



SMARTLY  
INSTITUTE  
CATALOG

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# Smartly Institute Catalog

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Smartly Institute is approved to operate in the District of Columbia by the Higher Education Licensure Commission.

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## I. General Information

### *Mission Statement*

The mission of Smartly Institute 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 Smartly Institute are as follows:

- **Teach effectively.** Too many education products do not live up to their promises. Smartly 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.

Our MBA and EMBA programs use the same Smartly education platform, meeting our goals of teaching effectively and delivering education anywhere. Additionally, the MBA program is offered at no cost to participants, achieving our goal of improving access to education.

Smartly Institute's purpose emphasizes instruction for credit toward a degree. Smartly Institute does not currently engage in activities organized to produce research outcomes or provide public services.

Smartly Institute'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.
2018	In 2018, Smartly became "Smartly Institute."

*Program Listing and Credential Conferred*

<b>Program</b>	<b>Credential Conferred</b>
Master of Business Administration	Master’s Degree
Executive Master of Business Administration	Master’s Degree

*Services*

**Instruction:** Smartly Institute offers instruction to MBA and EMBA candidates. All Smartly Institute offerings are 100% online, distance education programs. Students access course content through the Smartly Institute 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:** Smartly Institute regularly organizes student meetups where MBA and EMBA students are encouraged to meet in person. These meetups are held in cities throughout the world where there are high concentrations of Smartly Institute students. EMBA students are offered the opportunity to attend EMBA Weekend Conferences, held three times a year around the world. These events are networking opportunities for EMBA students where they assess case studies, meet other EMBA students, and have the opportunity to discuss the program with Smartly Institute staff.

*Distance Education*

Smartly Institute degree programs are delivered online. No instruction is provided at Smartly Institute’s headquarters or at any other physical location.

*Hours of Operation*

Smartly Institute coursework is available to students 24-hours a day, seven days a week via the Smartly website or mobile application.

Smartly Institute 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 Smartly 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*

Smartly Institute was first licensed to operate by the District of Columbia Higher Education Licensure Commission on July 7, 2016. Smartly Institute successfully renewed this license on July 6, 2017 and again on July 12, 2018.

## **II. Admissions and Entrance Requirements**

### *Admissions Policies and Entrance Requirements*

#### **Admissions Policies**

Smartly Institute 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 Institute 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 either the Master of Business Administration or Executive Master of Business Administration degree programs.

The MBA program is free to all admitted students, with a curriculum designed to serve early- to mid-career students. The Executive MBA is for experienced professionals in the later stages of their careers, often having extensive management/executive experience. The Institute also accepts students from non-traditional business backgrounds such as entrepreneurs, doctors, academics, and lawyers.

Smartly Institute 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, admissions 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 a bachelor's degree, its equivalent, or a higher degree from an accredited institution or its international equivalent.
- 1.2. When evaluating the academic preparedness of the applicants, the Institute 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 the MBA and Executive MBA programs. Additionally, Smartly Institute 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 Institute may give weight to it.

## **5. Experience and Habit of Leadership**

5.1. Smartly Institute 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 Institute looks for such evidence of an applicant's leadership potential.

## **6. Letters of Evaluation**

6.1. Applicants to the MBA and Executive MBA 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 Smartly Institute uses these letters to judge their prospect for academic success.

## **7. Interview with Admissions Representative**

7.1. Smartly Institute interviews the applicants as part of the admissions process to get to know them beyond courses, numbers, and awards. During these interviews, the Institute 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, Smartly Institute'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:**

- MBA: Bachelor's Degree, its equivalent, or a higher degree from an accredited college or university
- EMBA: Bachelor's Degree, its equivalent, or a higher degree from an accredited college or university

## *English Language Requirements*

Prospective MBA and EMBA 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): 95 or greater
- Duolingo English Test (taken prior to July 15, 2019): 51 or greater
- Test of English as a Foreign Language (TOEFL PBT): 530 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

This documentation must be submitted prior to admission to your degree program. Students may be provisionally accepted prior to submission but will need to submit documentation prior to enrollment.

## *Authorization, License, Accreditation, and Membership*

Smartly Institute is currently accepting applications to our degree programs as indicated below. We work with states directly to ensure whether authorization or licensure is necessary and that required approvals are obtained. While we do monitor the laws in each state, authorization of distance education is a dynamic environment and prospective students should check Smartly Institute’s website often for updates.

Smartly Institute is currently authorized or exempt from authorization, and accepting new applications to the MBA and Executive MBA from the following states/territories:

- American Samoa

- Arizona
- Colorado
- Connecticut
- District of Columbia
- Florida
- Guam
- Hawaii
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Louisiana
- Maine
- Massachusetts
- Michigan
- Mississippi
- Missouri
- Nebraska
- Nevada
- New Hampshire
- New Jersey
- North Carolina
- N. Marianas Islands
- Ohio
- Oklahoma
- Pennsylvania
- Puerto Rico
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Vermont
- Virginia
- Virgin Islands
- Washington
- West Virginia
- Wisconsin

Smartly Institute is not currently accepting new applications to the MBA and Executive MBA from the following states/territories:

- Alabama
- Alaska
- Arkansas
- California
- Delaware
- Georgia
- Maryland
- Minnesota
- Montana
- New Mexico
- New York
- North Dakota
- Oregon
- Rhode Island
- Wyoming

### *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 decides which of the applicants will be accepted into the program being selected for. The student's Smartly Institute 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*

Conditions of full acceptance and the deadlines to meet those conditions are dependent upon program type:

- **MBA:**
  - Students must verify their identity with IDology using a government-issued photo ID.
  - Students must submit official transcripts prior to completing 12 semester credit hours. Students who do not submit official transcripts within the timeframe allowed are placed on administrative leave.
  - Students must complete the first three weeks of the program on schedule. If they are not on schedule at the start of week 4, they are considered not to have enrolled and are removed from the program.
- **EMBA:**
  - 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 who do not complete registration by this deadline receive an initial warning and lose access to course content. Students who do not take action following the initial warning are removed from the program after one week.
- Students must submit official transcripts prior to completing 12 semester credit hours. Students who do not submit official transcripts within the timeframe allowed are placed on administrative leave.

### *Transfer of Credit*

Smartly Institute does not award credit for work completed at other institutions.

Smartly Institute does not give credit for life or work experience.

The only credits counted toward a Smartly Institute degree are those earned by completing the Smartly Institute curriculum.

### **Transfer Credit Disclaimer**

Credits earned from Smartly Institute 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, specializations, 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 midterm (MBA) or
- after the Data and Decisions exam (EMBA);
- 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 Smartly administrative team immediately and, if necessary, seek additional assistance.

Students who fail to maintain satisfactory academic progress are required to meet with the Smartly 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%. For EMBA students, their top three specialization exam scores count toward their final score. 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 Smartly 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 Smartly Institute 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 an MBA or EMBA 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.
  - MBA Program: Minimum duration is 10 months, maximum duration is 3 years.
  - EMBA Program: Minimum duration is 1 year, maximum duration is 3 years.
- Achieve scores of at least 80% in SMARTCASEs.
- Complete all assigned projects.
- Complete all exams.
- Students must achieve a final grade of 70% or above to pass the program.

