



University of
New Haven

Show Me the Money! *The Business & Marketing of Sport*

SECTION I: Course Overview

UNH Course Number: BUS333EZE/MKT333EZE

Subject Areas: Business, Marketing, Media Studies

Level: 300

Prerequisites: Introductory courses in Business, Marketing, Communications, Media Studies, or with approval from the instructor

Language of Instruction: English

Contact Hours: 45

Recommended Credits: 3

COURSE DESCRIPTION

There is little doubt about the central role professional sport plays in the “leisure society” of our early 21st century. In recent years however, the traditional media-sports-culture matrix has incorporated an extraordinarily powerful and innovative element: the unparalleled global commercialization of sport. This new reality is transforming the very nature of sporting competition, along with the value system that sustains it, as well as the athletes on the field who, but once marginal figures in society, have repositioned themselves to become central characters within a new and globalized social narrative.

The role of mediated sport in contemporary culture is so omnipresent, so far-reaching and so sophisticated that any attempt at meaningful analysis must enlist the wider business perspectives of marketing, advertising, finance and commercial strategy, if sense is to be made of this striking sociological phenomenon. At the core, it is the ultra-professionalism in sport that is driving and shaping this new global business model: transforming athletes into billboards for multinational sponsors; inspiring billion-dollar agreements for media and merchandising rights; spawning new breeds of corporate intermediaries and sports agents; cross-fertilizing with entertainment industries in music, fashion and film; and creating a social omnipresence of sport heroes, team logos, icon sponsorship, global brands, and media buzz. Show me the money because sport has gone global!

This course applies the techniques of business analysis to the world of mediated professional sport, explores the underlying economics and corporate structure of sport and franchises, seeks out the commercial origins of this social phenomenon, and investigates what likely futures this business model holds for both elite professional sport and for those who most profit from it. After establishing the historical setting to this subject, you will employ mass communication principles and case study techniques familiar to business students in order to analyze more complex sports marketing phenomena such as icon sponsorship, the brand name principle, and the contemporary demands of corporate business and global capital within the economy of media sport.

LEARNING OBJECTIVES

Cognitive / Knowledge skills

- Use both local and international scholarship to identify and evaluate the business principles of professional sport from the mid-20th to early 21st century
- Redefine and situate the business of sport within a global economic framework
- Describe and evaluate the work of key figures within the new world of sports economics (sports agents, press aides, company representatives, etc.)
- Identify and account for the ongoing changes in the business system of sport
- Discover and describe local host city economic manifestations of sport for business that both reflect and reinforce global business trends

Analytical / Critical Thinking Skills (Oral & Written)

- Use standards of critical reasoning to assess and evaluate the role business plays in contemporary professional sport
- Examine and interrelate the mechanisms behind multinational sponsorship, TV rights negotiations, sports branding, cool-hunting, and image construction
- Identify likely challenges to existing business practices from alternative business platforms in the foreseeable future
- Assess the role technology plays in the business of sport
- Use interdisciplinary approaches to the business of sport by incorporating concepts from communications, sociology, media studies or related business sub-fields

Affective & Behavioral / Attitudinal Skills

- Reflect upon the role sport plays in the host culture, society and population
- Become aware of and appreciate host city and national attitudes to the business and economics of sport
- Welcome and overcome differences in cultural attitudes related to the business of sport and the role it plays in home and host settings
- Use knowledge of sport culture to engage positively with the host population & culture
- Articulate a personal critique of the business ethics of contemporary sport

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:	TBA
Contact Information:	TBA
Term:	Summer

INSTRUCTIONAL FORMAT

Summer class will meet 4-5 times a week for approximately 2 hours each time. Course work is comprised of in-class discussions and lectures using assigned readings as a basis. You will be called upon periodically to lead class discussion of assigned material. We will regularly utilize print, television, and internet media to evaluate the theories and case studies from assigned readings. Your active participation, which includes familiarity with assigned readings, is essential. In addition, instructor-led onsite research excursions to relevant course-related sites and institutions in the city will be scheduled based on their seasonal availability. Some onsite study will be integrated into class- time while others will be assigned as out-of-class independent learning.

