



# THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT



## Student Catalog

Fall 2014 – Summer 2015

# THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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## ACCREDITATION

Thunderbird is accredited by the North Central Association of Colleges and Schools (NCA, 1969) and the Association to Advance Collegiate Schools of Business (AACSB International, 1994). The AACSB is the primary accrediting association for American schools of business, and the NCA is the primary accrediting agency for universities in its region of the United States.

## SCHOOL NAME CHANGE

The School was founded under the name American Institute of Foreign Trade. The name changed to Thunderbird Graduate School of International Management in 1968; and in 1973, it was changed to American Graduate School of International Management. In 1997, the School's name was changed to Thunderbird, The American Graduate School of International Management. A subsequent name change to Thunderbird, The Garvin School of Global Management, occurred in 2004. The most recent and current name, Thunderbird School of Global Management, occurred in February 2007.

## DEGREES CONFERRED

The Master of International Management (MIM) was conferred upon all graduates from 1971 to 2001. In 2001, the degree name was changed to the Master of Business Administration in International Management (MBA in International Management) for candidates successfully completing the full-time and executive programs. The Master of International Management (MIM) was conferred on candidates who successfully completed the Dual-Degree or Post-MBA programs. In October 2006, the full-time degree title was changed to the MBA in Global Management. The title of the MIM degree was changed at that time to the Master of Global Management.

In 2000, Thunderbird conferred the Master of International Management for Latin American Managers (MIMLA) as a joint degree with Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM). In 2002, the name of this degree was changed to the Global MBA. This degree is also given to graduates of the OnDemand Program instituted in 2005.

Thunderbird introduced the Master of Science in Global Management and the Master of Arts in Global Affairs and Management degrees in Fall 2007. Thunderbird expanded the Master of Science offerings to include the Master of Science in Global Finance and Master of Science in Global Marketing in Fall 2012.

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## WELCOME TO THUNDERBIRD



Welcome to Thunderbird School of Global Management. In choosing Thunderbird, you have set yourself on an exciting path. At no other time in history has there been greater need for managers who can boldly lead global organizations, work with diverse teams, and integrate far-reaching logistical networks of suppliers, customers, and partners.

Thunderbird is the historic leader in international education; it has set the pace in educating global business people since 1946. It is a specialized educational institution that has always been a trailblazer. From its first days as a unique school in the desert, it has grown into the leading school of international business. Along the way, it has embraced innovation, but it has always focused on graduates who are ready to make a difference.

A Thunderbird education is designed for bold and progressive thinkers in a world of complex, global businesses. Its graduates expect to hit the ground running in business environments that are not always predictable and familiar.

Those graduates are the Thunderbird Alumni Community, a network of more than 40,000 who live and work in more than 140 countries. They make it possible for organizations across the globe to succeed despite rapid and continuous change.

At Thunderbird, you join an international community right from the start. Today's campus community includes students and executives from more than 70 countries. The Thunderbird Faculty is international; faculty members have spent an average of 16.8 years outside their native countries. Many of them, like our students, speak multiple languages. Your learning experience will be pragmatic and relevant. From the diverse life experiences of your colleagues, to cases that are always global, to applied experiences like Thunderbird Emerging Market Laboratories, this is a unique educational experience. It meets the needs of individuals who share a passion for adventure and the curiosity required to challenge the traditional.

Your time here will pass quickly. Challenge yourself to make the most of it. Master the content of your classes, get involved in extracurricular activities, and look for ways to give back to the community. Congratulations on choosing Thunderbird, and good luck with the hard but rewarding work that lies before you. I look forward to our time together.

A handwritten signature in black ink that reads "Larry E. Penley". The signature is fluid and cursive, with the first and last names being more prominent.

**Dr. Larry Edward Penley**  
President



# THUNDERBIRD MISSION STATEMENT

## ***THE THUNDERBIRD MISSION STATEMENT***

*We educate global leaders who create sustainable prosperity worldwide.*

The mission statement highlights the role of Thunderbird as an educator of students, preparing them for roles in global management with special emphasis on their responsibilities to act in an ethical fashion to benefit not only themselves but the society in which they function.

## ***THE THUNDERBIRD VISION***

*We will dramatically grow our positive impact in a world economy in dire need of the global leadership talent we were founded to provide.*

The Thunderbird vision statement emphasizes the very practical concept of impact as the appropriate measure of Thunderbird's role in society and the world.

## ***OUR BELIEFS***

The shared beliefs represent the philosophical legacy of the school, on which rest its vision, mission, and guiding principles. The school thrives in the evolving global economy through a continued commitment to these beliefs.

**Global Prosperity**—Global business can be a powerful source of economic prosperity and human development around the world. Global managers help businesses make a difference by leading people and managing resources across the world to create long-term value that no single individual or nation can create alone.

**Global Leadership**—To lead effectively, global managers need to have a global mindset and an entrepreneurial spirit. They must combine solid business acumen with an equally strong understanding of global affairs, cultures, and languages. Also, they must be true global citizens, committed to the highest ethical standards and dedicated to creating real long-term value for their organizations and the communities they touch.

**Global Learning**—Global leaders are best developed in a multidisciplinary, collaborative, multicultural, practice-oriented learning environment, which must be constantly enhanced through academic research and pedagogical innovation.

# THUNDERBIRD CODE OF HONOR AND CONDUCT

*“Ethics, Value Systems, and Honor as a Way of Life”*

*I commit to live by these principles*

## **Develop Trust through Honesty**

- *Perform at the highest levels of excellence, as a member of the Thunderbird community, in my studies, research, and learning and in my personal, professional, and extra-curricular activities*
- *Maintain standards of exemplary integrity so that no place exists for lying, cheating, stealing, plagiarizing, piracy, or violating intellectual property rights, or for diminishing the personal liberties of fellow students, professors, or other persons or entities*

## **Respect All Members of the Community**

- *Value diversity among colleagues and encourage cooperation by emphasizing positive human relationships and the honor of all people, whether pursuing personal or group results*
- *Behave in a professional manner, both on and off Thunderbird campuses, in order to secure my personal reputation and enhance that of the Thunderbird community*

## **Lead by Example**

- *Have the courage to express disagreement respectfully, the strength to lead, and the wisdom to follow as essential parts of outstanding and mature character, always aiming to excel*
- *Confront all forms of unethical behavior or any inappropriateness including physical and emotional harassment; hold my colleagues and myself accountable, and, if necessary, report adverse issues to the Honor Council or appropriate administrative offices*



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# DEGREE REQUIREMENTS

## ACADEMIC DEGREE AND CERTIFICATE PROGRAMS

### ***Thunderbird offers five Masters-level degrees in the Full-Time Program:***

- Master of Business Administration in Global Management (MBA-GM)
- Master of Global Management (M-GM) for select Post-MBA and Dual (partner) MBA students
- Master of Science in Global Management (MS-GM)
- Master of Science in Global Marketing (MS-MKT)
- Master of Arts in Global Affairs and Management (MA-GAM)

### ***Thunderbird provides an opportunity to earn the following Dual Degrees listed below in partnership with the Vermont Law School:***

- JD/MBA in Global Management
- JD/MS in Global Management
- JD/MA in Global Affairs and Management
- MBA in Global Management / Master of Environmental Law & Policy (MELP)
- MS in Global Management / Master of Environmental Law & Policy (MELP)
- MA in Global Affairs and Management/Master of Environmental Law & Policy (MELP)

### ***Thunderbird offers seven certificates through the Full-Time Program:***

- Certificate of Post-Graduate Study in Global Development
- Certificate of Post-Graduate Study in Global Entrepreneurship
- Certificate of Post-Graduate Study in Global Finance
- Certificate of Post-Graduate Study in Global Management
- Certificate of Post-Graduate Study in Global Marketing
- Certificate of Global Studies
- Certificate of Advanced Global Studies

All courses in the Full-Time Program are designed and taught from a global, regional, and/or cross-cultural perspective. The goal of all Thunderbird programs is to equip the next generation of global leaders/managers with the tools they need to be successful leaders/managers anywhere in the world.

The optimum program model is described in this catalog for each degree program. Courses for degree programs and certificates are scheduled around the optimum models. Completion time for individual degree programs may be extended if a student elects to do an internship, exchange program, term of non-enrollment, or reduces their course load in any trimester, either voluntarily or otherwise.

## ASSURANCE OF LEARNING

Thunderbird School of Global Management is committed to achieving the learning goals that correspond to the School's mission and values. Thunderbird directly measures student learning in four areas: Global Leadership, Global Entrepreneurship, Global Mindset, and Language. The purpose of the assurance of student learning is to support and improve student learning by developing methods to: articulate the goals of each academic program, gain feedback on each unit's progress toward achieving those goals, and use the feedback to modify the academic programs to ensure that the goals are effectively achieved. Individual student learning results achieved through non-language coursework are for the exclusive use of Thunderbird to improve our programs and will not be used for evaluation of any student's final grade. The Oral

Proficiency Interview (OPI) exams taken at the end of language courses (ML-4020/4022) are mandatory and are administered at no cost to the student. Students are, however, responsible for any fees incurred for failure to take the OPI at the appointed time (no-show).

## **SCHEDULE CHANGES**

**At any time, the school reserves the right to make whatever changes it deems appropriate in course scheduling, course descriptions, and assignment of instructors. Some courses are offered in alternate trimesters or as demand warrants.** Please refer to the “Class Schedule” icon on the left-hand column of *My Thunderbird* (MTB) for course availability and locations.

## **STUDENT COHORTS**

Students progress through the first trimester as part of a culturally diverse cohort. The purpose of the cohort is to maximize exposure to the rich global diversity on our campus. Cohorts provide a living global laboratory in which to meet and work with students from other countries/cultures.

## **E-MAIL COMMUNICATIONS WITH STUDENTS**

Degree-seeking students will be issued a global e-mail account during Foundations Week. Official communications from the school will be sent electronically to this Thunderbird-assigned global e-mail address. The school expects that students will read such official communications in a timely fashion. Students who choose to forward e-mail from their global account to another e-mail address remain responsible for receiving and reading official school communications.

The Thunderbird Lifetime e-mail account only becomes a permanent account once the student satisfies all graduation requirements and is conferred his/her degree.

Students who are not registered for more than 90 days should complete a semester stop-out or leave of absence with the Registrar’s Office or they will lose their access to MTB, including their e-mail account and any stored documents.

## **AWARDS**

Students must be in good academic standing to receive one or more of the awards below.

### ***BARTON KYLE YOUNT***

Thunderbird’s highest award for a full-time student is the Barton Kyle Yount Award, created to preserve the ideals of the first president and founder of the School, the late Lt. Gen. Barton Kyle Yount. The award, established in 1949, is given by the faculty to the member of each graduating class who most reflects those ideals from the standpoint of scholarship, accomplishment, and character. The award is honorary and does not carry a stipend.

### ***ALFRED K. KNIGHT***

This award, presented in the name of Alfred K. Knight, one of the founders and officers of the American Institute of Foreign Trade, is conferred upon the MBA in Global Management student from the preceding graduating class with the highest cumulative grade point average. The award, established in 1954, is honorary and does not carry a stipend.

## **HONOR SOCIETY MEMBERSHIPS**

### ***BETA GAMMA SIGMA***

The International Honor Society Beta Gamma Sigma ([www.betagammasigma.org](http://www.betagammasigma.org)) recognizes the outstanding academic achievements of students enrolled in collegiate business and management programs accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

Invitations to the society are sent out upon completion of the first-half exams during the final/graduation trimester of study. The top 20% GPA of the graduating class is invited into this society each graduating term. To be recognized for this achievement, you must join the society. A banquet and induction ceremony are held on campus for students who join the society. The current cost to join Beta Gamma Sigma is \$95.00 (subject to change).

### ***PI SIGMA ALPHA—THE NATIONAL POLITICAL SCIENCE HONOR SOCIETY***

Each semester, a select number of graduating students are recognized for academic excellence in their coursework in the Global Development area. These students are honored with lifetime membership in Pi Sigma Alpha ([www.pisigmaalpha.org](http://www.pisigmaalpha.org)).

Pi Sigma Alpha is the national honor society for graduate and undergraduate students of international relations, political science, government, and public administration. Founded in 1920, the Society has more than 440 chapters in leading U.S. colleges and universities. Thunderbird's chapter was installed in May 1994, and Thunderbird student eligibility for Pi Sigma Alpha is based upon courses taken in the Global Development area.

Invitations to the society are sent out upon completion of the first-half exams during the final trimester of study. The following requirements for induction are set by the national headquarters of the honor society:

- The student will only be nominated in their final/graduation term.
- Completion of a minimum of 10 hours in Global Development courses. At least 7.5 hours must be completed at the time of application, with the remaining requirement to be fulfilled in the current trimester. This requirement may also include up to three hours taken Pass/Fail, but such applications must include a professor's statement indicating what grade would have been issued if the course was taken for a letter grade.
- A minimum 3.700 (A-) grade point average in all completed Global Development courses.
- Payment of a one-time fee of \$55.00 (subject to change). This fee will be refunded if the application is not accepted.
- No Honor Code or disciplinary violations.

### **ALUMNI DISCOUNT**

An individual is considered an alumnus once s/he has completed all degree requirements and upon the confirmed conferral of his/her degree. Alumni who wish to enroll in courses at Thunderbird as non-degree-seeking students or to participate in a Winterim receive a 30% discount on tuition. The discount only applies to courses that are not used to earn a second degree or certificate, and only in in Fall 2014 or Spring 2015. If the individual decides to apply the course(s) toward a second degree, the student will be responsible for the full cost of the course at the time the individual enrolled in the course as a non-degree-seeking student.

## SUMMARY OF ADMISSION REQUIREMENTS

The summary below does not include all of the tools used by Thunderbird in deciding to offer admission to a candidate for the Full-Time Program. The purpose of this section is to highlight some of the evaluative tools used in graduate programs. Thunderbird seeks diversity and quality in the backgrounds, work experience, and education of its students, recognizing that success in Global Management requires a wide variety of skills and characteristics. The following table depicts trimesters that candidates may matriculate into the program. For special agreements such as Vermont Law School Dual-Degrees, please contact Thunderbird Admissions Department at [admissions@thunderbird.edu](mailto:admissions@thunderbird.edu).

### MATRICULATION

Program	Fall	Spring	Summer
MBA Global Management	Yes	N/A	Only Immersion Language or Business English Communications (BEC)
Masters in Global Management	Yes	N/A	Only Immersion Language or BEC
Master of Arts in Global Affairs & Management	Yes	N/A	Only Immersion Language or BEC
Master of Science Global Management Global Marketing	Yes	N/A	Only Immersion Language or BEC
Certificate of Global Studies	Yes	N/A	N/A
Certificate of Advanced Global Studies	Yes	N/A	N/A
Certificate of Post-Graduate Studies	Yes	Yes	N/A
Business English Communications (BEC)	Yes	N/A	Yes

### GENERAL PROGRAM REQUIREMENTS

#### **MACRO/MICRO ECONOMICS**

Students must have completed course work in Microeconomics and Macroeconomics in one of the following manners:

- Completed undergraduate courses in both Microeconomics and Macroeconomics with a grade of “B” or better
- Successfully completed the CLEP exam
- Successfully completed Thunderbird’s Economics Boot Camp

Failure to meet the program prerequisites will result in reduction of the courses available which will extend the students’ program of study.

#### **GMAT/GRE**

Thunderbird accepts either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE) for Full-Time Programs. The Post-MBA Program does not require submission of either test, as admission will be based upon success of the previous MBA coursework. Scores submitted to Thunderbird must be within the last five years.

## ENGLISH LANGUAGE PROFICIENCY

Thunderbird courses require that students whose native language is not English must have excellent proficiency in reading, writing, and speaking English. Non-native English-speaking applicants may satisfy their language requirement if they attended an undergraduate or graduate program in a native English-speaking nation. Permanent residents of the United States or from other native English-speaking nations wishing to claim fluency in a language other than English must take the Oral Proficiency Interview (OPI) within the first 60 days of matriculation.

Applicants whose native language is not English, and who didn't receive a qualifying degree in a country where English is the native language, are required to take one of the following measurements: Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS), or Pearson Test of English (PTE) to determine their English language proficiency level. Please see the table below for proficiency levels. Exam scores are valid up to two years (from program start), and must be sent directly to Thunderbird from the exam administrator.

**English Language Proficiency Exam Requirements**

	TOEFL			IELTS	PTE
	IBT	CPT	PBT		
<b>BEC I and II Required (10 weeks)</b>	80-89	217-230	553-573	6.5	53-60
<b>BEC II Only Required (5 weeks)</b>	90-99	231-247	574-599	7.0	61-67
<b>English Courses Waived</b>	100+	248+	600+	7.5	68+

*\*GMAT verbal score is also considered, and certain scores may require enrollment in English programs.*

Prospective students with the scores listed above will be referred to the Business English Communication (BEC) courses to be completed the term immediately preceding the primary graduate program matriculation. Contact Steve Gemmiti ([steve.gemmiti@thunderbird.edu](mailto:steve.gemmiti@thunderbird.edu)) for BEC Intensive English Program dates, overview, program content, prerequisites, and tuition.

## SPECIFIC PROGRAM REQUIREMENTS

**MBA-GM** requires candidates to have a minimum of two years of work experience.

**Master of Arts and Master of Science Programs** are open to candidates directly out of undergraduate programs with any undergraduate major, as well as candidates who want to improve their skills in functional business.

Applicants with less than two years of work experience seeking admittance to the MS in Global Finance and MS in Global Marketing are required to have one of the following undergraduate majors:

- Business Major or Minor
- Economics Major
- Mathematics Major
- Engineering Major
- Science Major

An applicant with more than two years of relevant work experience may be admitted into the MS in Global Finance or MS in Global Marketing.

**Dual-Degree Programs** require students to apply to and be accepted at both schools prior to initial matriculation at Thunderbird. Students in the full-time Dual-Degree Program must start at the partner school and finish at Thunderbird unless otherwise specified per the institutional agreement of Thunderbird and the partner school. It is expected that the Dual-Degree students will have completed the fundamental business courses at the graduate level with a grade of "B" or better upon matriculating to Thunderbird.



**Post-MBA** students are restricted to those with MBA degrees from:

- AACSB-accredited programs,
- EQUIS-accredited programs, and/or
- MBA programs outside the United States, approved by the Chief Academic Officer, or designee

# **MBA IN GLOBAL MANAGEMENT (MBA-GM)**

## **GRADUATION REQUIREMENT**

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.000, satisfy all language requirements, and successfully complete the Thunderbird Global Experience (TGE) and Thunderbird Professional Development Plan (three 0.5 credit courses) requirements.

## **MBA-GM PROGRAM OVERVIEW**

The MBA-GM program is designed to be completed in three trimesters and a Winterim, excluding an internship. Students in this program are required to successfully complete a minimum of 46.5 credit hours of course work: 36 core credits, 1.5 credit hours in the Professional Development Plan, 3.0 Thunderbird Global Experience (TGE) credits, and 6.0 language/elective credits. Students are required to attend two weeks of Foundations/Elements prior to entering the program. While there are opportunities for specific waivers this does not reduce the total number of credit hours required to complete the program. Any waivers will be replaced with the equivalent number of elective course credits.

<b>Program Requirements</b>	<b>Credit Requirements</b>
Core	36 credits
Professional Development Program	1.5 credits
Language/Elective credits	0-6 Elective credits
Thunderbird Global Experience	3 credits
Declared Concentration (optional)	12 credits
Total	46.5–58.5 credits

## **DECLARED CONCENTRATION**

Students may choose to stay a fourth term and complete a 12 credit hour concentration for a total of 58.5 credit hours. Students must declare their concentration during registration for their third term. Please see the academic policy section for maximum credit hour limits during a single term or module.

## **CORE CURRICULUM**

The MBA core curriculum is designed around a “Context—Industry—Firm—Function” framework. The curriculum leverages the contextual nuances of a given global region, highlights industries of prominence and their influence on the context, focuses on the global firms as players in these industries, and emphasizes the key skills gained with functional expertise. Each module has a theme which tells the story of the learning within that timeframe. All modules are supported by an employment-driven Personal and Professional Development Track.

## **PROGRAM SEQUENCING**

Following the schedule below will allow students to satisfy graduation requirements within the allotted timeframe. Deviation from this schedule may extend the student’s anticipated graduation date, and may have an adverse effect on financial aid eligibility and/or visa status, exam schedule and ability to enroll in classes. Students must consult with both their Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule. International students should also consult the International Students and Scholars Office (ISSO).

## MBA-GM PROGRAM OVERVIEW

### Trimester 1 (15.5<sup>1</sup> credits)

Module 1—First Module	Module 2—Second Module
GM 4106 Financial Accounting & External Reporting (1.5)	GM 4303 Analytical Decision Making (1.5)
GM 4206 Strategic Financial Analysis (1.5)	GM 4002 Global Political Economy I (1.5)
GM 4468 Competitive Strategy (1.5)	GM 4467 Building Value through People & Org (1.5)
GM 4501 Global Marketing Strategy (1.5)	BC 4010 Business & Managerial Communications (1.5)
GM 4319 Managing Operations (1.5)	GM 4320 Leading Projects (1.5)
PD 1007 Professional Development Plan I (0.5)	

<sup>1</sup> The maximum credit hours that can be taken in a single term are 15.5 credit hours.

### Trimester 2—Modules 3 & 4 (15.5 credits)

Module 3—First Module	Module 4—Second Module
GM 4207 Corporate Financial Management (1.5)	GM 4107 Managerial Decision Making (1.5)
GM 4003 Global Political Economy II (1.5)	GM 46XX Regional Business Environment (1.5)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
GM 4806 Communicating in a Global Context (1.5)	GM 4807 Global Negotiations (1.5)
GM 4502 Global Marketing Management (1.5)	GM 4310 Business Informatics (1.5)
PD-1008 Professional Development Plan II (0.5)	

### Winterim (3 credits)

Thunderbird Global Experience (TGE), Elective or Language
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### Trimester 3—Modules 5 & 6 (12.5–15.5 credits)\*

Module 5—First Module	Module 6—Second Module
GM 4700 International Law (1.5)	Elective (1.5)
GM 4710 Regional Industrial Analysis (1.5)	Elective (1.5)
GM 4406 Enterprise Planning (1.5)	Elective (1.5)
PD-1009 Professional Development Plan III (0.5)	
Thunderbird Integrative Experience (3)	
Language (3) or Elective (3)*	

\*Students who have not completed their language requirement or participated in a Winterim or a three-credit hour registered internship will need 15.5 credit hours to meet the 46.5 credit MBA requirements. If you need to take language, please contact your Academic Advisor.

### Trimester 4—Modules 7 & 8 (12 credits) (Optional)

Module 7—First Module	Module 8—Second Module
Concentration courses	Concentration courses
Concentration courses	Concentration courses
Concentration courses	Concentration courses
Concentration courses	Concentration courses

## Additional Activities

Activity	Method
Thunderbird Global Experience (TGE)	Approved Winterim Approved and registered Thunderbird module abroad <sup>3</sup> Approved and registered 3-credit internship Approved Immersion Language Program
Winterim <sup>1</sup>	Thunderbird Global Experience (TGE) OR Concentration/Elective OR Language
Internship <sup>2</sup>	Elective OR TGE
Exchange Program	Elective credits <sup>4</sup>

<sup>1</sup> Winterims include additional expenses such as costs for travel, meals, lodging, program fees, etc., in addition to tuition. A student may use separate Winterim courses to satisfy each of the following only once: concentration, language, or elective/TGE.

<sup>2</sup> Students should be aware that enrolling in internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation, financial aid, and visa status.

<sup>3</sup> Modules abroad are subject to sufficient enrollment at each location. Modules abroad include additional expense such as costs for travel, meals, lodging, program fees, etc., in addition to tuition.

<sup>4</sup> Exchange programs are highly competitive and not guaranteed to all students. Exchange credits are in lieu of the concentration credits and students must enroll in 12 credits at the partner institution for a total of 58.5 to complete the program. A student may not participate in an exchange program until the student successfully completes the 46.5 credit hour program. Only courses with a grade of "B" or better or equivalent will be eligible for transfer credit. International students who participate will not be eligible for Optional Practical Training (OPT) if they participate in an Exchange.

## SUMMARY OF INSTITUTIONAL REQUIREMENTS

### MBA IN GLOBAL MANAGEMENT

#### **PROGRAM PREREQUISITES**

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of "B" or better or successfully completed Thunderbird's economic boot camp.

#### **FOUNDATIONS/ELEMENTS**

This course incorporates both the traditional elements of Thunderbird's orientation program "Foundations": Team building, communications & leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of (1) pre-arrival introductory material and standardized knowledge expectations for MBA studies (delivered online for leveling purposes and greater subsequent rigor); (2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits as soon as the first week of class); and (3) initiating MBA studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

#### **PROFESSIONAL DEVELOPMENT PROGRAM SERIES**

The Professional Development series of courses span the duration of a student's enrollment at Thunderbird. From the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. Required course series in the MBA-GM Program.

### ***THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE) REQUIREMENT***

The TIE requirement exists in select three-credit elective courses that draw upon multiple functional areas as capstone courses, and provides students with an understanding of how the different parts of the MBA in Global Management Program fit together. The following courses have been approved to fulfill the TIE requirement:

- GF 5408 Organizational Consulting: Basics & Practicum
- GF 5820 Corporate Partners
- GF 5524 Analysis for Strategic Marketing
- GST 5430 Technology Policy and Entrepreneurship
- GF 5250 Multinational Corporate Finance (FORAD)
- GF 5712 Business Intelligence and Competitive Assessment
- GF 5422 Global Business Plan Development
- CP-5006 TEM Lab

If a student completes a TIE elective that is approved for their declared concentration, the three credit hours will be counted toward the concentration requirement and the TIE requirement will be satisfied. The student must enroll in three credit hours of elective to meet the required number of credit hours for their program (FS0707).

The TIE requirement must be satisfied while the student is enrolled in the MBA-GM Program. Any TIE-eligible coursework completed during the MS-GM, MS-GMKT or MA-GAM program cannot be counted toward the MBA-GM degree TIE requirement. Students planning to participate in an exchange program during their fourth or last trimester must complete the TIE requirement on the Glendale campus prior to participating in the exchange program.

### ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three hour TGE requirement in a country outside of their country of primary citizenship or permanent residence. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship or permanent residency. Students should also factor in the cost of travel and living expenses when considering which option is appropriate for their academic/professional needs. The following options to satisfy the TGE graduation requirement are available:

- An approved Winterim course outside the student's country of primary citizenship or permanent residence. If the student completes a Winterim course that qualifies as a TGE and also qualifies as their language requirement, the three credit hours will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program. A Winterim may not be held if it does not have sufficient enrollment.
- An approved Thunderbird 3 credit hour internship outside of the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and required coursework. Students are responsible for paying the tuition, insurance charges, and all other expenses related to the internship. The three credit hours from the TGE approved internship are applied directly to the TGE and no additional electives are needed.
- A Thunderbird Module Abroad outside of the student's country of primary citizenship or permanent residence. The TGE graduation requirement will be satisfied but students must enroll in three credit hours of electives to meet the minimum credit hours (46.5) for their program. Module abroad opportunities may not be offered if they do not have sufficient enrollment.

- Successful completion of a Thunderbird Summer Abroad Language (TSLA) program outside of the student's country of primary citizenship or permanent residence. Students should contact [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information about these programs. The three to six credit hours earned in the TSLA program will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.
- Successful completion of a Thunderbird Emerging Markets Laboratory (TEM Lab) outside of the student's country of primary citizenship or permanent residence. Three credit hours of the six-credit TEM Lab may be applied directly to the TGE requirement. TEM Labs are a highly competitive program for a select group of qualifying students.
- Successful completion the equivalent of 12 Thunderbird credit hours with a grade of "B" or better or its grade equivalent on a Thunderbird Exchange Program in the exchange/final trimester. All 12 credit hours, with a grade of "B" or better or equivalent grade, earned in an exchange program will be applied toward the 58.5 credits. Students who use the exchange program to satisfy their TGE requirement must replace the TGE with three credit hours of elective credit in their 46.5-credit hour program prior to the exchange. The exchange program is a highly competitive program with limited offerings. Students are responsible for paying the tuition and fees to Thunderbird. Students will also be responsible for books, course packs, materials, travel, and living expenses related to the program.

### **Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement, Excluding Tuition and Health Insurance**

<b>TGE option</b>	<b>Administrative Fee</b>	<b>Program Fee</b>	<b>Program Expenses Charged by Thunderbird and paid to Thunderbird by student (housing, local transportation, some meals, etc.) (Range of estimated costs)</b>	<b>Other student expenses (tuition, materials fee, air travel, some meals, visas, etc.) (Range of estimated costs)</b>
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	\$1000-\$4000, depending on program	\$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	\$4310-\$5100 + living
Module Abroad 7.5 credits	\$700 per module	\$1000 per module	\$0-\$2000	\$14000-\$16000
Immersion Language 6 credits	\$700	\$300-\$400	\$1350-\$2000	\$14500-\$17000
TEM Lab 6 credits	\$700	\$500	\$0	\$10000-\$16000

*\*Module Abroad Program Fee of \$1000 is for an enrollment of 40 students in the Module. If fewer than 40 students register for the program, program fee will increase accordingly.*

### **LANGUAGE REQUIREMENTS**

Proficiency in a second language is required for graduation from the MBA-GM degree. Non-native English speakers who meet the admission requirements for the MBA-GM Program or enroll in BEC satisfy the language requirement. Native English speakers must satisfy the graduation requirement for language by waiving this requirement through an Oral Proficiency Interview (OPI) completed within the first 60 days of starting classes or successfully complete language classes. See the Language section of this catalog for more information.

### **FUNCTIONAL CONCENTRATION COURSES**

These courses provide the opportunity to build depth and sophistication in Global Finance, Global Management, and Global Marketing. Concentration courses build skills in specific career paths under each concentration. All concentrations require a minimum of 12 credit hours of



designated electives. Students are allowed only one concentration per degree during the completion of their graduation requirements.

## **OPTIONAL ACTIVITIES: MBA IN GLOBAL MANAGEMENT**

### **WINTERIM**

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses as well as program fees when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy more than one graduation requirement, such as an elective/TGE or language/TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

- If the student completes a Winterim course that qualifies as a TGE and also qualifies to count toward their language requirement, the three credit hours will be counted toward the language requirement, and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.

A maximum of two Winterim courses may be applied toward a student's MBA-GM degree requirements. Students may use separate Winterim courses to satisfy each of the following graduation requirements only once: (1) TGE or (2) language. If a student chooses to declare a concentration a third Winterim may be counted toward the concentration. Please note that taking multiple interim courses may have an adverse effect on the student's anticipated graduation date and/or financial aid eligibility; contact the Academic Advising office in the Career Management Center and the Financial Aid Office for more information.

Students are eligible to complete a Winterim course immediately following their final trimester, provided the course will satisfy a remaining graduation requirement.

A Winterim may not be held if it does not have sufficient enrollment.

### **INTERNSHIPS**

A maximum of three credit hours of internship credit may be applied toward the MBA-GM degree. Please see the "Internships" section of this catalog for more information and eligibility criteria.

Internships that are registered for three credit hours and located outside of the student's country of citizenship or permanent residence will satisfy the Thunderbird Global Experience (TGE) graduation requirement. Internships registered for .33 or 1.5 credits or completed within the student's country of citizenship or permanent residence will not satisfy the TGE requirement.

Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation date, financial aid, visa status and course selection. Students are encouraged to meet with the appropriate department(s) to determine any impact these issues may have on their program.

### ***MODULE(S) ABROAD***

MBA-GM students may be eligible to participate in the Module(s) Abroad Program in their second trimester, provided there is sufficient demand for the program and the student meets all eligibility criteria. Please see the Thunderbird Global Experiences (TGE) section of this catalog for more information and eligibility criteria.

### ***THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA)***

Entering or continuing students may fulfill their language and TGE requirements by completing six (6) credit hours of language abroad (ML 4015 and ML 4020). The program consists of a two (2) week immersion program at Thunderbird and six (6) weeks abroad for a total of eight (8) weeks of language instruction. Continuing students have the choice to complete three (3) credit hours of language (ML 4020) if they have completed ML 4015 (Level 1) at Thunderbird or waived it through OPI testing. All credit hours earned in an immersion language program will count as language credits and students will replace the TGE with three credit hours of elective credit.

### ***THUNDERBIRD EXCHANGE PROGRAMS***

Thunderbird sponsors exchange programs with leading graduate educational institutions in countries located around the world. The number of students permitted in each program is limited and placement is competitive. Students must register for the equivalent of 12 Thunderbird credit hours at the exchange partner during their final trimester in lieu of a concentration. Exchange Programs are for one trimester only and may only take place in the student's final trimester after all other program prerequisites have been met. Students are responsible for paying the tuition and fees to Thunderbird. Students will also be responsible for books, course packs, materials, travel, and living expenses related to the program.

### ***COURSE LOADS BEYOND GRADUATION REQUIREMENTS***

Students who wish to take additional courses beyond their graduation requirements (46.5 core or 58.5 with a declared concentration or exchange program) may take a GF or Language course during their final trimester, provided they do not exceed 15.5 credit hours in their final trimester. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid or scholarships, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their Academic Advisor, International Student Advisor (if applicable) and their Financial Aid Advisor before adding additional credits to their schedule.

## MASTER OF GLOBAL MANAGEMENT

This advanced program allows individuals who are pursuing an MBA degree with a partner institution (Dual) or have earned an MBA from another qualified institution (Post) the opportunity to globalize their knowledge of business practices and business environments.

The Master of Global Management (M-GM) is a 42.5-credit program, with 12 credits transferred from the partner institution and the remaining 30.5 credits completed in residence at Thunderbird. The Thunderbird portion of the program is designed for a Dual-Degree or Post-MBA student to successfully complete a minimum requirement of 30.5 credit hours of 4000- and 5000-level course work above the fundamental business core level in two trimesters. Twelve of the 30.5 credit hours are required Thunderbird core courses, 0.5 credits of Thunderbird Professional Development courses, 6 hours of language and 12 credit hours of elective credits. Students who satisfy all or a portion of the language requirement through the TOEFL/IELTS/PTE exam or OPI will replace the language credits with elective courses.

## DUAL MBA DEGREE PARTNERS

Thunderbird has established dual Master of Global Management/MBA Programs with select universities around the world. At the end of the combined program, successful students will receive both the Master of Global Management from Thunderbird and the MBA of the partner school. The program requires students to apply to and be accepted at both schools prior to initial matriculation at Thunderbird. Students in the full-time Dual-Degree Program must start at the partner school and finish at Thunderbird unless otherwise specified per the agreement of Thunderbird and the partner school.

The following are schools that partner with Thunderbird in offering the Dual-Degree Program:

Case Western Reserve University	The University of Arizona
College of William and Mary	The University of Colorado at Denver
Fordham University	The University of Florida
Instituto CentroAmericano de Administración de Empresas, The International School of Management (INCAE)	The University of Houston The University of Texas at Arlington
Michigan State University	Universidad Adolfo Ibañez
Soochow University	Virginia Polytechnic Institute and State University
Vermont Law School (MBA, MA, and MS)	University of Victoria
Peking University/Beida (MA ONLY)	University of Chile

*For more specific contact information for each partner school, please contact [isso@thunderbird.edu](mailto:isso@thunderbird.edu).*

## OVERVIEW OF MASTERS IN GLOBAL MANAGEMENT (M-GM)

The M-GM is designed to be completed in two trimesters excluding an internship or language immersion. Following the schedule below will allow students to satisfy graduation requirements within this timeframe. Deviation from this schedule or requiring additional fundamental business courses may extend the student's anticipated graduation date and may have an adverse effect on financial aid eligibility and/or visa status. Students must consult with both their Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

## Fall 2014 Matriculating Students

Foundations (August)	
<b>TRIMESTER 1—FALL 2013 (12.5–15.5 CREDIT HOURS)</b>	
GM 4406 Enterprise Planning (1.5)	GM-4002 Global Political Economy I (1.5)
GM 4700 International Law (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Language or Electives (3)	
PD-1007 Professional Development Plan I (.5)	
Winterim (3 credit hours) (optional)	
<b>TRIMESTER 2—SPRING 2014 (12–15 CREDIT HOURS)</b>	
GM-4003 Global Political Economy II (1.5)	GM-46XX Regional Business Environment (1.5)
GM 4806 Communicating in a Global Context (1.5)	GM-4807 Global Negotiations (1.5)
Elective (1.5)	GM 5486 Global Leadership (1.5)
Elective (1.5)	Elective (1.5)
Language or Electives ( 3)	

### Additional Activities

Activity	Method
Winterim <sup>1</sup>	Concentration/Elective OR Language

<sup>1</sup> Winterims may include additional expense such as costs for travel, meals, lodging, program fees, etc., in addition to tuition. A student may use separate Winterim courses to satisfy each of the following only once: concentration, language, or elective/TGE.

## SUMMARY OF INSTITUTIONAL REQUIREMENTS: DUAL-DEGREE AND POST-MBA PROGRAM (M-GM)

### **GRADUATION REQUIREMENT**

M-GM students must complete a minimum of 30 credits above the fundamental business core at the 4000 or 5000 level with a grade of “C-” or better and a cumulative GPA of at least 3.000, successfully complete Foundations, Thunderbird Edge (0.5 credits) and complete or waive all language requirements. All hours for degree completion must be done in residence. A Winterim, TEM Lab, and Immersion Language Program are considered as in residence.

### **PROGRAM PREREQUISITES**

It is expected that Dual- and Post-Degree students have mastered the fundamental business courses of an MBA before arriving at Thunderbird (with the exception of institutional agreements permitting students to begin their studies at Thunderbird).

- **Required Fundamental Business Courses**

Eligible coursework must be completed at the graduate level with a grade of “B” or better. Waivers may be granted for Thunderbird course equivalencies (as determined by Thunderbird faculty):

- 3 credit hours of Accounting
- 3 credit hours of Finance
- 3 credit hours of Marketing
- 1.5 credit hours of Organizational Behavior
- 1.5 credit hours of Data Analysis or equivalent
- 1.5 credit hours of Operations Management

**Students who have not completed the requisite coursework for waivers will be expected to complete the outstanding course(s) at Thunderbird.** Total degree credit hours will increase as a result of these additional courses. Students will be responsible for all costs associated with additional coursework and acknowledge that their anticipated date of completion may be affected as well.

- **Transfer Credit**

Eligible coursework must be completed with a grade of “B” or better within the last five calendar years. Twelve credits of coursework completed at the partner institution may be applied toward the Thunderbird degree. Transfer credit may not be granted for coursework considered equivalent to any of the courses listed above.

### ***FOUNDATIONS***

This course incorporates both the traditional elements of Thunderbird’s orientation program “Foundations”: Team building, communications & leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of (1) pre-arrival introductory material and standardized knowledge expectations for MBA studies (delivered online for leveling purposes and greater subsequent rigor); (2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits... as soon as the first week of class); and (3) initiating MBA studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

### ***FUNCTIONAL CONCENTRATION COURSES***

These courses provide the opportunity to build depth and sophistication in Global Finance, Global Management, and Global Marketing. All concentrations require a minimum of 12 credit hours of electives. Students are allowed only one concentration during the completion of their graduation requirements. Students who have not waived their language requirement prior to beginning their program at Thunderbird may not be eligible to declare a concentration.

### ***LANGUAGE REQUIREMENTS***

Proficiency in a second language is required for graduation from the M-GM degree. Non-native English speakers who meet the admission requirements for the MBA-GM Program or enroll in BEC satisfy the language requirement. Native English speakers must satisfy the graduation requirement for language by waiving this requirement through an Oral Proficiency Interview (OPI) completed within the first 60 days of starting classes or successfully complete language classes. See the *Language* section of this catalog for more information.

### ***PROFESSIONAL DEVELOPMENT PROGRAM***

The Professional Development series of courses span the duration of a student’s enrollment at Thunderbird. For the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. Only PD-1007 is required for the M-GM.

## **OPTIONAL ACTIVITIES: MASTERS IN GLOBAL MANAGEMENT**

### ***WINTERIM***

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

A maximum of two Winterim courses may be applied toward a student's degree requirements. Students may use separate Winterim courses to satisfy each of the following graduation requirements only once: (1) concentration, (2) language, or (3) elective. Please note that taking multiple interim courses may have an adverse effect on the student's anticipated graduation date and/or financial aid eligibility; contact the Academic Advising office and the Financial Aid Office for more information.

Students are eligible to complete a Winterim course immediately following their final trimester, provided the course will satisfy a remaining graduation requirement.

A Winterim may not be held if it does not have sufficient enrollment.

### ***INTERNSHIPS***

A maximum of three credit hours of internship credit may be applied toward the M-GM degree. Please see the "Internships" section of this catalog for more information and eligibility criteria.

Internships that are registered for three credit hours and located outside of the student's country of citizenship or permanent residence will satisfy the Thunderbird Global Experience (TGE) graduation requirement. Internships registered for .33 or 1.5 credits or completed within the student's country of citizenship or permanent residence will not satisfy the TGE requirement.

Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation date, financial aid, and visa status. Students are encouraged to meet with the appropriate department(s) to determine any impact these issues may have on their program.

### ***THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA)***

Entering or continuing students may fulfill their language and TGE requirements by completing six (6) credit hours of language abroad (ML 4015 and ML 4020). The program consists of a two (2) week immersion program at Thunderbird and six (6) weeks abroad for a total of eight (8) weeks of language instruction. Continuing students have the choice to complete three (3) credit hours of language (ML 4020) if they have completed ML 4015 (Level 1) at Thunderbird or waived it through OPI testing. All credit hours earned in an immersion language program will count as language credits and students will replace the TGE with three credit hours of elective credit.



## DUAL DEGREES WITH VERMONT LAW SCHOOL

Vermont Law School (VLS) and Thunderbird have entered into an agreement designed to enable students to pursue both a law degree (JD or Master of Environmental Law & Policy [MELP]) and a business degree (MBA-GM, MA-GAM, MS-GM) concurrently over a four-year period. Students are encouraged to begin the Dual-Degree Program at VLS, but are not required to do so. No credit will be given by VLS for courses taken at Thunderbird prior to matriculation into the JD Program at VLS or another ABA-accredited law school. Students must begin the JD Program in the Fall semester.

### Overview of Credit/Completion Requirements

	Original # of credits required for the Thunderbird (T-bird) degree	# of Vermont Law School (VLS) credits accepted by Thunderbird	Total # of credits required for the T-bird degree (post-transfer)	Original # of credits required for the VLS degree	# of T-bird credits accepted by VLS	Total # of credits required for the VLS degree (post-transfer)	Total # of credits required for dual-degree	Completion Limit
MBA/JD	46.5	12.5	36	87	15 (post-JD matriculation)	72	105	84 months
MBA/MELP	46.5	12.5	36	30	9	21	54	60 months
MA/JD	45	0	45	87	15 (post-JD matriculation)	72	117	84 months
MS/JD	45	0	45	87	15 (post-JD matriculation)	72	117	84 months
MA/MELP	45	0	45	30	9	21	66	60 months
MS/MELP	45	0	45	30	9	21	66	60 months

### J.D. DEGREE REQUIREMENTS

- Students must complete 87 semester credits, including a minimum of 72 JD-only credits.
- Minimum cumulative grade point average of 2.200 required for successful completion of the JD degree from VLS.
- Students must satisfactorily complete all required JD courses at VLS (for specifics related to required courses in the JD degree, please refer to the VLS catalog or contact Dean Mark Latham at VLS).
- Students must be “in residence” at VLS for the last four semesters of the JD degree. One trimester at Thunderbird may be considered to satisfy this requirement.
  - Students in the JD scheduling option will be granted a waiver of the residence requirement, but they are required to pay the equivalent of five semesters of JD tuition.
- Students must complete the program within 84 months from matriculation into the JD Program. Thunderbird will honor the 84-month requirement for JD Dual-Degree Program students.
- Students are required to complete all graduation requirements for both degrees before either degree will be awarded.

## MASTER OF ENVIRONMENTAL LAW & POLICY (MELP) DEGREE REQUIREMENTS

- Students must complete a total of 30 credits, including a minimum of 21 MELP-only credits at VLS.
- Minimum cumulative grade point average of 2.200 required for successful completion of the MELP degree from VLS.
- Students must satisfactorily complete all required MELP courses at VLS (for specifics related to required courses in the MELP degree, please refer to the VLS catalog or contact VLS Dean Mark Latham.
- Students are required to complete all graduation requirements for both degrees before either degree will be awarded.
- Students must complete all degree requirements within 60 months from the date of matriculation into the Dual-Degree Program.
- MELP Required Courses—For specifics related to required courses and distributional requirements in the MELP Program, please refer to the VLS catalog or contact Dean Mark Latham at VLS.

## CORE COURSEWORK AT THUNDERBIRD

### GRADUATION REQUIREMENT FOR THE THUNDERBIRD PROGRAMS

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.000, satisfy or waive all language requirements, satisfy the Thunderbird Global Experience (TGE) requirement and complete Foundations/Elements.

### THE MBA IN GLOBAL MANAGEMENT CORE

The MBA in Global Management Program is a 46.5-credit hours program. The Thunderbird/Vermont Law School Dual-Degree Programs (JD/MBA and MELP/MBA) reduce the total number of credit hours for the Thunderbird MBA-GM to a total of 36 credits. Students will complete 27 hours of core course work, one credit hour of the Thunderbird Edge Professional Development Plan, a 3.0 credit hour TGE, and 6.0 credit hours of language/elective credits depending on language waivers. The remaining 12.5 credits for the MBA Programs will be transferred from VLS as elective credits. Because of the design of the MBA-GM program students may only begin the program during a fall term.

### MBA-GM Program

Course Title	Course #	Credits	Course Title	Course #	Credits
Financial Accounting & External Reporting	GM 4106	1.5	Managerial Decision Making	GM 4107	1.5
Strategic Financial Analysis	GM 4206	1.5	Corporate Financial Management	GM 4207	1.5
Competitive Strategy	GM 4468	1.5	Global Strategy	GM 5470	1.5
Building Value through People & Organizations	GM 4467	1.5	Global Leadership & Change	GM 5486	1.5
Global Marketing Strategy	GM 4501	1.5	Global Marketing Management	GM 4502	1.5
Global Political Economy I	GM 4002	1.5	Communicating in a Global Context	GM 4806	1.5
Managing Operations	GM 4319	1.5	Global Negotiations	GM 4807	1.5
Analytic Decision Making	GM 4303	1.5	Global Political Economy II	GM-4003	1.5
Leading Projects	GM 4320	1.5	Regional Business Environment	GM 46xx	1.5
Professional Development Plan	PD 1007	0.5	Professional Development Plan	PD 1008	0.5
TGE	Varies	3.0	Language or Electives	Varies	0-6
<b>TOTAL HOURS—MBA-GM = 36</b>					

### **THE MASTER OF SCIENCE IN GLOBAL MANAGEMENT (MS-GM) CORE**

The MS-GM degree is a 45.5-credit hour program. The Thunderbird/Vermont Law School Dual-Degree Programs (JD/MS-GM and MELP/MS-GM) do not reduce the total credits needed for any of the Master of Science Programs offered by Thunderbird.

#### **MASTER OF SCIENCE IN GLOBAL MANAGEMENT (MS-GM)**

Course Title	Course #	Credits	Course Title	Course #	Credits
States & Markets in the Global Political Economy I	G S T 4005	1.5	Communication & Negotiations Across Cultures I	C C C 4006	1.5
States & Markets in the Global Political Economy II	G S T -4006	1.5	Communication & Negotiations Across Cultures II	C C C 4007	1.5
Accounting from a Global Perspective I	A C T 4000	1.5	Regional Business Environment	G M 46XX	1.5
Finance from a Global Perspective	F I N 4000	1.5	Finance from a Global Perspective II	F I N 4001	1.5
Quantitative Methods	Q U A 4000	1.5	Finance from a Global Perspective III	F I N 4002	1.5
Decision Science	Q U A 4002	1.5	Accounting from a Global Perspective II	A C T 4001	1.5
Managing People from a Global Perspective	M G T 4001	1.5	Accounting from a Global Perspective III	A C T 4002	1.5
Strategic Management I	M G T 4002	1.5	Operations from a Global Perspective	O P S 4000	1.5
Marketing from a Global Perspective I	M K T 4001	1.5	Strategic Management II	M G T 5001	1.5
Marketing from a Global Perspective II	M K T 4002	1.5	Leadership from a Global Perspective	M G T 5002	1.5
Professional Development Plan	P D - 1010	0.5	Language	Varies	0-6
Thunderbird Global Experience (TGE)	Varies	3	Electives	Varies	0-12
<b>TOTAL HOURS—MS-GM program = 45.5</b>					

### **THE MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT (MA-GAM) CORE**

The MA-GAM degree is a 45.5-credit hour program. The Thunderbird/Vermont Law School Dual-Degree Programs (JD/MA-GAM and MELP/MA-GAM) do not reduce the total credits needed for any of the Master of Science Programs offered by Thunderbird.

#### **MASTER OF ARTS IN GLOBAL AFFAIRS MANAGEMENT (MS-GM)**

Course Title	Course #	Credits	Course Title	Course #	Credits
States & Markets in the Global Political Economy I	G S T 4005	1.5	Communication & Negotiations Across Cultures I	C C C 4006	1.5
States & Markets in the Global Political Economy II	G S T -4006	1.5	Communication & Negotiations Across Cultures II	C C C 4007	1.5
Accounting from a Global Perspective I	A C T 4000	1.5	Regional Business Environment	G M 46XX	1.5
Finance from a Global Perspective	F I N 4000	1.5	Global Affairs Methods	G S T 4002	1.5
Quantitative Methods	Q U A 4000	1.5	Country Risk Management	G F 5703	1.5
Global Affairs Theory: Power & Principle	G S T 4003	1.5	Strategies in Global Development	G S T 5000	3
Managing People from a Global Perspective	M G T 4001	1.5	Global Affairs Theory: Power and Principle II (1.5)	G S T 4004	1.5
Strategic Management I	M G T 4002	1.5	Language	Varies	0-6
Marketing from a Global Perspective I	M K T 4001	1.5	Global Affairs Concentration	Varies	7.5
Marketing from a Global Perspective II	M K T 4002	1.5	Thunderbird Global Experience (TGE)	Varies	3
Professional Development	P D - 1010	0.5	Electives	Varies	1.5-7.5
<b>TOTAL HOURS—MA-GAM PROGRAM = 45</b>					

## SCHEDULING OPTIONS

- Students must begin the JD Program in the Fall semester at VLS.
- Students may begin the MELP in the Fall or Summer semesters at VLS.
- Students must begin the MBA Program at Thunderbird in the Fall Trimester.
- Students must begin the MS-GM or MA-GAM Program at Thunderbird in the Fall semester.
- The charts below depict the schedule for each Dual-Degree. Students should discuss their options with Dean Mark Latham at VLS or an Academic Advisor at Thunderbird.

FA=Fall                      SP=Spring                      SU=Summer                      WI=Winterim

### JD/MBA-GM

TERM	FA	SP	SU	FA	SP	SU	FA	WI	SP	SU
CAMPUS	VLS	VLS	VLS	VLS	VLS	Off or Intern	T-bird	T-bird TGE	T-bird	Off
CREDITS	16	16	11	14	15	Or Bar	15.5	3	15.5	Or Bar

### JD/MS or JD/MA

TERM	FA	SP	SU	FA	SP	SU	FA	WI	SP	SU	FA
CAMPUS	VLS	VLS	VLS	VLS	VLS	Off or Intern	T-bird	T-bird TGE	T-bird	Off or Intern	T-bird
CREDITS	16	16	11	14	15	Or Bar	15	3	15 MA 15 MS	Or Bar	12 MA 12 MS

### MELP/MBA-GM

TERM	SU	FA	WI	SP	SU	FA
CAMPUS	VLS	T-bird	T-bird TGE	T-bird	Off or Intern	VLS
CREDITS	12	15.5	3	15.5		9

### MELP/MS or MELP/MA

TERM	SU	FA	WI	SP	SU	FA	SP
CAMPUS	VLS	T-bird	T-bird TGE	T-bird	Off or Intern	T-bird	VLS
CREDITS	9 or 12	15	3	15		12	9 or 12

## SUMMARY OF INSTITUTIONAL REQUIREMENTS: MBA-GM/JD or MBA-GM/MELP

**NOTE: Master of Science/Master of Arts dual JD or MELP follow the MS-GM or MA-GAM programs for institutional requirements.**

### PROGRAM PREREQUISITES

Students must have either completed undergraduate or graduate level course work in Microeconomics and Macroeconomics with a grade of "B" or better, successfully completed the CLEP exam, or successfully completed Thunderbird's online economics course.