MBA final grade breakdown:

- Open Book Exams: 70%
- SMARTCASEs: 10%
- Projects and Proctored Oral Examinations: 20%

EMBA final grade breakdown:

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

### *Proctored Examination Policy*

To meet industry standards for an online institution, Smartly Institute requires the completion of three proctored examinations in the form of oral presentations. Smartly Institute partners with ProctorU to conduct proctored oral examinations. The student's face must appear in the video to allow the Smartly team to verify the student's identity.

### *Student Identity Verification Policy*

To meet industry standards for an online institution, Smartly Institute 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, Smartly Institute verifies student identity. The Institute 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 the MBA or Executive MBA, Smartly Institute 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 Smartly Institute 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 Institute will contact the student to rectify the discrepancy. If the Institute 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**

Official transcripts are retained as a permanent part of a student's record. Scanned ID cards are deleted following identity verification.

### *Students' Rights, Privileges, and Responsibilities*

Smartly Institute students have the following rights:

- To inspect and review their Smartly Institute 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 Smartly Institute 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 Smartly Institute instructional team members and staff, including such areas as clarification of Smartly Institute policies and procedures.

Smartly Institute students have the following privileges:

- *Freedom from harassment and discrimination:* Smartly Institute students may pursue their educational opportunities free from harassment, including physical abuse, threats or intimidation. Smartly Institute 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. Smartly Institute 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 Smartly Institute 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 Smartly Institute students are subject to local, state and federal laws. Additionally, Smartly Institute 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 Smartly Institute 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 Smartly Institute 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, Smartly Institute 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, Smartly Institute 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 Smartly Institute 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 Smartly platform, courses, or content.

**Expectations:** There are a variety of reasons why a student might lodge a complaint or grievance against

Smartly Institute 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 MBA 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 [mba@smart.ly](mailto:mba@smart.ly). For students in our Executive MBA programs, these comments can be submitted to [emba@smart.ly](mailto:emba@smart.ly). All other students may submit comments to [feedback@smart.ly](mailto:feedback@smart.ly). These complaints will be recorded, and addressed in writing where necessary by Smartly Institute instructional team members and/or staff.
2. **Behavior and Abuse:** Complaints specific to the instructional team, staff, or peer behavior and/or abuse should be directed in writing to [complaints@smart.ly](mailto:complaints@smart.ly). These complaints will be investigated and addressed directly by the senior administration of Pedago.
3. **Privacy concerns** or requests to delete the user's account should be addressed to [privacy@smart.ly](mailto:privacy@smart.ly). These complaints will be addressed in writing where necessary by Pedago staff.
4. **Billing concerns** may be directed to the Pedago operations team at [billing@smart.ly](mailto:billing@smart.ly).

Pedago will formally investigate any grievance or complaint related to billing, refunds, transcripts, discrimination- or harassment-related matters, or disability. Smartly Institute may investigate complaints or grievances addressing other topics on a case-by-case basis.

If the complaint cannot be resolved after exhausting Smartly Institute'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](mailto:OSSE@dc.gov). The HELC is considered the agency of last resort in the complaint and grievance process and students are encouraged to resolve complaints and grievances through Smartly Institute before lodging a formal complaint or grievance with HELC.

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 midterm (MBA) or Data and Decisions exam (EMBA) 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 resubmit projects one time for each project and retake SMARTCASEs as many times as desired to improve their scores. 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 Smartly Institute for failure to make tuition payments or for violation of the Student Code of Conduct.

## **V. Student Records**

### *Description of Student Records*

Smartly Institute's Retention and Destruction policy is available [here](#).

### *Student Confidentiality*

Smartly Institute maintains a strict Privacy Policy available here: <https://smart.ly/privacy>.

The Privacy Policy includes guidelines on the data Smartly Institute 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@smart.ly](mailto:support@smart.ly).

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 Smartly Institute receives a request for access. A student should submit to [support@smart.ly](mailto:support@smart.ly) a written request that identifies the record(s) the student wishes to inspect. An institute 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 Smartly Institute to amend a record should write Smartly Institute, clearly identify the part of the record the student wants changed and specify why it should be changed.

If Smartly Institute decides not to amend the record as requested, Smartly Institute 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 Smartly Institute discloses personally identifiable information (PII) from the student's education records, except to the extent that FERPA authorizes disclosure without consent.

Smartly Institute 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 en-forcement 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 com-mittee. An institute official also may include a volunteer or contractor outside of the institute who performs an institutional service of 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 educa-tion record in order to fulfill his or her professional responsibilities for the institute.

Upon request, the institute also discloses education records without consent to offi-cials of another institute 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.

Smartly Institute 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 Smartly Institute 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 Smartly application at any time.

## **VI. Student Code of Conduct**

### *Academic Integrity*

Smartly Institute is grounded in a culture of honesty and ethical conduct, both in our own intellectual efforts and in those of our students. Every Smartly Institute student is expected to uphold these values, and adhere to the following standards regarding academic integrity. The conferral of a Smartly Institute degree indicates, to the best of our knowledge, that the student in question has fairly, independently, and successfully completed all associated academic requirements.

A Smartly Institute student's completion of Smartly Institute coursework or exams, or completion of assignments given by Smartly Institute staff, indicates that the work is the student's own. Students may work with each other when completing group projects, but must complete coursework and exams independently.

In addition, Smartly Institute students have a right to expect academic integrity from their peers, and fair evaluation of their academic work.

Upon enrollment in a Smartly Institute program, all students agree to adhere to this Code of Academic Integrity. Violations of this Code include, but are not limited to:

- Knowingly representing the work of others as one's own, engaging in any acts of plagiarism, or referencing the work of others without appropriate citation.
- Using, obtaining, or providing unauthorized assistance on exams or projects.
- Submitting falsified, misrepresented, or otherwise dishonest academic records to Smartly Institute.
- Allowing a third party to complete coursework for you, or completing coursework on behalf of another Smartly Institute student.

### *Community and Network*

By accessing or using Smartly you agree to be bound by these Terms. If you disagree with any part of the terms then you may not access the Smartly program.

#### *Description of Community and Network*

When you enroll in a Smartly Institute program, you agree to use the Smartly Institute Community and Network for their intended purpose only. Your conversation should typically relate to course material, networking, or similar academic, career, or business-related topics.

Smartly Institute reserves the right to prohibit certain conduct and remove content deemed inappropriate.

### *No Liability*

Smartly Institute does not monitor, ensure or confirm accuracy of any user-generated content in the Community or Network. Smartly Institute has and shall have no liability regarding the accuracy of such content, and you use such content entirely at your own risk. As such, you acknowledge and agree that your conduct, and the content that you post or upload is your sole responsibility. You acknowledge all posts as constituting the opinions of an individual, and do not purport to offer advice as a licensed professional.

Further, the Smartly Institute Community and Network are not intended for the disclosure or solicitation of sensitive or confidential information. If you choose to voluntarily disclose personal information in the Smartly Institute Community or Network, you are responsible for any use by third parties, whether or not you permitted such use.

### *Third-Party Sites*

Further, you acknowledge that any links to third-party sites have no relationship to Smartly Institute; Smartly Institute does not sponsor or endorse this content, and Smartly Institute makes no representation or warranty as to the accuracy or authenticity of such content.

### *Student Events*

While Smartly Institute programs do not involve mandatory in-person interaction, we recognize that Smartly Institute events are occasionally hosted and attended by our students and alumni.

At such events, Smartly Institute students have a responsibility to conduct themselves within all applicable laws and ordinances of the community. Smartly Institute expects that students will conduct themselves in a respectful and appropriate manner, and reserves the right to take appropriate action when behavior of an individual or group presents a danger to the health, safety and well-being of others.