FORMS OF ASSESSMENT

The instructor will use numerous and differentiated forms of assessment to calculate the final grade you receive for this course. For the record, these are listed and weighted below. The content, criteria, and specific requirements for each assessment category will be explained in greater detail in class. Any questions about the requirements should be discussed directly with your faculty well in advance of the due date for each assignment.

Class Participation	10%
Oral Presentation	10%
Guest Speaker Participation	5%
Sports Case Study Journaling	5%
Research Paper	20%
Midterm Exam	25%
Final Exam	25%

ASSESSMENT OVERVIEW

Examinations: Both the mid-term and the final exam are designed to evaluate the progress made towards meeting the course learning objectives listed in the syllabus above. They are comprised of questions and exercises that test your abilities in three important areas of competency: the amount of information you master; the accuracy of the information you present; and the significance you ascribe to the facts and ideas you have integrated across your study in this course.

Class Participation: This grade will be calculated to reflect your participation in class discussions, your capacity to introduce ideas and thoughts dealing with the texts, your ability to use language effectively, and to present your analysis in intellectual, constructive argumentation. When determining your class participation grade, traditional criteria such as material preparation, completed reading before class, and collaborative group work are all evaluated. But it is the active, meaningful and informed verbal and written contribution that you make that is most important to your overall participation grade. Indeed, willingness to share views in classroom discussions and the insightfulness of your comments and questions about assigned readings will all be taken into account when evaluating your participation. Additionally, it is important to demonstrate a positive and supportive attitude to the instructor and your classmates, and give full attention to class activities (i.e., cell-phones off, laptop for notes only, etc.). Whereas attendance and punctuality are expected and will not count positively towards the grade, laxity in these areas will have a negative effect. The instructor will use the following specific criteria when calculating your class participation grade:

Criteria for Assessing Class Participation	Grade
You make major and original contributions that spark discussion, offering both critical and analytical comments clearly based on readings and research and displaying a working knowledge of theoretical issues.	A+ (9.70–10.00)
You make significant contributions that demonstrate insight as well as knowledge of required readings and independent research.	A-/A (9.00–9.69)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	B/B+ (8.40–89.90)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	C+/B- (7.70–8.39)

You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	C	(7.00–7.69)
You very rarely make comments and resist engagement with the subject, attending class having manifestly done little if any preparation.	D	(6.00–6.69)
You make irrelevant and tangential comments disruptive to class discussion, a result of frequent absence and complete un-preparedness.	F	(0–5.90)

Oral Presentation: You will be required to offer a short oral presentation on a subject assigned at the beginning of the course. This ice-breaker presentation will be discussed with the course instructor in an obligatory tutorial prior to the session and is designed to present a synthesis of the most important ideas or issues surrounding the session at hand. Both content and form will be taken into account.

Guest Speaker Participation: You will be expected to research the background and track record of the guest speakers in order to ask appropriate questions. You will also be expected to hand in a follow-up summary of the session.

Sports Case Study Journaling: You will be required to follow a particular sports business case (agent, star, multinational or franchise) throughout the semester and will be expected to hand in regular summaries of the latest developments in that particular case.

Research Paper: This 2000-word project, to be handed in two days before the end of the semester, must be related to the course learning objectives. The topic must be approved by the instructor at the beginning of the course. You will attend an obligatory tutorial session during the second half of the course to monitor your progress.

In this exercise, your work will be evaluated according to the tenets and principles of scholarly academic research and Standard English usage and expository writing. Therefore, ensure that you are using a recognized handbook of style, a good dictionary, and that you are guided by the highest principles of academic integrity. The instructor will supply you with additional guidelines and advice on research topics, methods and resources for successfully completing your paper in a “foreign” country. However, as a quick checklist of things to begin thinking about, the following guidelines will help you in deciding on a research topic and in planning its execution.

1. Make a clear and compelling link between your topic & course themes & issues.
2. Link your subject to the learning objectives listed above.
3. Search out a wide variety of scholarly, peer-reviewed bibliographical sources.
4. Show personal involvement in your subject in a demonstrable way.
5. Use local resources and make your finished project one that could only be done in your host city.