### FOUNDATIONS

This course incorporates both the traditional elements of Thunderbird's orientation program "Foundations": Team building, communications & leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of 1) pre-arrival introductory material and standardized knowledge expectations for MBA studies (delivered online for leveling purposes and greater subsequent rigor); 2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits... as soon as the first week of class); and 3) initiating MBA studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

## **PROFESSIONAL DEVELOPMENT PROGRAM SERIES**

The Professional Development series of courses span the duration of a student's enrollment at Thunderbird. From the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. MBA-GM students are only required to complete PD-1007 and PD-1008. MA/MS students are required to enroll in PD-1010.

## **THUNDERBIRD GLOBAL EXPERIENCE (TGE)**

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country outside of their country of primary citizenship or permanent residence. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students should also factor in the cost of travel and living expenses when considering which option is appropriate for their academic/professional needs. Students have the following options to satisfy the TGE graduation requirement:

- An approved Winterim course outside the student's country of primary citizenship or permanent residence. If the student completes a Winterim course that qualifies as a TGE and also qualifies to count toward their language requirement, the three credit hours will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.
- An approved Thunderbird 3-credit-hour internship outside of the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and required coursework. Students are responsible for paying the tuition, insurance charges, and all other expenses related to the internship. The three credit hours from the TGE approved internship are applied directly to the TGE and no additional electives are needed.
- Successful completion of a Thunderbird Summer Abroad Language (TSLA) program outside of the student's country of primary citizenship or permanent residence. Students should contact [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information about these programs. The three to six credit hours earned in the TSLA program will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.
- Successful completion of a Thunderbird Emerging Markets Laboratory (TEM Lab) outside of the student's country of primary citizenship or permanent residence. Three credit hours of the TEM Lab may be applied directly to the TGE requirement. (Not Available to MA/MS students)

## Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement

TGE option	Administrative Fee	Program Fee	Program Expenses Charged by Thunderbird and paid to Thunderbird by student (housing, local transportation, some meals, etc.) (Range of estimated costs)	Other student expenses (tuition, materials fee, air travel, some meals, visas, etc.) (Range of estimated costs)
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	\$1000-\$4000, depending on program	\$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	\$4310-\$5100 + living
Module Abroad 7.5 credits	\$700 per module	\$1000 per module	\$0-\$2000	\$15000-\$16000
Immersion Language 6 credits	\$700	\$300-\$400	\$1350-\$2000	\$14500-\$17000
TEM Lab 6 credits	\$700	\$500	\$0	\$10000-\$16000

\*Module Abroad Program Fee of \$1000 is for an enrollment of 40 students in the Module. If fewer than 40 students register for the program, program fee will increase accordingly.

### LANGUAGE REQUIREMENTS

Proficiency in a second language is required for graduation from the MBA-GM degree. Non-native English speakers who meet the admission requirements for the MBA-GM Program or enroll in BEC satisfy the language requirement. Native English speakers must satisfy the graduation requirement for language by waiving this requirement through an Oral Proficiency Interview (OPI) completed within the first 60 days of starting classes or successfully complete language classes. See the *Language* section of this catalog for more information.

### FUNCTIONAL CONCENTRATION COURSES

- MBA-GM students in the VLS Dual-Degree Program will not be able to earn a concentration.
- MA-GAM and MS-GM students do not have this requirement in Thunderbird programs.

### OPTIONAL ACTIVITIES: MBA IN GLOBAL MANAGEMENT

#### WINTERIM

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy more than one graduation requirement, such as an elective/TGE or language/TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

If the student completes a Winterim course that qualifies as a TGE and also qualifies to count toward their language requirement, the three credit hours will be counted toward the language requirement, and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.

A maximum of two Winterim courses may be applied toward a student's degree requirements. Students may use separate Winterim courses to satisfy each of the following graduation requirements only once: (1) elective/TGE or (2) language. Please note that taking multiple interim courses may have an adverse effect on the student's anticipated graduation date and/or

financial aid eligibility; contact the Academic Advising office and the Financial Aid Office for more information.

Students are eligible to complete a Winterim course immediately following their final trimester, provided the course will satisfy a remaining graduation requirement.

A Winterim may not be held if it does not have sufficient enrollment.

### ***INTERNSHIPS***

A maximum of three credit hours of internship credit may be applied toward the MBA-GM degree. Please see the “Internships” section of this catalog for more information and eligibility criteria.

Internships that are registered for three credit hours and located outside of the student’s country of citizenship or permanent residence will satisfy the Thunderbird Global Experience (TGE) graduation requirement. Internships registered for .33 or 1.5 credits or completed within the student’s country of citizenship or permanent residence will not satisfy the TGE requirement.

Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation date, financial aid, and visa status. Students are encouraged to meet with the appropriate department(s) to determine any impact these issues may have on their program.

### ***THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA)***

Entering or continuing students may fulfill their language and TGE requirements by completing six (6) credit hours of language abroad (ML 4015 and ML 4020). The program consists of a two (2) week immersion program at Thunderbird and six (6) weeks abroad for a total of eight (8) weeks of language instruction. Continuing students have the choice to complete three (3) credit hours of language (ML 4020) if they have completed ML 4015 (Level 1) at Thunderbird or waived it through OPI testing. All credit hours earned in an immersion language program will count as language credits and students will replace the TGE with three credit hours of elective credit.

### **VLS/THUNDERBIRD DUAL-DEGREE POLICIES AND PROCEDURES**

Students are expected to follow the policies and procedures of each institution while enrolled in that school. Policies and procedures for Thunderbird are contained in this catalog. It is the student’s responsibility to ensure fulfillment of all requirements of the degree. Questions regarding degree status should be directed to the appropriate Registrar for each program.

### **SUMMARY OF ADMISSION REQUIREMENTS TO THUNDERBIRD**

At the time of application, students shall notify both schools of their intention to apply for the Dual-Degree Program. A candidate for the Dual-Degree must apply separately to, and be accepted by, both VLS and Thunderbird. Each school will admit students according to its own criteria per the admissions requirements of the degree they are seeking at that institution. Please refer to the appropriate degree for admissions standards at Thunderbird.

### **ACADEMIC PERFORMANCE**

- Students must be in good academic standing at both schools to remain in the Dual-Degree Program. VLS requires a cumulative GPA of 2.200 or better in courses completed at VLS and Thunderbird requires a cumulative GPA of 3.000 or better and no grade below “C- in order to remain in good academic standing.
- If a student leaves the program or fails to complete the program requirements for either school’s degree, the student will no longer be considered a Dual-Degree student. If the student chooses to proceed with coursework at only one of the two schools, s/he will be

required to meet that school's graduation and residence requirements. Credits earned at Thunderbird will not be transferred to the VLS transcript, nor will VLS credits be transferred to the Thunderbird transcript.

- A Dual-Degree student must confer with the Dean Mark Latham at VLS and receive approval for the proposed course of study and the Registrar's Office at Thunderbird for an academic contract.

### **TRANSFERABLE COURSES**

The following VLS courses are designated as transfer credits for Thunderbird students in the JD/MBA Programs upon successful completion in the VLS programs. These courses match the required first-year courses for VLS and are common to all students in the program.

- Constitutional Law I (3 hrs)
- Contracts (4 hrs)
- Property (4 hrs)
- Torts (4 hrs)

### **TRANSFER OF CREDITS FROM VLS TO THUNDERBIRD (MBA PROGRAMS ONLY)**

- Thunderbird transcripts will only reflect the total number of credit hours transferred from VLS.
- Grades earned at VLS will not appear on the Thunderbird transcript and will not be included in the grade point average.
- Thunderbird will accept 12.5 MELP or JD credits as electives from VLS for the MBA-GM; students are therefore required to complete 34 MBA credits at Thunderbird in residence.
- Thunderbird will not accept any transfer credits from VLS for the MA-GAM or MS-GM Programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

### **TRANSFER OF CREDITS FROM THUNDERBIRD TO VLS**

- Credits transferred from Thunderbird to VLS will appear on the VLS transcript.
- Grades earned at Thunderbird will appear on the VLS transcript but will not be included in the grade point average.
- VLS will accept in transfer any credits earned at Thunderbird with the following exceptions:
  - No credits earned prior to matriculation in the JD Program at VLS or another ABA-accredited law school will be accepted.
  - No credits earned for internships, in language courses, or in courses that duplicate offerings at VLS will be accepted.
- Students in the MELP Programs may transfer up to nine credits from Thunderbird to VLS; students are therefore required to take 21 MELP credits at VLS.
- Students in the JD Programs may transfer up to 15 credits from Thunderbird to VLS; students are therefore required to take 72 JD credits at VLS.

### **TUITION AND BILLING**

- VLS students are billed by the semester.
- Students in the JD/MBA Program will be charged for five semesters' enrollment by VLS.
- Students will pay on a per-credit-hour basis plus any fees.
- Payments due to Thunderbird will be made directly to the Thunderbird Accounting Office.

### **FINANCIAL AID**

Financial aid will be handled by the respective institution at the time the student is attending courses for that institution. Please contact [finaid@thunderbird.edu](mailto:finaid@thunderbird.edu) for additional information about financial aid at Thunderbird.



***VETERANS ASSISTANCE***

Each school will serve as the certifying official for the veteran for credits taken at their institution. Please contact [veterans@thunderbird.edu](mailto:veterans@thunderbird.edu) for more information about veterans' benefits while enrolled at Thunderbird.

## MASTER OF SCIENCE/MASTER OF ARTS

Thunderbird offers four Master of Science (MS)/Master of Arts degrees (MA): MS in Global Management (MS-GM), MS in Global Marketing (MS-GMKT), and MA in Global Affairs and Management (MA-GAM). These programs are designed for candidates with or without work experience to develop skills for careers in global business and global affairs. The core program components of each of these programs parallel the full-time MBA Program, and select students in each of these programs may articulate into the MBA-GM after completion of their program.

### GRADUATION REQUIREMENT FOR MA/MS PROGRAMS

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.000, satisfy or waive language requirements if required, satisfy the Thunderbird Global Experience (TGE) requirement, successfully complete 0.5–1.0 credit hours of Professional Development per their program, and complete Foundations.

### MASTER OF SCIENCE/MASTER OF ARTS PROGRAMS OVERVIEW

Credit Requirements	MS-GM	MS-GMKT	MA-GAM
Core	30 credits	13.5 credits	22.5 credits
Designated Electives	N/A	15 credits	12 credits
Thunderbird Global Experience	3 credits	3 credits	3 credits
Free Electives	6-12 credits	N/A	1.5-7.5 credits
Language	0-6 ( <i>Waivable</i> )	N/A	0-6 ( <i>Waivable</i> )
Business Communication	0-1.5 <sup>1</sup>	1.5	0-1.5 <sup>1</sup>
Professional Development Plan I	0.5	0.5	0.5
Professional Development Plan II	N/A	0.5	N/A

<sup>1</sup> *Non-native English Speakers who waive language by means of English language exams must take Business Communication in lieu of an elective.*

### MASTER OF SCIENCE IN GLOBAL MANAGEMENT

The MS-GM Program is designed to be completed in three trimesters (Fall, Spring, Fall) and a Winterim. Students in this program are required to successfully complete a minimum of 45.5 credit hours of course work: 30 core credits, three Thunderbird Global Experience (TGE) credits, six hours of language credits if needed, and 6-12 free elective credits depending on language waivers, and 0.5 credits of Professional Development. Students are also required to complete Foundations/Elements. MS-GM courses are not offered in the summer trimester; students may choose to do an internship, intensive language, or gain additional work experience during the summer months. The schedule below will allow students to satisfy graduation requirements within this timeframe. Deviation from this schedule may extend the student’s anticipated graduation date and may have an adverse effect on financial aid eligibility and/or visa status as well as course selection. Students must consult with both their Academic Advisor, International Student Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Summer 2014	Fall 2014	Winterim 2015	Spring 2015	Summer 2015	Fall 2015
BEC/Immersion Language and/or Boot Camps <sup>1</sup> 0-6 Credits	Trimester 1 15.5 Credits	TGE/Program Requirement 3 Credits	Trimester 2 12–15 Credits	Off or Intern or Immersion Language	Trimester 3 12-15 Credits

<sup>1</sup> *Students may or may not be required to attend the language program and/or Boot Camp.*

<sup>2</sup> *Required if the TGE was not completed in Winterim.*

## OVERVIEW OF THE MS-GM PROGRAM

### MS-GM (45.5 credits)

#### Trimester 1 (15.5 Credits)

Module 1—First Module	Module 2—Second Module
GST 4005 States & Markets in the Global Political Economy I (1.5)	GST 4006 States & Markets in the Global Political Economy II
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
QUA 4000 Quantitative Methods (1.5)	QUA 4002 Decision Science (1.5)
MGT 4001 Managing People from a Global Perspective (1.5)	MGT 4002 Strategic Management I (1.5)
MKT 4001 Marketing from a Global Perspective I (1.5)	MKT 4002 Marketing from a Global Perspective II (1.5)
PD 1010 Professional Development (.05)	

#### Winterim (3 credits)

Thunderbird Global Experience (TGE), Elective or Language
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#### Trimester 2 (12-15.0 Credits)

Module 3—First Module	Module 4—Second Module
CCC 4006 Communication & Negotiations Across Cultures I (1.5)	CCC 4007 Communication & Negotiations Across Cultures II (1.5)
ACT 4001 Accounting from a Global Perspective II (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	FIN 4002 Finance from a Global Perspective III (1.5)
OPS 4000 Operations from a Global Perspective (1.5)	GM 46XX Regional Business Environment (1.5)
Language if required (3)	BC 4010 Bus Comm <sup>1</sup> (1.5) or Language if required (Cont'd.)

<sup>1</sup> Non-Native English Speakers who waive language by means of an English language exam must take Business Communication.

#### Trimester 3 (12–15 Credits)

Module 5—First Module	Module 6—Second Module
MGT 5001 Strategic Management II (1.5)	MGT 5002 Leadership from a Global Perspective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5) if required	Elective (1.5)
Elective (1.5) or Language if required (3)	Elective (1.5) or Language if required (Cont'd.)

#### Additional Activities

Activity	Period
Foundations/Elements	Prior to 1 <sup>st</sup> Trimester
Thunderbird Global Experience (TGE) (required)	Winterim OR Immersion Language OR Approved & registered Internship (3)
Thunderbird Summer Language Abroad OR Business English Communications (BEC)	Summer (3-6 credits)
Internship	Summer (.33, 1.5, or 3 credits)

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF SCIENCE IN GLOBAL MANAGEMENT**

### ***PROGRAM PREREQUISITES***

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of “B” or better, successfully completed the CLEP exam, or successfully completed Thunderbird’s Economics Boot Camp prior to beginning classes.

### ***FOUNDATIONS***

This course incorporates both the traditional elements of Thunderbird’s orientation program “Foundations”: Team building, communications & leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of 1) pre-arrival introductory material and standardized knowledge expectations for graduate studies (delivered online for leveling purposes and greater subsequent rigor); 2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits...as soon as the first week of class); and 3) initiating graduate studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

### ***CORE CURRICULUM***

The Master of Science in Global Management (MS-GM) provides a broad-based core curriculum across all business disciplines, including accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross-cultural communication and negotiations.

### ***ELECTIVE COURSES***

These courses provide the opportunity to build depth and sophistication in specific disciplines and build skills in specific career paths. Students in the MS-GM Program must complete six credit hours of electives. Please refer to the course descriptions for eligible courses.

### **Note to MS-GM Students Planning to Articulate into an Approved ASU program:**

Free elective courses taken during the MS-GM programs can be used to satisfy individual concentration requirements in the approved ASU program. Students planning to articulate should meet with the Program Director or Registrar early in their program to help determine the appropriate order in which to schedule courses.

### ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposely aim to contribute meaningfully to the student’s development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country outside of their country of primary citizenship or permanent residence recorded by the first day of Foundations. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students have the following options to satisfy the TGE graduation requirement:

- An approved Winterim course outside the student’s country of primary citizenship or permanent residence.
- A registered Thunderbird 3-credit-hour internship outside the student’s country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and all second trimester courses. Students are responsible for paying the tuition, insurance charges, and all other expenses related to the internship.
- Successful completion of a Thunderbird Language Immersion Program outside of the student’s country of primary citizenship or permanent residence. Students should contact [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information about these programs.

**Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement, Excluding Tuition**

<b>TGE Option</b>	<b>Administrative Fee</b>	<b>Program Fee</b>	<b>Program Expenses Charged by Thunderbird and paid to Thunderbird by student (housing, local transportation, some meals, etc.) (Range of estimated costs)</b>	<b>Other student expenses (tuition, materials fee, air travel, some meals, visas, etc.) (Range of estimated costs)</b>
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	\$1000-\$4000, depending on program	\$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	\$4310-\$5100 + living
Immersion Language 6 credits	\$700	\$300-\$400	\$1350-\$2000	\$14500-\$17000
Exchange Program 12 credits minimum	\$700	\$500	\$0	Living expenses, other school fees, books, etc., pending location

**PROFESSIONAL DEVELOPMENT PROGRAM SERIES**

The Professional Development series of courses span the duration of a student’s enrollment at Thunderbird. From the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. PD-1010 is a required course in the MS-GM Program.

**LANGUAGE REQUIREMENTS**

Proficiency in a second language is required for graduation from the MS-GM programs. Non-native English speakers who meet the admission requirements for the MS-GM Program or enroll in BEC satisfy the language requirement. Native English speakers must satisfy the graduation requirement for language by waiving this requirement through an Oral Proficiency Interview (OPI) completed within the first 60 days of starting classes or successfully complete language classes. See the Language section of this catalog for more information.

**OPTIONAL ACTIVITIES:  
MASTER OF SCIENCE IN GLOBAL MANAGEMENT**

**WINTERIM**

MS-GM students are eligible to participate in Winterim courses upon completion of first trimester coursework. Students must also meet all course requirements (i.e., prerequisites, faculty approval, etc.).

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy more than one graduation requirement (i.e., language, TGE, or concentration elective). However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

If the student completes a Winterim that qualifies as a Thunderbird Global Experience (TGE) and also qualifies to count toward their language requirement, the three credit hours will be

counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.

A maximum of two Winterim courses may be applied toward a student's degree requirements. Please note that taking a second interim course may have an adverse effect on financial aid eligibility—contact the Financial Aid Office for more information.

Students are eligible to complete a Winterim course immediately following their final trimester provided the course will satisfy a remaining graduation requirement. **This option is not available to students who have already satisfied all graduation requirements or students directly matriculating into an approved ASU articulation program.**

A Winterim may not be held if it does not have sufficient enrollment.

### ***INTERNSHIPS***

A maximum of three credit hours may be applied toward degree requirements. MS-GM students are eligible to participate in a registered or unregistered internship during the summer. Internships that are registered for three credit hours and located outside of the student's country of citizenship or permanent residence will satisfy the Thunderbird Global Experience graduation requirement. Internships registered for .33 or 1.5 credits or completed within the student's country of citizenship or permanent residence will not satisfy the TGE requirement.

Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation date, financial aid, and visa status. Students are encouraged to meet with the appropriate department(s) to determine any impact these issues may have on their program.

Unregistered internships cannot be used to satisfy the work experience requirement for students planning to articulate into the MS-MBA Program.

**NOTE:** Students are allowed a maximum combined total of 6.33 Winterim, and/or internship credits. Students planning to enroll in two 3-credit Winterim courses during their MS-GM program may only register an internship for .33 credits.

### ***THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA)***

Entering or continuing students may fulfill their language and TGE requirements by completing six (6) credit hours of language abroad (ML 4015 and ML 4020). The program consists of a two (2) week immersion program at Thunderbird and six (6) weeks abroad for a total of eight (8) weeks of language instruction. Continuing students have the choice to complete three (3) credit hours of language (ML 4020) if they have completed ML 4015 (Level 1) at Thunderbird or waived it through OPI testing. All credit hours earned in an immersion language program will count as language credits and students will replace the TGE with three credit hours of elective credit.

### ***OPTIONAL EXCHANGE PROGRAM***

Exchange programs in the MS-GM are not available at this time.

### ***ARTICULATION***

Select students in this program may articulate into an approved ASU program after successfully completing their graduation requirements for the MS-GM. All requirements and programs will be established by ASU.

## MASTER OF SCIENCE IN GLOBAL MARKETING

The Master of Science in Global Marketing (MS-GMKT) is a 34-credit hour program designed to be completed in two trimesters (Fall and Spring) and a Winterim. Students in this program are required to successfully complete a minimum of 34 credit hours of course work: 15 core credits, three Thunderbird Global Experience (TGE) credits, 15 credits of designated electives in Global Finance, and a total of one credit hour (two courses) of the professional develop plan. Students are also required to successfully complete or waiver the economics requirement and successfully complete Foundations prior to beginning classes.

Following the schedules below will allow students to satisfy graduation requirements within two trimesters. Deviation from these schedules may extend the student's anticipated graduation date and may have an adverse effect on financial aid eligibility and/or visa status. Students must consult with their Academic Advisor, International Student Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Courses and course numbers may occasionally change due to scheduling constraints or low enrollments. In each case an equivalent course will be used as the substitute.

### MS-GMKT CAREER TRACKS

MS-GMKT career tracks are designed to focus a student's program of study and enhance linkages to particular career opportunities. The current MS-GMKT career tracks are: (1) Brand B2C; (2) Market Research/Analytics; and (3) Business Development/Sales. Each MS-GMKT student must select one of these career tracks, and then follow the corresponding schedule below to complete their program.

#### MS-GMKT (MARKETING RESEARCH AND ANALYTICS)

##### Trimester 1 (15.5 Credits)\*

Module 1—First Module	Module 2—Second Module
MKT 4001 Marketing from a Global Perspective I (1.5)**	MKT 4002 Marketing from a Global Perspective II (1.5)**
GST 4005 States & Markets in the Global Political Economy I (1.5)	ACT 4002 Accounting from a global perspective III (1.5)
QUA 4000 Quantitative Methods (1.5)	GM 4320 Leading Projects (1.5)
BC 4010 Business Communications (1.5)	CCC 4006 Communication & Negotiations Across Cultures I (1.5)
FIN 4000 Finance from a Global Perspective I (1.5)	GF 4531 Global Customer Insights (1.5)
PD 1010 Professional Development Plan (0.5)	

\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.

\*\*Waiver criteria: MBAs with at least 3.0 credits of graduate finance course with grades B or better, or pass the Thunderbird challenge exam. Students who waive out of these courses will replace the credits with any Marketing elective.

##### Winterim (3.0 Credits)

Thunderbird Global Experience (TGE)
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\* Winterims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

##### Trimester 2 (15.5 Credits)

Module 3—First Module	Module 4—Second Module
GF 5712 Business Intelligence (3)	GF 5712 Business Intelligence (3)
GF 4515 Digital Marketing/Social Media (1.5)	GF 4524 Global Pricing (1.5)
GF 5524 Analysis for Strategic Marketing (3.0)	GF 5524 Analysis for Strategic Marketing (cont.)
GF 45XX Marketing Elective (1.5)	GM 4310 Business Informatics (1.5)
GF 45XX Marketing Elective (1.5)	GF 45XX Marketing Elective (1.5)
PD 1011 Professional Development Plan II (0.5)	

\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.

## MS-GMKT (BUSINESS DEVELOPMENT/SALES)

### Trimester 1 (15.5 Credits)\*

Module 1—First Module	Module 2—Second Module
MKT 4001 Marketing from a Global Perspective I (1.5)**	MKT 4002 Marketing from a Global Perspective II (1.5)**
GST 4005 States & Markets in the Global Political Economy I (1.5)	ACT 4002 Accounting from a global perspective III (1.5)
QUA 4000 Quantitative Methods (1.5)	BC 4010 Business Communications (1.5)
GF 4508 Global Marketing Communications (1.5)	CCC 4006 Communication & Negotiations Across Cultures I (1.5)
FIN 4000 Finance from a Global Perspective I (1.5)	GF 4531 Global Customer Insights (1.5)
PD 1010 Professional Development Plan (0.5)	

*\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.*

*\*\*Waiver criteria: MBAs with at least 3.0 credits of graduate finance course with grades B or better, or pass the Thunderbird challenge exam. Students who waive out of these courses will replace the credits with any Marketing elective.*

### Winterim (3 Credits)

<b>Thunderbird Global Experience (TGE)</b>
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*\* Winterims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.*

### Trimester 2 (15.5 Credits)\*

Module 3—First Module	Module 4—Second Module
GF 5542 Global Business Marketing (3.0)	GF 5542 Global Business Marketing (cont.)
GF 4513 Global Sales Management (1.5)	GF 4524 Global Pricing (1.5)
GF 4510 Global Channel Management (1.5)	CCC 4007 Communication & Negotiations Across Cultures II (1.5)
GF 4515 Digital Marketing/Social Media (1.5)	GF 4517 Global Product Development (1.5)
GF 4518 Services Marketing (1.5)	GM-4320 Leading Projects (1.5)
PD 1011 Professional Development Plan II (0.5)	

*\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.*



## MS-GMKT (BRAND MANAGEMENT)

### Trimester 1 (15.5 Credits)\*

Module 1—First Module	Module 2—Second Module
MKT 4001 Marketing from a Global Perspective I (1.5)**	MKT 4002 Marketing from a Global Perspective II (1.5)**
GST 4005 States & Markets in the Global Political Economy I (1.5)	ACT 4002 Accounting from a global perspective III (1.5)
QUA 4000 Quantitative Methods (1.5)	BC 4010 Business Communications (1.5)
GF 4508 Global Marketing Communications (1.5)	CCC 4006 Communication & Negotiations Across Cultures I (1.5)
FIN 4000 Finance from a Global Perspective I (1.5)	GF 4531 Global Customer Insights (1.5)
PD 1010 Professional Development Plan II (0.5)	

*\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.*

*\*\*Waiver criteria: MBAs with at least 3.0 credits of graduate finance course with grades B or better, or pass the Thunderbird challenge exam. Students who waive out of these courses will replace the credits with any Marketing elective.*

### Winterim (3 Credits)

<b>Thunderbird Global Experience (TGE)</b>
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*\* Winterims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.*

### Trimester 2 (15.5 Credits)\*

Module 3—First Module	Module 4—Second Module
GF 5520 Global Brand Management (3.0)	GF 5520 Global Brand Management (cont.)
GF 5542 Global Business Marketing (3.0)	GF 5542 Global Business Marketing (cont.)
OR GF 4506 Consumer Behavior (1.5)	OR GF XXXX Global Marketing Elective
GF 4518 Strategic Services Marketing (1.5)	GF 4524 Global Pricing (1.5)
GF 5524 Analysis for Strategic Marketing (3.0)	GF 5524 Analysis for Strategic Marketing (cont.)
GF 4515 Digital Marketing/Social Media (1.5)	GM 4320 Leading Projects (1.5)
PD 1011 Professional Development Plan II (0.5)	

*\*The maximum credit hours that can be taken in a single term are 15.5 credit hours.*

## SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF SCIENCE IN GLOBAL MARKETING

### **PROGRAM PREREQUISITES**

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of “B” or better or successfully completed Thunderbird’s Economics Boot Camp Program prior to beginning classes.

