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[www.fdsm.fudan.edu.cn/topemba](http://www.fdsm.fudan.edu.cn/topemba)



**Grow Top Executives in China to Lead & Transform  
Today's Business World**

WASHINGTON  
UNIVERSITY<sup>IN ST. LOUIS</sup>  
FUDAN  
UNIVERSITY  
EMBA

 Washington  
University in St. Louis

 復旦大學  
Fudan University



EMBA

Washington University-Fudan University



# Grow Top Executives in China to Lead & Transform Today's Business World



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# Deans' Remarks

**Professor Mark P. Taylor**

Dean  
Olin Business School  
Washington University in St. Louis



“In an increasingly globalized world, managers need to be able to think on a global scale. The joint Executive MBA program offered by Fudan University and Washington University in St. Louis, two of the world's great universities, each located on a different continent, provides cutting-edge management education with a truly international perspective.”

“We here at Fudan University and Washington University in St. Louis, two great universities in the two greatest economies, are jointly running the world-leading EMBA program and dedicating ourselves to fostering the new generation of global business leaders. This is what we have done, what we are doing, and what we will continuously do.”



**Professor Xiongwen Lu**

Dean  
School of Management  
Fudan University

# Program Overview

## Defining Leaders, Redefining Leadership

### The **1<sup>st</sup>** joint venture EMBA program in China

Washington University-Fudan University Executive MBA program is widely regarded as one of the most respected Executive MBA programs in China. Established in 2002, the program is China's first joint venture in management education, preparing senior executives in China – and other parts of Asia – for global leadership.

### A partnership between **2** prestigious institutions

The program is renowned for its academic rigor, strong focus on strategy, leadership, global perspective, innovation and entrepreneurship, with an active and diversified alumni base across the Asia Pacific area. This is achieved by the joint efforts of the two partners, each contributing their unique excellence in running a world-class program.

### # **6** program ranking worldwide in 2018

Since 2016, the Financial Times has ranked the Washington University-Fudan University EMBA program one of the best EMBA programs in mainland China. In 2018, the program ranked No. 6 worldwide, top 10 for 7 consecutive years, average rank No.1 in mainland China, and top 2 in "Salary Today" sub-indicator worldwide.

### # **14** faculty research by 2018 FT ranking

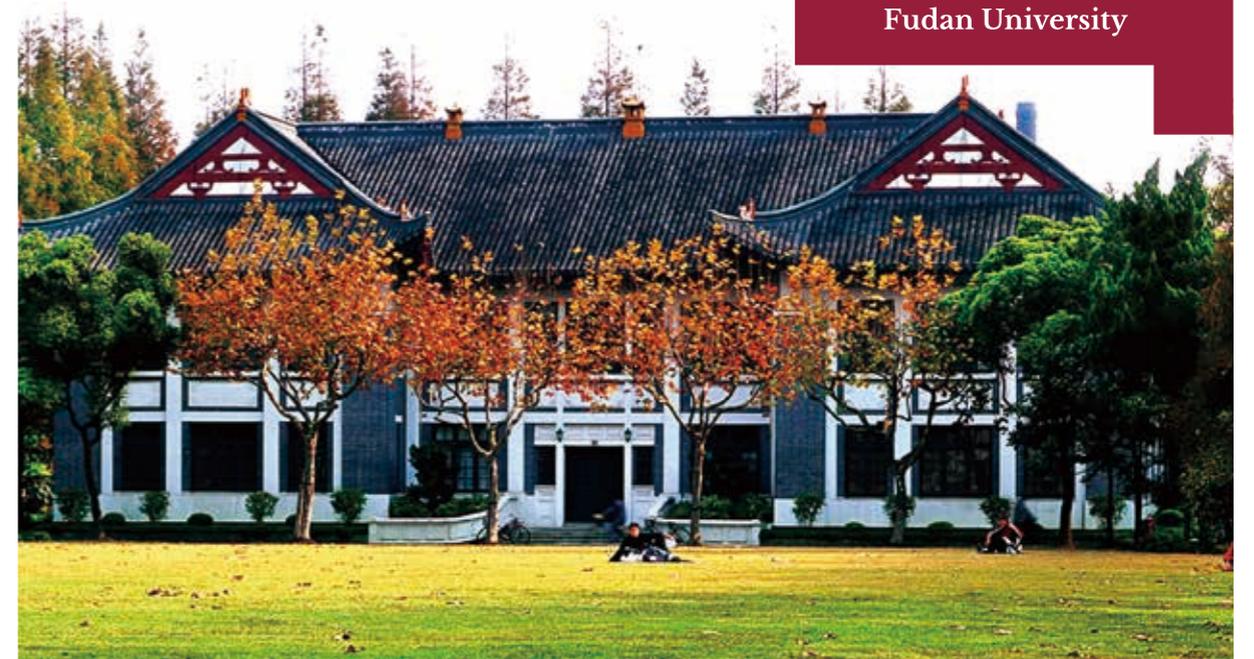
The faculty at Washington University's Olin Business School are distinguished, top-tier educators and researchers who are leaders in their field. Known for its intellectual curiosity, high-caliber faculty and pioneering research, Washington University-Fudan University EMBA program is at the forefront of management education, and has attracted senior-level professionals from around the world who are willing to change the global-competition game, and differentiate themselves as leaders with a global vision.