Possible research paper themes could include:

- The role of the media in reevaluating sports franchises
- The figure of the sports agent
- The sports celebrity cult
- 21st century sports merchandising trends
- Sport and the global market

CEA GRADING SCALE

Your grades will be calculated according to CEA’s standard grading listed below:

CEA Grading Scale				
Letter Grade	Numerical Grade Low Range	Numerical Grade High Range	Percentage Range	Quality Points
A+	9.70	10.00	97.0 - 100%	4.00
A	9.40	9.69	94.0 - 96.9%	4.00
A-	9.00	9.39	90.0 – 93.9%	3.70
B+	8.70	8.99	87.0 – 89.9%	3.30
B	8.40	8.69	84.0 – 86.9%	3.00
B-	8.00	8.39	80.0 – 83.9%	2.70
C+	7.70	7.99	77.0 – 79.9%	2.30
C	7.40	7.69	74.0 – 76.9%	2.00
C-	7.00	7.39	70.0- 73.9%	1.70
D	6.00	6.99	60.0 – 69.9%	1.00
F	0.00	5.99	0 - 59.9%	0.00
W	Withdrawal			0.00
INC	Incomplete			0.00

CEA ATTENDANCE POLICY

Every student is expected to attend all scheduled class sessions (including field studies), arriving on time, and thoroughly prepared for the day’s class activities. In compliance with NEASC and UNH accreditation requirements, CEA instructors compile regular attendance records for every course and take these records into account when evaluating student participation and overall course performance. In this course, students are allowed to have the following number of absences due to sickness, personal emergency, inevitable transport delay, and other related impediments:

Courses that meet X days per week	Allowed absences	Automatic failing grade at X th absence
SUMMER		
Courses that meet 4 days per week	1	4 th Absence

No documentation is required for such absences, as CEA does not distinguish between excused or unexcused absences. For every additional absence beyond the allowed number, the final course grade will drop down to the subsequent letter grade (e.g., A+ to A). The following table below outlines how your absence(s) will impact your overall grade:

Absence	1	2	3	4
Penalty	No Penalty	1/2 letter grade	1 full letter grade	Automatic failure
Grade	A+	A	A-	F

Late arrivals or early departures from class can result in being marked absent. Furthermore, to comply with UNH, CEA and in country immigration regulations, you must maintain full-time student status by enrolling and

regularly attending at least 12 credit hours per week for the duration of the semester. Consequently, CEA will dismiss from all CEA courses, programs, activities and housing any student who fails to maintain satisfactory academic progress or full-time student status.

WORKLOAD EXPECTATIONS

In conformity with CEA policy, all students are expected to spend at least two hours of time on academic studies outside of, and in addition to, each hour of class time.

REQUIRED READINGS

Listed below are the required course textbooks and additional readings. Whether you buy your books from our locally affiliated merchants or whether you acquire these before arrival, you must have constant access to these resources for reading, highlighting and marginal note-taking. It is required that you have unrestricted access to each. Additional copies will be placed on reserve in the Academic Affairs office for short-term loans. Access to additional sources required for certain class sessions will be provided in paper or electronic format consistent with applicable copyright legislation. In addition, the Academic Affairs Office compiles a bank of detailed information about the many libraries, documentation centers, research institutes and archival materials located in the host city and accessible to CEA students. You will be required to use these resources throughout your studies. Direct access to additional resources and databanks are available to you through the online library of the University of New Haven.

Textbook

ROSNER, Scott. & SHROPSHIRE, Kenneth. *The Business of Sports*. London: Jones & Bartlett, 2004. 816pp.
An additional dossier of case studies will also be provided in class.

Additional Required and Recommended Readings:

The following are recommended readings. However, selected chapters will be required. Many of the following primary and secondary materials, articles and readings have been placed on reserve and are located in the CEA office resource center. The instructor will guide you on these readings.

BERNSTEIN, A. BLAIN, N. *Sport, Media, Culture: Global and Local Dimensions*. London: Frank Cass, 2003.