### **FOUNDATIONS**

This course incorporates both the traditional elements of Thunderbird’s orientation program “Foundations”: Team building, communications & leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of 1) pre-arrival introductory material and standardized knowledge expectations for graduate studies (delivered online for leveling purposes and greater subsequent rigor); 2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits... as soon as the first week of class); and 3) initiating graduate studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

### **PROFESSIONAL DEVELOPMENT PROGRAM SERIES**

The Professional Development series of courses span the duration of a student’s enrollment at Thunderbird. From the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search

process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. PD-1010 and PD-1011 are required courses in the MS-GMKT Program.

### **CORE CURRICULUM**

The Master of Science in Global Marketing (MS-GMKT) includes a core curriculum in marketing along with needed coursework in related business disciplines and fundamental knowledge of the world.

### **ELECTIVE/FUNCTIONAL COURSES**

These courses provide the opportunity to build depth and sophistication in specific disciplines and build skills in specific career paths. Students in the MS-GMKT are required to complete a minimum of 15.0 credit hours of designated marketing electives.

**Note to MS-GMKT Students Planning to Articulate into an Approved ASU program:** Free elective courses taken during the MS-GMKT programs can be used to satisfy individual concentration requirements in the approved ASU program. Students planning to articulate should meet with the Program Director or Registrar early in their program to help determine the appropriate order in which to schedule courses.

### **THUNDERBIRD GLOBAL EXPERIENCE (TGE)**

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country outside of their country of primary citizenship or permanent residence recorded by the first day of Foundations. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students in this program will satisfy the TGE graduation requirement with an approved Winterim course outside the student's country of primary citizenship or permanent residence. Students in this program **MUST** participate in a Winterim between their 2 trimesters of study.

### **WINTERIM**

MS-GMKT students are eligible and must participate in a Winterim courses upon completion of first trimester coursework. Students must also meet all course requirements (i.e., prerequisites, faculty approval, etc.).

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy more than one graduation requirement (i.e., TGE or concentration elective). However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

### **Costs Associated with Obtaining the Thunderbird Global Experience (TGE) Requirement, Excluding Tuition**

<b>TGE Option</b>	<b>Administrative Fee</b>	<b>Program Fee</b>	<b>Program Expenses Charged by Thunderbird &amp; paid to Thunderbird by student (housing, local transportation, some meals, etc.) (Range of potential costs)</b>	<b>Other Student expenses (tuition, materials fee, air travel, some meals, visas, etc.) (Range of potential costs)</b>
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	\$1000-\$4000, depending on program	\$3000-\$8000

***LANGUAGE REQUIREMENTS***

The MS-GMKT does not have a language requirement.

**OPTIONAL ACTIVITIES:  
MASTER OF SCIENCE IN GLOBAL MARKETING*****INTERNSHIPS***

The MS-GMKT is designed to be completed in two trimesters and does not include an internship.

***OPTIONAL EXCHANGE PROGRAM***

Exchange programs in the MS-GMKT are not available at this time.

***ARTICULATION***

Select students in this program may articulate into an approved ASU program after successfully completing their graduation requirements for the MS-GMKT. All requirements and programs will be established by ASU.

## MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

The curriculum for the Master of Arts in Global Affairs and Management (MA-GAM) is a 45.5-credit-hour program designed for a student to complete the program in three trimesters (Fall, Spring, Fall) and a Winterim. Students in this program are required to successfully complete a minimum of 45.5 credit hours of course: 22.5 core credits, three Thunderbird Global Experience (TGE) credits, 12 credits of designated electives in Global Affairs, six hours of language credits if needed, and 1.5–7.5 free electives, depending on language waivers and 0.5 credits of the Professional Development Plan. Students are also required to attend Foundations. MA-GAM courses are not offered in the summer trimester; students may choose to do an internship, intensive language, or gain additional work experience during the summer months.

Summer 2014	Fall 2014	Winterim 2015	Spring 2015	Summer 2015	Fall 2015
BEC/Immersion Language and/or Boot Camps <sup>1</sup> 0-6 credits	Trimester 1 15.5 Credits	TGE/Global Marketing 3 Credits	Trimester 2 13.5-15 Credits	Off or Intern or Immersion Language	Trimester 3 12-13.5 Credits

<sup>1</sup> Students may or may not be required to attend the language program and/or Boot Camps.

<sup>2</sup> Required if the TGE was not completed in Winterim.

## SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF ARTS IN GLOBAL MANAGEMENT

### PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of “B” or better, successfully completed the CLEP exam, or successfully completed Thunderbird’s Economics Boot Camp Program. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program.

### FOUNDATIONS

This course incorporates both the traditional elements of Thunderbird’s orientation program “Foundations”: Team building, communications & leadership, and engagement with Thunderbird and the campus as well as preliminary activities in interview, internship, and career.

### PROFESSIONAL DEVELOPMENT PROGRAM SERIES

The Professional Development series of courses span the duration of a student’s enrollment at Thunderbird. From the day each student arrives on campus to the day they graduate, this course will focus on topics, tools and resources to guide and direct life-long learning and career management as well as prepare students for the job search while at Thunderbird. This program equips students with career management skills that can be applied to any future career search process as well as skills to translate learning from Thunderbird courses, projects and student groups to employer needs. PD-1010 is a required course for the MA-GAM Program.

### CORE CURRICULUM

The Master of Arts in Global Affairs and Management (MA-GAM) provides a core curriculum in global affairs, regional business environment, and cross-cultural communication and negotiations, along with additional coursework in accounting, finance, management, marketing, and statistics.

## ***ELECTIVE COURSES***

Students in the MA-GAM program must complete 12 credit hours of electives in Global Affairs Development. Please refer to the course descriptions for eligible courses.

### **Note to MA-GAM Students Planning to Articulate into an Approved ASU program:**

Free elective courses taken during the MA-GAM programs can be used to satisfy individual concentration requirements in the approved ASU program. Students planning to articulate should meet with the Program Director or Registrar early in their program to help determine the appropriate order in which to schedule courses.

## **GLOBAL AFFAIRS**

Students selecting the Global Affairs Concentration must complete 12 credit hours from the following courses:

GST 5000	Strategies in Global Development (3) (required course)
GF 4790	Regional Economic Agreements (1.5)
GF 5701	Global Competitiveness in High Performing Economies (3)
GF 5703	Country Risk Management (1.5) (required course)
GF 5804	Conflict Management and Social Change (1.5)
GST 5430	Technology Policy & Entrepreneurship (3)
GM 4320	Leading Projects (1.5)
GF 4701	Export/Import Management (1.5)
GF 5302	Global Supply Chain Leadership (1.5)
GF 5884	Corporate Social Responsibility (1.5)
GF XXXX	Approved Winterim (3)

The prerequisites for all of the above courses are specified in the catalog under each course description.

## ***THUNDERBIRD GLOBAL EXPERIENCE (TGE)***

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. All students are required to successfully complete a three-hour TGE requirement in a country outside of their country of primary citizenship or permanent residence recorded by the first day of Foundations. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students have the following options to satisfy the TGE graduation requirement:

- An approved Winterim course outside the student's country of primary citizenship or permanent residence.
- A registered Thunderbird 3-credit-hour internship outside the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and all second trimester courses. Students are responsible for paying the tuition, insurance charges, and all other expenses related to the internship.
- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information about these programs.
- A Thunderbird Exchange Program outside the student's country of primary citizenship or permanent residence. While participation in an exchange will satisfy the TGE graduation requirement, it does not reduce the minimum required number of credit hours for the program. Students are responsible for paying tuition and fees to Thunderbird. Students will also be responsible for books, course packs, materials, travel expenses, and living expenses related to the program.

## Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement Above and Beyond Tuition

TGE Option	Administrative Fee	Program Fee	Program Expenses Charged by Thunderbird & paid to Thunderbird by student (housing, local transportation, some meals, etc.) (Range of potential costs)	Other Student expenses (tuition, materials fee, air travel, some meals, visas, etc.) (Range of potential costs)
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	\$1000-\$4000, depending on program	\$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	\$4310-\$5100 + living
Immersion Language 6 credits	\$700	\$300-\$400	\$1350-\$2000	\$14500-\$17000
Peking University Exchange	\$700	\$0	\$0	\$8000-\$9000

### LANGUAGE REQUIREMENTS

Proficiency in a second language is required for graduation from the MA-GAM degree. Non-native English speakers who meet the admission requirements for the MS-GM Program or enroll in BEC satisfy the language requirement. Native English speakers must satisfy the graduation requirement for language by waiving this requirement through an Oral Proficiency Interview (OPI) completed within the first 60 days of starting classes or successfully complete language classes. See the *Language* section of this catalog for more information.

### OPTIONAL ACTIVITIES: MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

#### WINTERIM

MA-GAM students are eligible to participate in Winterim courses upon completion of first trimester coursework. Students must also meet all course requirements (i.e., prerequisites, faculty approval, etc.).

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy more than one graduation requirement (i.e., language, TGE, or concentration elective). However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

- If the student completes a Winterim that qualifies as a Thunderbird Global Experience (TGE) and also qualifies to count toward their language requirement, the three credit hours will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in three credit hours of electives to meet the required number of credit hours for their program.

A maximum of two Winterim courses may be applied toward a student's degree requirements. Please note that taking a second Winterim course may have an adverse effect on financial aid eligibility—contact the Financial Aid Office for more information.

Students are eligible to complete a Winterim course immediately following their final trimester provided the course will satisfy a remaining graduation requirement. **This option is not available to students who have already satisfied all graduation requirements or students directly matriculating into an approved ASU articulation program.**

A Winterim may not be held if it does not have sufficient enrollment.

### ***INTERNSHIPS***

MA-GAM students are eligible to participate in a registered or unregistered internship during the summer. Internships that are registered for three credit hours and located outside of the student's country of citizenship or permanent residence will satisfy the Thunderbird Global Experience graduation requirement. Internships registered for .33 or 1.5 credits or completed within the student's country of citizenship or permanent residence will not satisfy the TGE requirement.

Students should be aware that enrolling for internships outside the normal flow of their program or extending internships may have an adverse effect on their anticipated graduation date, financial aid, and visa status. Students are encouraged to meet with the appropriate department(s) to determine any impact these issues may have on their program.

Unregistered internships cannot be used to satisfy the work experience requirement for students planning to articulate into the MBA Program.

**NOTE:** Students are allowed a maximum of 6.33 credit hours for Winterim, and/or internship credits combined. Students planning to enroll in two 3-credit interim courses during their MA-GAM Program may only register an internship for .33 credits.

### ***THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA)***

Entering or continuing students may fulfill their language and TGE requirements by completing six (6) credit hours of language abroad (ML 4015 and ML 4020). The program consists of a two (2) week immersion program at Thunderbird and six (6) weeks abroad for a total of eight (8) weeks of language instruction. Continuing students have the choice to complete three (3) credit hours of language (ML 4020) if they have completed ML 4015 (Level 1) at Thunderbird or waived it through OPI testing. All credit hours earned in an immersion language program will count as language credits and students will replace the TGE with three credit hours of elective credit.

### ***OPTIONAL EXCHANGE PROGRAM***

Thunderbird has an exchange agreement with Peking University allowing up to four Thunderbird MA-GAM students to attend Peking University each year. These students may be eligible to earn a certificate from Peking University during the exchange. More detailed information is available from the Academic Director for the MA-GAM Program.

### ***ARTICULATION***

Select students in this program may articulate into an approved ASU program after successfully completing their graduation requirements for the MA-GAM. All requirements and programs will be established by ASU.

## OVERVIEW OF THE MA-GAM PROGRAM

### MA-GAM (45 credits with or w/o language)

#### Trimester 1 (15.5 Credits)

Module 1—First Module	Module 2—Second Module
GST 4005 States & Markets in the Global Political Economy I (1.5)	GST 4006 States & Markets in the Global Political Economy II
MGT 4002 Strategic Management I (1.5)	MGT 4001 Managing People from a Global Perspective (1.5)
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
QUA 4000 Quantitative Methods (1.5)	GST 4003 Global Affairs Theory: Power and Principle I (1.5)
MKT 4001 Marketing from a Global Perspective I (1.5)	MKT 4002 Marketing from a Global Perspective II (1.5)
PD 1010 Professional Development Plan II (0.5)	

#### Winterim (3 Credits)

Thunderbird Global Experience (TGE), Elective or Language
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#### Trimester 2 (13.5–15 Credits)

Module 3—First Module	Module 4—Second Module
GST 4002 Global Affairs Methods (1.5)	GF 5703 Country Risk (1.5)
CCC 4006 Communication & Negotiations Across Cultures I (1.5)	CCC 4007 Communication & Negotiations Across Cultures II (1.5)
GST 4004 Global Affairs Theory: Power and Principle II (1.5)	GM 46XX Regional Business Environment (1.5)
GST 5000 Strategies in Global Development (3.0)	
	Elective or BC 4010 Bus Comm <sup>1</sup> (1.5)
Language if required (3)	Elective (1.5) or Language if required (cont'd.)

<sup>1</sup> Non-Native English Speakers who waive language by means of an English Language Exam must take Business Communication

#### Trimester 3 (12–13.5 Credits)

Module 5—First Module	Module 6—Second Module
Global Affairs Elective (1.5)	Global Affairs Elective (1.5)
Global Affairs Elective (1.5)	Global Affairs Elective (1.5)
Global Affairs Elective (1.5)	Elective (1.5)
Elective if required(1.5)	
Elective (1.5) or Language if required (3)	Language if required (cont.)

#### Additional Activities

Activity	Period
Foundations/Elements	Prior to 1 <sup>st</sup> Trimester
Thunderbird Global Experience (TGE) (required)	Winterim OR Immersion Language OR Exchange OR Approved & registered Internship (3)
Thunderbird Summer Language Abroad OR Business English Communications (BEC)	Summer
Internship	Summer (.33, 1.5, or 3 credits)



## **ACADEMIC CERTIFICATE PROGRAMS**

***Thunderbird offers seven certificates through the Full-Time Program:***

- Certificate of Global Studies
- Certificate of Advanced Global Studies
- Certificate of Post-Graduate Study in Global Development
- Certificate of Post-Graduate Study in Global Entrepreneurship
- Certificate of Post-Graduate Study in Global Finance
- Certificate of Post-Graduate Study in Global Management
- Certificate of Post-Graduate Study in Global Marketing

All courses are designed and taught from a global, regional, and/or cross-cultural perspective. The goal of all Thunderbird programs is to equip the next generation of global leaders/managers with the tools they need to be successful leaders/managers anywhere in the world.

The optimum program model is described in this catalog for each certificate program. Completion time for individual certificate program may be extended (eligibility required) if a student elects to reduce their course load in any trimester, either voluntarily or otherwise.

## **SUMMARY OF INSTITUTIONAL REQUIREMENTS**

### ***TUITION AND FEES***

All financial information is determined by the Finance and Accounting Department at Thunderbird. Information is listed under "Tuition and Fees" in this Catalog and is also posted on the Thunderbird website at [http://www.thunderbird.edu/graduate\\_degrees/full\\_time\\_mba/admissions/tuition\\_fees.htm](http://www.thunderbird.edu/graduate_degrees/full_time_mba/admissions/tuition_fees.htm).

### ***IDENTIFICATION CARD AND RESOURCE ACCESS***

Upon acceptance, all students attending a course on the Glendale campus are required to get an Identification (ID) Card. ID cards are available through the Information & Instructional Technology Help Desk located in the Computer Center Building. ID cards provide students access to the International Business Information Centre (IBIC), lounges, Thunderbird Student Government (TSG) offices, and computer and e-mail accounts through the Information & Instructional Technology Department. Life-time e-mail accounts are not available to non-degree-seeking students.

### ***SCHOLARSHIPS***

Certificate students are not eligible for scholarships.

### ***CAREER MANAGEMENT SERVICES***

Career Management Services are not available to certificate students except as noted below.

### ***ALUMNI STATUS***

Alumni Status is not available to certificate students except as noted below.

### ***APPLYING CREDITS TO DEGREE PROGRAMS***

Certificate students who wish to be considered as degree candidates at a later date must comply with the full admission procedures and standards at the time they apply as a degree-seeking student. Credits completed as a certificate student may or may not apply toward a degree program. Any credits considered for a degree-seeking program will be evaluated based on the Thunderbird Catalog in effect at the time the certificate student applies as a degree-seeking student.

## **WINTERIM**

Winterim courses are between two and three weeks in duration, and offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Expenses for Winterim extend beyond the cost of tuition and fees for the course. Students should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs.

Approved Winterim courses may be used to satisfy three credit hours towards the Certificate of Post Graduate Study requirements.

A Winterim may not be held if it does not have sufficient enrollment.

## **GRADUATION REQUIREMENT**

Students must complete all course work with a grade of “C-” or better to satisfy graduation requirements. In addition, students must achieve a cumulative GPA of at least 3.000, and successfully complete Foundations.

## **CERTIFICATE OF GLOBAL STUDIES (9 CREDITS)**

The Certificate of Global Studies offers qualified students from partner schools the opportunity to enroll in nine credit hours of Thunderbird coursework. The certificate’s coursework includes a selection from Thunderbird’s Global Studies and Global Management curriculum that can enhance a student’s degree program at their home institution. Students successfully completing the certificate may apply for admission into Thunderbird’s MS-GM or MA-GAM Programs. Admission would be conditional upon applicants meeting regular admission requirements. The nine credit hours of coursework awarded in the Certificate Program would be transferred for those students accepted into the MS-GM or MA-GAM Programs.

**Students may choose nine credit hours from the following list of courses to earn the Certificate of Global Studies**

<b>Course #</b>	<b>Course Title</b>	<b>Credit</b>	<b>Acceptable Program</b>
GST 4005	States and Markets in the Global Economy I	1.5	All Programs
GST 4006	States and Markets in the Global Economy II	1.5	MA-GAM or MS-GAM only
MKT 4001	Marketing from a Global Perspective I	1.5	All programs
MKT 4002	Marketing from a Global Perspective II	1.5	All programs
QUA 4000	Quantitative Methods	1.5	All programs
QUA 4002	Decision Science	1.5	MS-GM only
ACT 4000	Accounting from a Global Perspective I	1.5	All programs
FIN 4000	Finance from a Global Perspective I	1.5	All programs
GST 4003	Global Affairs Theory: Power and Principle I	1.5	MA-GAM only
MGT 4001	Managing People from a Global Perspective I	1.5	MA-GAM or MS-GM only
MGT 4002	Strategic Management I	1.5	MA-GAM or MS-GM only

**NOTE:** Language courses are not available to certificate students.

## **CERTIFICATE OF ADVANCED GLOBAL STUDIES (12 CREDITS)**

The Certificate of Advanced Global Studies offers qualified students from partner schools the opportunity to enroll in 12–15 credit hours of Thunderbird coursework. The certificate’s coursework includes a selection from Thunderbird’s Global Studies and Global Management curriculum that can enhance a student’s degree program at their home institution. Individuals successfully completing the certificate may apply for admission into Thunderbird’s MS-GM, MS-GF, MS-MKT or MA-GAM Programs. The certificate does not grant automatic admission into one of the MA/MS programs. Admission will be conditional upon applicants meeting regular admission requirements. The 12 credit hours of coursework awarded in the Certificate Program would be transferred for those students accepted into the MS-GM or MA-GAM Programs.

**Students will choose 12 credit hours from the following list of courses to earn the Certificate of Advanced Global Studies**

<b>Course #</b>	<b>Course Title</b>	<b>Credit</b>	<b>Acceptable Program</b>
GST 4005	States and Markets in the Global Economy I	1.5	All Programs
GST 4006	States and Markets in the Global Economy II	1.5	MA-GAM or MS-GAM only
MKT 4001	Marketing from a Global Perspective I	1.5	All programs
MKT 4002	Marketing from a Global Perspective II	1.5	All programs
QUA 4000	Quantitative Methods	1.5	All programs
QUA 4002	Decision Science	1.5	MS programs only
ACT 4000	Accounting from a Global Perspective I	1.5	All programs
FIN 4000	Finance from a Global Perspective I	1.5	All programs
GST 4003	Global Affairs Theory: Power and Principle I	1.5	MA-GAM only
MGT 4001 MGT 4002	Managing People from a Global Perspective & Strategic Management I	3	MA-GAM or MSGM only

**NOTE:** Language courses are not available to certificate students.

**CERTIFICATE OF POST-GRADUATE STUDY (12 CREDITS)**

Students who have completed an MBA or a Master of International Management (MIM) equivalent may earn the Certificate of Post-Graduate Study. Students are required to complete a total of 12 credit hours from one of the following concentrations:

- Global Finance
- Global Entrepreneurship
- Global Management
- Global Marketing
- Global Development \*

The 12 credit hours for this certificate must be earned after completion of the MBA or MIM. Courses previously completed to earn the degree will not apply toward the certificate. Students may only count three credit hours of a Winterim toward the certificate program. This certificate program is not available online.

**NOTE:** The Global Development concentration requires additional prerequisite coursework that could lengthen the program. Courses such as Global Political Economy, Regional Business Environment, Cross-Cultural Communication, and Global Negotiations are prerequisites for many of the advanced Global Development concentration courses.

**NON-DEGREE STUDENTS**

Thunderbird admits as non-degree students a limited number of highly qualified individuals who wish to gain advanced training by taking specific courses but who do not intend to become degree candidates. Individuals must apply for admission through the admissions office and must complete all course requirements including examinations. Non-degree students will be issued e-mail accounts during their course of study. Lifetime global e-mail is not available to non-degree students.

**POLICIES**

- A non-degree application should be completed and submitted to the Director of Admissions at Thunderbird four weeks before the start of the desired trimester/program.
- Courses and seminars offered at Thunderbird are graduate-level courses and require a four-year degree.
- Courses offered during Winterim sessions require completion of a four-year degree, economics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird.

- A spouse or domestic partner is not eligible to attend a Winterim Program unless they have applied and been accepted.
- Thunderbird employees and their dependents who want educational assistance must submit an Educational Assistance Request Form to Human Resources before enrollment each trimester or module. Such approval will not be granted without a positive recommendation by the employee's Business Unit Leader and the Senior Management Committee as required for the Executive MBA and Global On-Demand Programs.

Non-U.S. citizens (except U.S. permanent residents) who are not native English-speakers and who have not completed a degree in an English-speaking country must submit a copy of the Test of English as a Foreign Language (TOEFL), International English Language Testing System (IELTS), or Pearson Test of English (PTE) to determine their English language proficiency level. Please see the table below for required proficiency levels. Exam scores are valid up to two years (from program start), and must be sent directly to Thunderbird from the exam administrator.

### English Language Proficiency Exam Requirements

	TOEFL			IELTS	PTE
	IBT	CPT	PBT		
<b>BEC I and II Required (10 weeks)</b>	80-89	217-230	553-573	6.5	53-60
<b>BEC II only Required (5 weeks)</b>	90-99	231-247	574-599	7.0	61-67
<b>English Courses Waived</b>	100+	248+	600+	7.5	68+

*\*GMAT verbal score is also considered, and certain scores may require enrollment in English programs.*

### REGISTRATION

The following registration requirements apply to all non-degree students attending courses offered by Thunderbird:

- Individuals may enroll in a total of nine credit hours as a non-degree student.
- Non-degree registration takes place the Friday preceding the start of the upcoming trimester through the Registrar's Office or during the Winterim registration period for Winterims.
- Non-degree students are subject to all school regulations and must meet the same course prerequisite requirements as degree-seeking students.

### TUITION AND FEES

All financial information is determined by the Finance and Accounting Department. Information is listed under "Tuition and Fees" in this Catalog and is also available online at: [http://www.thunderbird.edu/graduate\\_degrees/full\\_time\\_mba/admissions/tuition\\_fees.htm](http://www.thunderbird.edu/graduate_degrees/full_time_mba/admissions/tuition_fees.htm).

### IDENTIFICATION CARD AND RESOURCE ACCESS

Upon acceptance, all non-degree students attending a course on the Glendale campus are required to get an Identification (ID) Card. ID cards are available through the Information & Instructional Technology Help Desk located in the Computer Center Building. ID cards provide student access to the International Business Information Centre (IBIC), lounges, Thunderbird Student Government (TSG) offices, and computer and e-mail accounts through the Information & Instructional Technology Department.

