



VALAR INSTITUTE DIVISION CATALOG

QUANTIC SCHOOL
OF BUSINESS AND
TECHNOLOGY

2022

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Valar Institute
A Division of Quantic School of Business and Technology
Division Catalog

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Mailing Address: 712 H Street NE, Suite 1802, Washington, DC 20002

Office Address: 3000 K Street NW, Suite 275, Washington, DC 20007

Office Phone Number: 571.483.8002

Valar/Quantic is not responsible for losses incurred as a result of documents, transcripts, or other mail being sent to our office address. For specifics on where to send transcripts, please follow the instructions in our Student Handbook [here](#).

Web Address: <https://valar.quantica.edu>

Board of Directors: Alexie Harper, Ori Ratner, Tom Adams

Quantic School of Business and Technology is approved to operate in the District of Columbia by the Higher Education Licensure Commission, and Valar Institute is a division of Quantic School of Business and Technology. Quantic is accredited by the Distance Education Accrediting Commission (DEAC), listed by the U.S. Department of Education as a recognized accrediting agency. Valar Institute is recognized by DEAC as a division of Quantic.

Please Note: this Valar Institute Division Catalog summarizes the programs and policies of Valar Institute, a division of Quantic School of Business and Technology. Additional details can be found in the Institutional Catalog of Quantic School of Business and Technology.

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I. General Information

Mission Statement

The mission of Valar Institute at Quantic School of Business and Technology is to offer the most innovative, highest-quality, online education programs that are directly connected to positive career outcomes in business and technology.

Institutional Goals

The goals and objectives of Valar Institute at Quantic School of Business and Technology are as follows:

- Teach effectively. Too many education products do not live up to their promises. Valar at Quantic uses pedagogical insights into the learning process to design program offerings that impart information and know-how quickly and ensure students remember what they have learned.
- Improve access to education. We believe education should not be a privilege for the few, but rather should be a right for everyone.
- Deliver education anywhere. We do not want education to be tied to being able to physically access the classroom. We harness the power of an entire world connected via mobile devices and the internet and offer our classes to dedicated learners anywhere.
- Develop a proactive hiring platform. Huge amounts of time and money are lost because of friction in the job market and because candidates often lack necessary skills. We are building a proactive hiring platform that will allow inexperienced job candidates the opportunity to join great companies.
- Develop a valuable professional network. Through a rigorous admissions process and employer vetting, we are creating the basis for a valuable, exclusive network of alumni and corporate partners.

All of our programs use the same education platform, meeting our goals of teaching effectively and delivering education anywhere.

Valar Institute at Quantic School of Business and Technology's purpose emphasizes instruction for credit toward a degree. Valar Institute does not currently engage in activities organized to produce research outcomes or provide public services.

Valar Institute at Quantic School of Business and Technology's proposed program offerings are consistent with the institution's purpose and support the mission and philosophy of the institution.

History and Development

Date	Key Event
2013	Pedago, LLC was founded in 2013 by Alexie Harper, Ori Ratner, and Tom Adams with a mission to change how we all learn.
2014	Pedago, LLC created Smartly in 2014, inspired by a desire to bring Active Learning practices to the educational technology sector that's dominated today by passive learning approaches.
2016	In 2016, Smartly launched its Master of Business Administration (MBA) degree program and accepted its first cohort of MBA students.
2017	In 2017, Smartly accepted the first cohort into its Executive MBA degree program.
2020	In 2020, Smartly Institute was renamed “Quantic School of Business and Technology.”
2020	In February 2020, the Distance Education Accrediting Commission (DEAC) granted accreditation to Quantic School of Business and Technology following a comprehensive review of its quality curricula and operational practices.
2020	In June 2020 Quantic School of Business and Technology became a member of the State Authorization Reciprocity Agreement (SARA) which allows the institution to deliver programs to residents of all member states.
2021	In December 2021 DEAC approved Valar Institute as a Division of Quantic School of Business and Technology.
2022	The school obtained HELC and DEAC approval for the new Valar Institute EMBA in Strategic Leadership.

Valar Institute at Quantic Program Listing and Credential Conferred

Program	Credential Conferred
Executive Master of Business Administration in Strategic Leadership	Master’s Degree

Services

Instruction: Valar Institute at Quantic School of Business and Technology offers instruction to EMBA candidates. All Valar at Quantic offerings are 100% online, distance education programs. Students access course content through the Quantic School of Business and Technology website or mobile application. Courses are delivered asynchronously: there is no live instructor; instead, students progress through the content at a pace dictated by their cohort schedule.

Networking: Valar Institute at Quantic School of Business and Technology regularly organizes student meetups where EMBA students are encouraged to meet both in person and virtually. In-person meetups are held in cities throughout the world where there are high concentrations of Valar students. Virtual meetups and networking sessions are held via video conferencing calls. These events are networking opportunities for students where they assess case studies, meet other Valar/Quantic students, and have the opportunity to discuss the program with Valar and Quantic School of Business and Technology staff. Students are also offered the opportunity to attend an annual Virtual Summit, during which they can hear from industry experts in keynote speeches on a diverse array of topics.

Distance Education

Valar at Quantic degree programs are delivered online. No instruction is provided at any physical location.

Hours of Operation

Valar Institute at Quantic School of Business and Technology coursework is available to students 24-hours a day, seven days a week via the Valar website or Quantic mobile application.

Valar Institute at Quantic School of Business and Technology support staff and instructional team members keep the following hours of operation:

Monday—Friday: 09:00 AM-5:00 PM ET

Saturday—Sunday: Closed

Academic Calendar

New cohorts of students are typically enrolled every 6 weeks, with exceptions made during the winter holiday season. Master's degree cohorts are given a two-week break during the winter holiday season. The exact dates of this break differ for each cohort, as do graduation and enrollment dates.

Since Valar Institute programs are flexibly paced, no school-wide holidays are observed. Course content is available to students 24 hours a day, seven days a week for the duration of the program.

Recognition

Valar Institute is a division of Quantic School of Business and Technology. Quantic School of Business and Technology was first licensed to operate by the District of Columbia Higher Education Licensure Commission on July 7, 2016. Quantic School of Business and Technology successfully renewed this license on July 6, 2017, July 12, 2018, July 15, 2019, July 9, 2020, and August 6, 2021. On February 24, 2020, the Distance Education Accrediting Commission (DEAC) granted accreditation to Quantic School of Business and Technology following a comprehensive review of its quality curricula and operational practices. On May 14, 2020, Quantic School of Business and Technology became a member of the State Authorization Reciprocity Agreement (SARA) which allows the institution to deliver programs to residents of all member states. Quantic School of Business and Technology is licensed by the Bureau for

Private Postsecondary Education (BPPE) to operate in California. On December 17, 2021 DEAC approved Valar Institute as a division of Quantic School of Business and Technology.

II. Admissions and Entrance Requirements

Admissions Policies and Entrance Requirements

Admissions Policies

Valar Institute at Quantic School of Business and Technology is committed to implementing a policy that admits a diverse, academically qualified student body that is passionate about participating in a dynamic learning environment. As the institution evaluates applications, it admits students who excel within the context of the highly competitive applicant pool. It is proud of the students who enroll. Although every applicant cannot be admitted, it publishes admissions requirements and fairly selects applicants to enroll in the Valar Institute Executive Master of Business Administration in Strategic Leadership degree program.

The Valar EMBA in Strategic Leadership curriculum is designed for mid-career professionals, typically with seven or more years of experience.

Valar Institute at Quantic School of Business and Technology was founded on the promise of leveraging pedagogical and technological innovation with the power of professional networks to deliver best-in-class learning experiences and career outcomes for students. For this reason, the admissions process is a key component in fostering a healthy academic community and valuable alumni network.

1. Quality of Previously Attended Institutions

- 1.1. Applicants must have earned at least a bachelor's degree from an accredited U.S. institution or its international equivalent from an accredited international institution, as determined by an internal evaluation or a NACES-approved evaluation service.
- 1.2. When evaluating the academic preparedness of the applicants, the institution considers other markers of rigor. For example, it considers the academic rankings and admittance rate of the institutions a student has previously attended as well as the student's professional experience.

2. Completion of Non-Degree Academic Programs

- 2.1. Applicants are asked to list any non-degree programs that they have completed, such as online certificates or in-person classes that could further demonstrate their passion and interest for topics in business, technology, and other career-oriented fields, as well as their general appetite for education and self-improvement.

3. Standardized Test Scores

- 3.1. Students may opt to list the scores they received on standardized tests like the GRE and GMAT. These test scores are not required and are used in the application process only if they enhance an application.

4. Essays / Writing samples

- 4.1. Applicants are asked to provide short essay responses to several questions.

- 4.2. Writing and communicating with classmates is an important part of all programs. Additionally, Valar Institute at Quantic School of Business and Technology reviews this section of the application, apart from writing skill, to learn more about the passion, intellect, and drive of each applicant. If a writing sample shows exceptional writing skill or weakness, the institution may give weight to it.

5. Experience and Habit of Leadership

- 5.1. Valar Institute at Quantic School of Business and Technology appreciates leadership on any scale. Individuals may demonstrate leadership in many contexts such as their college extracurricular activities, community commitments, academic or business achievements, or personal, non-career-related accomplishments. For example, they may demonstrate it by managing college or city clubs, leading work teams, creating businesses, or spearheading projects at work. The institution looks for such evidence of an applicant's leadership potential.

6. Letters of Recommendation

- 6.1. Applicants to all programs are given the option to provide positive recommendations from up to three colleagues, managers, or professional peers as a part of the application process. These recommendation letters make a case for their intellect, imagination, and/or diligence, and Valar Institute at Quantic School of Business and Technology uses these letters to judge their prospect for academic success.

7. Interview with Admissions Counselor

- 7.1. Valar Institute at Quantic School of Business and Technology interviews a subset of applicants as part of the admissions process to get to know them beyond courses, numbers, and awards. During these interviews, the institution allows students to ask questions so that they may better understand program requirements, program expectations, and other program details.

8. Acceptance to a Prior Cohort

- 8.1. When a student is unable to start or continue enrollment after accepting admission to a program, Valar Institute at Quantic School of Business and Technology's deferral policy allows the student to defer two times to a subsequent cohort before it asks the student to reapply.
- 8.2. If circumstances beyond an applicant's control prevented enrollment after being admitted into the program, or if a student was unable to complete the program after two deferrals, re-application will be considered in the applicant's favor.

Entrance Requirements:

Applicants to all programs must have earned at least a bachelor's degree from an accredited U.S. institution or its international equivalent from an accredited international institution, as determined by an internal evaluation or a NACES-approved evaluation service.

English Language Requirements

Prospective students whose native language is not English and who have not earned a degree from an accredited institution where English is the principal language of instruction can also demonstrate proficiency in English through one of the following for admission:

- A transcript indicating completion of at least 30 semester credit hours with an average grade of "B" or higher at an institution accredited by an agency recognized by the United

States Secretary of Education and/or the Council for Higher Education Accreditation (CHEA) or accepted foreign equivalent that is listed in the International Handbook of Universities where the language of instruction was English.