The Code of Conduct applies to any location where students are engaged in events specifically organized for Smartly Institute students and alumni, including, but not limited to:

- On-site EMBA Conference events
- Smartly Institute Student and Alumni Meet-Ups

### *Prohibited Conduct*

Smartly Institute participants in the Community, Network, or student events agree not to post content, use the Smartly platform, or otherwise behave in a manner that:

- violates these terms
- violates any applicable laws or regulations
- is threatening, harassing, violent, menacing, stalking, or defamatory
- is deceptive, false, misleading, coercive, or fraudulent
- is vulgar, obscene, indecent, or unlawful
- collects information without explicit consent
- constitutes theft, destruction, or defacement of the property of another person, including distribution of files containing potentially damaging software or programs
- promotes bigotry, racism, hatred, or harm against any group or individual
- constitutes assault or sexual misconduct, including unwanted physical contact or verbal attacks
- attempts to gain unauthorized access to the Smartly Institute Community or Network, or otherwise damages, disables, or impairs any Smartly website

- violates another's legal rights (including intellectual property rights, rights of privacy or publicity).

### *Procedure In Case of Violation*

Any discovered violations of this Code of Conduct may result in removal from Smartly Institute programs, or refusal to grant the student in question an official Smartly Institute degree.

If discovered to be in violation of any of these terms, the student will receive email notification outlining the unacceptable behavior(s). This email will either signify a warning or alert the student that they have been removed from the program, or are no longer eligible for the degree. The student will be able to communicate with Smartly Institute officials via email if they have further questions regarding the violation, and the school will provide a clear written explanation of both the student's behavior and the school's response.

Conduct violations are reviewed on a case-by-case basis to determine the best course of action.

### *Appeal Process*

If a student is removed from the program due to conduct violations, they may contact Smartly Institute officials at [complaints@smart.ly](mailto:complaints@smart.ly) requesting reinstatement. Such requests will likewise be reviewed on a case-by-case basis. Smartly Institute reserves the right to refuse such requests at any time.

## **VII. Attendance/Leave of Absence Information**

### *Absence and Tardiness Policies*

Smartly Institute 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 Smartly Institute 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*

Smartly Institute does not assign additional makeup work due to absence. All Smartly Institute 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*

Smartly Institute 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 Smartly Institute for re-admission to their cohort or deferral to future cohort. These requests are dealt with on a case-by-case basis by Smartly Institute academic staff.

### *Leave of Absence*

Smartly Institute recognizes that events outside of the control of our students may necessitate a leave of absence. It is Smartly Institute'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*

Smartly Institute tuition and fees by program:

<b>Program</b>	<b>Tuition</b>	<b>Other Fees</b>
MBA	\$0	\$0
EMBA	\$9600 (scholarships available)	\$900 administrative fee for monthly payment option

Events such as the EMBA Conferences and MBA Excursions 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.

Students who elect to pay on a monthly schedule are subject to a non-refundable \$900 administrative fee paid in conjunction with monthly tuition over twelve months.

### *Financial Assistance*

Smartly Institute does not participate in the federal student aid program and does not provide loans to students.

Smartly Institute considers students for scholarships on a needs and merit basis. Students may be eligible for one of six scholarship tiers. Following acceptance, all students are considered for scholarship awards per Smartly's scholarship award rubric to broaden access to the EMBA in support of the Institute's mission.

### *Discounts*

Smartly Institute invites students to register early for the Executive MBA degree program to give them more time to prepare for the program's start. In that time, students complete pre-requisite courses, review the course catalog, and ask any questions about the cohort schedule prior to the commencement of coursework. The Institute's data demonstrates that students who begin advanced preparation for enrollment in the master's programs are more likely to be successful.

To encourage this behavior, Smartly Institute offers an early registration discount for students who register by a specific date following their acceptance into the Executive MBA degree program. This date and the percent discounted are the same for all admitted students within a cohort (defined period of time), and there are no exceptions for those students registering following the early registration deadline. Students who register for a cohort following the early registration discount expiration date are charged the full tuition amount less any scholarships awarded.

### *Payment Plan*

At enrollment, students in the EMBA program can opt into a monthly payment plan. 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 Smartly Institute 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 Smartly Institute of their enrollment withdrawal/cancellation by any manner; however, most students choose to do so via email. Smartly Institute's phone number and headquarters address are available on the Smartly website, and multiple communication mechanisms exist throughout the Smartly platform, allowing students to contact Smartly Institute 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 Smartly Institute 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 expelled. Withdrawals may be communicated by students in any manner; however, Smartly Institute strongly recommends submitting requests in writing to [billing@smart.ly](mailto:billing@smart.ly) to ensure timely processing. Tuition refunds are processed within 30 days of receipt of the refund request.

Students who are dismissed from Smartly may receive a refund by contacting [billing@smart.ly](mailto:billing@smart.ly) within 30 days of dismissal according to the following schedule:

<b>Progress Benchmark</b>	<b>Tuition Refund Percentage</b>	<b>Tuition retained by Smartly</b>
Prior to beginning any of the concentrations listed below	100%	0%
Before completing one concentration	90% of tuition	10%
After completing one concentration but before completing two concentrations	75% of tuition	25%
After completing two concentrations but before completing four Concentrations	50% of tuition	50%
After completing four Concentrations	0%	100%

The concentrations referenced in this refund policy are the following:

- Accounting
- Markets & Economies

- Data & Decisions
- Leading Organizations
- Marketing & Pricing
- Strategy & Innovation
- Finance
- Operations Management

Students may complete all of Business Foundations without penalty.

Refund amounts are based on the total amount of tuition owed upon enrollment. If a student has paid in full or has paid more than the tuition amount to be retained by Smartly, he or she is eligible for a refund amount based on the schedule above.

For example: If a student has paid the full tuition of \$9,600 and has completed the accounting concentration, but nothing else, according to the schedule above, he or she is eligible for a refund of 75% of tuition, or \$7,200.

## **IX. Program Curriculum**

### *Program Goals*

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

### **MBA**

Graduates of the MBA 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. The MBA program has the following goals:

MBA graduates will be able to:

- Integrate concepts, theories, and practices across all core subject areas to address complex business questions.
- Analyze and integrate data to make informed business decisions and help their firms compete in a dynamic global environment.
- 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.

### **Executive MBA**

Graduates from the Executive MBA 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. The EMBA program has the following goals:

EMBA graduates will be able to:

- Integrate concepts, theories, and practices across all core subject areas to address complex business questions.
- Analyze and integrate data to make informed business decisions and help their firms compete in a dynamic global environment.
- 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.
- Create a business plan that incorporates a comprehensive vision, strategy, and approach for execution.

### *Program Learning Outcomes*

The following learning outcomes are organized by core subject areas, which are equivalent to courses. Graduates of the MBA and EMBA programs will learn and be able to do the following at the conclusion of each core subject area. It is noted when core subject areas are specific to only the MBA or EMBA.