### SCHOLARSHIPS

Non-degree students are not eligible for scholarships.

### CAREER MANAGEMENT SERVICES

Career Management Services are not available to non-degree students.

## **ALUMNI STATUS**

Non-degree-seeking students are not eligible for alumni status.

## **SPOUSE/DOMESTIC PARTNER ENROLLMENT**

A spouse or domestic partner of a full-time student is welcome to enroll as a non-degree seeking student for a maximum of nine credit hours of study and within the benefits of their visa status. Please contact the International Students & Scholars Office for more information at [isso.thunderbird.edu](http://isso.thunderbird.edu).

- Tuition and charges are the same as the full-time rate.
- The non-degree application procedure is completed through the Admissions Department.
- Non-degree students must satisfy all listed prerequisites to enroll in a course.
- A spouse of foreign students on F-1 visa may not engage in full- or part-time study at Thunderbird.
- Spouses of F-1 visa holders are limited to taking courses that are vocational or recreational in nature.
- Dependents of J-1 visas holders may engage in full- or part-time study

## **APPLYING CREDITS TO DEGREE PROGRAMS**

Non-degree students who wish to be considered as degree candidates at a later date must comply with the full admission procedures and standards at the time they apply as a degree-seeking student. Any credits considered for a degree-seeking program will be evaluated based on the Thunderbird Catalog in effect at the time the non-degree student applies as a degree-seeking student. The five-year completion rule takes effect from the first term of enrollment to include courses completed as a non-degree-seeking student.

## **WINTERIM**

Thunderbird's Winterim Programs are short-term courses in worldwide locations, providing global expertise in local settings. Winterim is a two- to three-week program beginning in early January. Course offerings vary each year and are offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. Winterim courses include additional expenses (travel, meals, lodging, etc.) in addition to tuition.

A Winterim may not be held if it does not have sufficient enrollment.

# LANGUAGE REQUIREMENTS: ALL FULL-TIME PROGRAMS

## LANGUAGE WAIVERS

Waivers for languages other than English are accepted as a result of the Oral Proficiency Interview, Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation. Thunderbird uses the Oral Proficiency Interview (OPI) as a challenge exam for language waivers. All OPIs must be taken on the Thunderbird campus within 60 days of matriculation. A student is allowed only one opportunity to take the Challenge exam, and Thunderbird does not give make-up Challenge Exams.

## NON-NATIVE ENGLISH SPEAKERS

Non-native English speakers who meet the TOEFL/IELTS/PTE admissions requirements for either program satisfy the language graduation requirement.

## BUSINESS ENGLISH COMMUNICATIONS PROGRAM

A ten-week, intensive English language program is offered twice a year to prepare non-native speakers of English for entrance into the MBA in Global Management, Master of Science or Master of Arts programs at Thunderbird or assist an individual prepare for other graduate business programs. The Business English Communications (BEC) program has small class sizes (5-12 students/class) utilizing a business-content approach to learning. For more information, please contact Steve Gemmiti at [steve.gemmiti@thunderbird.edu](mailto:steve.gemmiti@thunderbird.edu). The BEC does not satisfy the TGE requirement for any program. While the BEC does not count as credits toward the degree requirements at Thunderbird, other institutions may accept BEC credit as transfer credit into their programs.

## NATIVE ENGLISH SPEAKERS

Thunderbird requires a speaking proficiency of at least intermediate-high for languages in Group 1 (below) and intermediate-low for languages in Group 2 on the ACTFL oral proficiency scale for native English speakers. Additional languages for each group may be found at [www.languagetesting.com](http://www.languagetesting.com).

Group 1 Languages
Dutch
French
German
Italian
Indonesian
Portuguese
Spanish
Swedish

Group 2 Languages	
Arabic	Polish
Cantonese	Russian
Croatian	Serbian
Czech	Slovak
Hebrew	Thai
Japanese	Turkish
Korean	
Mandarin	

Native speakers of English can satisfy the requirement in a second language in one of three ways:

- Take the ACTFL Oral Proficiency Interview (OPI) and receive a rating of intermediate-high or better in Group 1 languages and intermediate-low or better in Group 2 languages within 60 days of matriculation. Information regarding the test and the languages in which testing is currently offered can be found at [www.languagetesting.com](http://www.languagetesting.com).
  - If testing for a language is not available through ACTFL, the student will need to start a new language at Thunderbird. Waivers for languages other than English are accepted as a result of the Foreign Service Institute (FSI), Defense Language Institute (DLI), or Peace Corps ratings, or a previous OPI when taken within one year of matriculation.

- A waiver in language does not reduce the total number of credit hours for the MBA-GM, MA-GAM or MS programs.
- Take a six-credit Thunderbird Summer Language Abroad (TSLA) program. These programs are offered during the summer months and may be taken before or during the student's program. These eight-week programs begin on the Glendale campus and move to an overseas location for the remainder of the session. The student's success is assessed through written and oral exams and performance scenarios in which they speak the language.

These programs are designed for individuals who have little or no experience in the language being taught or have not been able to use their second language skills for an extended period of time. Students should be aware that Immersion Programs are designed for beginners and must be taken in their entirety in order to receive credit.

Successful completion of the Thunderbird Summer Language Abroad program satisfies the language proficiency graduation requirement and the Thunderbird Global Experience (TGE) graduation requirements. Students will need to enroll in three credit hours of electives to meet the minimum number of total credit hours.

- Take up to six credits of language courses in lieu of electives during the school year. Two courses (ML 4015, ML 4020) are offered at Thunderbird for three credits each as part of the curriculum to assist students in meeting the language requirements. Courses meet four days a week for 90 minutes each for the entire trimester (a maximum of one level of language can be taken per trimester). Arabic, French, German, Japanese, Mandarin Chinese, Portuguese, Russian, and Spanish are offered regularly.

Students will be asked to take the OPI exam upon completion of Level II (ML 4020 or ML 4022) as a means of assessing Thunderbird's Language Program. The results of the exam will be used for assessment purposes only and will not affect the student's final grade in the course.

## **REGISTRATION RESTRICTIONS**

Students are required to complete the OPI within 60 days of starting the program if they wish to waive the language requirements. For all others, language will be scheduled as part of their program. Students who have not satisfied their language requirement will have a restriction placed on their account that will prevent future course registration. The restriction will remain in place until the student satisfies the language requirement.

The OPI exam is offered by phone at the Garvin Center for Cultures and Languages located in the J.T. Tai Global Studies Building. Please contact 602-978-7335 or e-mail [language@thunderbird.edu](mailto:language@thunderbird.edu) for more information. **The Oral Proficiency Interview must be taken at Thunderbird.**

## **LANGUAGE CREDITS APPLIED TO FULL-TIME DEGREES**

Students can apply a maximum of six credits of Language coursework (across all Thunderbird programs) toward their graduation requirements. Students may take more credit hours in languages, but these credits will NOT count toward any degree program requirements. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with their Academic Advisor, International Student Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

## **ASSURANCE OF LEARNING: ASSESSMENT OPI**

Thunderbird directly measures student learning in language through the Oral Proficiency Interview (OPI). The purpose of the assurance of student learning is to support and improve

student learning by developing methods to articulate the goals of the Language Program, gain feedback on students' progress, and use the feedback to modify the Language Programs. Individual student learning results are for the exclusive use of Thunderbird. Assessment OPI exams are mandatory and scheduled at the end of Level II Language classes at no cost to the student. Individual outcomes will not be used for evaluation of any student.

## **LANGUAGE COURSE DESCRIPTIONS**

### **ML 4015 FUNDAMENTALS I**

(3 credits) Offered in Arabic, French, German, Japanese, Mandarin Chinese, Portuguese, Russian, Spanish. This is an introductory course for beginning language learners. No prior knowledge is required. Students study language fundamentals such as pronunciation, vocabulary, and grammar. The emphases are: (1) establishing a solid foundation in pronunciation; (2) building up vocabulary and sentence patterns in communicative contexts; (3) introducing writing and reading; and (4) developing listening comprehension. In addition, cultural and social information that go along with language use are included in the teaching.

*Prerequisites:* None

### **ML 4020 FUNDAMENTALS II**

(3 credits) Offered in Arabic, French, German, Japanese, Mandarin Chinese, Portuguese, Russian, Spanish. This course is a continuation of Fundamentals I with an additional emphasis on reading texts, and helps students to further develop communicative skills. The emphases of this course are: (1) building more vocabulary and grammatical structures for communications purposes, (2) integrating the linguistic and cultural knowledge acquired in Fundamentals I with the new knowledge, and (3) introducing business content and terminology in instructions and activities.

*Prerequisites:* ML 4015 or waiver

**NOTE:** *Students will be asked to take the OPI exam upon completion of the course as a means of assessing Thunderbird's Language Program. The results of the exam will be used for assessment purposes only and will not affect the student's final grade in the course.*

### **ML 4022 LANGUAGE FOR BUSINESS: AN INTRODUCTION**

(3 credits) This course is designed to meet the language needs of students who test at the intermediate-mid level in Group 1 or novice-mid for Group 2 languages on the Oral Proficiency Interview (OPI). The course integrates advanced lessons on language with readings and discussions on global business topics. The course includes online audio and video components that allow the student to support and maintain learning. The course aims at improving communicative proficiency in listening-comprehension and in speaking. All topics for discussion center on issues raised in the general Thunderbird core.

*Prerequisites:* OPI proficiency rating of intermediate-mid level in Group 1 or novice-mid for Group 2 languages

**NOTE:** *Students will be asked to take the OPI exam upon completion of the course as a means of assessing Thunderbird's Language Program. The results of the exam will be used for assessment purposes only and will not affect the student's final grade in the course.*



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## **CONCENTRATIONS FOR MBA-GM/MGM PROGRAMS**

Functional concentration courses provide the opportunity to build depth and sophistication in Global Finance, Global Management, and Global Marketing. Each concentration has a recommended list of courses for career paths. Students should consult a Career advisor to select the appropriate concentration and career path.

Concentration courses build skills in specific career paths under each concentration. All concentrations require a minimum of 12 credit hours of designated electives. Students are allowed only one concentration per degree during the completion of their graduation requirements. Students may apply a maximum of three credit hours of an approved Winterim course toward a concentration.

Internship credit, language credit, independent studies, work experience, or course waivers cannot be applied toward concentration requirements, nor can they be counted as course prerequisites.

Students should declare a concentration prior to the registration period for their third trimester. Concentrations may be changed through the final week of the second trimester.

Concentration courses may not be offered every trimester and may be canceled due to insufficient demand. If a course required for a student's concentration is canceled, the student will not be able to declare a concentration.

## GLOBAL MARKETING CONCENTRATION

Students selecting the Global Marketing Concentration must complete 12 credit hours in associated with a selected career path from the following courses:

Marketing Concentration Courses				
		Career Paths		
		Brand Management	Market Research/ Analysis	Business Development, Sales & Sales Mgt.
GF 4506	Customer Analysis (1.5)	X	X	X
GF 4508	Global Marketing Communications (1.5)	X	X	X
GF 4510	Channel Management (1.5)	X		X
GF 4513	Global Sales and Negotiation (1.5)	X		X
GF 4517	Global Product Development and Management (1.5)	X		X
GF 4518	Strategic Services Marketing (1.5)	X		
GF 4523	Customer Relationship Management (1.5)			X
GF 4524	Global Pricing (1.5)	X	X	X
GF 4531	Global Customer Insights (1.5)	X	X	X
GF 4701	Export/Import Management (1.5)			X
GF 5520	Global Brand Management (3)	X		
GF 5524	Analysis for Strategic Marketing (3)	X	X	X
GF 5542	Global Business Marketing (3)	X		X
GF 4515	Digital Marketing (1.5)	X	X	X
GF 4519	Global Brand Management Winterim (3)	X	X	X
<b>Other Electives</b>				
GM-4320	Leading Projects (MA/MS-GM only)*	X	X	X
GF 5302	Global Supply Chain Leadership (1.5)		X	X

\*Programs with GM-4320 (Leading Projects) as a core course may not enroll in this course or apply it toward a concentration.

\*\*The prerequisites for all of the above courses are specified in this Catalog under each course description.

## GLOBAL FINANCE CONCENTRATION

Students selecting the Global Finance Concentration must complete 12 credit hours in associated with a selected career path from the following courses:

Global Finance Concentration Courses				
		Career Paths		
		Corporate Finance	Financial/Entrep Consulting	Investments/ Portfolio Management
GF 4110	Corporate Financial Reporting (1.5)	X	X	
GM-4320	Leading Projects*		X	
GF 4402	Corporate Strategy (1.5)	X	X	
GF 5112	Financial Statement Analysis (1.5)	X	X	X
GF 5211	Investment Banking (3)	X		
GF 5250	Multinational Corporate Finance (FORAD) (3)	X	X	X
GF 5261	Financial Engineering and Derivatives I (1.5)	X	X	X
GF 5262	Financial Engineering and Derivatives II (1.5)	X	X	X
GF 527X	Fixed Income Securities (1.5)			X
GF 5273	Global Securities and Investments I (1.5)	X	X	X
GF 5275	Global Portfolio Management (1.5)	X		X
GF 5290	Global Private Equity (1.5)		X	X
GF 5421	Valuation of the Private Firm (3)		X	
GF 5700	Global Risk Management (3)	X	X	X
GF 5820	Corporate Partners (3)	X	X	X
GF 4276	Global Financial Mkts—Winterim in Wall Street, London, or Asia (3)	X	X	X
GF 5425	Financing and Forecasting the Entrepreneurial Firm (3)	X	X	
GF 5429	Wealth Management		X	
ST 5275	Mergers & Acquisitions (1.5)	X		

\*Programs with GM-4320 (Leading Projects) as a core course may not enroll in this course or apply it toward a concentration.

\*\*The prerequisites for all of the above courses are specified in the Catalog under each course description.

## GLOBAL MANAGEMENT CONCENTRATION

Students selecting the Global Management Concentration must complete 12 credit hours in associated with a selected career path from the following courses:

		Global Management Concentration Courses			
		Career Path			
		Management Consulting	Leadership	Global Development	Entrepreneurship
GF 4402	Corporate Strategy (1.5)	X	X		
GF 5412	Leading Change and Transformation (3)	X	X		
GF 5414	Managing Work Relationships (1.5)	X	X		
GF 5302	Global Supply Chain Leadership (1.5)	X		X	
GF 5401	Strategic Management of Tech and Innovation (1.5)	X	X		
GF 5408	Organizational Consulting: Basics and Practicum (3)	X	X		
GF 5460	Global Energy Industry: Business and Management (1.5)	X	X		
GF 5712	Business Intelligence (3)	X	X		
GST 5430	Tech Policy and Entrepreneurship (3)		X	X	X
CP 5006	Thunderbird Emerging Markets Laboratory (TEM Lab) (6)	X			
GF 5820	Corporate Partners (3)	X			X
GF 5421	Entrepreneurship—Valuation of the private firm (3)				X
GF 5422	Planning, Launching and Growing the Venture (3)				X
GF 5425	Financing and Forecasting the Private Firm (3)				X
ST 5429	Wealth Management (3)				X
GF 4790	Regional Economic Agreements (1.5)			X	
GST 5000	Strategies in Global Development (3)			X	
GF 4701	Export/Import Management (1.5)			X	
GM-4320	Leading Projects (1.5)*			X	
GF 5701	Global Competitiveness in High-Performance Economies (3)			X	
GF 5703	Country Risk Management (1.5)			X	
GF 5804	Conflict Management and Social Change (1.5)			X	
GF 5884	Corporate Social Responsibility (1.5)			X	
GF XXXX	Approved Winterim (3)		X	X	X

\*Programs with GM-4320 (Leading Projects) as a core course may not enroll in this course or apply it toward a concentration.

\*\*The prerequisites for all of the above courses are specified in the Catalog under each course description.

## **EXPLANATION OF COURSE NUMBERING**

### **1000-LEVEL COURSES**

Non-credit/Professional Development or Program prerequisite courses

### **2000-LEVEL COURSES**

Foundations courses

### **4000-LEVEL COURSES**

Provide a common foundation for students to move to 5000-level courses

### **5000-LEVEL COURSES**

Advanced courses

## **REQUIRED PROFESSIONAL DEVELOPMENT WORKSHOPS**

### **PD 1007 Professional Development Plan I**

(0.5) The focus of this course is preparation for the job search process and campus recruiting that will begin very early during your first trimester. Employers are on campus within the first few weeks of the beginning of the trimester. Cover Letters, Networking, Interviewing, Linked In, Targeted Resumes are just a few of the topics covered.

*Prerequisites:* None

### **PD 1008 Professional Development Plan II**

(0.5) This course will begin the process of translating what you have learned in class, on projects and in student groups to skills and competencies you can use during interviews, add to your resume or use in networking conversations. We'll work on approaches to telling your story and developing your value proposition. Salary negotiation and internship success will be a part of our journey.

*Prerequisites:* PD1007 Professional Development Plan I (0.5)

### **PD 1009 Professional Development Plan III (0.5)**

Students will have an opportunity to take the Post-GMI assessment to discover the progress made in developing a Global Mindset as a follow up to the first assessment taken during Foundations. Translating your classroom learning, projects and student group work in to skills and competencies will be re-visited to incorporate the first 3 trimesters. And, to help students get started on the right foot in a new job, we'll cover a plan for the first 90 days on the new job.

*Prerequisites:* PD1008 Professional Development Plan II

### **PD 1010 Professional Development Plan**

**(0.5)** The focus of this course is preparation for the job search process and campus recruiting that will begin very early during your first trimester. Employers are on campus within the first few weeks of the beginning of the trimester. Cover Letters, Networking, Interviewing, Linked In, Targeted Resumes are just a few of the topics covered.

*Prerequisites:* None

### **PD 1011 Professional Development Plan**

(0.5) This course will begin the process of translating what you have learned in class, on projects and in student groups to skills and competencies you can use during interviews, add to your resume or use in networking conversations. We'll work on approaches to telling your story and developing your value proposition. Salary negotiation and internship success will be a part of our journey.

*Prerequisites:* PD1010 Professional Development Plan I

## **FOUNDATIONS**

This course incorporates both the traditional elements of Thunderbird's orientation program "Foundations": team building, communications and leadership, and engagement with Thunderbird and the campus, as well as the additional rigor of (1) pre-arrival introductory material and standardized knowledge expectations for MBA studies (delivered online for leveling purposes and greater subsequent rigor); (2) preliminary activities in interview, internship, and career preparation (designed to prepare students for employer visits...as soon as the first week of class); and (3) initiating MBA studies with an integrated, multidisciplinary program incorporating the subjects of the first module.

## **MBA CORE COURSE DESCRIPTIONS**

### **BC 4010 BUSINESS AND MANAGERIAL COMMUNICATIONS**

(1.5) Effective communication skills, both business writing and public speaking are the second most desired skill-set that employers and recruiters look for. (Functional-area expertise is first.) This course will help you achieve the necessary level of mastery in business communication that is demanded of our global business leaders in today's world, and assist you in demonstrating the strength of your communication skills to potential employers. **Required core course in the MBA-GM Program.**

*Prerequisites:* None

### **GM 4002 GLOBAL POLITICAL ECONOMY I**

(1.5) This course examines the linkages between international politics and international economics that shape the environment for international managers. The course develops tools of analysis to assess trends and current events that affect management decisions. GPE I uses these tools to analyze international monetary and financial relations and global institutions such as the International Monetary Fund. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

### **GM 4003 GLOBAL POLITICAL ECONOMY II**

(1.5) GPE II further examines the linkages between international politics and international economics. This course applies tools of analysis from GPE I to international trade relations and the World Trade Organization; international development issues and the World Bank Group; foreign investment and transnational enterprises. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4002

### **GM 4106 FINANCIAL ACCOUNTING & EXTERNAL REPORTING**

(1.5) This course introduces accrual accounting concepts, teaching students how to prepare and understand the content of financial statements. Topics include the recognition and measurement of accounting events, preparation and analysis of income statements, balance sheets, and statements of cash flows, and the measurement of revenues, expenses, assets, liabilities, and stockholders equity, including both US and international principles. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

### **GM 4107 MANAGERIAL DECISION MAKING**

(1.5) This course covers the development and use of managerial accounting information, including both financial and nonfinancial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management, and the analysis of customer profitability. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4106



**GM 4206 STRATEGIC FINANCIAL ANALYSIS**

(1.5) This course will equip students with the tools necessary to perform strategic financial and investment analysis in competitive environment. Topics addressed include financial analysis and projections, working capital management, and investment analysis, which includes valuing securities, derivation of cash flows, capital budgeting tools, and discount cash flow valuation. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4207 CORPORATE FINANCIAL MANAGEMENT**

(1.5) This course will cover modern practices of corporate financial management in a market-oriented framework. Topics addressed include efficient market analysis, risk and return trade-offs, portfolio selection, computation and implementation of weighted average cost of capital (WACC), capital structure decision, basics of financial derivatives, foreign exchange and currency hedging, and cross border valuation. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4206

**GM 4303 ANALYTIC DECISION MAKING**

(1.5) This course aims to provide quantitative tools for utilizing data to improve the quality of business decisions. Starting with the basics of probability, the course moves on to illustrate the use of Monte Carlo simulation to quantify uncertainty. This is followed by an introduction to statistical sampling and hypothesis testing. The final topic is the use of regression analysis to determine the key drivers of successful business outcomes. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4310 BUSINESS INFORMATICS**

(1.5) This course provides an applied overview of business informatics including the role of large data bases, sophisticated analytical models of data, emerging information systems and technologies used in collaboration, market-based decision making, process management and improvement, supply and demand chain integration, and overall organizational effectiveness. Particular emphases will be placed on decision-making and how enterprise planning and collaboration tools including groupware, social media and online survey methods can be leveraged to make more informed business decisions. Required core course in the MBA-GM and MSGMKT (Marketing Analysis Track) programs. This course is not available to MA/MS students.

*Prerequisites:* None

**GM 4319 MANAGING OPERATIONS**

(1.5) This course examines the design, management, and improvement of routine organizational processes that deliver value to customers. Focuses on the strategic interplay across market segmentation choices, value propositions, and value delivery systems. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4320 LEADING PROJECTS**

(1.5) This course provides frameworks and approaches for planning and implementing complex projects and initiatives, such as new product launches, IT implementations, changes in processes, and new forms of partnering. Specific emphases will be placed on tools and approaches that can be used to enhance clarity of the deliverables and manage stakeholders' expectations and engagement given limited resources and competing priorities among internal and external stakeholders. **Required core course in the MBA-GM Program.**

*Prerequisites:* None

**GM 4406 ENTERPRISE PLANNING**

(1.5) In global economies, entrepreneurship and venture creation are the engine of economic growth and prosperity. As emerging global leaders, it is important to understand the underlying principles and concepts about entrepreneurship, the entrepreneurial process and enterprise planning and execution. This course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, the business plan, opportunity assessment, the role of entrepreneurship in developed and developing economies and all aspects of enterprise planning. After completing this course, a student will understand how to develop an idea and launch and grow the new venture. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM-4467 BUILDING VALUE THROUGH PEOPLE & ORGANIZATIONS**

(1.5) This course explores the mix of organizational practices and people issues that can be the basis of sustainable competitive advantage in the contemporary global business environment. Topics covered include cross-cultural issues in managing people; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4468 COMPETITIVE STRATEGY**

(1.5) This course focuses on choices that impact the performance of the entire organization. The central questions we examine are: Why are some industries and firms more profitable than others? How do firms create competitive advantage? How does the choice of strategy drive organizational performance? How do firms manage scarce resources in the pursuit of strategic objectives? How do firms create uniqueness and sustainable industry positions? This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4501 GLOBAL MARKETING STRATEGY**

(1.5 credits) This course focuses on developing competitive advantage by creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and the similarities and differences in domestic and global marketing. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4502 GLOBAL MARKETING MANAGEMENT**

(1.5 credits) This course focuses on marketing planning and implementation. It develops a practical knowledge of the marketing management system and its key components, including marketing planning, control and coordination, integrated marketing communications, product development, pricing and distribution channels. Emphasis is placed on developing skills for entering new markets and sustaining or growing current markets. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4501

***Students must select one of the following Regional Business Environment courses as a required core course in the MBA-GM Program.***

**GM 4602 REGIONAL BUSINESS ENVIRONMENT: ASIA**

(1.5) This course provides a systematic analysis of contextual factors that influence Asia's dynamic business environment. By employing frameworks that integrate political, economic, geographic, and socio-cultural factors, this course provides analytical tools of contextual intelligence for an in-depth evaluation and understanding of Asia's changing business environment.

*Prerequisites:* MBA-GM: GM 4002 and GM-4003 or GST 4001

**GM 4622 REGIONAL BUSINESS ENVIRONMENT: EUROPE**

(1.5) RBE is about the environment within which business activities occur in Europe. It explores the varied dimensions of factors and forces in the external environment of the business organization that shape their activities and behaviors. The primary concern of the course is thus to understand the aggregate of external factors that influence the strategies and decisions of businesses, entrepreneurs, and managers in Europe.

*Prerequisites:* MBA-GM: GM 4002 and GM-4003 or GST 4001

**GM 4642 REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA**

(1.5) This course is an introduction to the area of Latin America from perspectives useful to the international manager. The course begins with a brief geographical, demographic, and cultural overview of the region, and develops tools for analysis useful to assessing the Latin American business environment. The course then focuses on individual country cases: Brazil, Argentina, Mexico, and Chile. The course also covers major free trade agreements (NAFTA, Mercosur, DR-CAFTA, FTAA) and their implications for doing business in the region. The purposes of the course are 1) to provide the international manager with a general familiarity with Latin America; and 2) to develop analytical tools useful for understanding the region.

*Prerequisites:* MBA-GM: GM 4002 and GM-4003 or GST 4001

**GM 4652 REGIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN AFRICA**

(1.5) This course is designed to provide current/future managers the analytical tools and frameworks for understanding the regional business environment of Sub-Saharan Africa (SSA). That is, the course will help students to understand the contexts and the environment within which business activities take place in SSA, from the perspectives of Africans and non-Africans alike in order to be successful therein. In doing so, the course will focus on, inter-alia, the political, historical, social, cultural, and economic dynamics of the region that help to define the SSA business environment. In order to succeed as managers in the environment, knowledge of the aforementioned is essential.

