist Clarewood University in maintaining a high-quality faculty, as does the University's emphasis on continued professional development.

Student Body Diversity

The student body at Clarewood University reflects the international cultural diversity of the Washington, D.C. metropolitan area, where students from all 50 states and worldwide reside. In addition, the strength of the University's information technology and business-oriented curricula attracts a student population of various ages, nationalities, ethnic groups, and cultural backgrounds.

ID Card Policy

Student photo identification cards (ID cards) are required of all registered students, and students must carry their ID card at all times when they are on University property. Students who are unable to present their Clarewood University ID cards may be asked to leave University property.

The ID card is required for borrowing privileges of Learning Resources and may be required for entry into the Learning Resources areas. The ID card may also be required for entry into the computer lab or other facilities. ID cards may only be used by the registered students and may not

be transferred to anyone else. Misuse of the ID card may result in disciplinary action. Proof of registration is required to obtain an ID card.

Student Off-Campus Housing

Clarewood University offers to assist and advise students regarding their off-campus housing requirements. With respect to the convenience of housing facilities located within reasonable distances to the University, Student Services assists with information regarding off campus living, campus area and local maps, bus and train route schedules, and consumer information to assist in making housing decisions.

Suggestions regarding off-campus housing are provided to assist students, faculty and staff. Clarewood University does not endorse any off-campus housing option and has no official affiliation with local vendors.

Students are reminded to always be responsible neighbors within their communities and to remember the expectations of Clarewood University students. Students should remember to provide their local address to the University.

New Student Orientation

New students are required to attend and receive a scheduled New Student Orientation. This event is intended as a great way for students to learn more about Clarewood University and meet faculty, staff, and fellow students. Students will receive a tour of the facilities, learn more directly about Clarewood University policies, get their student ID cards, and discover more information about their chosen degree program.



UNIVERSITY POLICIES

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Non-Discrimination Policy

Clarewood University is an equal opportunity educational institution and is committed to a policy of equal opportunity with regards to the provision of educational programs, activities and benefits to students, as well as equal opportunity in all aspects of employment. Specifically, Clarewood University does not discriminate on the basis of age, sex, color, race, religion, disability, sexual orientation, marital status, veteran status, national or ethnic origin, pregnancy or any other legally protected basis by federal, state or local laws and regulations and does not tolerate such discrimination by its students, staff and faculty.

Equally important, every academically qualified student shares the equal right to admission to Clarewood University and holds equal access to any educational programs and university-sponsored services and activities. All applicable federal, state and local laws related to non-discrimination will be the main guidelines for our school policy.

Student Code of Conduct

Clarewood University expects its students to conduct themselves as business professionals, and to display maturity in their conduct as they progress toward their goals of academic and career success. Students are expected to follow common courtesy, including allowing Clarewood University personnel appropriate time to respond to an initial request and grouping questions into as few inquiries as possible. Students should only contact faculty members and administrative staff on their designated phone numbers.

Types of conduct subject to disciplinary action include, but are not limited to, dishonesty, unprofessional conduct, misuse of University property, alcohol and drug violations, criminal activity, violent/dangerous behavior, or other violations of the Student Code of Conduct or Academic Integrity Policy. Clarewood University does not condone any threatening, harassing, or violent behavior by its students, faculty, or staff.

Sanctions for violations of the Student Code of Conduct include oral and/or written admonition, disciplinary probation, restitution, interim suspension, suspension, dismissal, and revocation of degree. The Clarewood University Academic Dean, upon satisfactory proof of violation of this policy, may immediately order an interim suspension or dismissal of a student, and will give the student written notice of his/her violation of the policy as set forth.

Intellectual Misconduct

The University is a place for students to learn and prepare for future professions. Intellectual misconduct is inconsistent with the aim of education and is not permitted. Students should be clear about the standards of academic integrity and strive to maintain them. Examples of intellectual misconduct include, but are not limited to: cheating, plagiarism, giving or receiving unauthorized information concerning examinations, submitting the work of another person, etc. When misconduct occurs, the instructor will counsel the student, and report the matter in writing to the Dean. Such behavior may result in course failure.