- Duolingo English Test (taken after July 16, 2019): 100 or greater
- Duolingo English Test (taken prior to July 15, 2019): 51 or greater
- Test of English as a Foreign Language (TOEFL PBT): 60 or greater
- Internet Based Test (iBT): 71 or greater
- International English Language Test (IELTS): 6.5
- Pearson Test of English (PTE) Academic Score Report: 50
- ACT COMPASS: Level 3
- A minimum score on the College Board Accuplacer ESL Exam Series as follows:
 - ESL Language Use: Score of 85
 - ESL Listening: Score of 80
 - ESL Reading: Score of 85
 - ESL Sentence Meaning:
Score of 90
 - ESL Writeplacer: Score of 4
 - Comprehensive Score for all exams of 350
- A minimum grade of Pre-1 on the Eiken English Proficiency Exam
- A minimum B-2 English proficiency level identified within the Common European Framework of Reference (CEFR) standards and assessed through various ESOL examinations, including the University of Cambridge

All English language assessments must be taken within two years of your projected enrollment date. Documentation satisfying the English Language Proficiency Requirement must be submitted by the Enrollment Documents Deadline (four weeks prior to the cohort starting). If accepted prior to submission of these documents, full acceptance is contingent upon the submission and approval of this documentation.

Authorization, License, Accreditation, and Membership

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Quantic School of Business and Technology is currently authorized or exempt from authorization, and accepting new applications to its programs from the following states/territories:

- Alabama
- Alaska
- American Samoa
- Arkansas
- Arizona
- California
- Colorado
- Connecticut
- Delaware
- District of Columbia
- Florida
- Georgia
- Guam
- Hawaii
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maine
- Maryland
- Massachusetts
- Michigan
- Minnesota
- Mississippi
- Missouri
- Montana
- Nebraska
- Nevada
- New Hampshire
- New Jersey
- New Mexico
- New York
- North Carolina
- North Dakota
- N. Marianas Islands
- Ohio
- Oklahoma
- Oregon
- Pennsylvania
- Puerto Rico
- Rhode Island
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Virgin Islands
- Washington
- West Virginia
- Wisconsin
- Wyoming

As well as from applicants outside the United States.

Application Deadlines

Applications are submitted and reviewed on a rolling basis.

How Students are Accepted and Informed of Acceptance

Students are accepted during a meeting of the Admissions Committee. The Committee assesses a pool of applicants curated by the admissions staff and then makes final admissions decisions. The student's Valar at Quantic profile is then edited to reflect this acceptance, triggering an email that informs the student of their acceptance and the next steps they need to take to confirm their enrollment.

Conditions of Full Acceptance

These are the conditions of full acceptance and the deadlines to meet those conditions:

- Students must verify their identity with IDology using a government-issued photo ID.
- Students must complete the registration process, which includes making an initial payment and enrolling in a tuition payment plan. The registration deadline is different for each cohort.
- Students are required to sign their Enrollment Agreement and submit unofficial transcripts, along with any required English Language Proficiency Requirements, by the Enrollment Documents Deadline.
- Students must submit official transcripts prior to completing their eighth week in the program. Students who do not submit official transcripts within the timeframe allowed are placed on administrative hold and may be removed from the program if this requirement is not met.

Transfer of Credit

Valar Institute at Quantic School of Business and Technology does not award credit for work completed at other institutions.

Valar Institute at Quantic School of Business and Technology does not give credit for life or work experience.

The only credits counted toward a Valar Institute at Quantic School of Business and Technology degree are those earned by completing the Valar Institute at Quantic School of Business and Technology curriculum.

Transfer Credit Disclaimer

Credits earned from Valar Institute at Quantic School of Business and Technology are transferable to another institution at the sole discretion of the accepting institution.

III. Student Disclosure Information

Students must maintain a cumulative score of 70% to remain in good academic standing. Students must achieve a final minimum score of 70% to earn a master's degree. All courses, including those in core subject areas and program electives, taken after matriculation as a degree candidate are used to calculate students' final score. Students may take additional electives beyond the minimum credits required for their graduate degree to raise their final score to the

70% minimum score required to graduate. Students, upon completion of the additional electives, who still do not meet the 70% minimum score are withdrawn from the master's degree program.

Standards of Graduate Programs Satisfactory Academic Progress

All students must maintain satisfactory academic progress to maintain continuous enrollment in the master's degree program. To maintain satisfactory academic progress students must:

- Maintain a cumulative score of at least 70% as measured after the Strategy & Global Economics exam;
- Achieve a minimum passing score of 80% in SMARTCASEs;
- Complete all degree requirements within three calendar years of matriculation.

Students are responsible for maintaining satisfactory academic progress. Students encountering academic difficulty in courses or in meeting other degree requirements are expected to consult with the Valar at Quantic administrative team immediately and, if necessary, seek additional assistance.

Students who fail to maintain satisfactory academic progress are required to meet with the Valar at Quantic administrative team and may be deferred to a subsequent cohort to complete degree requirements.

Academic Standing

A graduate student who is not on academic probation or in a deferred status is considered to be in good standing. A minimum final score of 70% is required to earn a master's degree. All courses completed for graduate credit after matriculation as a degree candidate are used in the calculation of the final score.

Students may complete additional electives of graduate-level coursework beyond the program requirement to improve their final score and allow them to achieve the minimum score of 70%. A student who is below a final score of 70% and does not have enough credits remaining in their program, including the electives referenced above, to attain the 70% minimum score is administratively withdrawn.

Grading System

Grades for exams and SMARTCASEs are calculated and tracked automatically by the Quantic application. Projects are graded by subject matter expert reviewers who are experts in the relevant core subject area. Students are given a grade from 0 to 5 on projects and project presentations (proctored oral examinations), with written feedback on why they received that particular score.

Students are informed of exam and SMARTCASE scores through the Quantic application. Exam scores are also emailed to each student. Projects grades are sent to each student via email.

At the conclusion of a student's program, their grades are compiled to produce a final score.

Required Grades and Criteria for Completion of Program

To earn a degree, students must:

- Complete all of the courses in the curriculum within the scheduled time frame. The minimum completion time for each degree program is the duration of the program, and the maximum duration is 3 years.
 - EMBA in Strategic Leadership Program: Minimum duration is 1 year, maximum duration is 3 years.
- Achieve scores of at least 80% in SMARTCASEs.
- Complete all assigned projects and proctored oral examinations.
- Complete all exams.
- Students must achieve a final grade of 70% or above to pass the program.

Final grade breakdown for all Master's programs:

- Open Book Exams: 60%
- SMARTCASEs: 10%
- Projects and Proctored Oral Examinations: 30%

Proctored Examination Policy

To meet industry standards for an online institution, Valar Institute at Quantic School of Business and Technology requires the completion of proctored examinations in the form of oral presentations. The student's face must appear in the video to allow the Valar at Quantic team to verify the student's identity.

Student Identity Verification Policy

To meet industry standards for an online institution, Valar Institute at Quantic School of Business and Technology takes measures to verify the identity of students during the admissions process and at several points during the course of the program.

Identity Verification

At the start of the program, Valar Institute at Quantic School of Business and Technology verifies student identity. The institution contracts with IDology, a leading provider of identity verification solutions. Through IDology's hosted ID verification process, students are asked to scan a government-issued photo ID. It then asks the student to take a live photo of themselves. From there, IDology verifies the authenticity of the scanned documents and performs a facial comparison of the ID to the live photo.

Additional Admissions Verification

Upon acceptance to a program, Valar Institute at Quantic School of Business and Technology requires students to verify their identity using a government-issued photo ID as well as submit official transcripts from the highest degree-granting institution they listed on their application. Digital copies, scans, or other unofficial transcripts must be submitted for all remaining listed, completed degrees in their application. ID and transcripts are reviewed and verified against application data and video interviews.

Failure to Verify

If a student is unable to verify their identity due to a technical error, they may contact Valar Institute at Quantic School of Business and Technology to schedule a short video call with a support team member to complete the verification process.

If a discrepancy is found in any submitted documents, the institution will contact the student to rectify the discrepancy. If the institution finds that a student intentionally misrepresented themselves in their application or identity verification process, the student will be administratively withdrawn from the program.

Document Retention

All required enrollment documents, e.g., unofficial and official transcripts and English Language Proficiency documents, are retained as a permanent part of a student's record. Scanned ID cards are deleted following identity verification.

Students' Rights, Privileges, and Responsibilities

Valar Institute at Quantic School of Business and Technology students have the following rights:

- To inspect and review their Valar Institute at Quantic School of Business and Technology transcripts at any time.
- To request an amendment or revision to their student records to ensure their accuracy and ensure they are not in violation of the right to privacy.
- Prohibit or restrict disclosure of their information to other individuals or entities.
- File a complaint or grievance with Valar Institute at Quantic School of Business and Technology or other relevant authorities (full instructions for how to do so are outlined in the Complaint and Grievance portion of this Catalog).
- Receive administrative and academic support from Valar Institute at Quantic School of Business and Technology instructional team members and staff, including such areas as clarification of Valar Institute at Quantic School of Business and Technology policies and procedures.

Valar Institute at Quantic School of Business and Technology students have the following privileges:

- *Freedom from harassment and discrimination:* Valar at Quantic students may pursue their educational opportunities free from harassment, including physical abuse, threats or intimidation. Valar at Quantic provides equal educational opportunities to its students without regard to race, color, religion, sex, sexual orientation, gender identity, national or ethnic origin, age, disability or veteran status. Valar at Quantic prohibits discrimination on any of these bases and will take steps necessary to remedy any instances of such discrimination.
- *Freedom of speech:* Students may express their beliefs, feelings and opinions so long as the manner of expression does not violate another student's rights. Specific examples of such violations include, but are not limited to, disrupting Valar at Quantic functions or otherwise impeding students' ability to continue in the program, or otherwise violating the rights and privileges of fellow students as outlined in this policy, and in the Code of Conduct.

All Valar Institute at Quantic School of Business and Technology students are subject to local, state and federal laws. Additionally, Valar at Quantic students have the following general responsibilities:

- To refrain from deliberately violating the privileges of any other member, and to consider all actions carefully to ensure that they do not unintentionally violate others' privileges. All Valar at Quantic students are responsible for their own actions.
- When necessary, to report to the proper authorities any non-academic conduct that violates the privileges of others.
- To know and comply with program requirements and expectations.
- To communicate with fellow students in a professional, polite manner.
- Because Valar at Quantic is a distance education institution, students have the primary responsibility for initiating requests regarding dissemination of information, filing of grievances, or other areas of academic or administrative support.

Non-Discrimination Policy

In accordance with its mission and with company policy, Valar Institute at Quantic School of Business and Technology does not discriminate against any person on the basis of race, color, sex, gender identity, sexual orientation, religion, creed, age, national or ethnic origin, ancestry, veteran status, genetic information, military service or disability in admission to, access to, treatment in, or employment in its programs and activities. Every effort will be made to ensure fairness and consistency in the School's relations with its students, instructional team, and staff. Likewise, Valar at Quantic expects that those with whom it deals with will comply with all applicable anti-discrimination laws.

Complaint and Grievance Policy

Purpose: In some cases, students may raise a complaint against Valar Institute, Quantic School of Business and Technology or an employee of Pedago, LLC. This policy serves to provide guidelines to students, the instructional team, and staff for addressing such complaints. All students have a right to lodge a complaint or grievance at any time which they deem important without fear of retaliation or any other adverse consequences.

Definitions

Student grievances: Complaints that escalate beyond standard feedback on the Quantic platform, courses, or content.

Expectations: There are a variety of reasons why a student might lodge a complaint or grievance against Valar Institute, Quantic School of Business and Technology or Pedago, LLC. This policy provides contact information for addressing general complaints or grievances, but does not attempt to provide prescriptive procedures or policies for all such potential complaints or grievances, as they may vary from case to case.

1. **Students:** For students in our EMBA program, general complaints or feedback regarding issues such as course content, grading, or general comments regarding the learning experience may be submitted in writing to emba@valar.quantica.edu. These complaints

will be recorded and addressed in writing where necessary by Valar Institute at Quantic School of Business and Technology instructional team members and/or staff. For further information on the Project Grade Appeal process, please visit [here](#).