1. **Accounting:** Companies need to keep track of what they own, what they owe, and to whom they belong. They need to record their revenues, expenses, and cash flows, as well as adhere to strict governmental regulations. This is the art of accounting.
  - a. **Accounting I Fundamentals:** Apply financial statement preparation principles and bookkeeping mechanics to conduct basic transactions.
  - b. **Accounting II Revenues and Expenses:** Account for revenues and expenses, including the cost of goods sold and depreciation.
  - c. **Stocks and Bonds:** Analyze the mechanics of stocks and bonds: how they work, why companies issue them, and how they are accounted for on financial statements.
  - d. **Accounting III Financial Statements:** Analyze an entity's earnings and cash position by examining the income and cash flow statements.
  - e. **Accounting IV Working with Ratios:** Evaluate balance sheet and income statement metrics to assess a company's financial health, efficiency, and capital structure.
  - f. **Managerial Accounting:** Solve common business problems using accounting data to analyze the impact of decisions on a company's financials.
2. **Markets & Economies:** While knowledge of economics will come in handy no matter what profession you're in, it's particularly relevant if you aspire to be a business leader. Make better decisions about investing your money and guide your company to higher profits by understanding economic trends.
  - a. **Microeconomics I Supply and Demand:** Examine foundational aspects of microeconomics such as supply and demand and explore how markets determine prices.

- b. **Microeconomics II Shape Your Economic Worldview:** Apply principles of microeconomics as you explore issues of information, market theory, elasticities, and international trade.
  - c. **Microeconomics III Markets and Externalities:** Solve problems related to monopoly, externalities, and the environment.
  - d. **Macroeconomics Economic Fluctuations:** Evaluate important economic indicators and assess why the economy fluctuates.
  - e. **Macroeconomics US Fiscal and Monetary Policy:** Explain how governments deal with fluctuations in the economy.
  - f. **Macroeconomics International Trade:** Analyze why countries trade and how international trade affects labor, prices, exchange rates, and more.
3. **Data & Decisions:** As some august orator once said, "There are three kinds of lies—lies, damned lies, and statistics." Whether you consider yourself a math person or not, being successful in business requires sifting through conflicting reports, digging into data, and generally becoming an informed consumer and producer of statistical content.
- a. **One-Variable Statistics:** Summarize and visualize data sets with descriptive statistics, boxplots, and histograms.
  - b. **Probability Fundamentals:** Identify the symbols, rules, and laws of probability and master their application.
  - c. **Probability Distributions:** Develop probability prowess with distribution principles and commonly encountered probability distributions.
  - d. **Two-Variable Statistics:** Measure relationships between two data sets and compare correlation and causation.
  - e. **Regression Analysis:** Quantify the strength and discover the nature of relationships between independent and dependent variables.
  - f. **Data Collection:** Determine the proper methods for gathering the data behind a data-driven decision and identify common data-gathering errors to avoid.
  - g. **Statistical Inference Making Data-Driven Decisions:** Test hypotheses and develop conclusions from data to make solid decisions using statistical methods.
  - h. **Advanced Statistical Inference:** Evaluate the efficacy and impact of variables to make the right choices in complicated scenarios.
4. **Leading Organizations:** As a leader, there's nothing more important than setting your team or organization up for success. Learn to create a sense of identity among team members, craft a shared set of values, and help your team become more resilient to crisis or change.

- a. **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.
  - b. **Organizational Structure and Culture:** Evaluate the structure and culture of organizations by learning what they consist of and how they change.
  - c. **Theories of Leadership:** Assume the role of an effective leader by interpreting what characterizes leadership and how it can be fostered.
  - d. **Developing a Corporate Philosophy:** Analyze the characteristics of an effective company philosophy and create a company vision.
  - e. **[EMBA-specific] Corporate Governance:** Survey the systems and relationships through which an organization is controlled and directed.
  - f. **Business Ethics and Social Responsibility:** Apply concepts in business ethics to internal and external corporate decision-making.
  - g. **The Art of Negotiation:** Build essential strategies and tactics for successful negotiation.
5. **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. **A/B Testing for Marketers:** Apply the principles of A/B testing to identify potential improvements to digital marketing campaigns.
  - f. **Pricing I Fundamentals:** Evaluate the methods and principles for pricing goods and services and determine how pricing relates to value.
  - g. **Pricing II Price Segmentation to Maximize Profit:** Maximize profit by establishing varying price levels for different consumer segments.
6. **Finance:** Money is the lifeblood of any company. Businesses need to track when and where money comes in and goes out, predict its future movements, determine how to make it grow, and

estimate how much it's really worth.

- a. **Finance Time Value of Money:** Develop mathematical ability around the time value of money and master foundational financial terminology.
  - b. **Cost of Capital I Capital Structure:** Analyze a company's balance between debt and equity as it assesses the profitability of proposed projects.
  - c. **Cost of Capital II the Modigliani-Miller Theorem:** Determine when the capital structure of a company is irrelevant by removing assumptions to reveal the optimal balance between debt and equity.
  - d. **Capital Budgeting:** Prioritize what projects to invest in based on projected cash flows and constraints on capital.
  - e. **Modern Portfolio Theory:** Maximize return for a given level of risk according to modern portfolio theory.
  - f. **[MBA-specific] Valuation I: Discounted Free Cash Flow:** Forecast a company's future free cash flows and learn how to value a company by discounting those cash flows back to the present.
  - g. **[MBA-specific] Valuation II: Equity & Market Valuations:** Value a company using the market multiples and liquidation methods and determine how to calculate a company's enterprise and equity values.
7. **Supply Chain & Operations:** Want to take your organization to another level? Learn the practices that will make your operations more efficient and will help you maximize profit.
- a. **Project Management:** Plan and execute successful projects in any field of business.
  - b. **Operations Management Fundamentals:** Design, maintain, and improve processes for producing and delivering quality goods and services to customers.
  - c. **[MBA-specific] Operations Management Managing Uncertainty of Demand:** Determine optimal inventory levels in the face of uncertain demand.
  - d. **[MBA-specific] Forecasting Fundamentals:** Forecast customer demand.
  - e. **[MBA-specific] Supply Chain Management:** Examine methods for minimizing mismatches between demand and supply across supply chains.
8. **Strategy & Innovation:** How do business leaders steer their companies toward profitability? It largely depends on a good strategy: understanding internal and external factors for success, as well as knowing when to operate in multiple businesses simultaneously.
- 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. **Strategy III International Strategy:** Determine how companies gain competitive advantage when expanding internationally.
  - d. **Innovation Fundamentals:** Master the elements of innovation, from identifying sources of innovation to determining the optimal time to enter the market.
  - e. **Balanced Scorecard:** Create, implement, and track a successful business strategy using the Balanced Scorecard method.
9. **Entrepreneurship:** It seems like everyone has an idea for a product or business, but what is it that separates the winning ones from those that fail? Successful entrepreneurs know how to identify the right opportunity, find customers, and market their product.
- a. **Customer Discovery:** Explore how startup entrepreneurs use the customer discovery process to build and refine their business models, from assessing market opportunities to developing an MVP.
  - b. **Customer Validation:** Measure customer demand by developing, testing, and optimizing a sales strategy.
  - c. **Venture Capital:** Navigate the venture capital funding process, from nailing an elevator pitch to closing a funding round.
  - d. **Developing a Business Plan:** Discover what it takes to be a successful entrepreneur and learn how to create an effective business plan.

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### *Prerequisites*

None of Smartly Institute's programs require specific educational or experiential prerequisites.

### *Required Courses and Credential Awarded Upon Completion*

**Note:** Smartly Institute 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 Smartly Institute's coursework, credit hours are more applicable to sections of coursework rather than individual courses. Smartly Institute's MBA and Executive MBA programs each represent 36 semester credit hours.