# About The Schools

## Global Perspective, Local Insight

The Washington University-Fudan University Executive MBA program is a partnership between the Olin Business School, Washington University in St. Louis and School of Management, Fudan University.

Taught in English, the program closely matches the content and structure of Olin Business School's Executive MBA program. While faculty members from Olin Business School teach the majority of the courses, faculty members from the School of Management of Fudan University also support some of the courses to instill local perspectives and provide the latest insights to China's rapidly developing economy.



### Washington University in St. Louis

Washington University in St. Louis is a private university located near the heartland of the United States. Each year it attracts more than 11,000 students from more than 125 countries. It ranks top 5 best undergraduate business schools, top 15 in overall undergraduate programs, and consistently among the top 10 universities in the United States for Federal research support and is associated with 24 Nobel Prizes.

### Olin Business School

Founded in 1917, Olin is one of the country's leading research-oriented business schools with a network of partners on campus, in the St. Louis community, and around the world. Today, Olin Business School is a multinational community of faculty, students, and alumni who teach and learn on several campuses around the world, including China, India, Israel, Singapore, South Korea, and throughout Europe, among others.

### Fudan University

One of the most prestigious and selective universities in China, Fudan University is consistently ranked in the world's top 100 most academic universities. It is also a member of the C9 League, China's Ivy League, and Universities 21, a "global network of research universities for the 21st century."

### Fudan School of Management

The School of Management has grown into one of the top-class educational institutions in China. The School has been awarded the First Prize for R&D Progress and the First Prize for Excellent Education Accomplishments, both on national levels. In 1991, The School of Management became one of the first Chinese institutions to offer an MBA degree. To date, more than 28,000 alumni have graduated from here. Many of these professionals guide China's economic development.

# Our Faculty

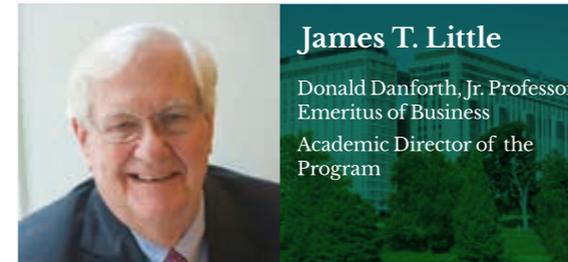
## Learn from the Brightest Business Minds

Program professors are tenured, full-time, or adjunct faculty members well respected for both their scholarship and frontline management expertise. They care passionately about their teaching and about making subject matter accessible to each student—through class discussions, case studies, simulations, guest lecturers, applied-learning projects, and one-on-one conversations.

Professors are known for their research productivity, with work that is widely published and cited in influential academic journals. More importantly, from your perspective, they bring their research and real-world business experience into the classroom. As a result, you are exposed to new business thinking, practices, and trends ahead of the marketplace, a distinct competitive advantage for you and your organization in the marketplace.

“Olin’s faculty actively participate on the research frontier in all areas of global business studies. This is critical to the success of our Executive MBA program because it is the research that provides the raw material from which all essential teaching materials derive. What’s incredibly valuable in our program is the fact that such research comes to life in the classroom as top executives from China and around the world share their own experiences as we seek to apply the theory to practice. Our executive education approach—one that brings together research-focused faculty and top global executives—ultimately produces new knowledge and uncovers innovative business solutions that can be immediately brought into practice.”

—Professor Todd Milbourn  
Senior Associate Dean of Faculty and Research and Hubert C. & Dorothy R. Moog  
Professor of Finance



**James T. Little**

Donald Danforth, Jr. Professor  
Emeritus of Business  
Academic Director of the  
Program

James T. Little earned a BCom in Economics and Mathematics from the University of British Columbia and his PhD in Economics from the University of Minnesota. He served on the faculty of the department of economics from 1971-1982 and then joined the faculty of the Olin Business School. From 1983-1989, he served as associate dean for academic affairs. In 2006 he was appointed as the inaugural Donald Danforth, Jr. Distinguished Professor of Business and became Emeritus in 2013. He continues to teach on a limited basis and serves as Academic Director of the Washington University-Fudan University EMBA Program in Shanghai. Little’s research interests include the implications of globalization for corporate strategies, the economies of the European Union and China, and regulation of insurance companies. A multiple winner of the Reid Teaching Award, Little received a Distinguished Faculty Award from the Alumni Association of Washington University in 2002 and the Deans Medal from the Olin Business School in 2016. His extensive experience as a lecturer in executive programs includes teaching in China, Europe and India. Little was a long-time director and member of the executive committee of a property and casualty insurance company and has served on the boards of several civic and not-for-profit institutions.