Misconduct Policy

The following behaviors are considered unacceptable and will be dealt with on a case-by-case basis:

1. Disruption or obstruction of teaching, learning, or administrative activities.
2. Physical abuse, verbal abuse, threats, intimidation, harassment, fighting, coercion, or conduct that threatens or endangers the health or safety of any person.
3. Theft or damage of university property.
4. Possession, use, distribution, or attempting to use or distribute alcoholic beverages, illegal drugs, or controlled substances.
5. Possession or use of explosives, fireworks, firearms, dangerous chemicals, or other weapons.
6. Gambling.
7. Other illegal activities or actions that violate federal, state, or local laws.

Warning, Probation and Dismissal

Faculty will issue a written warning to a student who has violated the code of conduct. A second violation will put the student on probation. The Administrative Dean and faculty will determine the length of the probation. A third violation will result in dismissal. The student has the right to appeal this decision if he or she is unsatisfied. All decisions will be recorded and kept in the student's file.

Grounds for Warning, Suspension, or Dismissal

The following may be considered as cause for probation, suspension, or dismissal:

1. Academic dishonesty of any kind
2. Failure to maintain satisfactory academic progress
3. Violation of institutional rules and regulations
4. Failure to maintain financial obligations

Complaint and Grievance Procedure

Students may file a written complaint and submit it to the University asking for a written response. The complete grievance procedure is as follows:

1. Students with a grievance or complaint may request an individual conference with the instructor or staff member to discuss the matter.
2. If a satisfactory resolution to the problem is not reached, the aggrieved party should seek guidance from the Administrative Dean of the University.
3. If the first two steps have not solved the grievance within 48 hours of the incident, the aggrieved party must present all facts of the grievance in writing to the University President. Within 72 hours, upon receipt of the written information, the President will schedule a Grievance Committee hearing. The time of the meeting will be communicated in writing to all parties. The Committee will consist of the President, the Executive Director, and two staff or faculty members not involved with the incident in question.
4. All persons or their representatives involved in the incident must be present at the time of the hearing. All parties involved will be given the opportunity to discuss the grievance.
5. The Grievance Committee will excuse all parties involved in the grievance and immediately review and conclude the case. The decision of the Committee will be communicated to those involved in the incident within 48 hours. The committee decision will be final.
6. Students will not be subject to adverse actions by any school officials as a result of initiating a complaint.
7. Should a satisfactory solution to the problem not be found, the student may contact SCHEV at:

State Council of Higher Education for Virginia (SCHEV)

James Monroe Building, 9th Floor

101 North 14th Street

Richmond, VA 23219

Phone: (804) 371-2285

Fax: (804) 225-2604

The student may also file a complaint online at: www.schev.edu. The University ensures that the student will not be subject to unfair action as a result of initiating a complaint proceeding. Clarewood faculty follows the same complaint and grievance procedure outlined above. The Dean's office and other administrative departments maintain an open-door policy. Students and faculty are encouraged to express their concerns and complaints. Clarewood University ensures that students and faculty will not be subject to unfair action as a result of initiating a complaint proceeding.

Appeal Procedure

If students disagree with the application of these standards and rules, they must first discuss the problem with the appropriate instructors. If still dissatisfied, students may then appeal to the Administrative Dean.

A student, who is dismissed from the University because of academic dishonesty or misconduct can submit a written appeal to the Registrar. The Dean will then organize a committee to review the appeal. At least one faculty member and an administrator will constitute this committee. The student can bring witnesses to the appeal. After the meeting, a written decision will be issued to the student in a timely manner. This decision will be final.

Campus Safety

It is the responsibility of every staff, faculty member and student of Clarewood University to maintain campus safety. Each person should be responsible for his or her own safety and belongings and should report anything suspicious or dangerous that could affect the safety of others.

Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical harassment of a sexual nature. Clarewood University strictly prohibits such misconduct in order to maintain a positive and open environment at the University.

Smoking and Vaping

Smoking or vaping is strictly prohibited within facilities owned or leased by the University.



STUDENT RIGHTS AND RESPONSIBILITIES

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Students at Clarewood University enjoy certain rights while at the same time, have certain responsibilities. The submission of an application for admission to the University represents a voluntary decision on the student's part to participate in the programs offered by the institution pursuant to the policies, rules, and regulations of the University. The University's approval of the student's application, in turn, represents the extension of a privilege to join the University and remain a part of it so long as the student meets the required academic and social standards.