Smartly Institute 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<sup>1</sup>.*

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

## **1. Executive MBA Program**

### Credential Awarded upon Completion

Master's Degree

### EMBA Required Concentrations

#### *Accounting Concentration (5 credit hours):*

- Accounting I: Fundamentals
- Accounting II: Revenues and Expenses
- Stocks and Bonds
- Accounting III: Financial Statements
- Accounting IV: Working with Ratios
- Managerial Accounting
- Creating Financial Statements in Excel
- Accounting Exam
- Accounting V: Advanced Financial Statements
- Project 1: Accounting Case Study

#### *Markets & Economies Concentration (2.5 credit hours):*

- Microeconomics I: Supply and Demand
- Microeconomics II: Shape your Economic Worldview
- Microeconomics III: Markets and Externalities
- Macroeconomics: Economic Fluctuations
- Macroeconomics: US Fiscal and Monetary Policy
- Macroeconomics: International Trade
- Markets & Economies Exam
- Project 2: Markets & Economies Case Study Oral Presentation (proctored exam)

#### *Data & Decisions Concentration (5.5 credit hours):*

- One-Variable Statistics
- Probability Fundamentals
- Probability Distributions
- Two-Variable Statistics
- Regression Analysis
- Data Collection
- Statistical Inference: Making Data-Driven Decisions
- Advanced Statistical Inference
- Data and Decisions Exam

*Leading Organizations Concentration (5.5 credit hours):*

- Organizational Behavior: Working in Groups and Teams
- Organizational Structure and Culture
- Theories of Leadership
- Developing a Corporate Philosophy
- Corporate Governance
- Business Ethics and Social Responsibility
- The Art of Negotiation
- Leading Organizations Exam
- Project 3: Leading Organizations Case Study

*Marketing & Pricing Concentration (4 credit hours):*

- Marketing Fundamentals
- Marketing Mechanics
- Brand Development and Management
- Digital Marketing Fundamentals
- A/B Testing for Marketers
- Pricing I: Fundamentals
- Pricing II: Price Segmentation to Maximize Profit
- Pricing III: E-Commerce Pricing
- Marketing and Pricing Exam

*Strategy and Innovation Concentration (2.5 credit hours):*

- Strategy I: Business-Level Strategy
- Strategy II: Corporate-Level Strategy
- Project 4: Strategy and Innovation Case Study
- Strategy III: International Strategy
- Balanced Scorecard
- Strategy and Innovation Exam
- Project 5: Strategy Case Study Oral Presentation (proctored exam)

*Finance Concentration (2 credit hours):*

- Finance: Time Value of Money
- Cost of Capital I: Capital Structure
- Cost of Capital II: The Modigliani-Miller Theorem
- Valuation I: Discounted Free Cash Flow
- Valuation II: Equity and Market Valuations
- Finance Exam
- Project 6: Finance Case Study Project

*Operations Management Concentration (1 credit hour):*

- Operations Management Fundamentals
- Project Management
- Supply Chain and Operations Exam

*Capstone Project:\* (3.5 credit hours)*

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

For their Capstone Project, Executive MBA students are required to create a business plan for a real or fictional business of their choosing. To fulfill this requirement, students must conduct original industry and market research to create a cohesive plan that compellingly describes their selected business opportunity, key people, its business context, and potential risks and rewards. Students must receive at least a 3 (out of 5) in order to graduate. After the Capstone Project is complete, students must conduct their presentation for review via live or recorded video for review by the Instructional Team.

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

### EMBA Specializations

In addition, EMBA students are required to complete three specializations, including all listed coursework and a concluding exam, over the course of the program. The specializations currently offered are listed below:

#### *Data Analytics Specialization (2 credit hours):*

- Excel for One-Variable Statistics and Probability
- Probability and Combinatorics
- Excel for Two-Variable Statistics and Regression Analysis
- Pivot Table Fundamentals
- Data Analysis Exam

#### *Strategic Thinking Specialization (1.5 credit hours):*

- Innovation Fundamentals
- Game Theory
- Blue Ocean Strategy
- Strategic Thinking Exam

#### *Supply Chain Management Specialization (1 credit hour):*

- Operations Management: Managing Uncertainty of Demand
- Forecasting Fundamentals
- Supply Chain Management
- Supply Chain and Operations Exam

#### *US Company Formation Law Specialization (3 credit hours):*

- US Company Formation Law
- US Employee Law
- US Intellectual Property Law
- US Business Law Exam

#### *Advanced Finance Specialization (1 credit hour):*

- Capital Budgeting
- Modern Portfolio Theory
- Derivatives
- Advanced Finance Exam

#### *Advanced Corporate-Level Strategy Specialization (2.75 credit hours):*

- Vertical Integration
- M&A I: Theory and Practice

- M&A II: Making the Deal
- Cooperative Strategy and Strategic Alliances
- Advanced Strategy Exam

*Startup Entrepreneurship Specialization (3 credit hours):*

- Customer Discover
- Customer Validation
- Venture Capital
- The Term Sheet
- Startup Entrepreneurship Exam

EMBA Project Learning Outcomes

*Business Plan Capstone Learning Outcomes:*

- Identify a promising opportunity through researching and analyzing an industry and its market.
- Create a cohesive, detailed plan to capitalize on an opportunity by forming a new business.
- Evaluate the potential risks and rewards of a business opportunity.

*Business Plan Oral Presentation Learning Outcomes:*

- Pitch your business in a lively, engaging, and compelling fashion.
- Develop a visually pleasing and well-organized slide presentation.
- Anticipate and answer likely questions from investors and other stakeholders.

*Accounting Project Learning Outcomes:*

- Prepare multi-year balance sheets, income statements, and cash flow statements.
- Analyze financial statements to evaluate the financial health of a business.

*Case Study Oral Presentation Project Learning Outcomes:*

- Read and analyze a case study.
- Craft and present a persuasive response via video.

*Leading Organizations Project Learning Outcomes:*

- Analyze the failure to identify the cause of Chase's miscalculation and potential solutions.
- Evaluate a leader's strengths and weaknesses in both preventing and addressing major problems.
- Create your own leadership strategy for approaching a complex issue.

*Finance Project Learning Outcomes:*

- Use knowledge of corporate finance to interpret financial data and make sound business decisions.