**J. Stuart Bunderson**

Co-director of the Bauer  
Leadership Center  
George and Carol Bauer  
Professor of Organizational  
Ethics and Governance

Professor Bunderson is an honorary professor with the faculty of economics and business at the University of Groningen in The Netherlands. He holds a PhD degree in Strategic Management and Organization from the University of Minnesota and B.S. and M.S. degrees from Brigham Young University. His award-winning research on issues of leadership, organizational learning, and meaningful work has been published in several leading management journals. He has served as a senior editor at Organization Science and on the editorial boards of the Academy of Management Review and the Academy of Management Journal. Professor Bunderson has taught courses and seminars on leadership, power and influence, and organizational behavior to undergraduate, MBA, and Executive MBA students in the United States and China. He is regularly recognized for his teaching with both student and faculty awards. He also teaches in open enrollment and customized executive education seminars with leading private and public sector organizations. Professor Bunderson started his career in organization and management development at PepsiCo, Inc.



**Samuel Chun**

Assistant Dean of Executive  
Programs  
Professor in Management  
Practice

Samuel Chun is Assistant Dean of Executive Programs and Professor of Management Practice at the Olin Business School, Washington University in St. Louis. Before returning to Olin, he was an Assistant Professor of Business Administration at the Harvard Business School from 1995 – 2000, where he instructed MBAs, doctoral candidates, and corporate executives in a variety of management areas. Prior employment includes service as a Regional Director at American Express and President of Intermarkets, Inc., which was a Pacific-Rim based startup providing supply chain and logistics. He was also an economist and consultant to the United States Department of Labor. Professor Chun has authored a number of Harvard Business School case studies and notes.



**Todd T. Milbourn**  
Senior Associate Dean of Faculty and Research  
Hubert C. & Dorothy R. Moog Professor of Finance

Professor Todd Milbourn joined the Olin Business School at Washington University in St. Louis in 2000. His research and teaching interests center around corporate finance issues, with a particular focus on CEO compensation, corporate credit ratings and valuation. He has published widely on these topics in financial and managerial journals and has co-written an executive-level book on corporate finance. Todd teaches finance in nearly all of Olin's degree programs, including the BSBA, MBA, EMBA and Shanghai EMBA programs. He has won several awards for excellence in teaching and truly enjoys his time in the classroom. He has also consulted and lectured on corporate finance issues for a variety of organizations and their executives, including many Fortune 500 companies, global investment banks and consultancy firms. He also serves as an expert witness valuation, fair rate of return, and compensation cases. Outside of Olin, Todd serves as an Independent Director for the Xanthus Fund. He also sits on the Academic Advisory Council for Standard & Poor's.



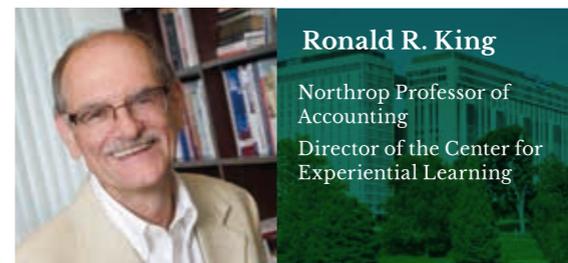
**Anjan Thakor**  
John E. Simon Professor of Finance  
Director of the PhD Program  
Director of the WFA Center for Finance and Accounting Research

Professor Anjan Thakor's previous university faculty appointments include Michigan, Indiana, Northwestern, and UCLA. His areas of research, teaching and consulting interest are banking, asymmetric information, corporate finance, corporate culture and the economics of higher purpose. He has published research articles in leading Economics and Finance journals and in 2008, he was recognized as the fourth most prolific researcher globally in Finance over the past 50 years. He has published eight books, including Contemporary Financial Intermediation with Stuart Greenbaum and Arnoud Boot, which is a masters level banking text book whose content is closely tied to current banking research, as well numerous research readings books in financial intermediation. He is a founding co-editor of The Journal of Financial Intermediation and a past President of The Financial Intermediation Research Society.



**Jackson Nickerson**  
Frahm Family Professor of Organization and Strategy at Olin Business School  
Senior Scholar in Governance Studies at the Brookings Institution  
Associate Dean and Director of the Brookings Executive Education in Washington D.C.

Professor Nickerson has received numerous teaching awards including the 2003 State of Missouri Governor's Award for Excellence in Teaching. Jackson's research, which is found in leading management journals, focuses on leadership, governance, and organizational performance. He has twice won the Olin Award Recognizing Research That Transforms Business. Jackson was one of the lead developers of Critical Thinking@Olin, a new approach to developing critical thinking skills that won the MBA Roundtable's Innovator's Award and is now taught to other universities through AACSB. Consultant and author of several leadership books, he launched Olin's new Masters of Science in Leadership.