2. **Behavior and Abuse:** Complaints specific to the instructional team, staff, or peer behavior and/or abuse should be directed in writing to complaints@valar.quantica.edu. These complaints will be investigated and addressed directly by the senior administration of Valar at Quantic.
3. **Privacy concerns** or requests to delete the user's account should be addressed to privacy@valar.quantica.edu. These complaints will be addressed in writing where necessary by Valar at Quantic staff.
4. **Billing concerns** may be directed to the Valar at Quantic operations team at billing@valar.quantica.edu.

Valar Institute at Quantic School of Business and Technology will formally investigate any grievance or complaint related to billing, refunds, transcripts, discrimination- or harassment-related matters, or disability. Valar at Quantic may investigate complaints or grievances addressing other topics on a case-by-case basis.

If the complaint cannot be resolved after exhausting Valar Institute at Quantic School of Business and Technology's grievance procedure, students may file a complaint with the Washington D.C. Higher Education Licensure Commission, located at 1050 First Street, NE, Washington, D.C. 20002. Phone: (202) 727-6436. E-mail: OSSE@dc.gov. The Higher Education Licensure Commission is the designated portal agency for the State Authorization Reciprocity Agreement (SARA). More information on their complaint process is available [here](#). Students are encouraged to resolve complaints and grievances through Valar Institute at Quantic School of Business and Technology before lodging a formal complaint or grievance with HELC. The HELC does not however mitigate grade complaints or financial disputes.

Valar Institute, a division of Quantic School of Business and Technology is accredited by the Distance Education Accrediting Commission (DEAC) and students have the right to file a complaint with their office:

Distance Education Accrediting Commission (DEAC)
1101 17th Street NW, Suite 808
Washington, D.C. 20036
202.234.5100 Tel
www.deac.org

Students will not be subject to unfair action and/or treatment by any school official as a result of the initiation of a complaint.

IV. Probation, Dismissal, and Readmission

Academic Probation

Students whose score falls below 70% at any point after completing the third exam assigned in the program (Strategy & Global Economics for the EMBA in Strategic Leadership) are placed on academic probation.

While on probation, a student must:

- Achieve at least a 70% score in each subsequent exam; and
- Be continuously enrolled or on an approved leave of absence.

Students who fail to meet the above conditions may retake SMARTCASEs as many times as desired to improve their scores and are encouraged to submit any outstanding projects and presentations. If the conditions are still not met, they will be suspended from their program.

Academic Suspension and Readmission

Students who are unable to meet the conditions of probation are suspended. Students may request reinstatement from a suspension by completing and submitting the Request for Reinstatement form. The request should offer a clear explanation of changed circumstances and how the student plans to raise his/her cumulative final score to at least 70%. The request must be submitted within one year following suspension.

Non-Academic Dismissal Policy

Students may be dismissed from Valar Institute at Quantic School of Business and Technology for failure to make tuition payments, for failure to submit required enrollment materials, or for violation of the Student Code of Conduct.

Conditions Under Which Students Will Not Be Readmitted

Students will not be readmitted if they have previously been dismissed due to unsatisfactory grades.

V. Student Records

Description of Student Records

Valar Institute at Quantic School of Business and Technology's Retention and Destruction policy is available [here](#).

Student Confidentiality

Valar Institute at Quantic School of Business and Technology maintains a strict Privacy Policy available here: <https://quantic.edu/privacy>.

The Privacy Policy includes guidelines on the data Valar Institute at Quantic School of Business and Technology collects from students, how that data is used, information on how data is secured, and options that students have regarding the use of that information.

Requesting Academic and Financial Records

Student may request academic transcripts or financial records by emailing support@valar.quantica.edu.

Academic and financial records will only be released directly to the student unless another party is authorized by the student to collect that information. There are currently no circumstances under which requested records would not be released to the student in question.

FERPA Notice

The [Family Educational Rights and Privacy Act \(FERPA\)](#) affords eligible students certain rights with respect to their education records. (An “eligible student” under FERPA is a student who is 18 years of age or older or who attends a postsecondary institution at any age.) These rights include:

1. The right to inspect and review the student's education records within 45 days after the day Valar Institute at Quantic School of Business and Technology receives a request for access. A student should submit to support@valar.quantica.edu a written request that identifies the record(s) the student wishes to inspect. An institution official will make arrangements for access and notify the student of the time and place where the records may be inspected.
2. The right to request the amendment of the student’s education records that the student believes is inaccurate, misleading, or otherwise in violation of the student’s privacy rights under FERPA.

A student who wishes to ask Valar Institute at Quantic School of Business and Technology to amend a record should write Valar Institute, a Division of Quantic School of Business and Technology, clearly identify the part of the record the student wants changed, and specify why it should be changed.

If Valar Institute at Quantic School of Business and Technology decides not to amend the record as requested, Valar Institute at Quantic School of Business and Technology will notify the student in writing of the decision and the student’s right to a hearing re-garding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.

3. The right to provide written consent before Valar Institute at Quantic School of Business and Technology discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

Valar Institute at Quantic School of Business and Technology discloses education records without a student's prior written consent under the FERPA exception for disclosure to institute officials with legitimate educational interests. An institute official typically includes a person employed by the institute in an administrative, supervisory, academic, research, or support staff position (including law enforcement unit personnel and health staff); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee. An institute official also may include a volunteer or contractor outside of the institute who performs an institutional service or function for which the institute would otherwise use its own employees and who is under the direct control of the institute with respect to the use and maintenance of PII from education records, such as an attorney, auditor, or collection agent or a student volunteering to assist another institute official in performing his or her tasks. An institute official typically has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the institute.

Upon request, the institute also discloses education records without consent to officials of another institution in which a student seeks or intends to enroll.

4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the institute to comply with the requirements of FERPA.

Valar Institute at Quantic School of Business and Technology designates the following information as directory information. Directory information is personally identifiable information, which may be disclosed without the student's consent:

- Student's name
- Home address
- State or Country of residence
- Program(s) of study
- Dates of attendance
- Course Schedules
- Dates of admission
- Degrees, certificates and awards granted
- Award dates for degrees or certificates
- Enrollment status (i.e., enrolled/active, future enrolled student, reentry, leave of absence, withdrawn)
- Honors or awards received
- Participation in activities officially recognized by the institution

Please note that information submitted as part of the opt-in Smartly Talent career network is considered separate from the student's education record, and therefore not applicable to this FERPA notice.

FERPA permits the disclosure of PII from students' education records, without consent of the student, if the disclosure meets certain conditions found in § 99.31 of the FERPA regulations.

Except for disclosures to institute officials, disclosures related to some judicial orders or lawfully issued subpoenas, disclosures of directory information, and disclosures to the student, § 99.32 of FERPA regulations requires the institution to record the disclosure. Eligible students have a right to inspect and review the record of disclosures. A postsecondary institution may disclose PII from the education records without obtaining prior written consent of the student —

- To other institute officials, including staff, within Valar Institute or Quantic School of Business and Technology whom the institute has determined to have legitimate educational interests. This includes contractors, consultants, volunteers, or other parties to whom the institute has outsourced institutional services or functions, provided that the conditions listed in § 99.31(a)(1)(i)(B)(1) - (a)(1)(i)(B)(3) are met. (§ 99.31(a)(1))
- To officials of another institute where the student seeks or intends to enroll, or where the student is already enrolled if the disclosure is for purposes related to the student's enrollment or transfer, subject to the requirements of § 99.34. (§ 99.31(a)(2))
- To authorized representatives of the U. S. Comptroller General, the U.S. Attorney General, the U.S. Secretary of Education, or State and local educational authorities, such as a State postsecondary authority that is responsible for supervising the university's State-supported education programs. Disclosures under this provision may be made, subject to the requirements of §99.35, in connection with an audit or evaluation of Federal- or State-supported education programs, or for the enforcement of or compliance with Federal legal requirements that relate to those programs. These entities may make further disclosures of PII to outside entities that are designated by them as their authorized representatives to conduct any audit, evaluation, or enforcement or compliance activity on their behalf. (§§ 99.31(a)(3) and 99.35)
- In connection with financial aid for which the student has applied or which the student has received, if the information is necessary to determine eligibility for the aid, determine the amount of the aid, determine the conditions of the aid, or enforce the terms and conditions of the aid. (§ 99.31(a)(4))
- To organizations conducting studies for, or on behalf of, the institute, in order to: (a) develop, validate, or administer predictive tests; (b) administer student aid programs; or (c) improve instruction. (§ 99.31(a)(6))
- To accrediting organizations to carry out their accrediting functions. (§ 99.31(a)(7))
- To parents of an eligible student if the student is a dependent for IRS tax purposes. (§ 99.31(a)(8))
- To comply with a judicial order or lawfully issued subpoena. (§ 99.31(a)(9))
- To appropriate officials in connection with a health or safety emergency, subject to § 99.36. (§ 99.31(a)(10))
- Information the institute has designated as "directory information" under § 99.37. (§ 99.31(a)(11))
- To a victim of an alleged perpetrator of a crime of violence or a non-forcible sex offense, subject to the requirements of § 99.39. The disclosure may only include the final results of the disciplinary proceeding with respect to that alleged crime or offense, regardless of the finding. (§ 99.31(a)(13))
- To the general public, the final results of a disciplinary proceeding, subject to the requirements of § 99.39, if the institute determines the student is an alleged perpetrator of a crime of violence or non-forcible sex offense and the student has committed a violation

of the institute's rules or policies with respect to the allegation made against him or her. (§ 99.31(a)(14))

- To parents of a student regarding the student's violation of any Federal, State, or local law, or of any rule or policy of the institute, governing the use or possession of alcohol or a controlled substance if the institute determines the student committed a disciplinary violation and the student is under the age of 21. (§99.31(a)(15))

Change of Contact Information

If a student needs to update their contact information, they can do so on their account page in the Quantic application at any time.

VI. Student Code of Conduct

Valar Institute, a Division of Quantic School of Business and Technology ("Valar") requires all students to adhere to this Code of Conduct, which applies to conduct that occurs while you are a member of the Valar community, using Valar's Network, and while you attend or participate in Valar-sponsored activities (such as On-site Conference and Summit events and Student and Alumni Meet-Ups, whether virtually or in-person) ("Valar-based activities"). The Code of Conduct also applies to conduct outside of Valar-based activities that adversely affects Valar, the Valar community, the Valar Network, and/or the pursuit of Valar's objectives.

Each student is responsible for their conduct from the time of application for admission through the actual awarding of a degree, even though conduct may occur before classes begin or after classes end, as well as during the academic year, during periods between terms of actual enrollment (and even if their conduct is not discovered until after a degree is awarded), and while using the Valar Network and participating in Valar-based activities as alumni. The Code of Conduct applies to a student's conduct even if the student withdraws from school while a disciplinary matter is pending. The Senior Director of Student Affairs shall decide whether the Student Code shall be applied to non-Valar-based activities, on a case-by-case basis, in their sole discretion.