Clarewood University is a learning community with specific expectations concerning the conduct of its students. The University strongly believes that students must take personal responsibility for their own conduct.

Acceptance into any of the University's programs means that the student has the following rights and responsibilities:

1. To pursue the student's educational goals through the resources and the opportunities made available to him or her by the University.
2. To challenge any University ruling or other sanction by appealing to due process.
3. To inquire, express views, and assemble with others as long as the student does not interfere with the rights of others or the University's effective operation.
4. To receive a professional and non-biased review of the student's academic ability and performance.
5. To feel safe and protected within the learning environment.
6. To help the University maintain good relations with its neighbors and the surrounding community by acting as a respectful, law abiding citizen.

Academic Dishonesty Policy and Procedures

Those students who engage in academic dishonesty are subject to possible disciplinary actions ranging from admonition to dismissal, along with any grade penalty the instructor might impose. Academic dishonesty, as a general rule, involves any of the following acts:

1. Cheating on an examination or quiz, including the giving, receiving, or soliciting of information or the unauthorized use of notes or other materials during the examination or quiz.
2. Buying, selling, stealing, or soliciting any material purported to be the unreleased contents of a forthcoming examination, or the use of such material.
3. Substituting for another person during an examination or allowing such substitution for oneself.
4. Plagiarizing: This is the act of appropriating passages from the work of another individual, either word for word or in substance, and representing them as one's own work.

5. Colluding with another person in the preparation or editing of assignments submitted for credit, unless such collaboration has been approved in advance by the instructor.
6. Other forms of academic dishonesty include selling or purchasing examinations, papers or other assignments and submitting the same paper for two different classes without explicit authorization.

When an instructor suspects cheating, plagiarism, and/or other forms of academic or non-academic dishonesty, the faculty member exercises his or her academic judgment in light of the particular circumstances and the student's academic history. Consultation with the Vice President throughout the process is encouraged.

There are two levels of academic and non-academic misconduct: A) Misconduct resulting from an honest mistake and B) Intentional breach of the rules.

Unintentional Breach of Dishonesty Policy

When a faculty member determines that an instance of academic misconduct resulted from insufficient academic skills, the faculty member (in consultation and close cooperation with the Administrative Dean) uses his or her discretion to determine appropriate action. Examples of possible disciplinary actions are listed below:

1. The faculty member may advise the student on the nature of the student's breach of academic expectations.
2. The faculty member may allow the student to redo the assignment.
3. The faculty member may require that the student complete one or more additional assignments that meet the standards of academic honesty.
4. The faculty member may lower the grade for the work in question.
5. The faculty member may assign a failing grade for the work in question.
6. The faculty member may give the student a failing grade for the course.

Once an action(s) is taken, after close consultation with the Administrative Dean and the faculty member, the Dean will inform the student in writing about the decision and instruct the student regarding the next steps and a timeline of future tasks.

The student has the right to appeal the action taken at the departmental level. To do so, the student must appeal to the Dean in writing within five (5) working days and provide substantial evidence for his/her appeal. The final decision will be reached by the School (the instructor and the Dean).

If the school decides to refer the student to AAC, then the misconduct will be treated as an intentional breach (see below).

Intentional Breach of Dishonesty Policy

Having provided guidance to the student, the faculty member remains alert to the possibility of further breaches. If the faculty member discovers instances of problematic behavior, he/she determines whether the breach is an intentional/knowing act or if it resulted from a need for further skills development. If the faculty member concludes that these instances are intentional and/or knowing acts of dishonesty, he/she proceeds as follows:

1. The faculty member will meet with the student to present and discuss evidence for the particular violation, giving the student an opportunity to refute or deny the charge(s).
2. The instructor informs the Dean of the breach and may schedule an appointment with the student to discuss the matter further.
3. If the faculty member and the Dean both confirm that the breach is fully intentional, then the student is referred to the AAC.

The Academic Assessment Committee (AAC) is composed of the following members: Deans, a senior faculty member, a Student Government Association member, the Registrar, and the Dean as the chair of the committee. The AAC must meet at least once in a semester to review policies and procedures. However, it may meet more frequently when necessary.