**Ronald R. King**  
Northrop Professor of Accounting  
Director of the Center for Experiential Learning

Myron Northrop Professor of Accounting at the Olin Business School, Professor Ronald King is also Director of the Center for Experiential Learning where he coordinates the Center's five primary programs, including CEL Practicums, Board Fellows, CEL entrepreneur consulting team (CElect), Taylor Community Consulting Projects, and Global Management Studies.

Professor King's teaching interest is in the area of financial accounting. He has taught in Olin's BSBA, MBA, EMBA, EMBA-Shanghai programs, and Washington University's JD program. His current research interests are in the area of teaching and learning. He is active in the St. Louis start-up community as an angel investor. He is currently a board member of Wine Tasting Network, Kinbe, and Appnotch. He is a consultant for business start-ups.

Area of Expertise: Financial reporting/regulations and Teaching and learning

Research Interests: Experiential learning

Academic/Professional Activities: CPA (Missouri – inactive)

Awards/Honors:

- BSBA Reid Teaching Awards, Washington University, 1987, 1988
- EMBA Reid Teaching Awards, Washington University, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016
- Washington University's Founder's Day 2012 Distinguished Faculty Award Winner



**Panagiotis (Panos) Kouvelis**  
Emerson Distinguished Professor of Operations and Manufacturing Management  
Director of The Boeing Center for Supply Chain Innovation (BCSCI)

Ranked a top 10 operations management researcher in terms of research productivity, quality and citations, Kouvelis is one of the most highly cited operations and supply chain management scholars, with over 6,500 citations.

Since 2012, Kouvelis was appointed as one of two academic leaders on the U.S. Commerce Department's advisory committee on supply chain competitiveness.

He currently teaches Washington University EMBA programs in St. Louis, Kansas City and Denver, and has taught all 14 cohorts of the joint Olin-Fudan EMBA program in Shanghai, China, and started teaching in the recently established joint Olin-IIT Mumbai EMBA.

Kouvelis has consulted with or taught executive programs for many companies, including Emerson, Monsanto, Belden, Bunge, BJC, Duke Hospital, Eaton, BAE, Express Scripts, Edward Jones, Sigma Aldrich, ABInBev and Boeing, on topics that include supply chain management, operations strategy, lean operations and inventory management.

\*A full faculty list is available online

# Curriculum

## Comprehensive and Integrated Curriculum

The program curriculum is mainly based on Olin's Executive MBA Program, but also fine-tuned to meet the specific needs of business leaders in Asia. Olin's EMBA program is renowned as one of the most academically comprehensive, integrative, and responsive curriculum in the US, providing a holistic overview of business disciplines, while addressing pressing global management challenges.

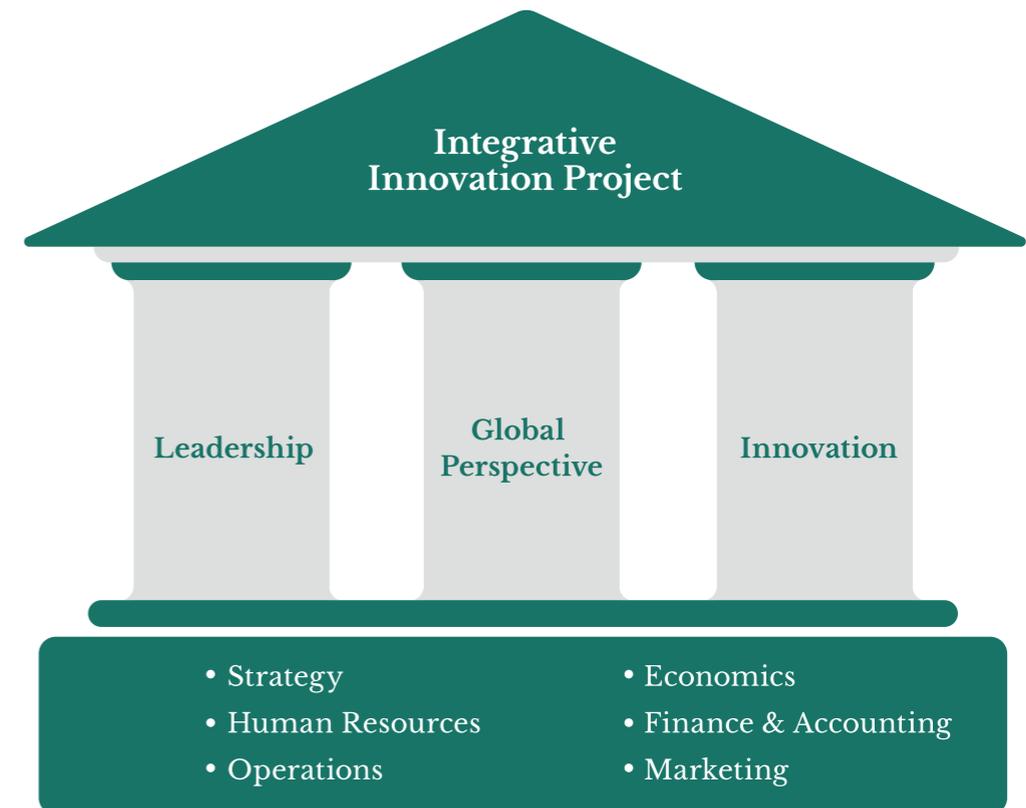
More than a series of classes, we designed the curriculum systematically for you to transition from managing a single unit to managing a business unit or group of businesses on a global basis. The curriculum features foundational courses and three major themes that parallel managerial situations facing executives on a daily basis. The core courses provide you with the breadth you need to understand your business from a strategic perspective. The major themes stay abreast with the latest business environment, focusing on the global business management, leadership and entrepreneurship. You work on an innovation project and compete in a Capstone Pitch Competition.



