



University of
New Haven

Special Topics: Event Management

UNH Course Code: COM382EZE / BUS382EZE
Subject Area: Communication, Business, Management
Level: 300
Prerequisites: None
Language of Instruction: English
Contact Hours: 45
Recommended Credits: 3

SECTION I: Course Overview

COURSE DESCRIPTION

The event management industry has grown and diversified dramatically in recent years. Mega events like the Olympic Games and the FIFA World Cup along with international music festivals and community-level celebrations are designed, planned, produced, implemented, managed and measured by event management principles. This course provides an overview of the event management process while serving as a foundation and preliminary structural basis for designing and producing an actual event.

The course initially addresses the event planning developmental process and allows students to reflect upon the importance of creating the right atmosphere according to the needs and capabilities of participants. Finding the right staff and managing cultural differences and socio-economic constraints proves a unique challenge for event managers in Buenos Aires. Moreover, the use of social media and networks plays a key role in making Buenos Aires a global event site with local flavor.

After successful completion of this course, students will be able to identify and understand different types of events including: recreational, corporate, public, non-profit, cultural, sport and tourism events. In order to provide a comprehensive framework of event management planning, students will also delve into budgeting issues. They will establish and manage a budget including: identifying revenue streams and costs, preparing and presenting bid proposals, and developing and implementing operational plans. Communication is an intrinsic part of any event planning project, thus students will also learn how to formulate effective communication processes and establish logistical plans including: site or equipment layouts, schedules and timelines, staffing, food and beverage, housing, registration, transportation, traffic flow and parking, protocol and etiquette, celebrity participation, and restroom and waste facilities. Finally, event managing means understanding the complexities of social networks and media which necessitates cultivating a liaison with the media, governing bodies, vendors, concessions, planning committees and volunteers.

LEARNING OBJECTIVES

Cognitive / Knowledge skills

- Understand the nature and significance of events
- Demonstrate knowledge of event management components
- Interpret the scope of the contemporary event management industry as it relates to stakeholders, social responsibility, workforce diversification, globalization, international expansion, and economic, politico-legal and cultural differences
- Comprehend the role that culture plays in effective event management planning

Analytical / Critical Thinking Skills (Oral & Written)

- Analyze the scope and potential of the event management industry
- Distinguish different type of events
- Appraise the relevant research, case studies and literature on event management
- Identify event contexts where intercultural communication skills are important for success

Affective & Behavioral / Attitudinal Skills

- Apply event management principles to the designing, planning, production, monitoring and evaluation of events
- Develop event issue management skills
- Assess the impact, sustainability and legacy of an event
- Engage in activities in the host culture that contribute to acquiring global competence

SECTION II: Instructor & Course Details

INSTRUCTOR DETAILS

Name:

Contact:

INSTRUCTIONAL FORMAT

Summer class will meet 4-5 times a week for approximately 2 hours for 4 weeks. 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.

SPECIAL ACCOMMODATIONS

If you require any special accommodations or have any special learning needs, please inform the instructor and submit a request using CEA's Special Accommodations Form to the onsite CEA academic staff by the end of the first week of classes for full consideration. See Section III.B.CEA Policies below for additional details.

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%
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Mid-term	15%
Field Studies 1	10%
Field Studies 2	10%
Field Studies 3	10%
Group Project	25%
Final Examination	20%

ASSESSMENT OVERVIEW:

Field Studies: Students participate in three activities outside class. The goal of these activities is to get you to analyze the Argentine event industry. Students will have to write a report on the experience based on the guidelines provided by the instructor and may be asked to present it in front of your peers.

Group Project: The project consists of a group case study and presentation, or of an actual event production, involving problem solution and priority issues in Argentina. Groups will make a short presentation of findings at the end of the term and submit a written report.

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 make useful contributions and participate voluntarily, which are usually based upon some reflection and familiarity with required readings.	B/B+ (8.40-8.99)
You make voluntarily 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 (6.00-6.99)

You make irrelevant and tangential comments disruptive to class discussion, a result of frequent absence and complete un-preparedness.	F (0-5.99)
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CEA Grading Scale: Your grades will be calculated according to CEA’s standard grading scale, which is as follows:

CEA Grading Scale						
Letter Grade	Numerical Low Range	Grade	Numerical High Range	Grade	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	7.00		7.69		70.0 – 76.9%	2.00
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
SEMESTER		
Courses that meet 4 days per week	4	13

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	5	6	7	8	9	10	11	12	13
Penalty	No Penalty	No Penalty	No Penalty	No Penalty	1/2 letter grade	One full letter grade	One and half letter grade	Two full letter grades	Two and half letter grades	Three full letter grades	Three and half letter grades	Four full letter grades	Automatic Failure

Grade	A+	A+	A+	A+	A	A-	B+	B	B-	C+	C	D	F
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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 included in the Mandatory Course Packet. These are required materials for the course and you are expected to complete readings as assigned each class period. You must have constant access to these resources for reading, highlighting and note-taking. It is required that you have unrestricted access to each. Access to additional sources required for certain class sessions may be provided in paper or electronic format consistent with applicable copyright legislation. In addition, the academic 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.