BOYLE, R. HAYNES, R. *Power Play: Sport, the Media & Popular Culture*. Edinburgh University Press: 2009.

BOYLE, R. *Football in the New Media Age*. London: Routledge, 2004.

HOULIHAN, B. *Sport and Society*, London: Sage 2003.

LAFEBER, W. *Michael Jordan and the New Global Capitalism*. New York: Norton, 1999.

MILLER, T. *Globalization and Sport: Playing the World*. London: Sage 2001.

TOMLINSON, Alan. *Sport and the Transformation of Modern Europe: States, Media and Markets 1950-2010*. London: Routledge, 2011.

WENNER, L. *MediaSport*. London: Routledge, 1998.

WHANNEL, G. *Media Sport Stars*. London: Routledge, 2001.

WHANNEL, G. *Handbook of Sports Studies*. London: Sage 2002.

Online Reference & Research Tools:

- www.bbc.co.uk/news/business/business_of_sport/
The breaking news on the business of sport from the world's top public broadcaster
- www.sportsbusinessdigest.com
An excellent RSS feed which students can subscribe to for up-to-date information
- www.sportbusinesscentre.com
Latest academic information from the University of Birkbeck, London.

- www.sportsbusinessnews.com/.
On line business newsletter available to free subscribing students
- www.businessofsportsnetwork.com/
Comprehensive guide to the business moves behind a wide range of sports
- www.thebusinessofsports.com.
References but also news, opinions and online discussion. Good forum for students.
- www.sportsbusiness.com
Longest standing reference for the sports business industry.

Online academic journals:

The following academic journals can be accessed through the UNH library:

- *Handbook of Sports Studies*
- *Journal of Sport History*
- *Sociology of Sport Journal*
- *Sport Science Review*
- *Journal of Sport and Social Issues*
- *International Review for the Sociology of Sport*

Course Calendar:
Show Me the Money! The Business & Marketing of Sport

Session	Topic	Activity	Student Assignments
1	<p style="text-align: center;">Course Introduction</p> <p>Syllabus, the course and the defining concepts: sport, professionalism, media, culture, business, globalization</p> <p style="text-align: center;">Argentina 1.0 + Marketing the Sports Product</p>	<p>Personal and academic presentations</p> <p>General overview of course framework, bibliography, grading</p>	<ul style="list-style-type: none"> • Distribute oral presentations: subject, partner, dates • Prepare ideas on pre-contemporary news gathering operations • Read: Mullin, Chapter 1
2	<p style="text-align: center;">Sport Consumer Behavior & Sport Marketing Management</p>	<p>Lecture & Discussion</p> <p>Research Paper Tutorials</p>	<ul style="list-style-type: none"> • Read: Mullin, Chapters 2-4
3	<p style="text-align: center;">Visit to Palermo</p>	<p style="text-align: center;">Field Visit</p>	<ul style="list-style-type: none"> • Read: Rosner, Chapter 1, pgs.: 3-17 & 16-29; Chapter 2, pgs.: 49-65;
4	<p style="text-align: center;">Ownership, Leagues & Revenue Sharing Teams, Stadiums & Arenas</p>	<p style="text-align: center;">Lecture & Discussion</p>	<ul style="list-style-type: none"> • Read: Rosner, Chapter 3, pgs.: 65-71, Chapter 4, pgs.: 99-104; Chapter 5, pgs.: 141-151; Chapter 6, pgs.: 179-193; Chapter 7, pgs.: 229-238
5	<p style="text-align: center;">Sponsorship & the Role of Mass Media in the Sports Business Industry</p>	<p>Lecture & Discussion</p> <p>Students Oral Presentations</p>	<ul style="list-style-type: none"> • Read: Mullin, Chapter 9 • Read: Rosner, Chapter 8 pgs.: 255-264, 273-280, 287-294
6	<p style="text-align: center;">Social Media – Business & Sports</p>	<p style="text-align: center;">Lecture & Discussion</p>	<ul style="list-style-type: none"> • Read: Mullin, Chapter 12
7	<p style="text-align: center;">Audiences</p> <p style="text-align: center;">Celebrity Cult, Heroes & Villains</p>	<p>Lecture & Discussion</p> <p>Students Oral Presentations</p>	<ul style="list-style-type: none"> • Read: Jarvie, Chapter 6, pgs.: 131-150 • Read: Rosner, Chapter 6, pgs.: 193-202 • Read: Boyle & Haynes, Chapter 5, pgs.: 86-106 • Read: Whannel, Chapter 5, pgs.: 52-63
8	<p style="text-align: center;">Visit to Boca Junior Stadium, Museum & Caminito</p>	<p style="text-align: center;">Field Visit</p> <p>Research Boca Junior and Caminito</p>	<ul style="list-style-type: none"> • Read: TBA