Prohibited Conduct

Any student found to have committed or to have attempted to commit the following misconduct is subject to disciplinary sanctions:

1. Cheating, plagiarism, or other forms of academic dishonesty
 - a. For purposes of this policy, the term "cheating" includes, but is not limited to: (1) use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) use of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; (3) the acquisition, without permission, of tests or other academic material belonging to a member of Valar or Quantic staff; (4) engaging in any behavior specifically prohibited by an instructor in the

- course syllabus or class discussion; (5) soliciting written projects or case study solutions from other students or third-party sources.
- b. The term “plagiarism” includes, but is not limited to, the use, by paraphrase or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. Additionally, we consider submissions of work previously submitted by the student for a different purpose or project to be plagiarism (“self-plagiarism”).
 - c. Academic dishonesty includes, but is not limited to, distributing completed coursework to other students in the program without prior explicit approval from Quantic staff, or otherwise making Valar Institute coursework available publicly online.
2. Furnishing false information to any Valar or Quantic official, staff member, or office, or engaging in deceptive, false, misleading, coercive, or fraudulent behavior.
 3. Forgery, alteration, or misuse of any Valar or Quantic document, record, or instrument of identification.
 4. Violating applicable laws or regulations.
 5. Disrupting or obstructing teaching, research, administration, disciplinary proceedings, or other Valar activities.
 6. Using rude or disrespectful language towards Valar or Quantic students, faculty, or staff, or otherwise contributing to a hostile learning environment.
 7. Engaging in threatening, harassing, violent, menacing, disorderly, stalking, vulgar, lewd, obscene, indecent, or defamatory behavior.
 8. Collecting personal information from another without explicit consent, such as making an audio or video record of a community member without knowledge or consent when such a recording is likely to cause injury or distress.
 9. Theft, destruction, or defacement of the property of Valar, Quantic or another person, including distribution of files containing potentially damaging software or programs.
 10. Promoting bigotry, racism, hatred, or harm against any group or individual.
 11. Assault or sexual misconduct.
 12. Solicitation of Valar or Quantic students or alumni for commercial or personal purposes, unless with prior authorization by Valar.
 13. Conduct that violates Valar or Quantic’s Terms of Use, Privacy Policy, Student Handbook, or other Valar or Quantic policies or procedures.
 14. Theft or abuse of Valar or Quantic’s information technology or courseware resources, including but not limited to:
 - a. Unauthorized access to or use of the Network, Valar or Quantic’s website, or other Valar or Quantic resources.
 - b. Use of another individual’s identification and/or password.
 - c. Use of information technology and Network resources to interfere with the work of another student, staff member or Valar or Quantic official.

- d. Use of information technology and Network resources to send obscene or abusive messages.
- e. Access to or use of information technology and Network resources to interfere with, damage, disable, or impair normal operation of the system, platform, or website.
- f. Falsification of digital records pertaining to academic performance or activities.
- g. Publishing coursework solutions on third-party platforms.
- h. Use of information technology and Network resources in violation of Valar or Quantic's policies or federal, state, or local laws or another's legal rights (including intellectual property rights, rights of privacy, or publicity).

Procedure in Case of Violation

For the protection of the Valar Institute community, students engaging in behavior that violates the Code of Conduct will be subject to immediate removal from Slack and/or live online or in-person events. Students may have their community privileges pending the outcome of the disciplinary process. Valar reserves the right to suspend a student who is accused of violating the Code of Conduct pending an investigation.

Valar reserves the right to revoke an individual's use of the Network or other information technology resources at any time with or without notice or cause. The Network is the sole property of Quantic. Use of the Network and emails or other electronic messages received or sent to Valar or Quantic is not guaranteed to be private as we maintain the right to monitor their use at any time with or without notice.

Any member of the Valar community may file a complaint ("complainant") against a student ("respondent") for violations of the Code of Conduct. A complaint shall be prepared in writing and sent via email to complaints@valar.quantica.edu, addressed to the Senior Director of Student Affairs. A complaint should be submitted as soon as possible after the event takes place.

The Senior Director of Student Affairs will first determine if the complaint, if true, would constitute a violation of the Code of Conduct. If it would not, then the Senior Director of Student Affairs will notify the complainant that the complaint is dismissed. If the complaint, if true, would constitute a violation of the Code of Conduct, then the Senior Director of Student Affairs will initiate an investigation and notify the complainant and respondent in writing of the allegations and that an investigation has been initiated. The Senior Director of Student Affairs will convene a three member ad hoc Hearing Committee, consisting of Valar and Quantic staff and/or faculty, to investigate the allegations. The complainant and respondent will both have an opportunity to be interviewed by the committee and provide evidence.

After completion of the investigation, the Hearing Committee will determine whether the Code of Conduct was violated and the appropriate course of action. The Senior Director of Student Affairs will communicate the determination as to whether the Code of Conduct was violated and the corrective action, as applicable, to the student accused of violating the Code of Conduct and the community member who filed the complaint. Privacy will be respected, and information will

only be shared on a need-to-know basis at the discretion of the Senior Director of Student Affairs. The Director's decision is final, unless the student is removed from the program and seeks reinstatement, in which case the Appeals Process applies.

In determining sanctions, several factors are taken into account including the severity of the infringement, intentionality, and whether there is a history of misconduct. A student who violates the Code of Conduct may be subject to the following actions, including but not limited to:

- Revising and resubmitting an assignment;
- Completion of an alternative assignment;
- Receiving a zero for an assignment;
- Permanent removal from cohort Slack room;
- Permanent exclusion from online and in-person events;
- Removal from the Valar program;
- Refusal to grant the student in question an official Valar degree or certificate.

Valar disciplinary proceedings may be instituted against a student charged with conduct that potentially violates both the law and this Code of Conduct without regard to whether a legal proceeding is pending. Proceedings under this Code of Conduct may be carried out prior to, simultaneously with, or following civil or criminal proceedings off campus at the discretion of the Senior Director of Student Affairs.

Appeal Process

If a student is removed from the program due to conduct violations, he or she may appeal the decision at complaints@valar.quantica.edu within three days of the determination requesting reinstatement. Both the complainant and the respondent will have an opportunity to submit written statements to the Chief Academic Officer who will decide the appeal. The decision of the Chief Academic Officer is final and may not be further appealed.

VII. Attendance/Leave of Absence Information

Absence and Tardiness Policies

Valar Institute at Quantica School of Business and Technology delivers all of its curriculum content asynchronously via distance education. Therefore, there are no class periods or other time-based requirements that students must meet that would put them at risk of being absent or tardy.

Since student absence does not apply to Valar Institute at Quantica School of Business and Technology students, students are not at risk for being withdrawn from the program for missing a certain number of calendar days.

Assigning and Grading Makeup Work Due to Absence

Valar Institute at Quantica School of Business and Technology does not assign additional makeup work due to absence. All Valar Institute at Quantica School of Business and Technology students

are required to complete the same coursework, projects, and exams in order to successfully complete the program.

If a student is unable to complete coursework for a period of time and requests an extension, they may be able to complete coursework, exams, or projects at a later date. Each extension request is processed on a case-by-case basis. In the event that a student is completing their work at a later date than scheduled, the following systems are in place:

- Exams and SMARTCASEs are graded automatically, so even if a student completes an exam or SMARTCASE behind schedule they are still able to receive a grade.
- Projects are graded in batches by our expert graders. If a student submits a project late, their submission will be graded along with the following batch submitted to the grading team.

Consequences of Unsatisfactory Attendance and Re-admittance Policy

Valar Institute at Quantic School of Business and Technology does not directly penalize absence, as outlined above. However, progress checkpoints, outlined in the Progress Standards section of this document, allow us to penalize inactivity, or failure to make satisfactory progress, in a similar fashion.

Students who are removed from their program as a result of inactivity may petition Valar Institute at Quantic School of Business and Technology for re-admission to their cohort or deferral to future cohort. These requests are dealt with on a case-by-case basis by Valar Institute at Quantic School of Business and Technology academic staff.

Leave of Absence

Valar Institute at Quantic School of Business and Technology recognizes that events outside of the control of our students may necessitate a leave of absence. It is Valar Institute at Quantic School of Business and Technology's policy to grant these absences on a case-by-case basis. In most cases, students are encouraged to take the time they need to address whatever conditions may be preventing them from completing their program.

Events that qualify for a leave of absence include: death of a family member, sickness, military service, change or loss of employment, and other circumstances that would significantly impact the life of the student.

When students are ready to re-enter their program, they simply contact us and are enrolled in a cohort that is at a similar point in the curriculum schedule as when the student took leave.

Students are limited to two leaves of absence. If a student requests additional leave, they are instructed to withdraw from the program and reapply when they are ready to resume.

If a student does not resume coursework when they return from a leave of absence, they are removed from the program according to the process outlined in the Progress Standards section of this catalog.

VIII. Tuition, Fees, and Refunds

Enrollment Charges

Valar Institute at Quantic School of Business and Technology tuition and fees by program:

Program	Tuition	Other Fees
EMBA in Strategic Leadership	\$9,600 (scholarships available)	\$0

Events such as Conferences are not included in a student's tuition. These events are purely optional and have no impact on a student's final grade or course credits. Pricing for these events is communicated to students in a timely manner and measures are taken to reduce costs for students as much as possible.

Financial Assistance

Valar Institute at Quantic School of Business and Technology does not participate in the federal student aid program and does not provide loans to students.

All applicants to Valar at Quantic are eligible for scholarship awards on the basis of need and merit. Valar's scholarship awards broaden access to the EMBA program in support of the institution's mission.

Payment Plan

Three tuition payment programs are available for the EMBA Program:

- A one-time payment of \$8,000.00*
- A payment of \$4,400 at the beginning of the program, and a second payment of \$4,400 twelve months later, totaling \$8,800.*
- 12 monthly payments of \$800.00.

** Valar Institute at Quantic School of Business and Technology offers tuition savings for students who pay using the single payment program or two-payment program. This opportunity is available only to individuals who have been accepted into the Executive MBA program and who opt into one of these payment programs. The amount of tuition savings will vary based on scholarship amount offered.*

Valar at Quantic does not charge an Annual Percentage Rate (APR) or interest charges to students who participate in tuition payment programs. Valar at Quantic does not charge penalties for late payment, but students may be removed from their program for failure to pay on the agreed upon schedule.

At enrollment, students can opt into one of the payment programs. Students enroll in this plan with a credit card. Failure to make scheduled payments puts students into a warning status where they receive a message when they enter the Quantic application alerting them that their payment

is due. If the student does not complete their payment, they are placed into a locked status and cannot access course content until their payment is made. After 7 days in the locked status, the student is administratively withdrawn due to lack of payment.

Withdrawal/Cancellation Policy

Students may notify Valar Institute at Quantic School of Business and Technology of their enrollment withdrawal/cancellation by any manner; however, most students choose to do so via email (support@valar.quantica.edu). Valar Institute at Quantic School of Business and Technology's phone number and headquarters address are available on the Valar at Quantic website, and multiple communication mechanisms exist throughout the Quantic platform, allowing students to contact Valar at Quantic staff by email.

Students may request a refund of all monies paid anytime within the first month of their cohort start date.

Students who cancel their enrollment in Valar Institute at Quantic School of Business and Technology are removed from their cohort. Withdrawn students retain access to a selection of courses but may not complete the remainder of the degree.

Refund Policy

Refunds are processed according to the following Refund Schedule for those who withdraw or are dismissed. Withdrawals may be communicated by students in any manner; however, Valar Institute at Quantic School of Business and Technology strongly recommends submitting requests in writing to billing@valar.quantica.edu to ensure timely processing. Tuition refunds are processed within 30 days of receipt of the refund request.

Students who are dismissed from Valar may receive a refund by contacting billing@valar.quantica.edu within 30 days of dismissal according to the following schedule:

Progress Benchmark	Percentage of Total Tuition Refunded to the Student	Percentage of Total Tuition Retained by Quantic
Prior to beginning any of the concentrations listed below	100%	0%
Before completing one concentration	90%	10%
After completing one concentration but before completing two concentrations	75%	25%
After completing two concentrations but before completing four concentrations	50%	50%
After completing four concentrations	0%	100%

“Completing” a concentration is defined as completing all lessons required to unlock the concentration exam.