*Prerequisites:* MBA-GM: GM 4002 and GM-4003 or GST 4001

**GM 4662 REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA**

(1.5) This course is designed to provide current/future managers the analytical tools and frameworks for understanding the regional business environment of North America. That is, the course will help students to understand the contexts and the environment within which business activities take place in North America. The course will focus on, inter-alia, the political, historical, social, cultural, and economic dynamics of the region that help to define the North American business environment. In order to succeed as managers in the environment, knowledge of the aforementioned is essential.

*Prerequisites:* MBA-GM: GM 4002 and GM-4003 or GST 4001

**GM 4700 INTERNATIONAL BUSINESS LAW / DISPUTE RESOLUTION**

(1.5) This course provides a practical application of international corporate law, examines the payment risks confronting the major forms of international activities including those related to: International trade; all forms of international investments (FDI, merger & acquisitions; portfolio investments, and foreign borrowing/funding), and fraud, tax related and corruption issues. Specific topics include international collections techniques, resolving disputes, cross cultural issues, and different legal system; understanding credit applications, pre-litigation collection activities, litigation and judgments; execution on judgments; and effect of bankruptcy on collections. This course will also examine the legal elements of country risk analysis; risks associated with documents used in international commerce and the logistics/transport of products; UN Convention on Contracts; UCP600; Uniform Rules for Collections; Uniform Customs and Practice for Documentary Credits; Intellectual Property Rights; Export Licensing; Anti-boycott Regulations; Foreign Corrupt Practices Act; and Antitrust Laws. Finally, there will be an examination of risk mitigation techniques and an overview of various national and international agencies that assist in risk mitigation including The World Bank: OPIC; DOC; EXIM Bank; and BIS. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM-4710 REGIONAL INDUSTRY ANALYSIS**

(1.5) The regional industry analysis course builds on concepts introduced in competitive strategy, global strategy, and regional business environment. It focuses on the analysis of the strategies adopted by competing players and their impact on the global strategies pursued by the parent organization in the context of regional industry dynamics. The course covers a spectrum of topics ranging from industry cluster formation, country specific advantage, industry versus industry ecosystem analysis, government's role in industry and regional development, demand and supply chains in regions, and emerging market challengers. The course applies multiple decision-making tools and frameworks to understand a specific industry within a specific region. Industries and regions may change between course offerings. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4806 COMMUNICATING IN A GLOBAL CONTEXT**

(1.5) This course presents a framework of models and skills for building communication performance in competitive global business settings. This course assists you in implementing strategies for mastering interpersonal encounters, including conflict resolution, in multicultural environments. Equips the global manager with the ability to solve problems and take advantage of opportunities in a multicultural world. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 4807 GLOBAL NEGOTIATIONS**

(1.5) This course will provide students with knowledge, skills, insight, and experience necessary to be a competent negotiator. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4806

**GM 5420 BUSINESS ACUMEN**

(1.5) This integrative capstone course assesses and further develops a student's ability to address complex business problems by incorporating functional disciplines from MBA studies. The focus will be on a student's ability to use the integrative MBA skillset to make a variety of business decisions. Global issues and application will be emphasized. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* None

**GM 5486 GLOBAL LEADERSHIP & CHANGE**

(1.5) This course provides practical insights into those factors, both external and internal, which impact leadership effectiveness. From the course students should be able to understand how leaders can create a context for the success of themselves and others, assess student's own experience and leadership skills in light of these demands, and identify the next step in their own path to becoming an effective leader. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4467 and GM 4468

**GM 5470 GLOBAL STRATEGY**

(1.5) This course focuses on how global firms create value, and covers topics ranging from country specific competitive advantage and the notion of distance, to alternative global strategy archetypes, and sources of competitive advantage for emerging market multinationals. The approach applies multiple decision-making tools and frameworks to untangle the complexities of managing in a global corporation. This course is a required core course in the MBA-GM Program and not available to MA/MS students.

*Prerequisites:* GM 4467 and GM 4468

## **MS-GM AND MA-GAM CORE COURSE DESCRIPTIONS**

### **ACT 4000 ACCOUNTING FROM A GLOBAL PERSPECTIVE I**

(1.5 credits) This course introduces accrual accounting concepts including revenue recognition, matching, and asset and liability valuation. Topics covered include recognition and measurement of accounting events, the preparation and analysis of financial statements (balance sheet, income statement and statement of cash flows), the use of global financial statements and an introduction to inter-corporate investments.

*Prerequisites:* None

MBA students are not authorized to enroll in this course

### **ACT 4001 ACCOUNTING FROM A GLOBAL PERSPECTIVE II**

(1.5 credits) This course covers the application of accounting models to the measurement of assets, liabilities and stockholders' equity. Topics covered include marketable securities, receivable and inventory valuation, fixed and intangible assets, bonds, leases, dividends, stock buybacks, stock splits and foreign currency translation. The emphasis of the course is on the evaluation of corporate financial reporting policy and the usefulness of financial reports for decision making. U.S. and global accounting standards are covered.

*Prerequisites:* ACT 4000

MBA students are not authorized to enroll in this course

### **ACT 4002 ACCOUNTING FROM A GLOBAL PERSPECTIVE III**

(1.5 credits) This course covers the development and use of managerial accounting information, including both financial and nonfinancial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management and the analysis of customer profitability.

*Prerequisites:* ACT 4001

MBA students are not authorized to enroll in this course

### **CCC 4006 Communication & Negotiations Across Cultures I**

(1.5) This dynamic and interactive course provides students with an effective framework for achieving their goals in global management settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. This course will not only examine theories of culture and communications, but will also place students in an experiential situation to gain valuable skills for overcoming obstacles in global management environments. Through use of cases, multicultural team exercises, and simulations, this course will equip the future global manager with tools to solve problems and take advantage of opportunities in a multicultural world.

*Prerequisites:* None

MBA students are not authorized to enroll in this course

### **CCC 4007 Communication & Negotiations Across Cultures II**

(1.5) Communication & Negotiations II will cover negotiations in a global context to provide students with further time-tested strategies for achieving their goals in global management settings covering. Student negotiation exercises will place students in experiential situations to gain valuable skills and equip the future global manager with tools to solve problems and take advantage of opportunities in a multicultural world.

*Prerequisites:* None

MBA students are not authorized to enroll in this course

**FIN 4000 FINANCE FROM A GLOBAL PERSPECTIVE I**

(1.5 credits) This course will focus on the building blocks and basic theories of Finance. Topics will include: Present value (and Net Present Value) concepts; the basics of stock and bond valuation (including the NPVGO model); capital budgeting (various tools of capital budgeting, and derivation of cash flows for capital budgeting); working capital management.

*Prerequisites:* None

MBA students are not authorized to enroll in this course

**FIN 4001 FINANCE FROM A GLOBAL PERSPECTIVE II**

(1.5 credits) This course is the second module of Finance. Topics addressed include: portfolio theory and the Capital Asset Pricing Model (CAPM); weighted average cost of capital; capital structure theories (including agency/signaling theories and dividend policy); financial market efficiency and its implications.

*Prerequisites:* FIN 4000

MBA students are not authorized to enroll in this course

**FIN 4002 FINANCE FROM A GLOBAL PERSPECTIVE III**

(1.5 credits) The third module of finance examines corporate finance issues from managerial and strategic perspectives, and extends the concepts covered in the previous two modules to cross-border settings. Topics addressed include: financial and real options; risk management; corporate valuation (domestic and cross-border).

*Prerequisites:* FIN 4001

MA-GAM and MBA students are not authorized to enroll in this course

***Students must select one of the following Regional Business Environment courses as a required core course in the MA/MS Program.***

**GM 4602 REGIONAL BUSINESS ENVIRONMENT: ASIA**

(1.5) This course provides a systematic analysis of contextual factors that influence Asia's dynamic business environment. By employing frameworks that integrate political, economic, geographic, and socio-cultural factors, this course provides analytical tools of contextual intelligence for an in-depth evaluation and understanding of Asia's changing business environment.

*Prerequisites:* MS/MA: GST 4001 or GST 4005 and GST 4006

**GM 4622 REGIONAL BUSINESS ENVIRONMENT: EUROPE**

(1.5) RBE is about the environment within which business activities occur (in Europe). It explores the varied dimensions of factors and forces in the external environment of the business organization that shape their activities and behaviors. The primary concern of the course is thus to understand the aggregate of external factors that influence the strategies and decisions of businesses, entrepreneurs, and managers (in Europe).

*Prerequisites:* MS/MA: GST 4001 or GST 4005 and GST 4006

### **GM 4642 REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA**

(1.5) This course is an introduction to the area of Latin America from perspectives useful to the international manager. The course begins with a brief geographical, demographic, and cultural overview of the region, and develops tools for analysis useful to assessing the Latin American business environment. The course then focuses on individual country cases: Brazil, Argentina, Mexico, and Chile. The course also covers major free trade agreements (NAFTA, Mercosur, DR-CAFTA, FTAA) and their implications for doing business in the region. The purposes of the course are 1) to provide the international manager with a general familiarity with Latin America; and 2) to develop analytical tools useful for understanding the region.

*Prerequisites:* MS/MA: GST 4001 or GST 4005 and GST 4006

### **GM 4652 REGIONAL BUSINESS ENVIRONMENT: SUB-SAHARA**

(1.5) This course is designed to provide current/future managers the analytical tools and frameworks for understanding the regional business environment of Sub-Saharan Africa (SSA). That is, the course will help students to understand the contexts and the environment within which business activities take place in SSA, from the perspectives of Africans and non-Africans alike in order to be successful therein. In doing so, the course will focus on, inter-alia, the political, historical, social, cultural, and economic dynamics of the region that help to define the SSA business environment.

*Prerequisites:* MS/MA: GST 4001 or GST 4005 and GST 4006

### **GM 4662 REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA**

(1.5) This course is designed to provide current/future managers the analytical tools and frameworks for understanding the regional business environment of North America. That is, the course will help students to understand the contexts and the environment within which business activities take place in North America. The course will focus on, inter-alia, the political, historical, social, cultural, and economic dynamics of the region that help to define the North American business environment.

*Prerequisites:* MS/MA: GST 4001 or GST 4005 and GST 4006

### **GST 4002 GLOBAL AFFAIRS METHODS**

(1.5 credits) This course covers research methodologies and analytical techniques used to analyze global issues. Tools used by international relations practitioners as well as researchers are emphasized. Topics include research design, quantitative methods, qualitative methods, policy analysis, and database resources. **Required core course in the MA-GAM Program.**

*Prerequisites:* QUA 4000

MBA students are not authorized to enroll in this course

### **GST 4003 GLOBAL AFFAIRS THEORY: POWER AND PRINCIPLE I**

(1.5 credits) This is the first of two courses which cover major theories and concepts in international relations. This first course focuses on levels-of-analysis determinants of foreign policy. Individual/subnational, domestic state/society, and international systems/structural determinants of foreign policy are examined and applied. **Required core course in the MA-GAM Program.**

*Prerequisites:* None

MBA students are not authorized to enroll in this course



#### **GST 4004 GLOBAL AFFAIRS THEORY; POWER AND PRINCIPLE II**

(1.5 credits) This is the second of two courses which cover major theories and concepts in international relations. This second course focuses on the roles of power and principles in international relations. The roles of nationalism, state power, and sovereignty are examined and assessed in comparison to the roles of nongovernmental organizations, intergovernmental organizations and principles of international justice. **Required core course in the MA-GAM Program.**

*Prerequisites:* GST 4003

MBA students are not authorized to enroll in this course

#### **GST-4005 STATES & MARKETS IN THE GLOBAL POLITICAL ECONOMY I**

This course examines the linkages between international politics and international economics that shape the environment for international managers. The course develops tools of analysis to assess trends and current events that affect management decisions. States & Markets I uses these tools to analyze international monetary and financial relations and global institutions such as the International Monetary Fund.

*Prerequisites:* None

MBA students are not eligible for this course

#### **GST-4006 States & Markets in the Global Political Economy II**

States & Markets II further examines the linkages between international politics and international economics that shape the environment for international managers. The course applies tools of analysis from States & Markets II to international trade relations and the World Trade Organization; international development issues as the World Bank; foreign investment and transnational enterprises.

*Prerequisites:* GST-4005

MBA students are not eligible for this course

#### **MGT 4001 MANAGING PEOPLE FROM A GLOBAL PERSPECTIVE**

(1.5 credits) This course explores the mix of organizational practices and people that can be the basis of sustainable competitive advantage in the contemporary global business environment. Topics covered include cross-cultural issues in managing people; traditional and emerging models of organizations; organizational culture; leadership; employee skills and motivation; reward systems; and change management. **Required core course in the MS-GM and MA-GAM Programs.**

*Prerequisites:* None

MBA students are not authorized to enroll in this course

#### **MGT 4002 STRATEGIC MANAGEMENT I**

(1.5 credits) This foundation course in strategy covers a range of core concepts and analytical techniques relating to competitive advantage in global organizations. It deals with both classical and contemporary issues of importance such as industry analysis, core competence of organizations, top management teams and corporate governance, product/market scope decisions, and value chain analysis. The emphasis is on the application of analytical tools and frameworks to understand complex strategy issues. **Required core course in the MS-GM and MA-GAM Programs.**

*Prerequisites:* None

MBA students are not authorized to enroll in this course

### **MGT 5001 STRATEGIC MANAGEMENT II**

(1.5 credits) This capstone course in global strategy focuses on the inherent tensions that global organizations encounter in formulating and implementing strategy such as localization v. standardization, and centralization v. decentralization. The treatment of issues transcends the typical multidomestic or international template to address concerns of a transnational nature. Within the framework, contemporary developments in joint ventures, strategic alliances, cross-border mergers and acquisitions, and the management of the globally diversified organization will be addressed. **Required core course in the MS-GM Program.**

*Prerequisites:* MGT 4001 and MGT 4002

MBA students are not authorized to enroll in this course

### **MGT 5002 LEADERSHIP FROM A GLOBAL PERSPECTIVE IV**

(1.5 credits) This course provides practical insights into those factors, both external and internal, which impact leadership effectiveness. Topics covered include the achievements of leaders, characteristics of leaders, leading across cultures, leading change, and the relationship between leaders and followers. **Required core course in the MS-GM Program.**

*Prerequisites:* MGT 4001 and MGT 4002

MBA students are not authorized to enroll in this course

### **MKT 4001 MARKETING FROM A GLOBAL PERSPECTIVE I**

(1.5 credits) This course focuses on developing competitive advantage by creating customer value. An understanding of customer relationships and their strategic implications is developed within the context of competitor and value-chain relationships. Emphasis is placed on developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and on understanding the similarities and the differences in domestic and global marketing.

*Prerequisites:* None

MBA students are not authorized to enroll in this course

### **MKT 4002 MARKETING FROM A GLOBAL PERSPECTIVE II**

(1.5 credits) This course focuses on marketing planning and implementation. It develops a practical knowledge of the marketing management system and its key components, including marketing planning, control and coordination, integrated marketing communications, product development, pricing and distribution channels. Emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

*Prerequisites:* MKT 4001

MBA students are not authorized to enroll in this course

### **OPS 4000 Operations from a Global Perspective**

(1.5 credits) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, process selection, value stream analysis, quality management, lean production and supply chain management. **Required core course in the MS-GM Program.**

*Prerequisites:* None (CAC0307)

MBA students are not authorized to enroll in this course

## **QUA 4000    QUANTITATIVE METHODS**

(1.5 credits) This course introduces basic statistical concepts and their application in the business world. The course starts with the use of descriptive statistics to summarize data. Next, the basic concepts of probability are examined. The course then moves on to consider sampling and statistical inference. The final topic is an introduction to the use of simple linear regression analysis to model relationships between variables. The course material is approached from an applied perspective, with extensive use of business examples to illustrate the concepts. Excel will be used to summarize and graph data and the SPSS statistical package will be used for data analysis. **Required core course in the MS and MA Programs.**

*Prerequisites:* None

MBA students are not authorized to enroll in this course

## **QUA 4002    DECISION SCIENCE**

(1.5 credits) This course builds on material from the Quantitative Methods course. It introduces the use of computer simulation for scenario planning, covers regression analysis in depth, and covers the use of computerized techniques for optimization and linear programming. The course takes an applied business perspective, with examples drawn from operations management, finance, and marketing. The @Risk computer package is used extensively in this course. Other software packages used in the course include LINDO and SPSS. **Required core course in the MS Programs.**

*Prerequisites:* QUA 4000

MBA students are not authorized to enroll in this course

## FUNCTIONAL CONCENTRATION AND ELECTIVE COURSE DESCRIPTIONS

### GF 4110 CORPORATE FINANCIAL REPORTING

(1.5 credits) This course provides an in-depth analysis of corporate financial reporting as a vehicle for communicating information to the firm's stakeholders. Topics covered include revenue and expense recognition, quality of earnings issues, analysis of cash flows, foreign currency translation, the valuation of debt instruments, derivatives, and executive stock compensation. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4106

MS-GM/GF: FIN 4002

MS-GMKT/MA students not authorized to enroll in this course

### GF 4402 CORPORATE STRATEGY

(1.5 credits) This course focuses on issues that define the scope of the firm and its competitive environment. Organization scope is impacted by a variety of factors such as ownership structure, country context, and firm-specific resource endowments. Consequently, this course will explore these influences within a multidisciplinary perspective, drawing on research and practice from areas such as finance, industrial organization economics, organizational behavior, and organization theory. The objective is to provide students with a rigorous and practical course that offers a deeper understanding of several key management areas, including diversification, mergers and acquisitions, strategic alliances, and corporate restructuring. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM-4467 and GM-4468

MS/MA students are not authorized to enroll in this course

### GF 4506 GLOBAL CUSTOMER ANALYSIS

(1.5 credits) This course focuses on consumer behavior from a cross-cultural perspective. Topics include the cognitive processes underlying consumer choice (needs, perceptions and attitudes); descriptive consumer characteristics (demographics, psychographics, VALS); and environmental influences on behavior (culture, family, situation). Emphasis is placed on the implications of consumer behavior for global marketing strategy. Course assignments emphasize the application of these concepts to real marketing problems. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### GF 4508 GLOBAL MARKETING COMMUNICATIONS

(1.5 credits) This course covers all the managerial aspects of a well-integrated marketing communication plan as it impacts brand building. Students will learn how to design and evaluate integrated communication strategies and programs in a global context. The influence of different cultures is stressed throughout the course as it impacts all the elements of an integrated marketing communication plan, but the course specifically uses advertising as the main vehicle to demonstrate these cultural issues. Students will gain an in-depth understanding of the latest developments in the field of marketing communications, using current case studies and team projects to develop real world solutions. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4510      GLOBAL CHANNEL MANAGEMENT**

(1.5 credits) The effective management of channel relationships is essential to the marketing manager's ability to create value for customers through the efficient delivery of goods and services. This course provides the knowledge and skills required to manage channel relationships effectively. Specifically, the course facilitates an understanding of: (1) alternative channel structures; (2) roles played by channel members in strategy and logistics; (3) effective methods for negotiating with channel members, and (4) technologies that enable the channel system. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4513      GLOBAL SALES MANAGEMENT**

(1.5 credits) The primary objective of this course is to expand the student's understanding of the process of managing the customer interface. After completion of this course the student will have a basic understanding of sales management (including cross-cultural dimensions of sales force recruitment, selection, training, evaluation and compensation), sales territory design, and the interface between marketing and sales. Students learn from discussions centered on cases, assigned readings, lectures, and interaction with guest speakers, as well as an applied project.

**This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4517      GLOBAL PRODUCT DEVELOPMENT AND MANAGEMENT**

(1.5 credits) This course examines how an organization can identify, develop, and manage products for global markets. Issues include the product development cycle, the innovation charter, and the management of barriers to product development. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4518      STRATEGIC SERVICES MARKETING**

(1.5 credits) This course provides an understanding of the unique aspects of the strategic marketing of services at a global level. Key topics include the growing role of services in the global economy, and the differences between the strategic marketing of products and services.

**This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4523      CUSTOMER RELATIONSHIP MANAGEMENT**

(1.5 credits) The increasing availability of detailed customer information makes it possible for marketers to add value and instill loyalty by personalizing offerings to individual customers. This course focuses on using computerized techniques to acquire new customers, enhance the profitability of existing customers, and retain profitable customers. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502

MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4524      GLOBAL PRICING**

(1.5 credits) The objective of this course is to gain an in-depth knowledge of the field of global pricing, covering the psychology, economics and tactics of pricing for a business enterprise, product or service. Better pricing knowledge usually converts to better bottom-line results, yet pricing is often overlooked as a tool to strengthen brands and overall profitability. Students will learn pricing theory and tactics as well as develop hands-on pricing skills, all aimed at improving profitability. These skills can be applied across the full range of professional contexts—as entrepreneurs, brand managers, business unit managers, management consultants, and M&A advisors. Therefore, the course targets not only marketing students, but also students of entrepreneurship, consulting, and finance.

*Prerequisites:* MBA-GM:    GM 4501 and GM 4502  
                         MS-GM/GF/GMKT/MA: MKT 4001 and MKT 4002

### **GF 4531      GLOBAL MARKETING RESEARCH**

(1.5 credits) This course focuses on the use of marketing research techniques for competitive advantage in a global business context. Critical assessment of the need for market information, and of its potential value, is an important part of this course. Students will develop the necessary skills to implement real-world market research, including research design, data collection, data analysis, and reporting results. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:    GM 4501 and GM 4502  
                         MS-GM/GF/GMKT/MA: MKT 4001 AND MKT 4002

### **GF 4701      EXPORT/IMPORT MANAGEMENT**

(1.5 credits) This course covers the techniques and procedures involved in successfully managing export and import operations. Topics include the terminology of international trade, INCO terms, payment terms, trade barriers, export licensing, pricing, order handling, receivables and collections, transportation, receivables and transportation insurance and cross border documentation requirements. An exporter and importer's trade cycles are explored in relation to important payment methodologies, foreign exchange concepts and trade finance. Pertaining to imports, Customs clearance procedures, assessment of duties, supply chain security and the operations of Foreign Trade Zones are also covered. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:    GM 4303 and GM 4501 and GM 4502  
                         MS-GM/MKT: QUA 4000 and QUA 4002 and MKT 4001 and MKT 4002  
                         MA-GAM:    QUA 4000 and GST 4002 and MKT 4001 and MKT 4002

### **GF 4790      REGIONAL ECONOMIC AGREEMENTS**

(1.5 credits) The European Union, NAFTA, APEC, and other regional economic agreements offer important opportunities and challenges for global managers, policy makers, and global development practitioners. This course examines such issues as the origins, objectives, stages, strategies, and future of regional agreements and their implications in such areas as trade, finance, labor, development, environmental and other business regulations. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:    GM 4003 and GM 46XX (RBE)  
                         MS/MA:    GST 4001 or GST 4005 and GST 4006, and GM 46XX (RBE)

### **GF 5112 FINANCIAL STATEMENT ANALYSIS**

(1.5 credits) This course focuses on analyzing financial statement information in a variety of global decision contexts including security valuation, credit decisions, strategy and competitive analysis, mergers and acquisitions, and litigation support. Financial analysis uses cash flows and ratio measures of a company's operating, financing and investing performance for comparison to past historical performance or with competitors. Accounting analysis uses an understanding of how a company's business and its operating strategy are represented by accounting rules and develops procedures for adjusting accounting measures of performance. Prospective analysis develops forecasts of financial statements to make estimates of a company's equity valuation. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207

MS-GM/GF: FIN 4002

MS-GMKT/MA students are not authorized to enroll in this course

### **GF 5211 INVESTMENT BANKING**

(3 credits) This course imparts a basic understanding of the investment banking business as an intermediary in the capital and merger markets and demonstrates how it serves both its issuing clients and investing customers by focusing on several services it provides, how client relationships are established and maintained, and several analytical techniques for solving problems. It is not intended to be vocational and is presented from the perspectives of senior managers and senior investment bankers. **This course is offered only in the fall.**

*Prerequisites:* MBA-GM: GM 4207

MS-GM/GF: FIN 4002

MA-GAM/MS-GMKT students are not authorized to enroll in this course

### **GF 5250 MULTINATIONAL CORPORATE FINANCE (FORAD)**

(3 credits) This course applies the theories of managerial and international finance to the problems of multinational treasury management. Topics include issues and techniques in multinational funds transfers, identifying and measuring foreign exchange and interest rate risk, multinational tax planning, managing foreign exchange and interest rate risk, hedging instruments, including forward contracts, options, and swaps, and financially engineered synthetics. Students also manage the financial functions of a computer-simulated multinational corporation, construct a biennial report summarizing their management results, and present oral reports to a board of directors consisting of professors and invited business professionals. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207

MS-GM/GF: FIN 4002

### **GF 5260 FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS**

(3 credits) This course provides the foundation for derivative products used throughout finance. The first part introduces the basics of value and risk used throughout the course. Topics covered include futures, forwards, swaps, options, introductory bond pricing concepts such as yield-curve, duration, immunization and hedge ratios. The concepts are applied to problems in asset, liability, and portfolio management. Students also manage the risk management function of a computer-simulated multinational corporation. This course requires a high level of quantitative skills. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207

MS-GM/GF: FIN 4002

### **GF 5261 FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS PART I**

(1.5 hours) This course develops the key ideas in the pricing and application of the most fundamental derivative products—call options, put options and warrants—used throughout modern finance. Topics covered option strategies (to hedge risk, to exploit volatility, etc.), arbitrage pricing of options (using the Black-Scholes and binomial approaches), and the use of options by investment firms, pension funds and hedge funds. While this course is quantitative, the focus will be on applications. Not offered every trimester.