At a written request of an academic school, the Dean will call the AAC for a meeting within ten (10) working days. The committee will review all aspects of the case to ensure fair treatment. During the hearing process, which should not last more than five (5) working days, the student may be called for a short defense and presentation of his/her side of the story only if the majority of the committee members decide to do so. After a careful review and thorough discussion of the breach committed, the AAC, with a simple single majority vote, may choose to impose one or more of the following possible penalties:

1. **Reprimand:** A reprimand is a formal written notice from the Dean to the student expressing disapproval of the behavior. It describes the nature of the breach of academic honesty standards, expectations for future behavior, and any specific educational requirements. The letter of reprimand is not included in the student's official University record.
2. **Academic Warning:** An academic warning for academic dishonesty is a formal written notice from the Dean to the student setting forth conditions for continued enrollment in the University. The academic warning for academic dishonesty is included in the student's official University record. A breach of academic honesty expectations after an academic warning for academic dishonesty normally leads to dismissal. An academic warning for academic dishonesty remains active on the student's academic record until graduation. While the University retains information about the academic warning after graduation for internal purposes, the University clears the official record. If the student pursues additional study

with the University, the information is available to University personnel who may consider it if the student breaches academic honesty expectations again.

- 3. Academic Dismissal:** An academic dismissal for academic dishonesty is an indefinite separation from the University. The formal written notice describes the nature of the breach of academic honesty expectations. The academic dismissal for academic dishonesty is included in the student's official University record (transcript).

The student will be notified in writing about the committee's decision within three days of the meeting. Copies of the notification letter will be placed in the student's file and forwarded to the Dean and to the Registrar. The AAC's decision is final and may not be appealed unless compelling evidence is submitted to the committee.

Non-Academic Misconduct and Dishonesty Policy

By enrolling in the University, students recognize that the following types of behavior are prohibited and that being found guilty of engaging in such behavior can serve as grounds for certain sanctions, including expulsion or involvement of the local police.

1. Violation of any federal, state, or local laws or any University policies will be reported to the proper authorities.
2. Copyright & Computer Usage: Most printed materials, photographs, motion pictures, sound recordings, and computer software are protected by copyright. Students may not copy the institution's software without permission of the copyright holder. Additionally, students may not place personal software on the institution's computers or damage or destroy either software or computers. For more information please see the Copyright & Fair Use Policies for Software & Other Materials section in this Handbook.
3. The manufacturing, sale, dispensation, possession, or use of any controlled substances or illegal drug paraphernalia on University premises or at University sponsored events is considered an illegal activity and is prohibited.
4. Use, possession, or sale of any alcoholic beverage, regardless of its potency or lack thereof, is prohibited on University property.
5. Use, possession, or sale of firearms, explosives or any other weapons on University property is strictly prohibited.
6. Any form of physical and/or psychological abuse of another person, including fighting on University property, will result in sanctions. If the abuse is judged severe enough, the local police department may be consulted.
7. Littering, defacing, destroying, stealing, or damaging University property (or attempting to do so) is prohibited.

8. Any false report or threat of fire, explosion, or other emergency under the University's jurisdiction, is prohibited.
9. Gambling or holding a raffle or lottery at the University without proper approval is forbidden.
10. Use of profanity and disorderly obscene conduct is strictly prohibited.
11. Students are expected to familiarize themselves with the University's policies on the following activities: unauthorized entry or presence in any University building or facility; solicitation and sales; smoking; sexual harassment; physical or psychological assault/abuse of others; and unauthorized or disorderly assemblies that hamper the effective functioning of the University, its students, staff, and visitors, and its daily routine operations.
12. The University does not excuse any violation of its policies on the basis that the student was not aware of these policies and their subsequent penalties and sanctions.
13. The University reserves the right to expel any student for illegal activity and/or for any action outlined above.

Classroom Disruption

In general, classroom management is the responsibility of the instructor. The learning environment of the entire class should not be jeopardized for the sake of a single student or group of students. Inappropriate classroom behavior may include, but is not limited to:

1. Disruption of the classroom atmosphere;
2. Engaging in non-class related activities, for instance, talking to another student, talking on a cell phone, or working on an assignment for another class;
3. Use of profanity in classroom discussion; or
4. Use of abusive or disrespectful language toward the instructor or a student in the class, or about other individuals or groups.