The concentrations referenced in this refund policy are the following:

- Leadership Foundations
- Organizational Behavior
- Strategy & Global Economics
- Marketing & Pricing
- Business Communication
- Financial Management
- Strategic Leadership
- Advanced Corporate Strategy
- Creativity & Innovation

Refund amounts are based on the total amount of tuition stated in the enrollment agreement (“Total Tuition”), regardless of how much has been paid by the student at the time of withdrawal or dismissal.

Example:

If a student's Total Tuition is \$9,600 and the student has completed two concentrations (e.g., Leadership Foundations and Organizational Behavior) at the time of withdrawal, then the student is eligible for a 50% refund of Total Tuition, which will be paid as follows:

1. If the student has paid all of the Total Tuition prior to withdrawal (\$9,600), then the student is eligible for a refund of \$4,800 (50% of \$9,600), and Valar at Quantic retains \$4,800 (50% of \$9,600).
2. If the student has paid half of the Total Tuition prior to withdrawal (\$4,800), then the student is eligible for no refund, and Valar at Quantic retains \$4,800 (50% of \$9,600).
3. If the student has paid three-fourths of Total Tuition (\$7,200), then the student is eligible for a refund of \$2,400 (\$7,200-\$4,800) and Valar at Quantic retains \$4,800 (50% of Total Tuition).

For additional questions about refunds, please email billing@valar.quantice.edu.

Student Tuition Recovery Fund

The State of California established the Student Tuition Recovery Fund (STRF) to relieve or mitigate economic loss suffered by a student in an educational program at a qualifying institution, who is or was a California resident while enrolled, or was enrolled in a residency program, if the student enrolled in the institution, prepaid tuition, and suffered an economic loss. Unless relieved of the obligation to do so, you must pay the state-imposed assessment for the STRF, or it must be paid on your behalf, if you are a student in an educational program, who is a California resident, or are enrolled in a residency program, and prepay all or part of your tuition. You are not eligible for protection from the STRF and you are not required to pay the STRF assessment, if you are not a California resident, or are not enrolled in a residency program.

It is important that you keep copies of your enrollment agreement, financial aid documents, receipts, or any other information that documents the amount paid to the school. Questions regarding the STRF may be directed to the Bureau for Private Postsecondary Education, 1747 North Market Blvd., Suite 225, Sacramento, CA 95834, (916) 574-8900 or (888) 370-7589.

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

1. The institution, a location of the institution, or an educational program offered by the institution was closed or discontinued, and you did not choose to participate in a teach-out plan approved by the Bureau or did not complete a chosen teach-out plan approved by the Bureau.
2. You were enrolled at an institution or a location of the institution within the 120 day period before the closure of the institution or location of the institution, or were enrolled in an educational program within the 120 day period before the program was discontinued.

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

To qualify for STRF reimbursement, the application must be received within four (4) years from the date of the action or event that made the student eligible for recovery from STRF.

A student whose loan is revived by a loan holder or debt collector after a period of noncollection may, at any time, file a written application for recovery from STRF for the debt that would have otherwise been eligible for recovery. If it has been more than four (4) years since the action or event that made the student eligible, the student must have filed a written application for recovery within the original four (4) year period, unless the period has been extended by another act of law.

However, no claim can be paid to any student without a social security number or a taxpayer identification number.

IX. Program Curriculum

Program Goals

Valar Institute at Quantic School of Business and Technology is dedicated to helping students acquire the knowledge and skills they need to succeed in business environments. The following program goals guide Valar Institute at Quantic School of Business and Technology in developing the curricula, features, and learning outcomes of each program.

EMBA in Strategic Leadership

Graduates from the EMBA in Strategic Leadership will gain a strong foundation in all aspects of business and apply this knowledge to positively influence the business environment. Additionally, they will identify challenges and opportunities, recommend courses of action, and communicate outcomes as effective leaders and managers in business.

Graduates from the EMBA in Strategic Leadership will be able to:

- Integrate concepts, theories, and practices across all core subject areas to address complex business questions and make effective decisions.

- Formulate and execute strategic solutions to vital business issues that integrate the needs of multiple stakeholders.
- Effectively communicate and collaborate at an executive level.
- Apply modern research skills to evaluate information for accuracy across various databases, procure innovative sources, and utilize research professionals to offer business solutions.
- Apply socially responsible leadership skills and adhere to professional ethical standards.
- Build and lead high-functioning teams.
- Understand how organizations create value and analyze the factors that impact an organization's ability to do so.
- Create a business consultancy plan that develops skills in leadership, strategy, communication, and conflict resolution.

Program Learning Outcomes

The following learning outcomes are organized by degree and core subject areas, which are equivalent to courses.

EMBA in Strategic Leadership

Graduates of the EMBA in Strategic Leadership program will learn and be able to do the following at the conclusion of each core subject area.

1. **Leadership Foundations**: What makes an exceptional leader? Are great leaders made or born? Learn to take the lead in any situation, even across cultural boundaries.
 - a. **Theories of Leadership**: Assume the role of an effective leader by interpreting what characterizes leadership and how it can be fostered.
 - b. **Cultural Intelligence**: Interpret, lead, and form strong relationships with people from different cultures.
 - c. **Developing a Corporate Philosophy**: Analyze the characteristics of an effective company philosophy and create a company vision.
 - d. **Business Ethics and Social Responsibility**: Apply concepts in business ethics to internal and external corporate decision-making.
 - e. **Talent Management**: Hire, develop, and retain the talent you need to execute your business's strategy.
2. **Organizational Behavior**: Teamwork makes the dream work, but what makes a team work? Here you'll learn the ins and outs of working in teams and how to navigate power dynamics and ensure that your team is functioning both effectively and equitably.

- a. **Power & Influence:** What is power, and how do you get it? In this course, you'll learn the different types and sources of power, as well as how politics can be used to gain and keep power in a business setting.
 - b. **Organizational Behavior Working in Groups and Teams:** Examine how to make groups and teams function effectively by dissecting what they are and how they work.
 - c. **Organizational Structure and Culture:** Evaluate the structure and culture of organizations by learning what they consist of and how they change.
 - d. **Diversity, Equity & Inclusion:** Harness the power of diversity to improve business outcomes through supporting equity and inclusion in the workplace.
3. **Strategy & Global Economics:** How do companies gain and sustain a competitive advantage in an increasingly complex global business environment? Apply essential tools, frameworks, and an understanding of international trade to make effective strategic decisions.
- a. **Strategy I Business-Level Strategy:** Leverage the core principles of strategic analysis to evaluate a business's competitors, industry, and resources.
 - b. **Strategy II Corporate-Level Strategy:** Examine how firms use corporate-level strategy to gain competitive advantage in multiple businesses.
 - c. **Implementing Strategy:** Master the strategy implementation process from creating a strategic plan to aligning operations and monitoring performance.
 - d. **Macroeconomics: International Trade:** Analyze why countries trade and how international trade affects labor, prices, exchange rates, and more.
 - e. **Strategy III International Strategy:** Determine how companies gain competitive advantage when expanding internationally.
4. **Marketing & Pricing:** Do you have a product or service to sell? For it to be successful in market, you'll need to communicate its value to consumers and price it appropriately. How do you convey its features and benefits effectively? What pricing structures will you use to maximize profit? These are just some of the questions your marketing and pricing strategies need to address.
- a. **Marketing Fundamentals:** Design and create a marketing strategy, from the situation analysis to the value proposition, and everything in between.
 - b. **Marketing Mechanics:** Organize the tools needed to effectively bring a product to market.

- c. **Brand Development and Management:** Design and leverage a strong brand using practical tips for bringing your brand to life.
 - d. **Digital Marketing Fundamentals:** Identify the tools and techniques needed to run an effective digital marketing campaign and compare the benefits and challenges of each digital channel.
 - e. **Pricing I Fundamentals:** Evaluate the methods and principles for pricing goods and services and determine how pricing relates to value.
5. **Business Communication:** Communication is key, whether you're pitching a business idea to potential investors or outlining the latest corporate policy change to stakeholders. Write compellingly, speak persuasively, and project an authoritative presence.
- a. **Effective Business Writing:** Get past writer's block and produce polished documents that pack a punch in this course on effective business writing.
 - b. **Executive Presence:** Some people can walk into any room and easily take command—even without a rank or title. Find out what makes up this "executive presence" and how can you use it to improve your own leadership.
 - c. **Business Storytelling:** Learn to use stories in a business context to engage and persuade your audience.
 - d. **The Art of Negotiation:** Build essential strategies and tactics for successful negotiation.
 - e. **The Art of the Presentation:** Learn how to craft an artful presentation, from essential preparation steps to masterful delivery.
 - f. **Developing a Business Plan:** Discover what it takes to be a successful entrepreneur and learn how to create an effective business plan.
6. **Financial Management:** From retained earnings to ROIC, explore the ins and outs of managing the financial side of a business.
- a. **Introduction to Accounting:** Accounting is all about balance. Learn how balance dictates how transactions are recorded and turned into financial statements.
 - b. **Finance Time Value of Money:** Develop mathematical ability around the time value of money and master foundational financial terminology.
 - c. **Value Creation:** The goal of every business is to create value. But what is value, exactly, and how do you measure it? Why do some businesses create more value than others, and how can you do the same?

- d. **Introduction to Business Analytics:** Find out what business analytics is and how it's used in everyday business practices.
7. **Strategic Leadership:** What qualities and habits make someone an effective strategic leader? What tools can they use to analyze their environment, make smart strategic decisions, and ensure their team follows through? Learn this and more.
- a. **Strategic Leadership:** Explore essential strategy tools and learn how to apply them to create competitive advantage.
 - b. **Strategic Frameworks:** Explore essential strategy tools and learn how to apply them to create competitive advantage.
 - c. **Strategic Decision-Making:** Why do so many companies struggle to make important decisions quickly and well? In this course, you'll combat cognitive bias and bypass bureaucracy to streamline your organization's decision-making process.
 - d. **Balanced Scorecard:** Create, implement, and track a successful business strategy using the Balanced Scorecard method.
 - e. **Change Leadership:** Businesses must constantly adapt to keep up in the modern world—but how do you lead change effectively? Learn to build change from the bottom up and overcome resistance in this course.
8. **Advanced Corporate Strategy:** Corporate executives must navigate complex decisions involving multiple businesses and stakeholders. Evaluate common corporate strategies and apply best practices for pursuing them.
- a. **M&A I: Theory and Practice:** Explore the fundamental concepts and processes of mergers and acquisitions, from what an acquisition is to preventing hostile takeovers.
 - b. **Vertical Integration:** Understand how and why firms pursue vertical integration as a growth strategy.
 - c. **Diversification:** Examine the reasons why companies diversify and explore the different approaches they can take.
 - d. **Cooperative Strategy and Strategic Alliances:** Discover how firms use cooperative strategy to realize shared objectives by forming and managing alliances.
 - e. **Corporate Governance:** Survey the systems and relationships through which an organization is controlled and directed.

9. **Creativity & Innovation:** Worried that business opportunities might pass you by? Unsure how to compete in a crowded market? Shake up your workaday work day and unleash your inner business genius.
- a. **Design Thinking:** Design thinking brings the dynamic mindset and methods of designers to the tasks of problem-solving.
 - b. **Innovation Fundamentals:** Master the elements of innovation, from identifying sources of innovation to determining the optimal time to enter the market.
 - c. **Opportunity Recognition:** What is a business opportunity, and how do you spot one? Learn methods for identifying and vetting opportunities.
 - d. **Blue Ocean Strategy:** Learn how to create uncontested market space and make your competition irrelevant.