Required Texts:

- BLADEN, C. KENNEL, J. ABSON, E., and WILDE, N. (2012). *Events Management: An Introduction*. 472 pp., New York: Routledge. ISBN 978-0-415-57742-7.
- GAFFNEY, C (2010). Mega-events and socio-spatial dynamics in Rio de Janeiro, 1919-2016. *Journal of Latin American Geography*, Vol. 9, No. 1, pp. 7-29
- LANGEN, F. & GARCIA., B. (2009). Measuring the impact of large scale cultural events. *Impacts08*. 1-12.
- NICHOLS, G., & OJALA, E. (2009). Understanding the Management of Sports Events Volunteers Through Psychological Contract Theory. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 20(4), 369–387.

Recommended readings:

- ANDERSON, T. & GETZ, D. (2007) Resource Dependency, Costs and Revenues of a Street Festival, *Tourism Economics*, 13(1): 143-162.
- ANDERSON, T., ARMBRECHT, J. & LUNDBERG, E. (2008). Impact of Mega-events on the Economy, *Asian Business & Management*, 7(2): 163-179.
- DOLLES, H. & SÖDERMAN, S. (2010). Addressing Ecology and Sustainability in Mega-sporting Events: The 2006 Football World Cup in Germany, *Journal of Management & Organization*, 16(4): 587-600.
- DOLLES, H. & SÖDERMAN, S. (2010). Sponsoring the Beijing Olympic Games – Patterns of Sponsor Advertising, *Asia Pacific Journal of Marketing and Logistics*, 22(1): 8-24.
- GETZ, D., ANDERSON, T. & CARLSEN, J. (2010). Festival Management Studies: Developing a Framework and Priorities for comparative and Cross-Cultural Research, *International Journal of Event and Festival Management*, 1(1): 29-60.
- GREENWELL, C., DANZEY-BUSSELL, L., and SHONK, D. (2013). *Managing Sports Events*. 227 pp., Champaign, IL: Human Kinectics. ISBN 978-0736096119.
- LARSON, M. (2009) Joint Event Production in the Jungle, the Park, and the Garden: Metaphors of Event Networks, *Tourism Management*, 30(3): 393-399.
- MASTERMAN, G. (2014). *Strategic Sports Event Management*. 408 pp., New York: Routge. ISBN 978-0415532792.
- O'TOOLE, W. & MIKOLAITIS, P. (2002). *Corporate Event Project Management*. New York: Wiley.

RAJ, R., WALTERS, P., & RASHID, T. (2013). *Events Management: Principles and Practice*. 392 pp., Thousand Oaks, CA: Sage Publications. ISBN 978-1446200735.
TARLOW, P. E. (2002). *Event Risk Management and Safety*. New York: Wiley. 272 pp., ISBN 978-0471401681.

ADDITIONAL RESOURCES

UNH ONLINE LIBRARY

As part of this program, you are provided with direct access to additional resources and databases available through the online library of the University of New Haven. To access the online UNH library, go to <http://www.newhaven.edu/library/Services/CEA/>.

Students at CEA Study Abroad Centers have access to the several online research databases through the University of New Haven Library for the purposes of research. Access to these online databases is granted only during the time of enrollment, requires the use of a UNH ID number, which is issued individually to all Study Abroad Center students at the start of the semester. Access to the UNH Library is available through the MyCEA Account. You must comply with UNH policies with regard to library usage. Policies can be found at: <http://www.newhaven.edu/library/general/Policies/>

COURSE CALENDAR
Course Title: Event Management

Session	Topic	Activity	Student Assignments
Anatomy of an Event			
1	Understanding the Even Industry The Latin American Perspective	Syllabus, requirements, & self –presentation	Introducing Materials and Course Packet
2	Event Manager: Skills, Knowledge, and Competences	Lecture & Discussion Even Planner Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 1, pp 2-21 • TBA
Designing, Producing and Planning an Event			
3	Event Environmental Scanning	Lecture & Discussion Venue Checklist Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 2, pp 22-53 • TBA
4	Event Planning Process	Lecture & Discussion ISO 20121 Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 2, pp 22-53 • TBA
5	Event Concept and Theme	Agenda Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 3, pp 54-77 • TBA
6	Creating the Atmosphere Staging and Logistics	Lecture & Discussion Speakers Bureau Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 3, pp 54-77 • TBA