Instructors have the right to dismiss a student temporarily from class when the student's behavior distracts or disrupts the other students' learning.

Civil Rights and Sexual Harassment

Clarewood University does not tolerate sexual harassment of students, faculty, and/or staff. This policy is part of the University's effort to maintain a learning, and working, environment free from sexual harassment, exploitation, or intimidation. Violation of this policy will subject individuals to disciplinary actions, up to and including dismissal for employees and students. Sexual harassment is a form of sexual discrimination that is illegal under Title VII of the Civil Rights Act of 1964 for employees and under Title IX of the Education Amendments of 1972 for students. In keeping with the guidelines provided by the US Equal Employment Opportunity Commission on sexual harassment in employment, the University defines sexual harassment as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a

sexual nature directed at an individual, or action taken in retaliation for reporting such behavior, regardless of where such conduct may occur. Sexual harassment is deemed to have occurred when:

1. Submission to the conduct is either explicitly or implicitly a term or condition of an individual's employment or academic performance;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions, including, but not limited to, promotion, transfer, selection for training or performance evaluation, or used as the basis for academic evaluation;
3. The conduct has the purpose or effect of unreasonably interfering with an affected employee's work performance or an affected student's academic performance or participation in educational pursuits; or
4. The conduct has the purpose or effect of creating an intimidating, hostile, or offensive work or study environment.

Examples of sexual harassment include, but are not limited to, unwanted sexual advances; demands for sexual favors in exchange for favorable treatment or continued employment; repeated sexual jokes, flirtations, advances, or propositions; verbal abuse of a sexual nature; graphic commentary about an individual's body, sexual prowess, or sexual deficiencies; leering; whistling; touching; pinching; assault; coerced sexual acts; suggestive insulting; obscene comments, gestures, and emails; and display in the work place of sexually suggestive objects or pictures.

Sexual harassment is a serious offense. As a consequence, any faculty or staff member who engages in such conduct or encourages such behavior by others shall be subject to disciplinary action that may include dismissal. A student who engages or assists in such conduct shall be subject to disciplinary measures, including reprimands, suspensions, or dismissal, when justified, to remedy violations of this policy. Students accused of sexual harassment will have the right to a fair due process hearing.

Safe and Drug-Free School Policy

In compliance with the US Department of Education and the Drug Free Schools and Communities Act Amendment of 1989, PL 101-226 20 USC's 1145g, Higher Education Act of 1965, Section 1213, the University has adopted the following safe and drug-free school policy for the protection and welfare of all students and staff:

1. The University will not tolerate the unlawful possession or use of alcohol or controlled substances (drugs) on its premises.

2. The unlawful manufacture, distribution, dispensation, possession or use of alcohol or controlled substances is prohibited in and on property owned by or under the control of the university.
3. Students who violate this policy may be subject to arrest, prosecution, or other disciplinary actions deemed appropriate.
4. The University will make a good-faith effort to maintain an alcohol-free and drug-free learning environment.

Copyright & Fair Use Policy

The University, its students, faculty, and employees must comply with the provisions of the United States Copyright Act (Title 17 of the United States Code). Copyright is the right of the creator of a work of authorship to control the use of that work by others. Copyrighted work may not be reproduced, distributed, performed, or adapted by others without the copyright owner's permission. Copyright, a form of intellectual property law, protects original works of authorship including literary, dramatic, musical, and artistic works, such as poetry, novels, movies, pictures, songs, audio visual works, computer software, and architecture.

University students and employees shall use computer software only in accordance with proper copyright and fair use policies and the licensing agreement for the software. The University does not condone or support the use of any unauthorized copies of software.

Violation of copyright law may subject the guilty party to severe civil and criminal penalties. There are some exceptions in United States copyright law such as the fair use doctrine. The fair use doctrine allows limited use of copyrighted material without the permission of the copyright owner for several purposes, including teaching and scholarship. It is the responsibility of each student, faculty, and staff to inform oneself about what is and what is not permissible use of copyrighted material.

Violations of the University's copyright and fair use policies will be dealt with in the same manner as violations of other University policies and may result in disciplinary review. In such a review, the full range of disciplinary sanctions is available, including the loss of computer use privileges, dismissal from the University, and legal action.