*Prerequisites:* MBA-GM: GM 4207  
MS-GM: FIN 4002

### **GF 5262 FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS PART II**

(1.5 hours) The second derivatives course develops derivative concepts into the areas of futures, forwards, swaps, and more exotic derivatives. These theories are then applied to problems in managing risk stemming from variation in financial asset prices, interest rates, FX rates, commodity prices, correlations, weather, credit risk, etc. This course is highly mathematical. Not offered every trimester. Financial Engineering and Derivative Products Part I is a pre-requisite for this course.

*Prerequisites:* MBA-GM: GM 4207  
MS-GM: FIN 4002

### **GF 5271 GLOBAL SECURITIES INVESTMENT**

(3 credits) This course surveys the investment management landscape and delivers the theory and technology attendant to intellectual and/or career pursuit in this area. Topics explored include the domestic and international aspects of portfolio optimization, emerging markets and global asset allocation, security analysis and selection, stock sorting and screening algorithms, mutual fund performance decomposition and benchmarking, fixed income analytics and metrics, earnings quality, the franchise factor, distress prediction models, behavioral finance models, and financial derivatives from a portfolio management perspective. A high level of skill with numbers is advisable; a CFAAE emphasis prevails. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207  
MS-GM/GF: FIN 4002

### **GF 5272 GLOBAL SECURITIES INVESTMENT**

(1.5) This course focuses on concepts relevant to the selection of equities and fixed income securities as well as the computation of hedge positions and the placing of hedges to minimize different types of interest rate, market or currency exposure. From the securities investors' perspective, the course covers topics relevant to identifying, analyzing, valuing and buying or selling security investments.

*Prerequisites:* MBA-GM: GM 4207  
MS-GM/GF: FIN 4002

### **GF 5273 GLOBAL PORTFOLIO MANAGEMENT**

(3 credits) This course is concerned with the theory and practice of optimally combining securities into portfolios (portfolio analysis) and with asset allocation decision making. Considerable emphasis is placed on computer-based simulation and optimization. Students are required to simulate the optimization of multi-asset portfolios. This course is very mathematical and requires excellent computer skills. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207  
MS-GM/GF: FIN 4002



**GF 5275      GLOBAL PORTFOLIO MANAGEMENT**

(1.5 credits) This course is concerned with the theory and practice of optimally combining securities into portfolios (portfolio analysis) and with asset allocation decision making. Considerable emphasis is placed on computer-based simulation and optimization. Students are required to simulate the optimization of multi-asset portfolios. This course is very mathematical and requires excellent computer skills. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4207

MS-GM/GF:      FIN 4002

**GF 5278      FIXED INCOME SECURITIES**

(3 credits) This highly quantitative course includes analyzing risk and return for bonds, mortgage-backed securities, asset-backed securities and fixed income derivatives—e.g., futures, options, and swaps. Yield curve analysis emphasizing the relationships among forward, spot and par curves, and their usage in fixed income portfolio management, will be emphasized. The course largely takes the view of a fixed income portfolio manager. However, participants also will have an enhanced understanding of how fixed income fits into a corporation's capital structure and how securitization fits into a financial institution's funding strategy. Practical applications and the use of bond analytic software will accompany each topic. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4207

MS-GM/GF:      FIN 4002

**GF 5290      ADVANCED TOPICS IN FINANCE: GLOBAL PRIVATE EQUITY**

(1.5 credits) This course provides an overview of the private equity industry globally, its role in the economy, its participants, its operations, and its recent development. It covers different phases of the private equity investment process and the players involved at each stage. The phases include: setting up a fund, selection and screening of investments, exploring valuation techniques, structuring a deal, managing and exiting investments. Emphasis will be on the practical aspects of private equity transactions through case studies and interactions with private equity professionals. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4207

MS-GM/GF:      FIN 4002

**GF 5302      GLOBAL SUPPLY CHAIN LEADERSHIP**

(1.5 credits) This course offers a strategic approach to competitive global supply chains and networks. It covers supply chain management and strategic sourcing/supply. Chains are analyzed using four essential underpinnings: physical, financial, information, and relationships for their fit with the firm's competitive business models. Tools will be presented for successful diagnoses, implementation and management. How can, and do, companies and not-for-profits take leadership roles to compete globally with their supply chains/networks and through the use of strategic sourcing and supply? What are the most appropriate network designs, systems, and processes for specific firms and organizations? **This course is offered in the Fall and Spring.**

*Prerequisites:* MBA-GM:      GM 4303 and GM 4501 and GM 4502

MS-GM/GF/GMKT:      MKT 4002 and QUA 4000 and QUA 4002

MA-GAM      MKT 4002 and QUA 4000 and GST 4002

### **GF 5401 STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION**

(1.5 credits) This course is an overview of the process of the management of technology and innovation including the strategic, managerial, and organizational structure variables that influence its success or failure. Topics include the impact of new technologies on industries, dominant designs and platform leadership, incremental and transformational innovations, lifecycle dynamics, technology transfer, entrepreneurship, critical success factors in managing innovative projects and managing innovation professions in co-located and virtual environments. Tools include technology audits, technology portfolios, technology road maps, make v. buy decisions, scenario planning and technology forecasting. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4467 and GM 4468  
MS-GM/MA: MGT 4001 and MGT 4002

### **GF 5408 ORGANIZATIONAL CONSULTING: BASICS & PRACTICUM**

(3 credits) This is an introductory applications course exploring the profession and practice of management consulting. The narrow view of consulting is limited to the field of private sector management consulting and those firms that are dedicated to the practice. A broader view acknowledges that mastery of the skills and practices required in planning, executing, and delivering a consulting project is useful to anyone considering a career in management, whether in the private, public, or NGO sectors. The goal of this course is to provide students with an introduction to consulting as it is practiced worldwide and across sectors. Students will achieve this goal by undertaking a consulting engagement for a real-world client. Effort will be placed on developing proficiencies in a range of skills required to practice consulting. Students will be provided an opportunity to become familiar with the typical phases in a consulting project: selling a project, entering the client firm, gathering data, diagnosing issues, implementing solutions, and leaving. The overall objectives of the course are to: 1) Provide an overview of the world of management consulting; 2) Provide a direct application experience; and 3) Provide participants an opportunity to develop a set of skills that will add value and depth to their personal and professional capabilities. **This course is not offered every trimester. Faculty permission required.**

*Prerequisites:* MBA-GM: GM 4107, GM 4207; GM 4303, GM 4467, GM 4468, and GM 4502  
MS/MA students are not authorized to enroll in this course

### **GF 5412 LEADING CHANGE AND TRANSFORMATION**

(3 credits) This course will: (1) increase students' understanding of the nature of organizational change (through conceptual frameworks, readings and discussions); (2) increase their skill in managing change (through a project); and (3) enhance their sensitivity to the contribution and consequences of the human element as related to change. As a pivotal requirement of this course, students will create and manage a change project. This project will be the platform through which they will apply the issues and concepts that are covered in this course. Project efforts and analyses will include: (1) the nature of the change agreement; (2) the goals of the change; (3) the identification and management of key stakeholders; (4) the challenges faced as change agents; (5) the student's and his/her client's assessment of the relative success and failure of the change; and (6) the lessons learned in completing this leading change project. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4467 and GM 4468  
MS-GM/MA: MGT 4001 and MGT 4002

**GF 5414      MANAGING WORK RELATIONS IN A GLOBAL CONTEXT**

(1.5 credits) This course covers concepts and skills essential to managing work relationships in organizations of increasing cross-cultural complexity. Relationships examined include those with direct reports, supervisors or bosses, and peers. Concepts and skills associated with self-management, interpersonal one-on-one management, and group/team management are covered and practiced. The course will use discussion, self-reflection, experiential exercises, and lecture to help build hands-on self-awareness and relationship management competencies.

**This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4467 and GM 4468  
MS-GM/MA:      MGT 4001 and MGT 4002

**GF 5421      ENTREPRENEURSHIP—VALUATION OF THE PRIVATE FIRM**

(3 credits) This course is for entrepreneurs and venture financiers who desire to learn how nonpublic firms are valued. The course consists of lectures, in-class presentations by guest experts, in-class presentations by students, written examinations, team projects, and various assigned readings. Lectures will cover a review of financial theory and analytical techniques as they relate to valuation, a review of the various types of valuations mandated by law, and circumstance and the identification of the appropriate valuation techniques to apply in each circumstance. Students will be required to develop an understanding of the importance of the firm's qualitative characteristics and the contribution qualitative firm characteristics make to firm value such as: firm strategy; firm management; the firm's product and/or technology; and the firm's ability to execute its strategy. Students will prepare a team generated valuation report and will learn how to value a firm by observing and valuing different relevant components of value. These components are: (1) the value of free cash flow (i.e., the value of an ongoing operating business); (2) the value of any control discounts or premiums; (3) the magnitude of any marketability or size discounts; and (4) the value of intellectual property or technology. Overall, the student should become more competent in using financial techniques to analyze a firm's value and the student should develop a strong sense as to how qualitative aspects of a firm's operation and performance can and should be considered when assessing firm value. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4107, GM 4207, GM 4303, GM 4501, and GM 4502  
MS-GM/GF      FIN 4002, QUA 4000, MKT 4001 and MKT 4002

**GF 5422      PLANNING, LAUNCHING AND GROWING THE VENTURE**

(3 hours) The guiding framework for a global enterprise and an essential tool for the global entrepreneur is a well-developed, comprehensive business plan. The process of creating a business plan, presenting the idea and business plan to a group of investors using the angel network formation, finding and securing financial and other resources, and launching and growing the newly created venture provide the essential aspects of new venture creation either inside (corporate entrepreneurship) or outside an organization. This course, through classroom lecture, case studies, and presentations by practitioners (entrepreneurs, corporate entrepreneurs, venture capitalists, intellectual property attorneys and angel investors) provides a capstone global learning experience that covers and brings to life these aspects. The main course deliverables are a fully-formed business plan, a presentation to a group of investors (private investors, venture capitalists and entrepreneurs), class participation, and case studies. Successful completion of this course will satisfy the TIE II graduation requirement. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM:      GM 4107, GM 4207, GM 4303, GM 4467, GM 4468, and GM 4502  
MA/MS:      ACT 4002, FIN 4002, QUA 4000, MKT 4002

### **GF 5424 GLOBAL FAMILY BUSINESS: THE NEXT GENERATION**

(1.5 credits) Family controlled businesses (both private and publicly-traded) are characterized by unique challenges that threaten capabilities created by the founding entrepreneur and that may continue to be the source of idiosyncratic and sustainable competitive advantages. The challenges are primarily the result of issues presented by the interaction of family, management and ownership—particularly where the family wishes to perpetuate its influence and/or control from generation to generation. Family enterprises seem to be as agile in one generation as they are fragile across generations. Still, global research frequently points to financial out performance by family-controlled enterprises when compared to management-controlled firms. And family businesses are as ubiquitous in the global economy as they are impactful in the wealth and job creation process in emerging economies. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4467 and GM 4468  
MS-GM/MA: MGT 4001 AND MGT 4002

### **GF 5425 ENTREPRENEURIAL FINANCING & FORECASTING**

(3 credits) This course focuses on finance concepts as applied in the real world by entrepreneurs. From the firm perspective, the course covers topics relevant to entrepreneurial finance, including financial statements, forecasting of key financial variables, funding plans and venture capital. The course will prepare prospective general managers of entrepreneurial companies on how to make the financial decisions involved with building high-risk, high-growth enterprises. It prepares business-minded students for careers focused on entrepreneurship and intrapreneurship. Through the use of case study analysis, combined with readings from assigned sources and exercises, students will come to understand aspects in finance that are critical to the entrepreneurial venture. Students will be prepared to deal with the various financing and forecasting issues pertinent to closely held nonpublic firms. These skills are aimed at preparing the student to better deal with venture capitalists, angel investors, investment bankers, and other financial stakeholders. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4107 and GM 4207  
MS-GM/GF: ACT 4002 and FIN4002  
MS-GMKT/MA students are not authorized to enroll in this course

### **GF 5460 THE GLOBAL ENERGY INDUSTRY: BUSINESS AND MANAGEMENT**

(1.5 credits) This course examines in detail the business, economics, and politics associated with the global energy industry. The course, while not exclusively focused on hydrocarbon energy sources, devotes a large amount of time to this area because of its current energy role. The depth and breadth of material includes history, culture, politics, and involves some of the largest, most profitable, most valued, and most influential multinational firms in the world. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4003, GM 4106, GM 4206, GM 4303, GM 4467, GM 4468  
MS-GM: ACT 4000, FIN 4000, GST 4006, MGT 4002, QUA 4002, MKT 4002  
MS- GMKT: ACT 4002, FIN 4000, GST 4006, and MKT 4002  
MA-GAM: ACT 4000, FIN 4000, GST 4006, MGT 4002, QUA 4000, MKT 4002

**GF 5520 Global Brand Management**

(3 credits) This course provides a managerial orientation to the topic of global brand management. It is designed to prepare students for a career in global brand and/or product management. Students will learn how to: 1) Understand the roles and responsibilities (and career paths) of brand management in the contemporary domestic and global contexts; 2) Understand the meaning of a brand and be able to develop plans to create, maintain, grow and/or revitalize a brand and its equity; and, 3) Appreciate the major types of marketing problems faced by brand managers with an emphasis on developing sound strategic approaches for decisions and solutions. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM-4501 and GM-4502  
MS/MA: MKT 4001 and MKT 4002

**GF 5524 Analysis for Strategic Marketing**

(3 credits) This course is designed to provide students with an understanding of the key marketing issues through an examination of various marketing decisions. This course complements other marketing courses by adopting a more hands-on and practical approach to strategic market planning. Specifically the course objectives are to: help students develop an understanding of the role that analytical techniques and computer models can play in enhancing marketing decision-making in modern enterprises; improve students' skill in viewing marketing processes and relationships systematically and analytically; and provide students with the operational skills required to apply the methods and models to solve real marketing decision problems. **This course is not offered every trimester. Successful completion of this course will satisfy the TIE II graduation requirement.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502  
MS/MA: MKT 4001 and MKT 4002

**GF 5542 GLOBAL BUSINESS MARKETING**

(3 credits) This course focuses on the strategic and tactical development of business plans for marketers whose customers include other businesses, the government, and institutions, as opposed to consumers. The course places emphasis on business market processes, strategies and their tactical execution; management of B2B relationships and account management strategies; and leveraging of Web 2.0 tools in market strategies and tactics, all taking into consideration the implications and opportunities of globalization. Students will learn how successful companies operate in business networks and how solid long-term partnerships may leverage their position in the market place to deliver better profitability. The development of a comprehensive Web audit and the preparation of a Web marketing plan are the unifying elements of the course. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4501 and GM 4502  
MS/MA: MKT 4001 and MKT 4002

**GF 5700 GLOBAL RISK MANAGEMENT**

(3 credits) This course explores the risk exposures of international organizations. Generally dealing with accidental loss situations, the course uses case studies developed by the instructor (World Trade Center, Volcanic Eruption Disasters, Dupont Hotel, and others) to enhance the learning process. Topics include emergency and disaster planning; environmental risk auditing; political risk management; cyber risk exposures; loss control and financing; risks associated with mergers and acquisitions; ocean transportation risks; expatriate risks; and others. Emphasis is on the practical application of risk management tools to the everyday operations of international organizations. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4207  
MS-GM/GF: FIN 4002

**GF 5701 GLOBAL COMPETITIVENESS IN HIGH-PERFORMANCE ECONOMIES**

(3 credits) This course focuses on the economic growth and market opportunities in high-performance economies such as Brazil, China, India, Mexico, and other economies in Asia, Latin America, and Europe. Sources of rapid growth are analyzed including market liberalization, investment incentives, export promotion, infrastructural investments, and technology development. Roles of business, government, and global markets are examined.

**This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4003 and GM 46XX (RBE)

MS/MA: GST 4001 or GST 4005 and GST 4006, and GM 46XX (RBE)

**GF 5703 COUNTRY RISK MANAGEMENT**

(1.5 credits) Global managers must be concerned with the risks to their businesses posed by political, social, and financial forces at work internationally and in specific regions and countries. This course is centered on state-of-the-art assessment models used by businesses and foreign investors. Issues include methods of measuring and forecasting risk, and methods of mitigating risk such as political risk insurance. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4003 and GM 46XX (RBE)

MS/MA: GST 4001 or GST 4005 and GST 4006, GM 46XX (RBE)

**GF 5712 BUSINESS INTELLIGENCE AND COMPETITIVE ASSESSMENT**

(3 credits) This course examines the role that business and competitive intelligence—the systematic collection, synthesis, and analysis of information on a company’s external operating environment—should play in strengthening corporate strategies and decision-making. Through lecture cases and a client-sponsored competitive assessment or project(s), the course has two goals: to help students understand this management tool, and to train them to utilize it for competitive advantage. Students work in teams on real world competitive assessment consulting engagements for sponsoring companies. Findings are delivered “live” in a 2-4 hour interactive presentation to clients, whose evaluations also play a role. This course also addresses the related issues of corporate/industrial espionage and information security.

**Successful completion of this course will satisfy the TIE II graduation requirement.**

*Prerequisites:* MBA-GM: GM 4303, GM 4501, GM 4502, GM 4467 and GM 4468

MS/MA students are not authorized to enroll in this course

**GF 5804 CONFLICT MANAGEMENT AND SOCIAL CHANGE**

(1.5 credits) Economic development and social change can offer tremendous business opportunities for global managers. At the same time, the development process can lead to social, cultural, economic, and political conflicts. This course explores the roots of such conflicts, and methods of conflict management such as negotiations and multicultural communications. The course can also have a mediation certification component for those interested in official mediation recognition for their career options. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4003, GM 4806, GM 4807

MS/MA: GST 4001 or GST 4005 and GST 4006, and CCC 4000  
or CCC 4006 and CCC 4007

## **GF 5820 CORPORATE PARTNERS**

(3 credits) This course engages students in real world consulting problems on matters of entrepreneurial finance and capital strategy. Issues like firm capitalization, capital raise, restructuring and valuation are dealt with at actual client firms on a real time basis. The problems dealt with are different and unique during each course cycle since the client firm is also different and unique during each cycle. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM GM 4107, GM 4207, GM 4303, GM 4467, GM 4468 and GM 4502

## **GF 5884 CORPORATE SOCIAL RESPONSIBILITY: STRATEGIES AND TOOLS**

(1.5 credits) As business enters the 21st century, a radical shift in thinking about business' role in society is under way. Society's demands for social and environmental responsibility are growing dramatically and few managers have the requisite skills to respond effectively. This course is designed to give future business leaders the knowledge and tools needed to develop an effective CSR strategy that creates value, not only for society and the environment, but also competitive and financial value for the company. Participants will gain tools for proactively engaging stakeholders in a process of mutual value creation, as well as strategies for profiting in the emerging marketplace for sustainability solutions. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM: GM 4000

MS/MA: GST 4001 or GST 4005 and GST 4006

## **GF 5915 TOPICS IN INDEPENDENT RESEARCH (1.5 credits)**

## **GF 5903 TOPICS IN INDEPENDENT RESEARCH (3 credits)**

An Independent Research Study is a special program on an approved topic in a particular subject graded on a Pass/No Credit basis. The intent of this program is to allow a student to conduct in-depth research into a particular subject area. The program is not open to first or second trimester students. The topic must be approved the preceding trimester and an independent research contract completed. Regularly scheduled consultations between student and instructor are required. A maximum of three credit hours in Independent Research study may count toward the total credit-hour requirement for graduation. Independent Research studies will only satisfy a GF elective. An independent research project cannot substitute for a core course. Please note that faculty participation in an Independent Study is voluntary and uncompensated. Approval for an independent research project will be based on the following:

- **Timely submission of the request (at least two weeks prior to the end of the trimester preceding registration)**
- Student must be in good academic standing
- All restrictions in the current Catalog and subsequent regulations apply
- Lack of comparable subject matter in a structured course/focus
- Appropriate background in the subject selected; relevance of the study to course objectives
- Consultation with professor periodically and to his/her satisfaction
- Completion in residence unless approved by the Academic Program Director
- **MA/MS students may do an Independent Research Study but it will not satisfy a degree requirement nor count toward the 45 credit hours of the degree requirement. As such, these courses will not receive Federal Financial Aid support.**

*Prerequisites:* Appropriate course work completed for a 5000-level course in the topic of research

**Permission of the instructor and concurrence of the Academic Director and Registrar is required.**

### **GST 5000 STRATEGIES IN GLOBAL DEVELOPMENT**

(3 credits) This course examines development prospects and policy in less developed and transition economies. Issues include trade, investment, foreign aid, international debt, technology transfer, poverty, environment, social development, and sustainable development. The roles of international and regional organizations, government policy, and domestic and foreign corporations are explored. **This course is not offered every trimester.**

*Prerequisites:* MBA-GM (elective): GM 4003 and GM 46XX (RBE)

MA/MS (elective): GST 4001 or GST 4005 and GST 4006, and GM 46XX

### **GST 5430 TECHNOLOGY POLICY & ENTREPRENEURSHIP**

(3 credits) Innovation has become a major source of competitive advantage for nations as well as companies. This course analyzes the innovation process highlighting the interaction between universities, government technology policies, corporate research and development, start-ups, and venture capital. This course draws upon international comparisons, country case studies, and technology-specific cases including information technology. **This course is not offered every trimester. Successful completion of this course will satisfy the TIE II graduation requirement.**

*Prerequisites:* MBA-GM (elective): GM 4003 and GM 46XX (RBE)

MA/MS (elective): GST 4001 or GST 4005 and GST 4006, and GM 46XX

### **CP 5006 THUNDERBIRD EMERGING MARKETS LABORATORY (TEM LAB)**

(6 credits) This consulting class is a full-time engagement for one module. Teams of student consultants travel to a client's work site in an emerging market and undertake a consulting project for the client. The client sets the focus of the work. In addition to completing the client's deliverables, teams are responsible to Thunderbird Faculty for the academic requirements of the course. These include maintaining a project website, weekly reports and a campus presentation upon completion of the field work. Teams are self-directed and interact with their client system as any professional consultant would. Students will have direct responsibility for all phases of an organizational consulting assignment: contracting, discovery, feedback, and, where possible, implementation, value metrics development and evaluation. Faculty oversight is provided by regular communication—phone calls, video conferences, written reports, and sometimes an on-the-ground presence. **This course is not offered every trimester. Faculty permission required. This course will satisfy the TGE requirement. This course will satisfy the TIE requirement.**

*Prerequisites:* MBA-GM: GM 4003, GM 4107, GM 4207, GM 4303, GM 4467, GM 4468, GM 4501, GM 4502 and GM 46XX (RBE)

MS/MA students are not eligible for this course

Students must have satisfied their language requirements.

### **ST XXXX SEMINAR IN SELECTED TOPICS (1.5/3 CREDITS)**

These special topics courses are offered as appropriate in elective topics. The content and emphasis of these courses will vary from trimester to trimester. These courses are not offered every trimester.

*Prerequisites:* To be determined by the subject matter



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# ACADEMIC POLICIES

## ACADEMIC REGULATIONS

Thunderbird policies, regulations, and graduation requirements apply to all students who matriculate under this Student Catalog. The Registrar is responsible for maintaining the policies and integrity of the Thunderbird degree. From time to time, the school may be required to make changes to policies outlined in the Catalog; the Registrar's Office will notify students if there are any changes to existing policies. Thunderbird's Academic Advisors are available to guide students throughout their program. Students are encouraged to consult with an Academic Advisor or the Registrar's Office regarding academic policies, procedures, and regulations in this Catalog. **An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, course prerequisites, graduation requirements, or regulations.**

## CREDIT HOURS AND COURSE LOAD

The maximum number of credit hours per trimester that a student may take is 15.5 hours in the Fall, Spring, and Summer trimesters, and three hours in the Winterim. The maximum number of credit hours per module (half-trimester) is 9.5 hours. Because of the intensity of the Thunderbird program, students simultaneously enrolled in non-Thunderbird courses at other institutions may not exceed 15.5 total registered credit hours across all institutions.

## ACADEMIC OVERLOAD

In special circumstances, Thunderbird will allow a student to enroll in an additional 1.5 credit hours above the 15.5-credit-hour load. Students must seek approval from the Registrar for the additional 1.5 credit hours. Students will be charged the full-time per-credit-hour tuition rate for the additional 1.5 credit hours.

The minimum standards to be considered for an academic overload are:

- A minimum GPA at Thunderbird of 3.500
- Must be the student's final trimester
- No previous academic overload
- Must be in good academic standing

## TIME LIMIT ON PROGRAM COMPLETION

Degree programs must be completed no later than Spring 2016. Students who are unable to complete their degree program will be subject to the Academic Policies and Procedures of ASU. This means some courses may not transfer into an ASU program. All courses completed or transferred in for graduation credit (in accordance with agreements with partner institutions) must be completed within five calendar years to satisfy graduation requirements. Breaks in enrollment are included in the five calendar years but must be registered with and approved by the Registrar's Office.

## CROSS-REGISTRATION

Thunderbird allows students to cross-register for up to 15 credit hours between other degree programs, excluding the Global MBA for Latin American Managers, the Master of Arts in Global Affairs and Management, and the Master of Science in Global Management.

Students must be in good academic standing with a cumulative GPA of 3.000 or higher and must not have any restrictions (Registrar's Office, IBIC, Accounting Office, etc.) on their student account to be eligible to apply for cross-registration.

Students must submit a petition to cross-register to the Registrar's Office a minimum of six weeks prior to the start of the course. Eligibility to participate is subject to final approval by the Academic Director of the receiving program.

Per U.S. immigration policies, international students are limited to three credits of online courses per trimester. A student considering registering for an online course must consult with an Academic Advisor prior to registering to ensure adherence to academic and immigration guidelines.

Per financial aid policy and in keeping with Federal guidance, Federal Financial Aid recipients are limited to three credits of online courses per trimester. On a case-by-case basis, it may be possible to add an additional class depending on the circumstances as well as the number of regular full-time classes being taken. A student considering registering for an online course should meet with his/her Financial Aid Advisor prior to the petition to cross-register, and may wish to meet with an Academic Advisor as well.

Students on a registered internship are limited to three credits of online courses during their internship.