9	<p>Sport Franchise Valuation & Sports Entrepreneurship</p> <p>Globalization of the Sports Product</p>	<p>Lecture & Discussion</p> <p>Students Oral Presentations</p>	<ul style="list-style-type: none"> • Read: Rosner, Chapter 11, pgs.: 407-423 • Read: Rosner, Chapter 6, pgs.: 211-219 • Read: Ratten, <i>Sports-Based Entrepreneurship</i> • Read: Jarvie, Chapter 4, pgs.: 91-107
10	<p>Business of Sports Case Studies: Olympic Games, Global Soccer, Latin American Soccer</p>	<p>Lecture & Discussion</p> <p>Review of Case Studies</p>	<ul style="list-style-type: none"> • Read: Rosner, Chapter 12, pgs.: 453-475 • Read: Hong & Zhouxiang, <i>Professionalization & Commercialization...</i> • Read: Parrishm Lee & Kim, <i>Innovative Business Development Strategies among Football Clubs...</i>
11	<p>The Business of Betting</p> <p>Visit to Horse Racing Track & Polo/Slot Machines</p>	<p>Field Visit</p> <p>Lecture & Discussion</p>	<ul style="list-style-type: none"> • Read: Lopez-Gonzalez & Griffiths, <i>Understanding the Conversion of Markets in Online Sports Betting</i>
12	<p>The Business of eSports</p> <p>Big Data & Sports</p>	<p>Lecture & Discussion</p>	<ul style="list-style-type: none"> • Read: Seo, Y., <i>Electronic Sports: A New Marketing Landscape of the Experience Economy</i> • Read: Millington & Millington, <i>The Datafication of Everything</i>
13	<p>The Future of Sports: Drones, VR, Wearables & Other Innovations</p>	<p>Lecture & Discussion</p>	<ul style="list-style-type: none"> • Read: TBA
14	<p>Research Paper Presentations</p>	<p>Student Presentations</p>	<ul style="list-style-type: none"> • Work on Research Paper
15	<p>Review for Final Exam</p> <p>Deadline for Research Paper Submission</p>	<p>Review for Final Exam</p> <p>Review of Readings & Materials</p>	<ul style="list-style-type: none"> • Review: All course materials
16	FINAL EXAM		

SECTION III: CEA Academic Policies

CEA is committed to providing excellent educational opportunities to all students. The policies outlined in this section outline general expectations for CEA students. Please carefully review the relevant course policies outlined below to ensure your success in this course and during your time abroad.

Furthermore, as a participant in the CEA program, you are expected to review and understand all [CEA Student Policies](#), including the academic policies outlined on pages 19-23 of this document. CEA reserves the right to change, update, revise or amend existing policies and/or procedures at any time.

A. CLASS/INSTRUCTOR POLICIES

PROFESSIONALISM AND COMMUNICATIONS: As a student, you are expected to maintain a professional, respectful and conscientious manner in the classroom with your instructors and fellow peers. Following class policies as outlined in the sections below set the general expectations for your behavior and performance in CEA classes.