Prerequisites

None of Valar Institute at Quantic School of Business and Technology's programs require specific educational or experiential prerequisites.

Required Courses and Credential Awarded Upon Completion

Note: Valar Institute at Quantic School of Business and Technology courses are unique in design and delivery, and therefore do not directly correlate with traditional calculations for credit hours per course. Given the interconnected nature of Valar Institute at Quantic School of Business and Technology's coursework, credit hours are more applicable to sections of coursework rather than individual courses. Valar at Quantic's EMBA in Strategic Leadership is 30 semester credit hours.

Valar Institute at Quantic School of Business and Technology has adopted the Federal Credit Hour definition within its internal Credit Hour Policy.

FEDERAL CREDIT HOUR DEFINITION

A credit hour is an amount of work that reasonably approximates not less than:

1. *One hour of classroom or direct faculty instruction and a minimum of two hours of out-of-class each week for approximately 15 weeks for one semester or trimester hour of credit, or 10 to 12 weeks for one quarter hour of credit, or at least the equivalent amount of work over a different amount of time; or*
2. *At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.*

A semester hour must include at least 37.5 clock hours of instruction.

1. EMBA in Strategic Leadership Program

Credential Awarded upon Completion

Master's Degree

EMBA in Strategic Leadership Required Concentrations

MGMT 510: Leadership Foundations (3 credit hours):

- Theories of Leadership
- Cultural Intelligence
- Developing a Corporate Philosophy
- Business Ethics and Social Responsibility
- Talent Management
- Exam 1: Leadership Foundations Exam
- Project 1: Leadership Foundations Project

MGMT 520: Organizational Behavior (3 credit hours):

- Power & Influence
- Organizational Behavior Working in Groups and Teams
- Organizational Structure and Culture
- Diversity, Equity & Inclusion
- Exam 2: Organizational Behavior Exam
- Project 2: Organizational Behavior Project

STRT 540: Strategy & Global Economics (3 credit hours):

- Strategy I Business-Level Strategy
- Strategy II Corporate-Level Strategy
- Implementing Strategy
- Macroeconomics: International Trade
- Strategy III International Strategy
- Exam 3: Strategy & Global Economics Exam
- Project 3: Strategy & Global Economics Oral Presentation (proctored exam)

MARK 540: Marketing & Pricing (3 credit hours):

- Marketing Fundamentals
- Marketing Mechanics
- Brand Development and Management
- Digital Marketing Fundamentals
- Pricing I Fundamentals
- Exam 4: Marketing & Pricing Exam

MGMT 530: Business Communication (3 credit hours):

- Effective Business Writing
- Executive Presence
- Business Storytelling

- The Art of Negotiation
- The Art of the Presentation
- Developing a Business Plan
- Exam 5: Business Communication Exam
- Project 4: Business Communication Oral Presentation (proctored exam)

FINC 530: Financial Management (3 credit hours):

- Introduction to Accounting
- Finance Time Value of Money
- Value Creation
- Introduction to Business Analytics
- Exam 6: Financial Management Exam

STRT 571: Strategic Leadership (3 credit hours):

- Strategic Leadership
- Strategic Frameworks
- Strategic Decision-Making
- Balanced Scorecard
- Change Leadership
- Exam 7: Strategic Leadership Exam
- Project 5: Strategic Leadership Project

STRT 585: Advanced Corporate Strategy (4 credit hours):

- M&A I: Theory and Practice
- Vertical Integration
- Diversification
- Cooperative Strategy and Strategic Alliances
- Corporate Governance
- Exam 8: Advanced Corporate Strategy Exam

STRT 550: Creativity & Innovation (2 credit hours):

- Design Thinking
- Innovation Fundamentals
- Opportunity Recognition
- Blue Ocean Strategy
- Exam 9: Creativity & Innovation Exam

BUS 699: Business Consultancy Plan Capstone Project: (3 credit hours)*

- Developing a Business Plan
- The Art of Presentation
- Capstone Oral Presentation (proctored exam)
- Final Project Submission

For their Capstone Project, students in the EMBA in Strategic Leadership program are required to create a business consultancy plan for an external organization. Student must submit a one-

page response to a very short client brief in order to win the consultancy project, the decision about which will be made by Valar faculty and staff. Over the course of five months, students will then meet with their client and develop a consultancy plan informed by their client's needs. While the final format of the plan may vary depending on the client's requirements, all consultancy plans should include an Executive Summary, Company Overview, Problem Statement, Research Overview, Theories and Frameworks Discussion, Statement of Recommendations, Strategic Action Plan, Costings Plan, and Reflective Statements (one for each team member). Students must receive at least a 3 (out of 5) in order to graduate. After the Capstone Project is complete, students record a video presentation of their recommendations on behalf of your client to be reviewed and graded by Valar faculty, and must receive a 2 (out of 5) to graduate.

**While not technically a concentration, the Capstone Project represents a substantial portion of the students' workload. Credit hours have been calculated accordingly.*

EMBA in Strategic Leadership Project Learning Outcomes

Leadership Foundations Project:

- Reflect on your own leadership approach and efficacy.
- Identify ways you can improve and develop as a leader.

Organizational Behavior Project:

- Apply your business knowledge to a real-world situation.
- Prepare an engaging, clear, and organized Diversity, Equity and Inclusion (DEI) executive report.

Strategy & Global Economics Oral Presentation:

- Apply your business knowledge to a real-world situation.
- Deliver an engaging, clear, and organized oral response.

Business Communication Oral Presentation:

- Use business storytelling to articulate your role as a strategic leader.
- Establish executive presence through artful presentation of self.

Strategic Leadership Project:

- Apply your strategic leadership, change leadership and organizational behavior knowledge to a real-world situation.
- Prepare an engaging, clear, and organized written report.

Business Consultancy Capstone Project:

- Work effectively in a consultancy project team, whilst developing skills in a wide range of areas including leadership, communication, reflection, creativity, innovation and conflict resolution.

- Build effective relationships with a client and other stakeholders.
- Critically apply business and management concepts, integrating across several business disciplines, to analyze a client's situation, research and evaluate solutions and develop practical recommendations with an outline implementation plan.
- Reflect on specific learning experiences that helped you to achieve your goals.

Valar Institute at Quantic School of Business and Technology programs do not include contact hours of lecture, lab, or externship.

Course Descriptions

A complete Valar Institute at Quantic School of Business and Technology Core Subject Area Catalog is attached at the end of this document. This catalog includes course titles and course descriptions for all offered coursework.

Internships, Externships, and Production Work Requirements

Valar Institute at Quantic School of Business and Technology programs do not currently include requirements for any internship, externship, or production work.

Instructional Team Accessibility

The Valar Institute at Quantic School of Business and Technology instructional team does not instruct classes in a live teaching environment and therefore its members do not hold regularly scheduled class hours. Students can request to be put in contact with subject matter experts or instructors by emailing academics@valar.quantica.edu. Student inquiries and requests for assistance are addressed in a timely manner by Valar Institute at Quantic School of Business and Technology staff or the Instructional Team. Students can also schedule video conference office hours with subject matter experts. These sessions are scheduled according to availability, and do not follow a set schedule.

Academic Support Services

The Valar Institute at Quantic School of Business and Technology Student Support Team is available to answer academic, administrative, and financial inquiries Monday to Friday, 9:00am—5:00pm ET. If the Student Support Team is unable to resolve a student inquiry, the request is referred to the appropriate Instructional Team member or administrative staff member. If necessary, Instructional Team members or other administrators will correspond with the student directly, or meet with them over video conference. Student support requests are addressed in a timely manner, typically within 24 hours of receipt.

Students who have questions while completing coursework have the option of using the “Feedback” tab available on every Quantic screen. Using this tab creates a record of the screen that prompted the learner’s question, and allows the Student Support Team to provide relevant feedback. Feedback emails are addressed by subject matter experts. Valar at Quantic regularly surveys students to assess satisfaction with the program and also reviews student performance to determine whether program improvements are needed, in line with Valar at Quantic’s mission.

Students who have fallen behind in their progress or who otherwise require support to meet the academic demands of the program can reach out to a Valar at Quantic Academic Counselor for help by reaching out over Slack or by emailing academicadvising@valar.quantica.edu. Academic Counselors provide assistance to struggling students by developing progress plans to get students back on track, connecting them with appropriate members of the Instruction Team for one-on-one help, and offering resources for improving study skills and mental wellbeing.

Valar Institute at Quantic School of Business and Technology provides office hours for its Librarian and access to the ProQuest One Business and Statista databases to all students.

Finally, Valar Institute at Quantic School of Business and Technology Instructional Team members hold office hours during select concentrations, and review student progress and offer advice on Capstone projects via video conference.

Graduation Requirements

To graduate from the EMBA in Strategic Leadership program, students must:

- Complete all courses in their curriculum within the required time frame
- Complete all exams in their curriculum within the required time frame
- Achieve scores of at least 80% in the graded SMARTCASE lessons
- Complete all assigned projects and proctored oral examinations
- Submit the required documents that confirm identity, eligibility and past academic performance
- Achieve a final program score of at least 70% (detailed grade breakdowns are provided in the *Required Grades* section of this catalog)

Career Advising and Placement Services

Students with questions about career planning can reach out to our Career Services team at careers@valar.quantica.edu. Career Services currently offers one-on-one career and resume consultations, as well as feedback on students' LinkedIn profiles. Students are also encouraged to complete the elective, "Get Hired: Showcasing Yourself" course, which provides them with tips for resume and cover letter completion, as well as interviewing best practices.

X. Minimum Technology Requirements

Accessing all Valar Institute at Quantic School of Business and Technology courses requires a working internet connection. In addition, for the best experience, we recommend that students update to the latest stable release of their operating system and browser. Note that Valar Institute at Quantic School of Business and Technology does not actively block access to any unsupported versions of browsers and operating systems, but we cannot guarantee stability and performance if the minimum thresholds below are unmet.

Browsers and Operating Systems

- Microsoft Windows 7+
 - Chrome 51+, latest stable recommended
 - Firefox 49+, latest stable recommended
 - Internet Explorer 10+, Edge or Chrome recommended
 - Edge 31+, latest stable recommended
- Mac OS X 10.9+
 - Chrome 51+, latest stable recommended
 - Firefox 49+, latest stable recommended
 - Safari 9+, latest stable recommended
- iOS 9+
 - Mobile Safari
- Android 4.4+
 - Chrome for Android 51+, latest stable recommended
 - Note: we do not support the legacy Android browser
- Linux (beta)
 - Ubuntu 16.04+
 - Fedora 25+
 - Red Hat Enterprise Linux 7+
 - Chrome 51+, latest stable recommended

Bandwidth

- Desktop: Broadband service; minimum 300 kbps up/down, 5 Mbps+ recommended
- Mobile: 4G+ connection required, LTE recommended

Third-Party Software Requirements

- Slack: Students who are accepted into all degree programs will be required to use Slack for exercises and collaboration. Slack system requirements can be found [here](#).
- Excel: While not required, students who are accepted into all degree programs are recommended to have access to Microsoft Excel 2016. Students without access to this software may substitute Google Sheets or an older version of Excel. Microsoft Office system requirements can be found [here](#).

XI. Owner and Instructional Team Information

Legal Control

Quantic Holdings, Inc., doing business as Valar Institute at Quantic School of Business and Technology, is a corporation formed in Delaware and registered to do business in the District of Columbia.