Student Records and Release of Information

In compliance with Public Law 93-380, "The Family Educational Rights and Privacy Act", which is Section 438 of the General Education Provision Act, the University has adopted policies and procedures that permit the student the opportunity to view his or her educational records upon request. Educational records mean those records, files, documents, and other materials that

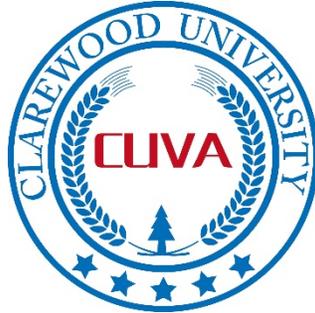
contain information directly related to a student. The institution will not permit access to or release of confidential information from a student's records to any individual or agency without the written consent of the student, except for the following situations:

1. Name, address, telephone number, date and place of birth, program undertaken, dates of attendance, and certificates, diplomas and degrees awarded may be provided to third parties unless the request to omit such information is presented in writing.
2. Records are required by University officials in the proper performance of their duties.
3. Organizations are conducting studies for educational and governmental agencies.
4. US government agencies as listed in Public Law 93-380 request information for specific purposes.
5. At the request of any Accrediting agencies.
6. Parents of dependent children as defined in the Internal Revenue Code of 1954.
7. Appropriate persons in connection with an emergency.
8. For the purposes of awarding financial aid.
9. In response to legal court orders.

In order to obtain a copy of his/her original academic transcripts, a student must complete a "Request for Transcript" form and submit it to the Registrar's office, accompanied by a \$10 check as the processing fee. The transcript will be mailed to students' current address registered with the University. The University has the right to decline issuing transcripts for students who failed to meet financial obligations with the University.

Furthermore, in compliance with the SCHEV's 8VAC 40-31-160E of "Record Retention Requirement", the University has adopted the following policies:

- A. Admissions records will be maintained for a minimum of three years after the student's last date of attendance.
- B. A transcript of the student's academic or course work at the school will be retained permanently in either hard copy forms or in an electronic database with backup.
- C. A record of the student's academic or course progress at the school including programs of study, dates of enrollment, courses taken and completed, grades, and indication of the student's current status (graduated, probation, suspension) will be retained.
- D. A record of all financial transactions between each individual student and the school including payments from the student, payments from other sources on the student's behalf, and refunds will be maintained for a minimum of three years after the student's last date of attendance.



CLAREWOOD UNIVERSITY ORGANIZATIONAL STRUCTURE

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Clarewood University, Inc. Board of Trustees

Patrick Baker, MBA

Lynn Lilienthal, MA

Jodee Thomas, MA

David Zhigong Ho, Ph.D.

Senior Administrators

President: Richard G. Linowes, D.B.A.

Vice President: David Ho, Ph.D.

Chairman, Clarewood University Foundation: Kingsley Haynes, Ph.D.

President, Clarewood University Foundation: Patrick Baker, MBA

Executive Committee Chair, Clarewood Foundation: Moody Yang, BA

Administrative Dean: Mark Zhong, Ph.D.

Legal Counsel, Clarewood University Foundation: James L. Kane, Jr.

Yan Zhang, BA, Treasurer

Cheng He, BA, Corporate Secretary

Administrators and Staff

Director of Compliance: Yanaisse Arica, MBA

Office Manager & Registrar: ShanShan Hao, MPA

Chair of Academic Assessment Committee: Richard Linowes, Ph.D.

Chair of Program Advisory Committee (PAC): Harry Hertz, Ph.D.

Communications Director: Amelia Townsend

Student Services Director: Iris Xiaomeng Zhang, BA

Admissions Office Director: Feifei Faye Hu, MA

Admissions Counselor: Nina Men, M.S.

Library and Learning Resources Director: Julia Leggett, MA

Information Technology Director: Ashley Zhu, MA

Principle Designated School Official (PDSO): Patrick Baker, MBA

Designated School Official (DSO): ShanShan Hao, MPA

Accounting and Financial Officer: David Moy, CPA



FACULTY

Richard Linowes - D.B.A, Harvard University Business School; M.S., Computer and Communication Sciences, University of Michigan

Richard Linowes' professional management experience includes several years with Accenture and Goldman Sachs, where he helped plan the firm's international expansion. Linowes' research focuses on business in emerging markets and the globalization of management. He has studied the challenges of managing cross-culturally and how American and Japanese multinationals adjust to countries around the world. With USAID backing, he has produced an ample collection of case studies profiling businesses in emerging markets. Dr. Linowes develops innovative approaches to management education and was a Fulbright Scholar for pedagogical innovation. He has taught in several countries and has traveled extensively around the world.