**2. MBA Program**

Credential Awarded upon Completion

Master's Degree

MBA Required Concentrations

*Accounting Concentration (4.5 credit hours):*

- Accounting I: Fundamentals
- Accounting II: Revenues and Expenses

- Stocks and Bonds
- Accounting III: Financial Statements
- Accounting IV: Working with Ratios
- Managerial Accounting
- Creating Financial Statements in Excel
- Project 1: Accounting Case Study

*Markets & Economies Concentration (2.5 credit hours):*

- Microeconomics I: Supply and Demand
- Microeconomics II: Shape your Economic Worldview
- Microeconomics III: Markets and Externalities
- Macroeconomics: Economic Fluctuations
- Macroeconomics: US Fiscal and Monetary Policy
- Macroeconomics: International Trade
- Project 2: Markets & Economies Case Study Oral Presentation (proctored exam)

*Data & Decisions Concentration (6 credit hours):*

- One-Variable Statistics
- Probability Fundamentals
- Probability Distributions
- Excel for One-Variable Statistics and Probability
- Two-Variable Statistics
- Regression Analysis
- Excel for Two-Variable Statistics and Regression Analysis
- Data Collection
- Statistical Inference: Making Data-Driven Decisions
- Advanced Statistical Inference

*Mid-Term:*

- Accounting, Markets and Economies, and Data and Decisions Exam

*Leading Organizations Concentration (5.5 credit hours):*

- Organizational Behavior: Working in Groups and Teams
- Organizational Structure and Culture
- Theories of Leadership
- Developing a Corporate Philosophy
- Corporate Governance
- Business Ethics and Social Responsibility
- The Art of Negotiation
- Leading Organizations Case Study
- Project 3: Leading Organizations Case Study

*Marketing & Pricing Concentration (5.5 credit hours):*

- Marketing Fundamentals
- Marketing Mechanics
- Brand Development and Management
- Digital Marketing Fundamentals
- A/B Testing for Marketers
- Pricing I: Fundamentals
- Pricing II: Price Segmentation to Maximize Profit

- Pricing III: E-Commerce Pricing
- Project 4: Marketing Plan
- Project 5: Marketing Plan Oral Presentation (proctored exam)

*Finance Concentration (3 credit hours):*

- Finance: Time Value of Money
- Cost of Capital I: Capital Structure
- Cost of Capital II: The Modigliani-Miller Theorem
- Capital Budgeting
- Modern Portfolio Theory
- Valuation I: Discounted Free Cash Flow
- Valuation II: Equity and Market Valuations
- Finance Case Study
- Excel for Finance
- Project 6: Finance Case Study Project

*Supply Chain & Operations Concentration (2 credit hours):*

- Project Management
- Operations Management Fundamentals
- Operations Management: Managing Uncertainty of Demand
- Forecasting Fundamentals
- Supply Chain Management

*Strategy and Innovation Concentration (4 credit hours):*

- Strategy I: Business-Level Strategy
- Strategy II: Corporate-Level Strategy
- M&A I: Theory and Practice
- Strategy III: International Strategy
- Balanced Scorecard
- Innovation Fundamentals
- Project 5: Strategy Case Study
- Project 6: Strategy Oral Presentation (proctored exam)

*Entrepreneurship (3 credit hours):*

- Customer Discovery
- Customer Validation
- Venture Capital
- Developing a Business Plan

*Final Exam:*

- Leading Organizations, Marketing and Pricing, Finance, Supply Chain and Operations, Strategy and Innovation

*Elective Courses (Optional: 6.5 credit hours):*

- Accounting V: Advanced Financial Statements
- Game Theory
- Pivot Table Fundamentals
- Probability and Combinatorics
- Derivatives
- Cooperative Strategy and Strategic Alliances
- Vertical Integration

- M&A II: Making the Deal
- Blue Ocean Strategy
- US Company Formation Law
- US Employment Law
- US Intellectual Property Law
- The Art of Presentation

### MBA Project Learning Outcomes

#### *Accounting Project Learning Outcomes:*

- Prepare multi-year balance sheets, income statements, and cash flow statements.
- Analyze financial statements to evaluate the financial health of a business.

#### *Case Study Oral Presentation Project Learning Outcomes:*

- Read and analyze a case study.
- Craft and present a persuasive response via video.

#### *Marketing Project Learning Outcomes:*

- Evaluate a brand's strengths and weaknesses through researching and analyzing the company's history, industry, and market.
- Create a cohesive, detailed marketing strategy that will capitalize on a brand's strengths and address its weaknesses.

#### *Marketing Plan Oral Presentation Learning Outcomes:*

- Pitch your plan in a lively, engaging, and compelling fashion.
- Develop a visually pleasing and well-organized slide presentation.
- Anticipate and answer likely questions from relevant stakeholders.

#### *Finance Project Learning Outcomes:*

- Use knowledge of corporate finance to interpret financial data and make sound business decisions.

Smartly Institute programs do not include contact hours of lecture, lab, or externship.

### *Course Descriptions*

A complete 2018 Smartly Institute 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*

Smartly Institute programs do not currently include requirements for any internship, externship, or production work.

### *Instructional Team Accessibility*

The Smartly Institute 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 [support@smart.ly](mailto:support@smart.ly). Student inquiries and requests for assistance are addressed in a timely manner by Smartly Institute 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 Smartly Institute 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 Smartly screen. Using this tab creates a record of the Smartly screen that prompted the learner’s question, and allows the Student Support Team to provide relevant feedback. Feedback emails are addressed by the Instructional Team members responsible for the relevant course.

Smartly Institute provides office hours for its Librarian and access to the ABI/Inform database to all Executive MBA and MBA students.

Finally, Smartly Institute Instructional Team members hold office hours for students completing their Capstone Projects and will review student progress and offer advice via video conference.

### *Graduation Requirements*

To graduate from the MBA or EMBA program, students must:

- Complete all courses in their curriculum within the required time frame
- Achieve scores of at least 80% in the graded SMARTCASE lessons
- Complete all assigned projects
- 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*

All students are invited to join the Smartly Talent network, which works to pair students with prospective employers. Employers are able to communicate directly with students through the platform. Student support specialists work with students directly to ensure their candidate profiles are professional and accurate, and students are 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 Smartly Institute 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 Smartly Institute 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 the MBA and Executive MBA 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 the MBA and Executive MBA 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*

Pedago, LLC, doing business as Smartly Institute, is a limited liability company formed in Delaware and registered to do business in the District of Columbia.

Pedago, LLC and Smartly Institute are financed through a combination of equity and convertible notes that the leadership team fully expect will convert into equity.

*Powers, Duties, and Responsibilities*

Smartly Institute 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, CEO and Chairman
- 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.

<b>Name</b>	<b>Position</b>
Tom Adams	CEO
Ori Ratner	Chief Technology Officer
Alexie Harper	Chief Product Officer/Chief Academic Officer
Matt Schenck	Executive Vice President of Admissions
Rachel Fletcher	Director of Marketing and Brand
Rachael Harnish	Director of Operations
Makis Livadas	Director of Student Acquisition
Skylar Neil	Director of Program Operations
Natalie Sappleton	Academic Program Director, Business
Allison Harper	Manager of Special Projects
Emily Merlino	Program Operations and Engagement Lead
Indhika Jayaratnam	Academic Affairs Lead
Matthew Chait	Admissions Operations Lead
Sarah Harder	Student Support Lead
Nick Stevens	Student Support Associate
Andrea Mast	Business Operations Associate
Rachel Langley	Admissions Representative
Gavin Moore	Admissions Representative
Jennifer Nearn	Admissions Representative
Veronica Reyes	Admissions Representative
Theresa Stockdale	Admissions Representative
Heather Fissel	Marketing Assistant
Pawel Swiatek	Advisor
Michael Horn	Advisor
Brad Powell	Advisor

## *Instructional Team Members*

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

<b>Name</b>	<b>Courses Taught</b>	<b>Role</b>	<b>Academic Credential</b>
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)
Barr, Dan	Finance, Accounting	Subject Matter Expert	BA, Economics (Southern Methodist University); Chartered Alternative Investment Analyst; Earned CFA Level II
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)
Cohen, Rebecca	Marketing	Subject Matter Expert	MBA (American University, Kogod School of Business)
Derstine, Heidi	Accounting	Adjunct Content Advisor and Grader	MS, Accounting (James Madison University); CPA
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	Subject Matter Expert	MA, Economics (University of Kansas)
Ford, Brent	Finance	Subject Matter Expert	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)
Ganpati, Vish	Strategy, Entrepreneurship	Adjunct Content Advisor	MBA (Tuck School of Business Dartmouth College); MS, Operations Research (Louisiana State University)
Gosselin, Patrick	Finance	Subject Matter Expert	CFA Level III, MBA (Texas A&M University)