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Event Operations and Planning			
7	Event Insurance, Regulations, Contracts, and Permits	Analysis: Alcohol Restrictions	Readings: <ul style="list-style-type: none"> • Bladen ch 4, pp 78-111 • TBA
8	The Global VS The Local	Field Trip 1 La Rural/Buenos Aires Convention Center	Readings: <ul style="list-style-type: none"> • Bladen ch 4, pp 78-111 • TBA
9	Staffing and Event: the Right People Cultural Differences	Discussion: Guest Speaker	Readings: <ul style="list-style-type: none"> • Bladen ch 5, pp 112-135 • TBA Due: 1 st Field Report
10	Event Personnel Learning and Development	Discussion and Group Work on CPM	Readings: <ul style="list-style-type: none"> • Bladen ch 5, pp 112-135 • Nichols & Ojala
Financing, Producing and Communicating an Event			
11	Budgeting an Event	Lecture & discussion The Role of Food & Beverages	Readings: <ul style="list-style-type: none"> • Bladen ch.6, pp 137-161 • TBA
12	Bidding an Event	Lecture & discussion Admission Event Exercise	Readings: <ul style="list-style-type: none"> • Bladen ch 6, pp 137-161 • TBA
13	Advertising, Publicizing, and Marketing Celebrity Endorsement	In Class: Event Communication Brief	Readings: <ul style="list-style-type: none"> • Bladen ch 7, pp 163-190 • TBA
14	Event Social Media and Networking International Arena	In Class: Event Communication Plan	Readings: <ul style="list-style-type: none"> • Bladen ch 7, pp 163-190 • TBA

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15	Mid-term Exam	Examination	All Readings and in Class Materials
Event Security Issues			
16	Mega Events and Risk	Field Trip 2 Pepsi Rock Music Festival/ Buenos Aires	Readings: <ul style="list-style-type: none"> • Bladen ch 8, pp 193-217 • TBA
17	Event Risk Assessment	Debate Does risk assessment reduce or increase prejudice and conflict?	Readings: <ul style="list-style-type: none"> • Bladen ch 8, pp 193-217 • TBA Due: 2 nd Field Report
Event Categorization			
18	Sports Events	Lecture and Discussion <i>River Plate</i> Case Analysis	Readings: <ul style="list-style-type: none"> • Bladen ch 9, pp 218-241 TBA
19	Mega Events	Lecture and Discussion <i>Lollapalooza Argentina</i> Case Analysis	Readings: <ul style="list-style-type: none"> • Bladen ch 10, pp 242-275 • TBA
20	Non Profit Events	Lecture and Discussion <i>Un Sol para los Niños</i> Case Analysis	Readings: <ul style="list-style-type: none"> • Bladen ch 11, pp 276-300 TBA
21	Corporate Events	Film / Video Debate Protocol & Etiquette	Readings: <ul style="list-style-type: none"> • Bladen ch 12, pp 300-325 • TBA

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22	Cultural Events	Lecture and Discussion <i>Buenos Aires Book Fair Case Analysis</i>	Readings: <ul style="list-style-type: none"> • Bladen ch 13, pp 226-257 • TBA
23	Role of Media and Event Management	Lecture and Discussion Contingency Plan	Readings: <ul style="list-style-type: none"> • Bladen ch 15, pp 386-407 • TBA
Events Today			
24	Events@Buenos Aires	Field Trip 3 <i>Polo Championship HQ/</i> Buenos Aires	Readings: <ul style="list-style-type: none"> • Bladen ch 9, pp 218-241 TBA
25	Measuring Impact, Sustainability, and Legacy	Media Presentations	Readings: <ul style="list-style-type: none"> • Bladen ch 14, pp 358-384 • Lagen & Garcia Due: 3 rd Field Report
26	My Event	In Class Workshop	Readings: <ul style="list-style-type: none"> • Newspaper Articles • TBA
27	My Event	In Class Workshop	Readings: <ul style="list-style-type: none"> • Newspaper Articles • TBA
28	Event Management Overview	Review for the Exam	All Readings and in Class Materials Due: Group Project
29	Final Exam	Examination	All Readings and in Class Materials
30	Closing Remarks	Grades Review/Feedback	

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)