You are expected to take your academic work seriously and engage actively in your classes while abroad. Advance preparation, completing your assignments, showing a focused and respectful attitude are expected of all CEA students. In addition, expressing effective interpersonal and cross-cultural communication is critical to your success. Demonstrating your effort to do the best work possible will be recognized, whereas unconstructive arguments about grades, policies, procedures, and/or trying to get out of doing required work will not be tolerated. Simply showing up for class or meeting minimum outlined criteria will not earn you an A in this class. Utilizing formal communications, properly addressing your faculty and staff, asking questions and expressing your views respectfully demonstrate your professionalism and cultural sensitivity.

ARRIVING LATE / DEPARTING EARLY FROM CLASS: Consistently arriving late or leaving class early is disruptive and shows a lack of respect for instructor and fellow students. For persistently missing class time, the instructor deducts percentage points from the overall participation grade as indicated earlier in the syllabus. Missing a significant portion of one of your classes may constitute a full day's absence. If you arrive late due to serious and unforeseen circumstances, or if you must leave class early due to illness or emergency, you must inform the instructor immediately. The instructor will determine if the amount of class time missed constitutes an absence.

SUBMITTING WORK: All formal written work you carry out in this course (research papers, projects, studies, etc.) must be submitted in electronic format. Your instructor may also require that you hand in a hard copy of your work in class. You should keep copies of your work until your academic records have been recorded at your home institution, which may take 3 – 12 months after the completion of your program. As a student, you are responsible for providing copies of your work in the event of grade appeals, credit transfer requirements, faculty requests, etc.

LATE HOMEWORK: Homework is due at the specified date and time stated by your instructor. Late homework may not be accepted and/or points may be deducted as a result. Typically, homework submitted several days after the deadline, with no previous discuss with your instructor will not be accepted. It is up to your instructor's discretion to determine penalties for homework submitted after the deadline.

EXTRA CREDIT: Individual student requests for extra credit are not permitted. Extra credit for students' who miss classes, quizzes, exams is not available in any circumstance. Typically, extra credit will not be awarded, however, in the special event your instructor determines extra credit is available for the class, it is up to his/her discretion on how and when to award opportunities for credit. Under no circumstance will extra credit exceed more than 5% of your overall course assessment.

SECTIONS: Students must attend the class section they are registered in and may not switch sections for any reason. Students who turn up in a section of a class they are not registered in will not be able to stay for the lesson and will not be considered present unless they attend their assigned section that week.

MAKE-UP CLASSES: CEA reserves the right to schedule make-up classes in the event of an unforeseen or unavoidable schedule change. All students are expected to attend any make-up classes and the standard attendance policy will apply. Make-up classes may be scheduled outside of typical class hours, as necessary.

MISSING EXAMINATIONS: Examinations will not be rescheduled. Pre-arranged travel or anticipated absence does not constitute an emergency and requests for missing or rescheduling exams will not be granted.

USE OF CELL PHONES, LAPTOPS AND OTHER ELECTRONIC DEVICES: Always check with your faculty about acceptable usage of electronic devices in class. Devices may be used during class breaks and before/after official class times only. Students who create a disturbance or fail to pay attention in class due to electronic devices, will receive a warning and must immediately put devices away unless otherwise instructed by your professor. Inappropriate usage of your electronic devices or repeat warnings will result in a warning and may lead to a deduction in participation grades and/or class dismissal. Any students asked to leave class will be counted absent for the day.

Cell Phones: Use of a cell phone for phone calls, text messages, emails, or any other purposes during class is impolite, inappropriate and prohibited. Students are asked to show common courtesy to others in order to create a positive learning environment and eliminate distractions for everyone. Cell phones, tablets, watches and other electronic devices are to be turned off or silenced (do not set to vibrate) and placed in your purse, backpack, briefcase, etc. during class and any parts of the course including guest lectures, academic excursions, site visits and so on.

Laptops: Faculty determine whether laptops will be allowed in class. The use of a laptop may be limited to specific purposes including note taking, as allowed by special needs/academic accommodations, and/or at the discretion of the instructor. The use of a laptop is prohibited during all tests and quizzes, unless otherwise specified by your instructor. If you have any questions, check with your instructor.