“Our curriculum is driven by the ‘big’ issues: innovative and sustainable competitive advantage, disruptive technologies, and risk management in complex value chains.”

—Professor Panos Kouvelis

Director of The Boeing Center for Technology, Information, and Manufacturing and Emerson Distinguished Professor of Operations and Manufacturing Management



## A Curriculum Centered on the Mastery of Global Management, Leadership and Innovation

The program’s goal is to help you become a superior global manager - a more competent leader and confident decision maker, problem solver, and risk taker. Leadership development and innovation are embedded into EMBA course content, residencies, and class projects.



### Global Focus with Local Perspective

The program’s focus is the development of the skills and capabilities required for success as global manager with a deep understanding of the Chinese context. It is taught by outstanding and experienced international faculty and also features local Chinese faculty and experts providing insights and expertise to the application of these skills and capabilities to the Chinese environment.

### Leadership Skills

It is the role of leaders to align diverse activities and guide stakeholder relationships effectively and confidently. The program is deeply rooted in leadership development, including both theoretical and practical training.

### Innovation and Entrepreneurship

In year two of the program, you will work in teams on an innovation project. Students will turn a new business idea into a business plan that will synthesize all that you have learned during the program. During your residency in St. Louis, you will present your plan to an audience of faculty, alumni and business leaders.

### Program Courses

Theme	Course
<b>Year One: Business Fundamentals</b>	
CORE	Strategic Management (Opening Residency in Su Zhou)
CORE	Teams & Collaboration
CORE	Business Analytics
CORE	Marketing
CORE	Financial Accounting
CORE	Managerial Economics: Incentives, Markets and Competition
CORE	Managing Operations
CORE	Corporate Finance
<b>Year Two: Key Management Themes</b>	
ADVANCED	Strategic Management of Innovation (U.S. Residency in West Coast)
ADVANCED	Global Supply Chain Management
ADVANCED	Opportunities and Challenges of Global Markets
ADVANCED	Leadership
ADVANCED	Managing Power and Influence in Organizations
ADVANCED	Valuation, Mergers, and Acquisitions
ADVANCED	“The Cutting Edge”: Thought Leadership
ADVANCED	Sustaining Value through Corporate Strategy
<b>Year Two: U.S. Residency in Washington D.C. &amp; St. Louis</b>	
FINAL	Market & Customer Analytics
FINAL	Entrepreneurship
FINAL	Innovation Projects

## Program Format

Washington University-Fudan University Executive MBA program is designed for busy professionals like you. Our 18-month program focuses on learning, not logistics. You attend courses once per month, from 8:30 a.m. to 5:30 p.m. Friday through Monday at Fudan University's School of Management in Shanghai.

The program ends with a 2-week residency in the US. One week is at Brookings Institution in Washington D.C. and the other week of capstone residency is at the Charles F. Knight Executive Education & Conference Center at Washington University in St. Louis.

You graduate from the program with an AACSB accredited Executive MBA degree from Washington University in St. Louis, and a Management Education Certificate from Fudan University.



## Three Residencies



### Opening Residency in China

You begin the Washington University-Fudan University Executive MBA program with the Opening Residency in Suzhou, China. During the residency, you examine management strategy, form study groups, and get to know members of your class – senior-level professionals from a wide range of organizations in Asia and other areas. Together, you begin to establish a unique class culture.

### Mid-term Residency in the U.S. West Coast

A one-week mid-term residency is scheduled to enhance the students' learning experience in innovation and entrepreneurship.