Hammond, Breonna	Law	Subject Matter Expert	JD, (Wake Forest University School of Law)
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)
Kolodinski, Robert	Organizational Behavior	Subject Matter Expert	PhD, Business Administration (Florida State University)
Linderman, Andrew	Presentation skills	Subject Matter Expert	BS, Environmental Economics & Policy (University of California Berkeley)
Lucash, Peter	Leadership	Subject Matter Expert	Ed.D., Organizational Leadership (Northeastern University), MBA (Columbia University),
Meir, Miryam	Computer Science	Industry Expert	M.A. Candidate in China Studies (Yenching Academy of Peking University)
Mendoza, Jose	Marketing	Subject Matter Expert	DBA, Cranfield University
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)
Pew, Ethan	Marketing	Subject Matter Expert	PhD, Marketing (University of Colorado at Boulder)
Ratti, Pamela	Marketing	Industry Expert	MA, International Marketing (University of Miami School of Business)
Richard, Linda	Statistics	Subject Matter Expert	BA, Mathematics (Carleton College), Master in Teaching (Seattle University), MS, Operations Research (University of North Carolina at Chapel Hill)
Riehl, John	Computer	Adjunct Content	MS, Software Design and Programming

	Science	Advisor and Industry Expert	(University of Denver) MS, Computer Engineering (Wright State University)
Robaina, Juan Carlos	Marketing	Adjunct Content Advisor and Grader	MBA (Florida International University)
Rutherford, Matthew	Corporate Governance	Subject Matter Expert	PhD, Management (University of Georgia)
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)
Tokman, Mert	Strategy	Subject Matter Expert	PhD, Management (The University of Alabama)
Ulku, Sezer	Operations Management	Subject Matter Expert	PhD, Management (INSEAD)
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	Subject Matter Expert	MBA (UNC Kenan-Flagler Business School)
Wood, Laurel	Finance	Subject Matter Expert	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)
Batiste, Kristina	Library	Librarian	MS, Library and Information Science (University of British Columbia)
Sappleton, Natalie	Leadership, Entrepreneurship	Academic Program Director, Business; Subject Matter Expert; and Grader	Masters in Research (Manchester Metropolitan University), PhD, Entrepreneurship (Manchester Metropolitan University)
Ballhaus,	Organizational	Content Developer	BA, English (Wesleyan University)

Louisa	Behavior, Law		
Chen, Tiffany	Organizational Behavior, Strategy, Computer Science	Content Developer	BA, Comparative Literature (Brown University)
DiBerardino, Elise	Statistics	Content Developer	BA, Mathematics (Georgetown University)
Eilam, Aviad	Marketing	Content Developer	PhD, Linguistics (University of Pennsylvania)
Kelly, James	Economics, Accounting	Content Developer	AB, American History (Georgetown University)
Killingsworth, Catherine	Leadership	Content Developer	BA, English (Yale University)
Mintz, Daniel	Finance, Accounting	Content Developer and Subject Matter Expert	PhD, Mathematics and Classics (University of St. Andrews), Earned CFA Investment Foundations certificate
Neil, Skylar	Organizational Behavior, Strategy	Content Developer	PhD, Archaeology (University of Cambridge)
Pella, John	Law, Compliance	Content Developer	PhD, International Studies (University of Bristol)
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)

### *Advisory Council*

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

<b>Name</b>	<b>Position</b>
Michael Horn	<ul style="list-style-type: none"> <li>- Chief Strategy Officer at Entangled Group</li> <li>- Co-Founder at the Clayton Christensen Institute for Disruptive Innovation</li> </ul>
Pawel Swiatek	<ul style="list-style-type: none"> <li>- Managing Vice President at Capital One, Venture Partner at NextGen Venture Partners</li> <li>- Co-Founder and CEO at MAZEY</li> </ul>

	<ul style="list-style-type: none"> <li>- Senior Investment Associate at Bridgewater Associates</li> </ul>
Max Zuckerman	<ul style="list-style-type: none"> <li>- Solutions Specialist – Cloud Data Migration at Google</li> <li>- Senior Director, Solution Sales at Aloomo (acquired)</li> <li>- Associate at Russel Reynolds Associates</li> <li>- Head of Sales at Livefyre</li> <li>- Technology Evangelist at Microsoft</li> </ul>

## XII. Smartly Institute Core Subject Area Catalog

**Note:** The following is a complete list of Smartly 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). As explained in the School Catalog, Smartly 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.

### **A/B Testing for Marketers (MARK5)**

*Course Description:* Learn the basic principles of A/B testing for evaluating potential improvements to digital marketing campaigns.

### **Accounting I: Fundamentals (ACCT1)**

*Course Description:* Discover financial statement preparation principles and learn bookkeeping mechanics for basic transactions.

### **Accounting II: Revenues and Expenses (ACCT2)**

*Course Description:* Take a deeper look at how to account for revenues and expenses including the cost of goods sold and depreciation.

### **Accounting III: Financial Statements (ACCT3)**

*Course Description:* Discover financial statement preparation principles and learn bookkeeping mechanics for basic transactions.

### **Accounting IV: Working with Ratios (ACCT4)**

*Course Description:* Learn to use balance sheet and income statement metrics to assess a company's financial health, efficiency, and capital structure.

### **Accounting V: Advanced Financial Statements (ACCT5)**

*Course Description:* Explore advanced balance sheet accounts, income statement line items, and cash flow statement adjustments.

### **Advanced Statistical Inference (STAT8)**

*Course Description:* Compare efficacy and impact of variables to make the right choices in complicated scenarios.

**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.

**Capital Budgeting (FIN4)**

*Course Description:* Learn how businesses decide what projects to invest in based on projected cash flows and constraints on capital.

**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.

**CS101A: Binary and Hexadecimal (COMPSCI1)**

*Course Description:* Discover how computers store numerical data by learning about the binary and hexadecimal systems.

**CS101B: Representing Multimedia Content (COMPSCI2)**

*Course Description:* Learn how computers compress data and represent content—text, images, audio, and video—to give us beautiful things like cat videos.

**CS101C: Boolean Logic Fundamentals (COMPSCI3)**

*Course Description:* Understand how computers do the amazing things they do by learning about Boolean logic and logic operations.

**Corporate Governance (CORPGOV1)**

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

**Cost of Capital I: Capital Structure (FIN2)**

*Course Description:* Understand a company's balance between debt and equity as it assesses the profitability of proposed projects.

**Cost of Capital II: The Modigliani-Miller Theorem (FIN3)**

*Course Description:* Under certain assumptions, the capital structure of a company is irrelevant. Removing assumptions reveals an optimal balance between debt and equity.

**Creating Financial Statements in Excel (ACCTEX1)**

*Course Description:* Create a firm's balance sheet, income statement, and cash flow statement from scratch.

**Customer Discovery (INTENTNEW1)**

*Course Description:* Explore how startup entrepreneurs use the customer discovery process to build and refine their business models, from assessing market opportunities to developing an MVP.

**Customer Validation (INTENTNEW2)**

*Course Description:* Measure customer demand by developing, testing, and optimizing a sales strategy.