Bonnie Robeson - Ph.D., West Virginia University; MA, Management, the Johns Hopkins University

Bonnie Robeson joined the Johns Hopkins University in 1989. She is a Senior Lecturer with expertise in the area of entrepreneurship in biotechnology. She received the Excellence in Teaching Award from The Johns Hopkins University, School of Continuing Studies, in 1994. And in 1988 she received The Edward J. Stegman, CPA Memorial Award for Excellence in the Study of Administrative Science at the Graduate Level.

James Riggle - Ph.D., Public Policy, George Mason University; MPA, Northern Illinois University

James Riggle was an Instructor, Research Assistant Professor and Research Associate Professor at the School of Public Policy, George Mason University from 1994-2012. Prior to beginning work on his Ph.D. at GMU, Riggle was a program director for a national non-profit conservation group in Washington, DC, and a management operations analyst at the Illinois Department of

Agriculture. He was also a principal investigator for sponsored annual applied research projects on performance measurement and management for more than 10 years, from 1995 through 2008.

Jennifer Catalano - Ph.D., University of Maryland; MBA, International Business, Georgetown University

Dr. Catalano is currently an International Trade Analyst at the United States International Trade Commission and has 20 years of professional experience. She is accountable for analysis on subjects such as supply chain integration, product uses and substitutes, trade valuation estimates, effects of tariff changes, trade and investment policies, economic modeling assistance, and visits to factories to evaluate manufacturing sites. She provides contribution analysis and advice to the U.S. Trade Representative for negotiations at the World Trade Organization. Dr. Catalano works with a team of attorneys, economists, and accountants who analyze information for international disputes and produce informative publications for Congress and the public.

Brien Benson - Ph.D., Public Policy, George Mason University; MBA, Stanford University

Brien Benson was a Program Manager and Research Professor at George Mason University for several years for over 20 years. He was Director of several research and education programs, such as the ITS Implementation Research Center, a consortium of George Mason, UVA, and Virginia Tech, and the FEMA-sponsored Enterprise Risk Management Training Project.

James McCray – D.P.A., Nova Southeastern University; MS, Information Systems, Strayer University

Dr. McCray has directed, managed and supervised professional and non-professional employees and students from over 50 different countries in areas of education, computer information systems, fiscal management, research, health care administration, business administration and government. A multi-disciplinary and cross-cultural professor with supervisory and teaching experience in a variety of program areas, he has engaged and performed in environments employing experiences involving interfacing and communicating with more than 100 traditions from around the world for more than 20 years, to include visiting or residing in China, Hong Kong, Taiwan, England, France, Germany, Spain, Costa Rica, Mexico, Portugal, Greece, Turkey, Japan, Korea, Thailand and Philippine communities.

Nazir G. Dossani - Ph. D., Regional Science, University of Pennsylvania; MBA, Finance, University of Pennsylvania

Nazir Dossani has taught courses in the Finance and Real Estate programs at the Carey Business School at Johns Hopkins University and in the School of Management at George Mason University. He has held upper management positions in Freddie Mac and Fannie Mae, and over the last several years has served as a senior consultant in risk management.

Paul Jaikaran - Ed.D., Organizational Leadership; MS, Communications Technology

Paul Jaikaran is a highly accomplished, multifaceted program manager and research specialist with extensive experience encompassing program management, business development, client relations and contract management. He has a proven track record of dramatically improving business infrastructures, operating stability, efficiency, and probability.

He was a full-time professor at Strayer University for 10 years.