Half way through the program, students will travel to California, where they will take the course of 'Strategic Management of Innovation'. In addition to the course, students will spend time visiting the world leading innovation companies as well as some startups located at Silicon Valley. Local industrial leaders and entrepreneurs will be invited to give a series of keynote speeches. The topics will cover the front-line science and cutting edge technology in the U.S., the business and innovation environment at Silicon Valley, the financial support and risk management for startup companies, and the roadmaps that finally lead to the success of such companies.

### An Enriching Residency in Washington D.C. and St. Louis

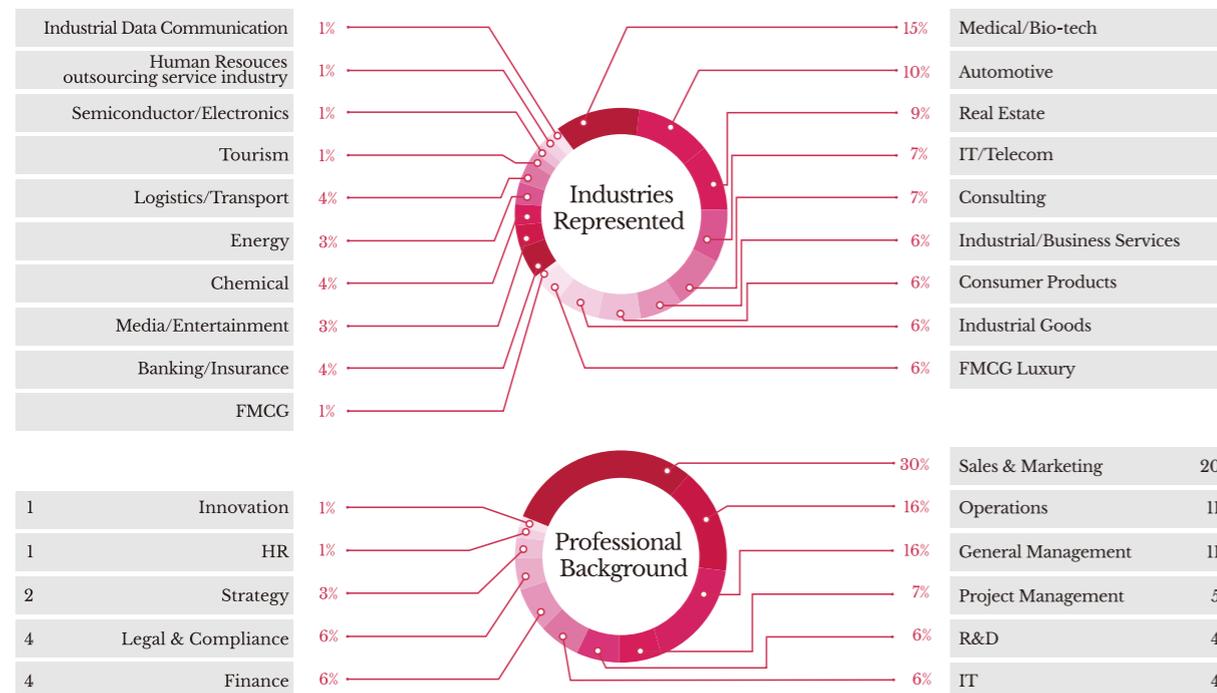
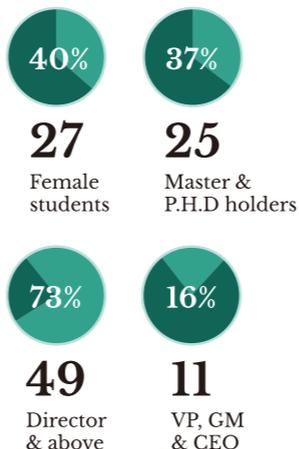
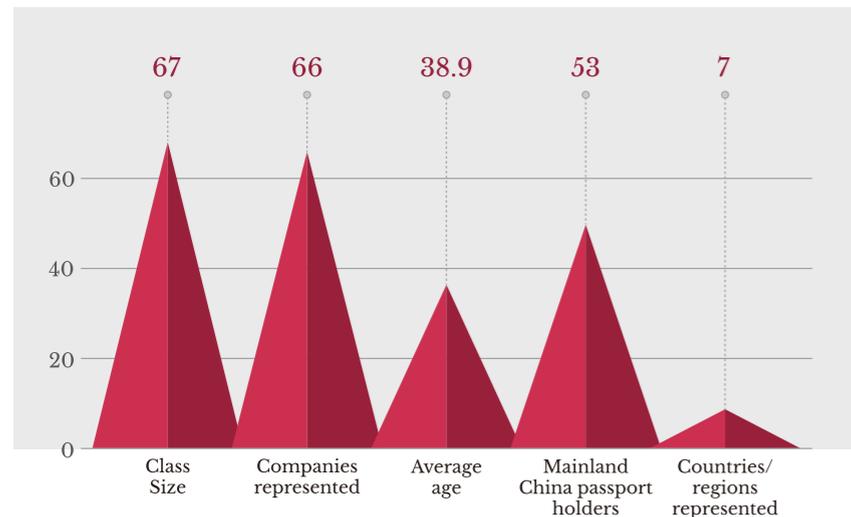
You will spend two weeks studying in the United States. The first week will be spent in Washington D.C., hosted by the Brookings Institution, one of the world's leading think tanks. Among the topics that will be addressed are the opportunities, challenges of risks in operation in the major economic regions of the world. Other topics to be covered include policy making in the US, the political and economic relationships between China and the US, and global governance and dispute resolution.