ACTIVE LEARNING - ACADEMIC EXCURSIONS, FIELD TRIPS, SITE VISITS, GUEST LECTURES, ETC.:

Students will have the opportunity to participate in a variety of experiential learning activities throughout the course. These activities may take place during regular class hours, or they may be scheduled outside class hours on occasion. Students should be mindful to arrive well prepared and on time for these activities and be engaged and respectful as it is a privilege to be invited to these visits and meet with local experts. Disrespectful behavior will result in a warning and/or dismissal from the activity and may result in a grade deduction or absence for the class period.

GRADE DISPUTES: Any questions about grades or grade dispute you encounter in this course must immediately be discussed with the instructor and resolved onsite before the last week of class. Only end-of-term assignments graded after the end of your program are subject to CEA's formal grade appeal procedure. For more information, see *CEA Academic Policies* at

http://www.ceastudyabroad.com/docs/CEA_Policies.pdf.

B. CEA GENERAL ACADEMIC POLICIES

COURSE REGISTRATION: It is your responsibility as a student to ensure that your course registration records are accurate for all enrolled courses throughout the semester. At the beginning of the semester and at the end of course registration, check your *MyCEA Account* to ensure you are properly enrolled in all of your desired

courses. If a course is missing or an additional course is present, you must resolve with CEA academic staff immediately.

ADD/DROP POLICIES: Students may make changes to registration once onsite, as long as full-time student status is maintained (12 credit hours in the semester) and academic program requirements are maintained. All changes must be made at the start of each term during the designated Add/Drop Period, which concludes at the end of the first week of classes during a semester or on the second day of classes during summer programs. Some limitations may apply. You are responsible for notifying your home institution of any schedule changes.

COURSE WITHDRAWAL: Students wishing to withdraw from a course after the conclusion of the CEA Add/Drop period must do so by completing the [Change of Course Petition Form](#). Course withdrawals filed after the end of the first week of classes until the Course Withdrawal Deadline will be reported as a “W” on the academic transcript. The Withdrawal Deadline for a semester program is the Friday of the ninth week of classes. The Course Withdrawal Deadline for a summer program is at the end of the first week of classes. Course withdrawals for special programs such as Early Start, may vary, or may not be available. Please see the Academic Calendar for specific course withdrawal dates for your session. You must also notify your instructor in writing of your intent to withdraw from the course. After the Course Withdrawal Deadline, any student effectively withdrawing from a course by virtue of not attending will be given an “F” in accordance with the CEA Attendance Policy. You must remain academically eligible in all cases by complying with the minimum number of credits required to maintain full-time status. No tuition or course fee refunds or adjustments will be made due to course withdrawals.

MONITORING GRADES AND ATTENDANCE: You are responsible for monitoring your grades and attendance records throughout the course. Any questions or concerns should be discussed immediately with your instructor and/or local academic staff. Your grades and attendance records can be accessed via your *MyCEA Account* online at any time throughout the semester.

ACADEMIC INTEGRITY: CEA is an academic community based on the principles of honesty, trust, fairness, respect and responsibility. Academic integrity is a core value which ensures respect for the academic reputation of CEA, its students, faculty and staff. CEA expects that you will learn in an environment where you work independently in the pursuit of knowledge, conduct yourself in an honest and ethical manner and respect the intellectual work of your peers and faculty. Students, faculty and staff have a responsibility to be familiar with the definitions contained in, and adhere to, the CEA Academic Integrity Policy.

For the complete policies, please see the Academic Integrity Policy in its entirety by visiting http://www.ceastudyabroad.com/docs/GC_Academic_Integrity_Policy.pdf.

Violations of CEA’s Academic Integrity Policy may result in serious consequences, including program dismissal. CEA also reserves the right to share information of such violations with your home institution.