Powers, Duties, and Responsibilities

Valar Institute at Quantic School of Business and Technology is governed by a Management Committee, which consists of the senior officers of the company. Their names, positions, and responsibilities are outlined below. Students do not participate in the institutional governance.

- Tom Adams, Chairman
- Bill Fisher, CEO
- Alexie Harper, Chief Product Officer, Chief Academic Officer
- Ori Ratner, Chief Technology Officer
- Matt Schenck, Executive Vice President

Administrators and Advisors

A complete list of administrative and advisory staff is included below.

Name	Position
Bill Fisher	CEO
Alexie Harper	Chief Product Officer/Chief Academic Officer
Ori Ratner	Chief Technology Officer
Matt Schenck	Executive Vice President
Michael Machen	Vice President for Regulatory Affairs
Rachel Fletcher	Director of Marketing and Brand
Skylar Neil	Senior Director of Academic Affairs
Justin Wise	Program Operations Lead
Reema Raddar	Project Operations Coordinator
John Yates	Project Operations Coordinator
Natalie Sappleton	Director of Academic Programs, Business
Cuddalore Sundar	Associate Director of Academic Programs, Business
Nan Zhang	Marketing Subject Matter Expert
Michael Sahloul	Accounting Subject Matter Expert
Eleonora Carr	Accounting Subject Matter Expert
Brant Pearson	Strategy and Leadership Subject Matter Expert
Magdalena Cutler	Economics and Data & Decisions Subject Matter Expert
Sara Alshareef	Leadership and Entrepreneurship Subject Matter Expert
Harsh Mishra	Leadership and Entrepreneurship Subject Matter Expert

Kristina Batiste	Librarian
Emily Straker-Barak	Academic Advisor Lead
Jennifer Bonk	Academic Advisor
Emily Merlino	Director of Engagement
Grace Erdmann	Engagement Lead
Grace Liaw	Engagement Coordinator
Kamesha Phillips	Academic Engagement Coordinator
Lara Schenke	Student Events Lead
Lisa Park	Enrollment Services Director
David McKee	Senior Enrollment Coordinator
Alyssa Reid	Enrollment Coordinator
Arielle Brown	Enrollment Coordinator
Katie Gallagher	Enrollment Coordinator
Anna Thompson	Enrollment Coordinator
Sarah Harder	Director of Student Support
Meaghan Isgett	Bursar
Hannah Watkins	Student Account Specialist
Nick Stevens	Student Support Associate
Carly Heider	Student Support Associate
Lisa Thompson	Director of Career Services
Kristina Wessel	Director of Admissions
Melissa Braun	Admissions Counselor Manager
Senka Haveric	Admissions Counselor Manager
Jill Ouikahilo	Admissions Counselor Manager
Maureen Wysocki	Admissions Counselor Manager
Trish Kredell	Admissions Training Manager
Gavin Moore	Director of Admissions Operations
Theresa Stockdale	Director of Outreach and Admissions
Rachel Hanson	Admissions Support Lead

Instructional Team Members

A complete list of Instructional Team members is included below, along with academic credentials.

Name	Courses Taught	Role	Academic Credential
Al-Abdullah, Muhammad	Blockchain	Subject Matter Expert	PhD, Computer and Information Systems Security / Information Assurance (Virginia Commonwealth University); Certified Anti-Money Laundering Specialist (CAMLs)
Alshareef, Sara	Leadership, Entrepreneurship	Subject Matter Expert	PhD, Management (Royal Holloway, University of London); MSc, Management (Birkbeck, University of London)
Aydogdu, Murat	Data Science	Subject Matter Expert	MIDS, Master of Information and Data Science (University of California, Berkley); PhD, Finance, minor in Statistics (The University of Iowa)
Bachor, Vernon	Strategy	Subject Matter Expert	PhD, International Business, Strategy, Technology & Innovation (University of Calgary); MBA, Information Technology and Finance (University of Calgary)
Barr, Dan	Finance, Accounting	Adjunct Content Advisor	BA, Economics (Southern Methodist University); Chartered Alternative Investment Analyst; Earned CFA Level II
Barrows, Ed	Strategy, Organizational Behavior	Subject Matter Expert	DBA (Cranfield School of Management, Cranfield University); MBA, concentration General Management (McDonough School of Business, Georgetown University); BS, Business Administration with a concentration in Accounting (School of Management, Boston University)

Berk, Jeffrey	Entrepreneurship	Adjunct Content Advisor	MBA, Marketing, Entrepreneurship (University of Chicago); BA, Business and Accounting (University of Kansas)
Breitbach, Elizabeth	Economics, Finance	Subject Matter Expert	PhD, Economics (University of Nebraska-Lincoln); BA Mathematics, BA Business Administration, concentration in Finance (Clarke University)
Brown, Jay	Operations Management	Subject Matter Expert	PhD, Business Administration with Operations Management major and Applied Statistics minor (Kent State University)
Burt, Ian	Accounting	Subject Matter Expert	PhD, Accounting (University of Waterloo)
Carr, Eleonora	Accounting	Subject Matter Expert	DBA (Temple University)
Choi, JaeHoon	Statistics	Subject Matter Expert	PhD, Computer Science and Information Systems (University of Colorado); MS, Information Management (Syracuse University)
Cohen, Rebecca	Marketing	Adjunct Content Advisor	MBA (American University, Kogod School of Business)
Connell, Carol	Strategy, Organizational Behavior	Subject Matter Expert	PhD, Strategic Management (University of Glasgow, Adam Smith School of Business); MBA, (Columbia University Business School); INSEAD Executive Program
Cuddalore, Sundar	Economics, Finance	Subject Matter Expert	PhD, Financial Economics (University of New Orleans)
Cutler, Magdalena	Economics, Statistics	Subject Matter Expert	PhD, Economics and Industrial Organization (Arizona State University); MS, Information Management (Arizona State University)

Derstine, Heidi	Accounting	Adjunct Content Advisor	MS, Accounting (James Madison University); CPA
DiMartino, Karen	Leadership, Strategy	Adjunct Content Advisor	MBA, Business Administration and Management (Northeastern University); BA, Economics, Environmental Studies (Dartmouth)
Douglass, J.D.	Statistics	Adjunct Content Advisor	MBA (Western Washington University)
Drake, Pamela	Accounting	Subject Matter Expert	Chartered Financial Analyst, PhD, Finance (University of North Carolina)
Drane, Taylor	Economics	Adjunct Content Advisor	MA, Economics (University of Kansas)
Elkhoury, Charbel	Computer Science	Subject Matter Expert	PhD, Information Technology Management (Capella University); MBA (Lebanese-American University); BS, Computer Science (Concordia University)
Espinosa, Maikel Leon	Statistics	Subject Matter Expert	PhD, Computer Science (Hasselt University); MS, Computer Science (Central University of Las Villas)
Ford, Brent	Finance	Adjunct Content Advisor	Master's Degree (University of North Carolina at Chapel Hill), Certified Financial Planner (Certified Financial Planner Board of Standards, Inc)
Fortmann, Lea	Economics	Subject Matter Expert	PhD, Environmental Economics (The Ohio State University)
Fried, Zev	Accounting	Subject Matter Expert	PhD, Accounting (University of Houston); MS, Accountancy (University of Houston)
Ganpati, Vish	Strategy, Entrepreneurship	Adjunct Content Advisor	MBA (Tuck School of Business Dartmouth College); MS, Operations Research (Louisiana State University)

Gosselin, Patrick	Finance	Adjunct Content Advisor	CFA Level III, MBA (Texas A&M University)
Hammond, Breonna	Law	Subject Matter Expert	JD, (Wake Forest University School of Law)
Harper, Alexie	Administration	Chief Academic Officer	MA, Irish and Irish-American Studies (NYU), AB, English and American Literature and Language (Harvard University)
Horneber, Jesse	Accounting	Adjunct Content Advisor	MA, Accountancy (James Madison University)
Jansen, Gregory	Statistics	Adjunct Content Advisor	MS, Statistics (University of Georgia)
Johnston, Rick	Accounting	Subject Matter Expert	PhD, Accounting (University of Pennsylvania, Wharton)
Grizel, Pierre-Julien	Computer Science	Adjunct Content Advisor	Master in Digital Transformation, IT specialization (EPITA)
Kolodinsky, Robert	Organizational Behavior	Subject Matter Expert	PhD, Business Administration (Florida State University)
Lanza, Kerry	Leadership	Subject Matter Expert	DBA, Marketing, Strategy and Leadership (University of Phoenix); MBA, Marketing (DeVry University)
Liu, Richard	Law	Subject Matter Expert	Solicitor (Admitted – England, Wales, New York, USA), Postgraduate diploma, Legal Practice (Accelerated LPC) (BPP Law School, BPP University); LLM (Harvard Law School); BA (Hons), Law (Clare College, University of Cambridge)
Lucash, Peter	Leadership	Subject Matter Expert	EdD, Organizational Leadership (Northeastern University), MBA (Columbia University),
Meir, Miryam	Computer Science	Industry Expert	MA Candidate in China Studies (Yenching Academy of Peking University)

Mendoza, Jose	Marketing	Subject Matter Expert	DBA, Cranfield University
Mishra, Harsh	Leadership, Entrepreneurship	Subject Matter Expert	PhD, International Business & Strategy (Temple University); MBA, International Business (Indian Institute of Foreign Trade)
Morris, Colleen	Marketing	Industry Expert	MBA (Wharton School of Business, University of Pennsylvania)
Mousa, Fariss-Terry	Strategy	Subject Matter Expert	PhD, Strategic Management and Entrepreneurship (Washington State University)
Osafo, Emmanuel	Leadership	Subject Matter Expert	PhD, Organizational Leadership, Policy, and Development (University of Minnesota); MS, Psychology (Missouri State University)
Pearson, Brant	Strategy, Leadership, Operations Management	Subject Matter Expert	PhD, Organizational Development and Leadership (Ashford University); MBA, Business Administration (Ferris State University)
Pew, Ethan	Marketing	Subject Matter Expert	PhD, Marketing (University of Colorado at Boulder)
Ratner, Ori	Administration	Chief Technology Officer	BS, Computer Science (University of Virginia)
Ratti, Pamela	Marketing	Industry Expert	MA, International Marketing (University of Miami School of Business)
Richard, Linda	Statistics	Adjunct Content Advisor	BA, Mathematics (Carleton College), Master in Teaching (Seattle University), MS, Operations Research (University of North Carolina at Chapel Hill)

Riehl, John	Computer Science	Adjunct Content Advisor and Industry Expert	MS, Software Design and Programming (University of Denver) MS, Computer Engineering (Wright State University)
Robaina, Juan Carlos	Marketing	Adjunct Content Advisor	MBA (Florida International University)
Rutherford, Matthew	Corporate Governance	Subject Matter Expert	PhD, Management (University of Georgia)
Sahloul, Michael	Accounting	Subject Matter Expert	DBA, Accounting (Liberty University)
Sapleton, Natalie	Leadership, Entrepreneurship, Strategy	Academic Program Director, Business and Subject Matter Expert	Masters in Research (Manchester Metropolitan University); PhD, Entrepreneurship (Manchester Metropolitan University)
Scopelliti Leo, Diana	Law	Subject Matter Expert	JD (Benjamin N. Cardozo School of Law, Yeshiva University)
Shoemaker, Stowe	Marketing	Subject Matter Expert	PhD, Hospitality Administration (Cornell University)
Simmons, Rebecca	Project Management	Adjunct Content Advisor	MBA (James Madison University College of Business)
Thompson, Lauren	Leadership	Subject Matter Expert	PhD, Health Policy and Strategic Management (George Washington University)
Tokman, Mert	Strategy	Subject Matter Expert	PhD, Management (The University of Alabama)
Ulku, Sezer	Operations Management	Subject Matter Expert	PhD, Management (INSEAD)
Walker, Christopher	Strategy	Subject Matter Expert	DBA, Business Management (Golden Gate University)
Wilder, Matthew	Data Science	Subject Matter Expert	PhD, Computer Science (University of Boulder)