The second week of the residency will take place in St. Louis at the Olin Business School. The program for this week will include courses in Market and Customer Analytics and Entrepreneurship, and final reports on the Innovation Projects. The week concludes with a graduation ceremony in St. Louis.



# Student Portfolio

## 2018 Class 17 Profile



# Alumni

## A Close-Knit Network

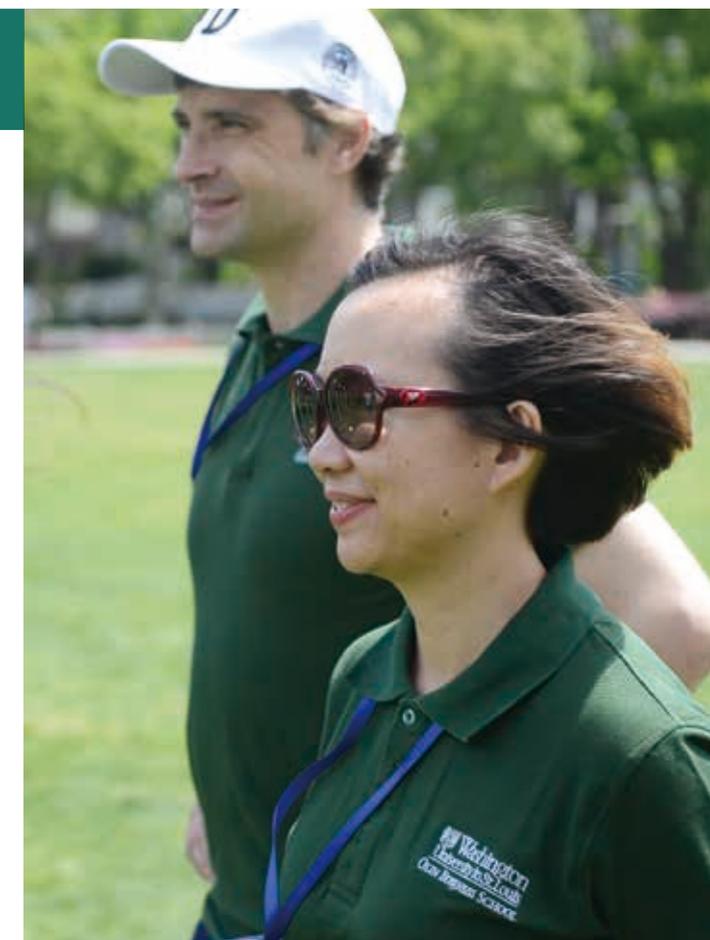
The Washington University-Fudan University EMBA Program promotes a relational culture among its students, faculty, staff, and alumni. The small size of the Olin Business School allows for a deeper level of interaction and participation, which in turn, fosters key relationships that provide endless opportunities for your continuous achievement.

You will be part of a diverse and carefully curated team that serves as a learning laboratory and second family. Building connections as second nature shapes you to be a bridge builder who brings people together in meaningful and innovative ways at work.

The program enjoys a high referral rate from the alumni network every year. You can leverage not only the EMBA alumni coming from the best multinational companies, but also the alumni community from both Olin Business School and Fudan School of Management. These connections can help you develop a more collaborative approach to leadership, address high-priority business challenges, hire exceptional talent, and build your competitive edge.

## Create a Lifelong Learning Community

Our admission process is rigorous, but once you are accepted and enrolled into the program, you become part of a continuing academic support system.



We are committed to expand lifelong learning opportunities for our alumni, enabling them to continuously refresh their knowledge and leadership through the benefit platform that we co-own with our alumni.

As alumni, you are entitled to take courses from both the Olin EMBA program and the Fudan EMBA program (on a seats-available basis) at any time of the year, at a special alumni rate of RMB 1,500 per course. You are also encouraged to take this opportunity to acquaint yourself with the on-going class members and expand your alumni network.

# Student Testimonials



**Guy R A Mills**

CEO  
Manulife International Limited  
2012 Class 11

“As a CEO that had come up from technical and function roles in a large multi-national company, I found the Washington University - Fudan University EMBA program provided me with actionable skills to manage my business and, importantly, significantly enhance my strategic thinking capabilities to help me lead my organization and create value for the future. As a foreign executive I found the program structure coupled with interactions with my classmates very effective in enhancing the interpersonal skills I needed to successfully lead an enterprise in the China market.”