**Data Collection (STAT6)**

*Course Description:* Discover the proper methods for gathering the data behind a data-driven decision, along with common data-gathering errors to avoid.

**Derivatives (OPT1)**

*Course Description:* Learn how different types of derivatives are used to hedge risk and to speculate on future prices.

**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.

**Diversity and Discrimination in the Workplace (DIVER1)**

*Course Description:* Explore the benefits of a diverse workplace, and learn best practices for identifying and correcting discrimination.

**Excel for Finance (FINEX1)**

*Course Description:* Use Microsoft Excel's time value of money functions to assist in the valuation of companies and projects.

**Excel for One-Variable Statistics and Probability (STATEX2)**

*Course Description:* Discover the tools in Excel that will help you describe and summarize data, as well as enhance your understanding of probability topics.

**Excel for Two-Variable Statistics and Regression Analysis (STATEX3)**

*Course Description:* Discover the tools in Excel that will help you describe and summarize data, as well as enhance your understanding of probability topics.

**Excel for Statistical Inference (STATEX4)**

*Course Description:* Explore methods for taking random samples, constructing confidence intervals, and doing a variety of hypothesis tests in Excel.

**Exploring the Data Science Landscape (DATASCI1)**

*Course Description:* Learn about the exciting new field of data science, including the essentials of what data science is, how the data science process works, and where the field is headed.

**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.

**Forecasting Fundamentals (OPMAN3)**

*Course Description:* Learn basic methods for forecasting customer demand.

**Game Theory (GT1)**

*Course Description:* Learn the fundamental concepts of game theory, such as representing games, finding best responses, and using various types of strategies.

**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 Evernote (EVER1)**

*Course Description:* Whether it's for business, for personal projects, or just for fun, Evernote helps you keep everything you need to know in one organized, beautiful place.

**Macroeconomics: Economic Fluctuations (MACRO1)**

*Course Description:* Understand important economic indicators and why the economy fluctuates.

**Macroeconomics: International Trade (MACRO3)**

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

**Macroeconomics: US Fiscal and Monetary Policy (MACRO2)**

*Course Description:* Discover how governments deal with fluctuations in the economy.

**Managerial Accounting (MGMTACCT1)**

*Course Description:* Discover how to use accounting data to solve common business problems and to analyze the impact of decisions on a company's financials.

**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.

**Mergers and Acquisitions 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.

**Mergers and Acquisitions II: Making the Deal (MANDA2)**

*Course Description:* Put M&A theory into practice: walk through the process of carrying out a merger or acquisition, from choosing a target to closing the deal.

**Microeconomics I: Supply and Demand (MICRO1)**

*Course Description:* Grasp foundational aspects of microeconomics including supply and demand as well as how markets determine prices.

**Microeconomics II: Shape your Economic Worldview (MICRO2)**

*Course Description:* Apply your newfound knowledge of microeconomics as you explore issues of information, market theory, elasticities, and international trade.

**Microeconomics III: Markets and Externalities (MICRO3)**

*Course Description:* Take your microeconomics skills to the next level as you solve problems related to monopoly, externalities, and the environment.

**Modern Portfolio Theory (EFFMARK1)**

*Course Description:* Learn how to maximize return for a given level of risk according to modern portfolio theory.

**One-Variable Statistics (STAT1)**

*Course Description:* Learn how to summarize and visualize data sets with descriptive statistics, boxplots, and histograms.

**Operations Management Fundamentals (OPMAN1)**

*Course Description:* Learn how to design, maintain, and improve processes for producing and delivering quality goods and services to customers.

**Operations Management: Managing Uncertainty of Demand (OPMAN2)**

*Course Description:* Learn models for determining optimal inventory levels in the face of uncertain demand.

**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.

**Personal Investing (INV1)**

*Course Description:* Learn the basics of investing, from compounding to stocks, bonds, and more.

**Photography Basics (PHOTO1)**

*Course Description:* Develop a foundational understanding for what makes a great photo and learn how to make judgements about picture quality.

**Pivot Table Fundamentals (STATEX1)**

*Course Description:* Learn how to create and use pivot tables to make Excel spreadsheets more informative.

**Pricing I: Fundamentals (PRICE1)**

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

**Pricing II: Price Segmentation to Maximize Profit (PRICE2)**

*Course Description:* Learn how to maximize profit by establishing different price levels for different consumer segments.

**Pricing III: E-Commerce Pricing (PRICE3)**

*Course Description:* Discover pricing strategies and practices used online to maximize revenue given extreme competition and price transparency.

**Probability and Combinatorics (STAT3.5)**

*Course Description:* Introduce permutations and combinations into your probability arsenal so you can tackle even more complicated probability questions.

**Probability Distributions (STAT3)**

*Course Description:* Enhance your probability prowess with basic distribution principles and a few commonly encountered probability distributions.

**Probability Fundamentals (STAT2)**

*Course Description:* Learn the basic rules of sets, outcomes, complements, and conditional probabilities, as well as probability rules like Bayes' rule and the Law of Total Probability.

**Project Management (PROJ1)**

*Course Description:* Learn how to create, plan, and implement successful projects in any field of business.

**Python I: Fundamentals (PYTHON1)**

*Course Description:* Learn the basic structures of the versatile and user-friendly Python coding language.

**Regression Analysis (STAT5)**

*Course Description:* Quantify the strength and explore the nature of relationships between independent and dependent variables.

**Statistical Inference: Making Data-Driven Decisions (STAT7)**

*Course Description:* Test hypotheses and draw conclusions from data to make solid decisions using statistical methods.

**Stocks and Bonds (ACCT3)**

*Course Description:* Learn the basic mechanics of stocks and bonds: how they work, why companies issue them, and how they are accounted for on financial statements.

**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.

**Supply Chain Management (OPMAN4)**

*Course Description:* Learn methods for minimizing mismatches between demand and supply across supply chains.

**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.

**The Term Sheet (ENTFIN2)**

*Course Description:* Dive into the components that make up a term sheet, from valuation to exit events.

**Theories of Leadership (MGMT1)**

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

**Two-Variable Statistics (STAT4)**

*Course Description:* Understand correlation and causation, deriving relationships between two data sets.

**US Company Formation Law (USBIZLAW1)**

*Course Description:* Learn the fundamentals of United States company formation law, and gain the insights you need to choose a company type to suit your business goals.

**US Employment Law (USBIZLAW2)**

*Course Description:* Learn the fundamentals of US employment law, and gain valuable insight on best employment practices for non-union, private sector employees.

**US Intellectual Property Law (USBIZLAW3)**

*Course Description:* Learn the basics of intellectual property (IP) protection, and how to identify IP types and applicable laws.

**Valuation I: Discounted Free Cash Flow (VAL1)**

*Course Description:* Learn how to forecast a company's future free cash flows and how to value the company by discounting those cash flows back to the present.

**Valuation II: Equity and Market Valuations (VAL2)**

*Course Description:* Learn how to value a company with market multiples and liquidation methods as well as how to calculate a company's enterprise and equity values.

**Venture Capital (ENTFIN1)**

*Course Description:* Navigate the venture capital funding process, from nailing an elevator pitch to closing a funding round.

**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.

**Why Blended Learning Matters (BLENDED1)**

*Course Description:* Online learning has opened the door for an educational renaissance. By combining online tools with a rejuvenated in-person experience, we can close the education gap. Find out how in this course.