Wilhelm, Sarah	Economics	Subject Matter Expert	PhD, Economics (University of Utah)
Williamson, Ian	Leadership	Adjunct Content Advisor	MBA (UNC Kenan-Flagler Business School)
Wood, Laurel	Finance	Adjunct Content Advisor	Masters of Law in Taxation (University of San Diego School of Law), JD (Pepperdine University School of Law)
Zavian, Ellen	Law	Subject Matter Expert	JD (American University School of Law)
Zelenka, Anne	Data Science	Subject Matter Expert	MS, Statistics (Stanford), PhD, Research Methods and Statistics (University of Denver)
Zhang, Nan	Marketing, Leadership	Subject Matter Expert	PhD, Marketing (Southern Illinois University, Carbondale)
Batiste, Kristina	Library	Librarian	MS, Library and Information Science (University of British Columbia)
Ballhaus, Louisa	Organizational Behavior, Law	Content Developer	BA, English (Wesleyan University)
Charlesworth, Kira	Strategy, Technology, Organizational Behavior	Content Developer Lead	MBA (Quantic School of Business and Technology); BA, Interdisciplinary Studies (University of California, Berkeley)
Chen, Tiffany	Organizational Behavior, Strategy, Computer Science	Content Developer	BA, Comparative Literature (Brown University)
Dasher, Jo	Strategy	Content Developer	BS, International Relations (United States Military Academy at West Point)
DiBerardino, Elise	Statistics	Content Developer Lead	BA, Mathematics (Georgetown University)

Eilam, Aviad	Marketing	Content Developer	PhD, Linguistics (University of Pennsylvania)
Engelke, Jordan	Strategy, Law	Content Developer	MA, English (Washington State University)
Gryboski, Dan	Accounting, Statistics	Content Developer	MS Mechanical Engineering (University of Colorado, Boulder); BA, Mathematics (Colorado College)
Holmes, Joe	Computer Science	Content Developer	BA, Philosophy (George Mason University)
Hu, Rollin	Strategy, Law	Content Developer	BA, History, Economics, and International Studies (Johns Hopkins University)
Kelly, James	Economics, Accounting	Content Developer	AB, American History (Georgetown University)
Killingsworth, Catherine	Leadership	Director of Program Design, Corporate and Content Developer	BA, English (Yale University), MBA (Quantic School of Business and Technology)
Mintz, Daniel	Finance, Accounting	Senior Content Developer Lead and Subject Matter Expert	PhD, Mathematics and Classics (University of St Andrews), Earned CFA Investment Foundations certificate
Morrow, Lee	Business Analytics	Content Developer	BA, Government (Harvard University)
Neil, Skylar	Organizational Behavior, Strategy	Senior Director of Academic Affairs and Content Developer	PhD, Archaeology (University of Cambridge)
Paddock, Bruce	Strategy, Leadership	Content Developer	BA, History (Yale University)
Pella, John	Law, Compliance	Content Developer	PhD, International Studies (University of Bristol)

Snyder, Liz	Business Analytics	Content Developer	MA, Education (Adler Graduate School of Education); BA, Gender Studies (University of California, Irvine)
Tillman, Micah	Organizational Behavior	Content Developer	PhD, Philosophy (The Catholic University of America)
Yau, Raymond	Marketing	Content Developer	MBA (University of Maryland, R.H. Smith School of Business)
Williams, Casey	Business Analytics	Content Developer	PhD in progress, Mathematics Education (University of South Florida); MS, Mathematical Sciences (University of West Florida)
Williams, Pierce	Strategy, Organizational Behavior	Content Developer	MA, English Language and Literature (Loyola University Chicago), BA, English (University of Texas at Arlington)

Advisory Council

A complete list of Advisory Council members is included below, along with academic and professional credentials.

Name	Position
Michael Horn	<ul style="list-style-type: none"> - Chief Strategy Officer at Entangled Group - Co-Founder at the Clayton Christensen Institute for Disruptive Innovation
Pawel Swiatek	<ul style="list-style-type: none"> - Managing Vice President at Capital One, Venture Partner at NextGen Venture Partners - Co-Founder and CEO at MAZEY - Senior Investment Associate at Bridgewater Associates
Max Zuckerman	<ul style="list-style-type: none"> - Solutions Specialist – Cloud Data Migration at Google - Senior Director, Solution Sales at Alooma (acquired) - Associate at Russel Reynolds Associates - Head of Sales at Livefyre - Technology Evangelist at Microsoft

XII. Valar Institute Core Subject Area Catalog

Note: The following is a complete list of Valar Institute's course offerings in alphabetical order, along with brief course descriptions. Course tags indicate the subject matter and ascending levels of complexity (e.g. ACCT2 should be taken after ACCT1). Valar Institute coursework does not adhere to traditional credit hour calculations. For this reason, credit hours are not included in the Core Subject Area Catalog. Credit hours are listed by concentration in the School Catalog section on Required Coursework.

Balanced Scorecard (SCORE1)

Course Description: Create, implement, and track a successful business strategy using the Balanced Scorecard method.

Blue Ocean Strategy (BOS1)

Course Description: Learn how to create uncontested market space and make your competition irrelevant.

Brand Development and Management (MARK3)

Course Description: Understand the importance of creating and leveraging a strong brand, and learn practical tips for bringing your brand to life.

Business Ethics and Social Responsibility (ETHICS1)

Course Description: Explore concepts in business ethics and their application to internal and external corporate decision-making.

Business Storytelling (STORY)

Course Description: Learn to use stories in a business context to engage and persuade your audience.

Change Leadership (CHANGELEAD)

Course Description: Businesses must constantly adapt to keep up in the modern world—but how do you lead change effectively? Learn to build change from the bottom up and overcome resistance in this course.

Cooperative Strategy and Strategic Alliances (COOPSTRAT1)

Course Description: Discover how firms use cooperative strategy to form alliances and manage these relationships to achieve shared strategic objectives.

Corporate Governance (CORPGOV1)

Course Description: Learn the systems and relationships through which an organization is controlled and directed.

Cultural Intelligence (CINTEL2)

Course Description: Become a cultural chameleon by boosting your cultural intelligence. Learn to interpret, lead, and form strong relationships with people from different cultures.

Design Thinking (DTHINK1)

Course Description: Design thinking brings the dynamic mindset and methods of designers to the tasks of problem-solving. In this course, you'll gain instincts, skills, and tools for bringing your ideas to life.

Developing a Business Plan (BIZPLAN1)

Course Description: Discover what it takes to be a successful entrepreneur and learn how to create an effective business plan.

Developing a Corporate Philosophy (MGMT2)

Course Description: Understand the characteristics of an effective company philosophy and learn how to craft one.

Digital Marketing Fundamentals (MARK4)

Course Description: Learn the concepts, terms, and tools needed to run an effective digital marketing campaign.

Diversification (DIVERS)

Course Description: Examine the reasons why companies diversify and explore the different approaches they can take.

Diversity, Equity & Inclusion (DEI)

Course Description: Harness the power of diversity to improve business outcomes through supporting equity and inclusion in the workplace.

Effective Business Writing (BIZWRITE)

Course Description: Get past writer's block and produce polished documents that pack a punch in this course on effective business writing.

Executive Presence (EXECPREZ)

Course Description: Some people can walk into any room and easily take command—even without a rank or title. Find out what makes up this "executive presence" and how can you use it to improve your own leadership.

Finance: Time Value of Money (FIN1)

Course Description: Acquire basic mathematical ability around the time value of money and familiarize yourself with some financial terminology.

Implementing Strategy (STRAT4)

Course Description: Master the strategy implementation process from creating a strategic plan to aligning operations and monitoring performance.

Innovation Fundamentals (INNOV1)

Course Description: Master the basics of innovation, from identifying sources of innovation to determining the optimal time to enter the market.

Introduction to Accounting (ACCTNEW)

Course Description: Accounting is all about balance. Learn how balance dictates how transactions are recorded and turned into financial statements.

Introduction to Business Analytics (INTROBA)

Course Description: Find out what business analytics is and how it's used in everyday business practices.

M&A I: Theory and Practice (MANDA1)

Course Description: Learn the fundamental concepts and processes of mergers and acquisitions, from what an acquisition is to preventing hostile takeovers.

Macroeconomics: International Trade (MACRO3)

Course Description: Learn why countries trade and how international trade affects labor, prices, exchange rates, and more.

Marketing Fundamentals (MARK1)

Course Description: Learn how to craft a marketing strategy, from the situation analysis to the value proposition, and everything in between.

Marketing Mechanics (MARK2)

Course Description: Learn the specific factors you need to consider and tools you can use in order to effectively bring a product to market.

Opportunity Recognition (NEWOPPS)

Course Description: What is a business opportunity, and how do you spot one? Learn methods for identifying and vetting opportunities.

Organizational Behavior: Working in Groups and Teams (OB1)

Course Description: Learn how to make groups and teams function effectively by understanding what they are and how they work.

Organizational Structure and Culture (OB2)

Course Description: Find out how to navigate the structure and culture of organizations by learning what they consist of and how they change.

Power & Influence (POLITICS)

Course Description: What is power, and how do you get it? In this course, you'll learn the different types and sources of power, as well as how politics can be used to gain and keep power in a business setting.

Pricing I: Fundamentals (PRICE1)

Course Description: Learn basic methods and principles for pricing goods and services, and how pricing relates to value.

Strategic Decision-Making (DECIDE1)

Course Description: Why do so many companies struggle to make important decisions quickly and well? In this course, you'll combat cognitive bias and bypass bureaucracy to streamline your organization's decision-making process.

Strategic Frameworks (STRATFRAME)

Course Description: Explore essential strategy tools and learn how to apply them to create competitive advantage.

Strategic Leadership (STRATLEAD)

Course Description: Inspire your organization to set and achieve ambitious goals by becoming an effective strategic leader. Learn to manage the myriad duties of strategic leadership by allocating your time wisely.

Strategy I: Business-Level Strategy (STRAT1)

Course Description: Master the basics of strategic analysis using Porter's Five Forces, the resource-based view, and more!

Strategy II: Corporate-Level Strategy (STRAT2)

Course Description: Understand how firms use corporate-level strategy to gain competitive advantage in multiple businesses.

Strategy III: International Strategy (STRAT3)

Course Description: Discover how companies gain competitive advantage when expanding internationally and respond to globalization trends.

Talent Management (TALENT)

Course Description: Hire, develop, and retain the talent you need to execute your business's strategy.

The Art of Negotiation (NEGOT1)

Course Description: Explore essential strategies and tactics for successful negotiation.

The Art of Presentation (PRESENT1)

Course Description: Learn how to craft an artful presentation, from essential preparation steps to masterful delivery.

Theories of Leadership (MGMT1)

Course Description: Learn how to be an effective leader by understanding what characterizes leadership and how it can be fostered.

Value Creation (VALUE)

Course Description: The goal of every business is to create value. But what is value, exactly, and how do you measure it? Why do some businesses create more value than others, and how can you do the same?

Vertical Integration (VERTINT1)

Course Description: Discover the basics of vertical integration, and learn how and why some companies have pursued it as a growth strategy.