**Lily Dong**

Vice President  
Business Unit GI  
AstraZeneca Pharmaceutical  
Company - China  
2013 Class 12

“Sophisticated and comprehensive course of the Washington University – Fudan University EMBA has allowed me to build a strong foundation of knowledge toward moving up to a more consolidated position within the management team in the company. The interactions with those internationally acclaimed professors from USA and my outstanding classmates have stimulated my enthusiasm toward the course and fostered my passion toward the study. The gift of the course is beyond my expectation. The course itself is definitely a valuable investment and discovery of our ego.”

“I am very glad I made the decision enrolling into the Washington University – Fudan University EMBA program, it allowed me to learn comprehensive knowledge necessary for being a leader in global context, it polished my skills and most importantly, provided me with great opportunities to interact with elite professors and leaders worldwide, the 18-months was nothing but truly a fruitful and enjoyable experience, the confidence it brought to the students was solid and was something a leader would need in order to face the challenging business world.”



**Michael Lam**

Managing Director, China  
British Standards Institution  
2010 Class 9



### Frank Ma

Assistant President, GM  
International of Tsingtao  
Brewery Company  
2014 Class 13

“I chose Washington University-Fudan University EMBA program for one obvious reason: its global perspective blended with local insights. Being one of the most recognized Chinese consumer brands worldwide, Tsingtao Beer sees the challenges of growing in the ever-complicating overseas markets while fortifying the domestic China market. I joined the program in a hope that it will sharpen my knowledge in strategic thinking and supply chain, marketing management, and cross-culture team leading. The next 18 months, to my most satisfaction, had been all about quenching my cravings in these areas. The professors bring in knowledge, then the classmates amplify it with their unique experiences. My background with a China based company while brands being marketed and distributed globally resonates incredibly well with those who work with MNCs. I believe as the globalization deepens in every possible way, Chinese brands like Tsingtao Beer will keep leveraging best global practices, and their leaders will better understand how to lead with common management language world-wide.”



### Thomas Cheong

Global Vice President &  
Head of North Asia  
Principal Financial Group  
2011 Class 10

“The Washington University-Fudan University EMBA program helps me recharged, and equipped with new skills for bigger roles in the second half of my career. The academic rigor, and exploring subject matters from both international and Chinese perspectives were important learning attributes I sought.”



### Kenny Chen

General Manager  
EMC Shanghai Center of Excellence  
2013 Class 12

“The Washington University -Fudan University EMBA program broadened my eyesight from a pure R&D leader to a true business leader. The rigorous and broad curriculum helps leaders in China to build up the global mindset, which is critical to people like me who are working in a MNC. My classmates from Class 12 are becoming my lifelong friends, partners and mentors. It’s one of the most precious assets I gained from the program.”

# Admission

The success of each Executive MBA class depends on the quality of the students. You learn with and from your program peers, and you spend a lot of time on team projects. Consequently, the Executive MBA admission staff wants to ensure everyone in the class is ready to make the most of his or her EMBA experience.

## Criteria for Admission

- University degree or equivalent
- Outstanding track record of professional success
- Minimum 10 years of professional work experience, with 5 years of managerial experience (or 5 years in a position with high-level responsibility)
- High potential for advancement and proven academic capability
- Ability to contribute to the Executive MBA experience
- Fluency in reading, writing, and speaking English

## Class Visit

We strongly recommend that you learn everything you can about the program before you apply. A class visit may provide invaluable insights into our program and is strongly encouraged. It gives you an opportunity to experience a real EMBA course, to feel the learning environment in the classroom, and to meet with the faculty and students. Before or after the class visit, our staff will be pleased to answer the questions/concerns you may have about the program. To schedule a class visit, go visit our website and book it online via [www.fdsu.edu.cn/topemba](http://www.fdsu.edu.cn/topemba).

## Procedure

### Step 1 – Application

- Submit pre-application**  
Send the pre-application form and your CV to EMBA-Shanghai@olin.wustl.edu
- Fill out application forms**  
We will invite qualified candidates to complete a full application form
- Submit the documents**  
Send the required documents to the program office and pay the non-refundable application fee of RMB 1,200.

### Step 2 - Interview

Only short-listed candidates will be invited to attend the admission interviews. To secure an interview session, you must submit all your materials in advance.

### Step 3 - Admission

Upon the completion and documentation of the interview, the Admission Committee constituted of professors from both universities will review the applications and make a decision regarding admission. The admission decision will be informed within 7 days after the interview. Admitted candidates must submit a nonrefundable deposit to hold a place in the class. The deposit is applied toward your total tuition.

## Tuition

The tuition fee covers the costs of textbooks, study materials, lodging and meals for all residencies, including the domestic opening residency, mid-term and final residencies in the USA. Students are responsible for the transportation costs to the US residencies.