Raymond A. Brow - Doctor of Science (ScD) in Information Assurance & M.S. in Information Architecture, Capitol College; M.S. in Technology Management from GMU

Dr. Brow has worked in Information Technology (IT) since 1972. As a Senior Project Manager at the Department of State, Dr. Brow recently completed a 3-year project to refresh back office IT infrastructure at all 384 U.S. Embassies and Consulates worldwide. He is currently leading a team working on a multi-year project to migrate data held on the Embassy infrastructure into the Microsoft Cloud. During his career, Dr. Brow has held leadership positions in most facets of IT including executive positions at two software vendors. As a technology leader at the Department of State, Dr. Brow was a recipient of the 2006 State-of-the-Art Information Technology (IT) Award for introducing server virtualization into the Department's worldwide infrastructure.

Ting Zhang - Ph.D., Entrepreneurship, Regional Economics & Public Policy, GMU; M.S., Finance, Johns Hopkins University; M.A., Intercultural Communication, University of Maryland

Ting Zhang is an Associate Director of the Jacob France Institute, Assistant Professor of the Department of Finance and Economics, Merrick School of Business and a Faculty Fellow at Schaefer Center for Public Policy of University of Baltimore. Dr. Zhang's research interests include entrepreneurship and aging, workforce development, education and labor, welfare-to-work, business and employment dynamics, and regional economy. She has been a PI or co-PI for multiple workforce related local, state and national projects. Dr. Zhang is a published author of multiple books and a number of academic journal articles. She is a referee for multiple renowned academic journals.

Raja Tewfik Nasr - University of Michigan, Ann Arbor, M.A. (Linguistics), . Ed.D. (Education, Linguistics, and American Literature)

Dr. Raja T. Nasr has held several academic and administrative positions in different parts of the world. He was at one time Director of the Center for English Language Research and Teaching at the American University of Beirut, Professor of Education and Applied Linguistics at Beirut University College, educational and language consultant to a number of Ministries of Education in the Arab world, and teacher trainer in over twenty countries of the Middle East, North and East Africa, Europe, England, and the USA. He is currently teaching graduate courses in education and applied linguistics at Marymount University in Arlington, VA. He is also an educational and

language consultant and public speaker. Dr. Nasr has published more than 60 books, including some dictionaries.

Ghiyath F. Nakshbendi – Ph.D., Business Administration, American University; M.B.A., Texas A&M University

Dr. Ghiyath F. Nakshbendi teaches graduate and undergraduate courses in Islamic Finance, project finance, microfinance, Trade and Project Finance, export-import management, international business and the global marketplace. He has extensive international business experience. His early career in academia which was followed by more than 35 years working in developmental financing, Sovereign Wealth Funds (SWFs) and commercial real estate. Nakshbendi has worked in business in 15 countries in the Middle East and North Africa, the U.K., France and Switzerland. His research interests include water financing and doing business in the Middle East/North Africa (MENA) region. He is active in US and international organizations and has frequent international and domestic speaking engagements, including two speaking tours with the U.S. State Department.

Peter J. Elmer - Ph.D., Economics & Finance, Purdue University; M.A., & B.S. , Economics, University of Akron.

Dr. Peter Elmer is an economist with specialization in mortgage-backed securities (MBS), capital markets, financial markets, and analytics. During his over three decades of career in finance, he has worked for Pricewaterhouse Coopers, Deloitte & Touche, FDIC/FSLIC, Fannie Mae, Freddie Mac as Manager, Senior Manager, Director, Chief Analyst, and Senior Economist. He has also taught at the University of Akron, John Carrol University, University of Tennessee, and Georgetown University. Dr. Elmer has extensive experience in business with analysis of securitization and capital market issues, especially as they apply to banks and other financial institutions. He also has hands-on experience in project management for implementation of performance monitoring systems, statistical models, benchmarks, surveys, capital models, and other analytic/reporting projects.

Nikias Sarafoglou, Ph.D. in Economics, Umea University (Sweden); M.A. in Economics, Athens School of Economics, Greece.

Dr. Nikias Sarafoglou has worked in dozens of universities in the US and Europe, including but not limited to: International Institute for Applied Systems Analysis (ILASA), Austria; University Stuttgart, Germany; University of Pennsylvania, UC Berkeley, GMU, USA; University of Geneva, Switzerland; Saitama University, Toyoko, Japan; and Oslo University, Sweden. As an internationally renowned scholar, his research and teaching areas include Microeconomics, Data Environment Analysis (DEA), Nonlinear Dynamics, Demography, Bibliometrics, Operations Research and Public Policy.