SPECIAL ACCOMMODATIONS: CEA is supportive of students with the need for special accommodation(s) on its study abroad programs. In order to accommodate special requests, students must notify CEA in advance and provide documentation no later than one week from the start of classes. Students requesting special accommodation(s) must submit CEA’s Special Accommodation(s) Form. CEA will review requests to determine what accommodation(s) can be granted. The extent to which accommodations can be provided depends on the nature of the accommodation needed, the general situation in the host country regarding accessibility and available services and costs of services. Late requests are subject to review, and CEA may not be able to provide accommodations. Retroactive requests for accommodations will not be considered. Additional details can be found: <http://www.ceaStudyAbroad.com/docs/CEA-DisabilityPolicy.pdf>

RELIGIOUS HOLIDAYS: CEA is sensitive to, and supportive of, the fact that faculty, staff and students constitute a rich mixture of religious and ethnic groups. CEA recognizes that many religious holidays merit or

require absence from class. To strike a reasonable balance between accommodating religious observance and meeting academic needs and standards, CEA instructors will make reasonable accommodation when a student must miss a class, exam or other academic exercise because of a required religious observance, when the instructor/Academic Office is informed of the specific instance in need of accommodation within the first two weeks of the semester course, or by the end of the second class meeting of summer or short session. Students must submit any missed work in advance of the holiday and will be required to make up missed class time through alternate assignments to receive full credit for time out of class. Students must submit a written request for religious accommodations using ***CEA's Religious Observance Request Form*** in the timeline stated above for full consideration.

ACADEMIC ELIGIBILITY: You must remain academically eligible to participate in CEA classes. Factors determining eligibility are outlined in [CEA Student Policies](#), including: full-time status, satisfactory academic progress and complying with academic and attendance policies. Whether you plan to transfer letter grades back to your home institution or not, CEA expects that you will complete all graded assessment categories in each course in which you are enrolled. Failure to complete course requirements will result in grade penalties, and may lead to academic probation and/or program dismissal if you are unable to maintain satisfactory academic progress or full-time student status in your program.

EARLY PROGRAM DEPARTURE: CEA does not allow early program departures. Students departing the study abroad program prior to the end date remain subject to all course policies, including attendance. Assignments, presentations, examinations, or other work will not be rescheduled for voluntary early program departures. In the event of an emergency in which a student is unexpectedly unable to complete the program, students may submit a request for ***Leave of Absence or Program Withdrawal*** using the appropriate form for CEA review and approval. Contact CEA academic staff to request these forms.

COURSE AND INSTRUCTOR EVALUATIONS: Students will have the opportunity to evaluate both the class and the instructor at the conclusion of the course. Your constructive participation in the evaluation process is important and appreciated.

TRANSCRIPTS: CEA transcripts for this course will be available approximately 90 days from your program completion.

APPEALING A GRADE: Students who decide to appeal a course grade must do so within the **60-day period** following the end of your academic program (or, for academic year students, the end of the semester in which the course was taken). Upon receiving course grades through the *MyCEA Account*, you may initiate the appeal process by filling out and submitting to Academics@ceastudyabroad.com and your onsite academic staff the ***CEA Grade Appeal Application Form***.

The grade appeal must concern an end-of-semester form of assessment calculated after the Program End date. It is your responsibility to address all interim grading issues directly with your instructor(s) while onsite. The appeal procedure and the grade re-evaluation it requires do not guarantee a change in grade and could result in an increase, no change, or decrease in the final grade. Any change is subject to a ruling by the course instructor, in consultation with the Academic Dean, and must be based on the academic evidence provided by you to support the appeal. Keep in mind that you may need to submit copies of your work, emails to/from faculty if you are disputing a grade. We recommend keeping records of your work and communications for 3 – 12 months after program completion, until your academic records have been recorded at your home institution.

Upon receiving the results of the review and the decision of the instructor, CEA staff will inform you of the outcome of the appeal. Students who decide to submit a secondary appeal must submit a *Grade Appeal Review Petition* to the Department of Academic Affairs at Academics@ceastudyabroad.com within 15 days of being informed of the initial appeal decision. Secondary appeals will be reviewed by CEA's Academic Review Board. All decisions from the Academic Review Board are final.

A FULL LIST OF CEA POLICIES IS AVAILABLE ONLINE:

[HTTP://WWW.CEASTUDYABROAD.COM/DOCS/CEA_POLICIES.PDF](http://www.ceastudyabroad.com/docs/CEA_POLICIES.PDF)