### **Concurrent Enrollment Restrictions**

Proof (a receipt from the Accounting Office) of a deposit of \$75.00 must be submitted with each petition to cross-register. The deposit will be applied toward tuition charges for the course(s). The fee will be forfeited if the student drops or withdraws from any course and cannot be applied toward a future request for cross-registration. Students cross-registering for a degree program for a full-trimester (12 credits) will be responsible for the pricing policy of the guest program. Students cross-registering for 10.5 or fewer credits will be charged at the rate of their official degree program plus materials, fees, and other additional costs of the guest program.

### **TRANSFERS BETWEEN THE FULL-TIME AND ON-DEMAND (ONLINE) PROGRAMS**

Students in the MBA-Full-Time Program must submit a petition to transfer to the Registrar's Office to begin the process. Students participating in the Master of Arts in Global Affairs and Management and the Master of Science in Global Management Programs are not eligible to transfer to the On-Demand Programs.

The deadline to submit the petition is ten weeks in advance of enrolling in the new program's curriculum. The transfer will take effect at the beginning of the student's next term of enrollment.

Transfers into another program are subject to admission requirements and approval by the Academic Director of the receiving program. International students must consult with an Academic Advisor prior to requesting a transfer to ensure adherence to academic and immigration guidelines.

In order to be eligible for a program transfer between the Full-Time Program and the On-Demand Program, a student:

- Must be in good academic standing with a cumulative GPA of 3.000 or higher.
- Must not have any restrictions on their student account (Registrar's Office, IBIC, Accounting Office, etc.).
- Must have completed fewer than 15 credit hours of core courses in their currently enrolled program.
- Must have received a letter grade of "B" or better in each core course to transfer the credits.
- Must provide proof (a receipt from the Accounting Office) of a deposit of \$150.00 per petition to transfer. The deposit will be applied toward tuition charges for the course(s). If the

transfer request is not approved, the deposit will be refunded to the student; the fee will be forfeited if the student is accepted but chooses not to join the new program.

## **TRANSFER CREDITS**

A student who has completed relevant graduate-level study at an accredited U.S. graduate institution or a non-U.S. equivalent institution may, subject to academic approval, transfer a maximum of three trimester hours of graduate-level elective coursework. Additional credits may be allowed per special institutional agreements.

**The school is the sole judge of what constitutes a qualified graduate-level course, and therefore what credits may be considered for transfer.**

- All transfer credit documentation must be submitted and approved before or during Foundations Week.
- Transferred credits must have been completed after receipt of the undergraduate or other qualifying degree with a grade of B (3.000 GPA on a 4.000 scale) or better, provided that such work meets the standards set by the individual discipline, area coordinator, or designated faculty.
- Language courses are not acceptable for transfer.
- Transfer-credit petitions will not be approved for work taken during or prior to the completion of such degrees as the B.A. or B.S., Licenciado, MaEEtrise, Diplom, Staatsexamen, Civilingenjor, Meester, etc.
- Students who transfer in credits from courses which, in the opinion of the relevant area, substantially duplicate courses offered at Thunderbird may not enroll in the duplicated courses for credit.
- Grades for transfer work are not included when computing the student's grade point average at Thunderbird.
- Transfer credit in no way constitutes a waiver for a course, and therefore cannot be used to satisfy specific graduation requirements (i.e., a specific course, TGE, TIE).
- The student may, however, use the three hours of transfer credit in lieu of elective credit to meet the total credit-hour requirement
  - For example, a student who has taken an approved graduate-level course at an accredited institution would complete 57 hours at Thunderbird and transfer in three hours to meet the 60-credit-hour requirement
- With the exception of those submitted for the Post-MBA Program, courses completed more than five years prior to matriculation at Thunderbird will not be eligible for transfer credit.

## **WAIVERS**

The Thunderbird waiver policy applies to all credit-bearing programs (degrees, certificates, etc.). A waiver is official recognition that a graduation requirement has been satisfied through previous course work (waiver by documentation) or testing. Thunderbird does not grant waivers for graduate-level courses based on prior undergraduate course work or life/work experience. Courses may be waived through documentation or Thunderbird Challenge exams. All documentation for a waiver must be submitted and approved before or during Foundations Week. Students may only use a maximum of nine credit hours of course waivers to satisfy core graduation requirements.

Students may be eligible for the following type(s) of waivers:

- Language
- Microeconomics/Macroeconomics (program prerequisite)
- Challenge Exam (Accounting/Finance)
- Documentation (CPA/CFA Certification)

- Dual-Degree/Post-MBA Coursework

All prior coursework offered in support of a waiver must have been completed at an accredited institution with a grade of B or better (a B- or below is unacceptable) or a non-U.S. equivalent institution within the five calendar years of degree completion.

**Waivers do not constitute a reduction in the minimum hours required in a Thunderbird degree or certificate program.** Waived courses must be replaced with an equal number of elective credits or an approved core course from another Thunderbird program that does not duplicate a course already completed.

### **LANGUAGE WAIVERS**

Waivers for languages other than English are accepted as a result of the Oral Proficiency Interview, Foreign Service Institute (FSI), Defense Language Institute (DLI) or Peace Corps ratings when taken within one year of matriculation. Thunderbird uses the Oral Proficiency Interview (OPI) as its challenge exam for language waivers. All OPIs must be taken on the Thunderbird campus within 60 days of matriculation. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make-up Challenge Exams.

### **MICROECONOMICS/MACROECONOMICS WAIVERS**

Thunderbird requires all Full-Time Program students to satisfy Microeconomics and Macroeconomics prior to the start of their first term at Thunderbird. Failure to meet the program prerequisites will result in reduction of the courses available in the first trimester and the inability of the student to move forward in their program. Students may satisfy these requirements in one of the following three ways:

- Conferred Bachelor of Arts in Economics or Bachelor of Science in Economics from an accredited institution
- Successful completion of prior coursework at an undergraduate level with a grade of “B” or better (waiver by documentation) during the Admissions process.
- Successful completion an online program prior to arriving at Thunderbird. There is a charge for this Boot Camp.

### **CHALLENGE EXAMINATION WAIVERS—ACCOUNTING AND FINANCE**

A limited number of core course requirements may be satisfied through Thunderbird Challenge Exams.

Challenge Exams are offered by Thunderbird at no charge to the student. A student is allowed only one opportunity to take the exam, and Thunderbird does not give make-up Challenge Exams.

### **ACCOUNTING CHALLENGE EXAMS—MBA-GM STUDENTS**

*Challenge Exam:* Successful completion of both accounting challenge exams waives GM 4106 only.

- Any student who wishes to waive either or both of the first two accounting courses—GM 4106 but does not have a CPA/CA certification must take and pass the relevant Accounting Challenge Exams, given during Foundations to matriculating students.
- Students who are waive both Accounting Challenge Exams will still be required to complete GM 4107 during the course of their program.

## **ACCOUNTING CHALLENGE EXAMS—MS-GM, MA-GAM, MS-MKT, AND MS-GF STUDENTS**

*Accounting I Challenge Exam:* Successful completion waives ACT 4000

*Accounting II Challenge Exam:* Successful completion waives ACT 4001

Any student who wishes to waive either or both of the first two accounting courses—ACT 4000 and ACT 4001—but does not have a CPA/CA certification must take and pass the relevant Accounting Challenge Exam, given during Foundations to matriculating students.

- Students who are eligible to waive ACT 4000 through the Accounting I Challenge Exam will still be required to complete ACT 4001 and ACT 4002 during the course of their program.
- Students who are eligible to waive ACT 4001 through the Accounting II Challenge Exam will still be required to complete ACT 4000 and ACT 4002 during the course of their program.
- Students who are eligible to waive both ACT 4000 and ACT 4001 will still be required to complete ACT 4002 during the course of their program.

## **FINANCE CHALLENGE EXAM—MS-GM, MS-GF, AND MS-GMKT STUDENTS**

*Finance Challenge Exam:* Successful completion waives FIN 4000 and FIN 4001 only

- Any student who wishes to waive the first two finance courses—FIN 4000 and FIN 4001—but does not have a CFA certification must take and pass the Finance Challenge Exam, given during Foundations to matriculating students
- Students who are eligible to waive FIN 4000 and FIN 4001 through the Finance Challenge Exam will still be required to complete FIN 4002 during the course of their program

## **FINANCE CHALLENGE EXAM—MA-GAM STUDENTS**

*Finance Challenge Exam:* Successful completion waives FIN 4000 and FIN 4001

- Any student who wishes to waive the first two finance courses—FIN 4000 and FIN 4001—but does not have a CFA certification must take and pass the Finance Challenge Exam, given during Foundations to matriculating students.

## **DOCUMENTATION WAIVERS—CPA/CFA CERTIFICATION**

A limited number of core course requirements may be satisfied through Documentation Waivers. Supporting documentation must be submitted to the Registrar before the student matriculates to Thunderbird.

### **CPA CERTIFICATION WAIVERS**

- In order to receive a waiver, students must present the CPA Certificate or a letter from the State or National Board of CPAs/CAs to the Registrar prior to the first day of their Thunderbird program.
- Students who hold a CPA/CA certification from the U.S., the U.K., Canada, and Australia are eligible to waive the first- and second-level accounting courses in their program:
  - MBA students GM-4106
  - MS-GM students ACT 4000 and ACT 4001
  - MS-GF<sub>(Finance)</sub> ACT 4000 and ACT 4001
  - MS-GMKT<sub>(Marketing)</sub> ACT 4000 and ACT 4001
  - MA-GAM students ACT 4000 and ACT 4001

**NOTE:** If ACT 4000 or ACT 4001 is not part of the program, the waiver will be recorded and applied during articulation.

- Students with a CPA/CA certification are not eligible to waive any additional accounting courses at Thunderbird. MBA-GM students who are eligible to waiver GM-4106 and MA and

MS students who are eligible to waive the first two accounting courses will still be required to complete the following accounting course:

- MBA students           GM 4107
- MS-GM students       ACT 4002
- MS-GF students       ACT 4002
- MS-GMKT students   ACT 4002

### **CFA CERTIFICATION WAIVERS**

- In order to receive a waiver, students must present the CFA Certificate or a letter from the AIMR indicating a pass of the CFA Level I, Level II, and Level III certificate exams to the Registrar prior to the first day of their Thunderbird program.
  - Students who hold a Level III CFA certification are eligible to waive the first- and second-level finance courses in their program:
    - MBA students           Not Eligible for Finance Waivers
    - MS-GM students       FIN 4000 and FIN 4001
    - MS-GF Students       FIN 4000 and FIN 4001
    - MS-MKT students      FIN 4000 and FIN 4001
    - MA-GAM students      FIN 4000 and FIN 4001
- NOTE:** If FIN 4001 is not part of the program the waiver will be recorded and applied during articulation.
- Students with a CFA certification are not eligible to waive any additional finance courses at Thunderbird. MBA students who are eligible to waiver GM-4206 and MS-GM and MS-GF students who are eligible to waive the first two finance courses will still be required to complete the third-level finance course:
    - MBA students           GM 4207
    - MS-GM students       FIN 4002
    - MS-GF students       FIN 4002

### **DUAL-DEGREE AND POST-MBA STUDENTS**

- Dual-Degree and Post-MBA students may receive up to 19.5 credit hours of waivers based on courses taken at the partner/approved MBA institution.
- Courses that may be waived for Dual-Degree/Post-MBA students are those courses that are similar to the MBA in Global Management Core curriculum (i.e., Accounting, Finance, Management, Marketing, etc.) that have been completed at the partner/approved MBA institution with a grade of “B” or better (or equivalent).
- Students must submit official transcripts from the partner/approved MBA institution before or during Foundations Week.

## GRADING REGULATIONS

### GRADING SYSTEM

Grades are recorded as follows:

<b>A</b>	=	4.0
<b>A-</b>	=	3.7
<b>B+</b>	=	3.3
<b>B</b>	=	3.0
<b>B-</b>	=	2.7
<b>C+</b>	=	2.3

<b>C</b>	=	2.0
<b>C-</b>	=	1.7
<b>D+</b>	=	1.3
<b>D</b>	=	1.0
<b>D-</b>	=	0.7
<b>F</b>	=	0.0

<b>P</b>	=	Pass
<b>W</b>	=	Withdrawal
<b>I</b>	=	Incomplete
<b>NC</b>	=	No Credit
<b>AD</b>	=	Academic Dishonesty

- Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements.
- If a student receives a grade of lower than C- in a required course or a prerequisite course, the student must repeat the course before going on to the next higher level.
- A student is not eligible for financial aid/assistance if they must repeat a course.
- Students should be aware that this may also have an adverse effect on future Federal Aid, their anticipated graduation date, and visa status.
- Students must consult with both their Academic Advisor and their Financial Aid Advisor so they are fully aware of their situation and are able to plan accordingly.

### GRADE CHANGES

- Grades, when filed with the Registrar, are considered final and are not subject to change by reason of a revision of the instructor's judgment or additional work submitted by the student.
- Changes may only be made to correct a validated error in calculation or transcription or faculty approved delayed completion of course work (incomplete grades).
- Students must follow the academic appeal process if they have a question related to their grade.
- All grade changes must be submitted and recorded in the Registrar's Office before the end of the next trimester (Fall, Spring, or Summer) for the course(s) in question.
- Grade changes will not be accepted after the end of the next trimester.
- Grade changes for courses taken in the graduating trimester must be recorded in the Registrar's Office within 30 days of the graduation date in order for the grade change to be accepted and processed.
- Students with incomplete grades from the current trimester that are not resolved within 30 days of their anticipated graduation date will not have their degree conferred until the next official graduation date.
- Financial Aid will not count incomplete grades when looking at Financial Aid Satisfactory Progress or for Continuing Student Grants.

### DISCHARGING INCOMPLETE GRADES

A grade of Incomplete ("I") may be assigned by a faculty member to a student who has completed all of the required course work except the final exam (and/or final project) and is successfully passing a course but who, for compelling and unanticipated reasons, is unable to complete the course during the term of enrollment.

- A grade of "I" in a prerequisite course does not qualify as having completed that course for prerequisite purposes. The student will not be able to advance to the next level core or elective course.
- A student may not appeal to the Academic Standing Committee until all grades of "I" are discharged.



- Grades of “I” may be discharged upon completing the course requirements to the satisfaction of the instructor. Grade changes must be recorded in the Registrar’s Office not later than the last day (graduation day) of the next trimester (Fall, Spring, or Summer) for the course(s) in question regardless of the student’s enrollment status. If the requirements are not fulfilled according to this schedule, the Incomplete is converted to a failing grade (“F”) which cannot be changed.
- A degree or certificate may not be conferred to a student who has any grade(s) of Incomplete. Students with incomplete grades from the current trimester that are not discharged within 30 days of their anticipated graduation date will not have their degree conferred until the next official graduation date.
- Students who receive a grade of “I” for an internship have until the fourth week of the subsequent trimester to submit their requirements to Academic and International Services. For further information, please refer to the “Internship” section of the Catalog.

It is the student’s responsibility to make necessary arrangements with the instructor with regard to receiving and resolving the Incomplete within the scheduled timeframe. The instructor may impose additional restrictions, but may not allow additional time for completion of the course requirements or add additional requirements.

## **ACADEMIC/GRADE APPEALS**

This appeal process applies to student performance (attendance, grades, and/or other academic policies). There are separate appeal channels for academic standings and disciplinary proceedings. Issues related to faculty conduct, absences, or classroom instruction should be reported directly to the Dean of Faculty. General issues and recommendations for policy changes should be presented to the Thunderbird Student Government (TSG) Academic Chair. Honor Council decisions and appeals will be handled per the Honor Code and Conduct Procedures published separately.

### **WHAT CONSTITUTES AN APPEAL**

An appeal is a written or electronic statement to the school requesting that the school review an academic decision by either an administrator or committee. Oral allegations that are not reduced to writing or anonymous correspondence do not constitute an appeal. Appeals may be filed electronically as well as by mail, fax, or in person. The appeal should include a written explanation of how the condition for the appeal meets the conditions below.

For the purpose of this policy, students should send the appeal to the Registrar.

### **CONDITIONS FOR AN APPEAL**

The committee cannot overrule the faculty judgment on the quality of work; it can only ensure fairness and transparency in the determination and awarding of grades by the faculty to students. Only the relevant faculty member(s) can change a disputed grade unless there is evidence of one or more of the conditions below.

- Student acted in good faith per their Thunderbird Catalog and the faculty’s instructions to the class.
- Professor did not follow the grading process and criteria presented in the course syllabus. Any changes to the syllabus should be made by the beginning of the 2<sup>nd</sup> week of courses.
- There has been a significant departure from school policy or published schedule.
- Evidence of bias or prejudice.
- For all other situations, the student should seek clarification from the Registrar.

## GRADE APPEAL PROCESS

**Step 1:** The student should contact the relevant faculty member(s) to try to resolve the situation. If the faculty member has not responded with 14 school days after being contacted by electronic mail or request for an appointment, the student may move to Step 2.

**Step 2:** If not resolved, or if the faculty member cannot be contacted, the student should discuss the situation with the Academic Director of the appropriate program, who will try to help the student and the faculty resolve the situation. The Academic Director will facilitate a response from the relevant faculty member(s) in the event that it is still necessary. The role of the Academic Director, in the case of a grade dispute, is to ensure that there were no calculation or transcription errors.

**Step 3:** If still unresolved, the student should submit a formal appeal to the Registrar. There is no designated format for the appeal but any appeal must explain and support one of the conditions for the appeal. Any formal appeal may be submitted either by letter or by electronic mail with a Word document attachment. **Students seeking a grade change must make the formal appeal within 45 days of the beginning of the next term. Grade changes are not accepted after a student has been conferred their degree.**

The Academic Director for the appropriate program or designee will appoint an individual to gather all pertinent information to be presented to a committee. The Academic Director of appropriate program or designee will convene a meeting of the Academic Appeals Committee. The Dean of Faculty/Chief Academic Officer will appoint three faculty members to the Academic Appeals Committee as voting members of this committee. In selecting the faculty, care should be taken to avoid conflicts of interest. The Academic Director of the appropriate program and all other staff members involved are nonvoting members. The committee will review the appeal, and the Academic Director of Full-Time Programs will send a written decision to the student within ten school days after the conclusion of the hearing.

### **Potential Outcomes**

- Student's appeal is denied because it did not substantiate one of the conditions for an appeal.
- Faculty may be required to give full or partial credit for the project/exam/assignment challenged.
- Committee directs a change the grade based on evidence supporting one or more of the conditions above.

**NOTE:** Neither the Dean of Faculty nor the Academic Appeals Committee can change a disputed grade before the exhaustion of the Thunderbird appeals process.

**Step 4:** If, after receiving the written decision from the Academic Director of his/her program, the student, or faculty believes a procedural error was made by the Academic Appeals Committee, the student/faculty may submit an appeal to the Chief Academic Officer. The role of the Chief Academic Officer in the appeal process is to rule on the validity of purported procedural errors only.

### **Potential Outcomes**

- The Chief Academic Officer determines that no procedural error occurred; the ruling of the Academic Appeals Committee will stand.
- The Chief Academic Office determines a procedural error has occurred and remands the case back to the Appeals Committee or requests a new Appeals Committee.

*If the appeal cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file an appeal with the Arizona State Board of Private Post-Secondary Education. The student must contact the State Board for further details at the address below:*

Arizona State Board for Private Postsecondary Education  
1400 W. Washington, Room 260  
Phoenix, AZ 85007  
602-542-5709  
Fax: 602-542-1253  
<http://www.azppse.state.az.us>

## **OTHER ACADEMIC OR POLICY APPEAL PROCESS**

**An individual employee (staff or faculty) of Thunderbird does not have the authority to override or change Thunderbird policies, course prerequisites, graduation requirements, or regulations.**

Exceptions to policy are granted in cases that are “beyond the control of the student” such as a family or medical emergency. Students shall be prepared to provide the appropriate documentation to support the request for an exception to policy. Individuals requesting exceptions to policy should first seek advice from the Student Affairs Office.

### **CONDITIONS FOR AN APPEAL**

- The request must not be in violation of governing policies.
- Student acted in good faith per their Thunderbird Catalog and/or directions of the Student Affairs staff.
- There has been a significant departure from school policy or published schedule.
- There is evidence of bias or prejudice.

**Step 1:** The student should submit a written appeal to the Student Affairs Committee requesting the exception to policy. The Student Affairs Committee will review the request and vote on the merit of an exception to policy.

**Step 2:** If still unresolved, the student should submit a formal appeal to the AVP Admissions & Student Affairs or designee. There is no designated format for the appeal but any appeal must explain and support one of the conditions for the appeal as stated above. Any formal appeal may be submitted either by letter or by electronic mail with a Word document attachment. Students seeking an exception to policy should submit the formal appeal within 5 school days of the Student Affairs Committee response.

The AVP Admissions & Student Affairs or designee will appoint an individual to gather all pertinent information to be presented to a committee. The Academic Director of appropriate program or designee will convene a meeting of the Appeals Committee. The Dean of Faculty or designee will appoint three faculty members to the Appeals Committee as voting members of this committee. In selecting the faculty, care should be taken to avoid conflicts of interest. The Academic Director of the appropriate program and all other staff members involved are nonvoting members. The committee will review the appeal, and the Academic Director of the appropriate program will send a written decision to the student within ten school days after the conclusion of the hearing.

### **Potential Outcomes**

- Student's appeal is denied because it did not substantiate one of the conditions for an appeal.
- Appeals committee remands the case back to the Student Affairs Committee.
- Exception to policy is granted

**Step 3:** If, after receiving the written decision from the Academic Director of the appropriate program or designee, the student, staff, or faculty believes a procedural error was made by the Academic Appeals Committee, the student/faculty/staff may submit a written appeal to the Chief Academic Officer. The role of the Chief Academic Officer in the appeal process is to rule on the validity of purported procedural errors only.

### **Potential Outcomes**

- The Chief Academic Officer determines that no procedural error occurred; the ruling of the Appeals Committee will stand.
- The Chief Academic Office determines a procedural error has occurred and remands the case back to the Committee or requests a new Appeals Committee.

**NOTE: Neither positive nor negative action will be taken on behalf of the student until the appeals process is completed.**

*If the appeal cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file an appeal with the Arizona State Board of Private Post-Secondary Education. The student must contact the State Board for further details at the address below:*

Arizona State Board for Private Postsecondary Education  
1400 W. Washington, Room 260  
Phoenix, AZ 85007  
602-542-5709  
Fax: 602-542-1253  
<http://www.azppse.state.az.us>

## **ACADEMIC STANDING REGULATIONS**

This policy was approved by the Faculty Senate and pertains to all students regardless of degree program or admission status. Academic standing is official and effective when posted by the Registrar's Office at the end of the trimester (standings are not calculated mid-trimester or following Winterim courses). Academic standing status can be applied retroactively to a term if circumstances, such as a grade change, warrant.

### **GOOD ACADEMIC STANDING**

A student is in good academic standing when s/he has completed 12 or more hours of graded course work with a cumulative grade point average of 3.000 or higher. A student may not have any institutional or judicial disciplinary action pending to continue in good academic standing. Please note that Financial Aid Satisfactory Academic Progress is defined per Federal regulations and reviewed and administered separately by the Financial Aid Office. For any questions, please consult a Financial Aid Counselor.

### **ACADEMIC PROBATION**

A student in good standing is placed on academic probation when, at the conclusion of a trimester, the student:

- Fails to achieve a cumulative grade point average of 3.000; or
- Receives a grade of incomplete ("I") in nine or more credit hours; or
- Receives a failing grade ("D+" or lower) in one or more courses; or
- Receives a grade of no-credit ("NC") in a requirement for graduation; or
- Receives a sanction from judicial, disciplinary, or honor council proceedings.

A student on academic probation:

- May be required to repeat course(s).
- May be restricted to a maximum course load.
- Must meet with the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term. By signing the Academic Standing Enrollment Contract, the student indicates an explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.000, may result in academic suspension.
- Is not eligible for an overseas program (FS0707).
- Is not eligible for an exchange program.
- May jeopardize his/her Financial Aid eligibility.
- Forfeits scholarship support for the trimester on probation.
  - Students who do not maintain the applicable GPA stated in the Scholarship Governing Policies Form or who are placed on probation forfeit scholarship support for the trimester with the lower GPA or on probation.
- Is not eligible to work on campus.
- Is not eligible to hold office in the TSG.
- Is not eligible to participate in school-sponsored activities, including but not limited to, TREKs, Leadership EDGE, etc.
- Is not eligible to apply for cross-registration or program transfer.
- Is still eligible to be accepted for Winterim courses.

Students may not be placed on or removed from probation as the result of a Winterim course. The status as of the end of the Fall/Spring term shall remain in effect through the following term.

Students may not be placed on or removed from probation during a term as the result of completing a half-term course. The only exception to this policy is if the course(s) will satisfy a remaining graduation requirement.

## **ACADEMIC SUSPENSION**

Academic suspension is mandatory when a student on probation fails to bring his/her cumulative GPA to a minimum of 3.000 at the end of the next Spring, Summer, or Fall term for which the student is registered for any courses.

- A student academically suspended may not be enrolled in any Thunderbird courses in any status, nor receive any credit for courses taken at other institutions.
- Suspended students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime e-mail), TLE, Access Thunderbird, and IBIC resources.
- Scholarships/grants are voided in the case of academic suspension and will not be reinstated.
- Students who are on academic suspension are not eligible for Federal Financial Aid.
- Students on academic suspension are not eligible for employment at the school.
- Students on suspension shall not be allowed enrollment in a Winterim course, a registered internship, a Module Abroad, or an Exchange Program.
- International students suspended from the program must make plans to leave the U.S. immediately.

A suspended student seeking readmission may reapply for a term that begins at least 12 months after:

- The end of the last term of enrollment, or,
- The final disposition of appeals, if any.

Students who are academically suspended may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee (ASC) within three school days of the date on the suspension notification letter. The ASC will not consider an appeal unless the student has resolved all incomplete "I" grades.

In the appeal, the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documentation, i.e., note from a physician, death certificate, etc.) and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer. The role of the Chief Academic Officer in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer determines that no procedural error occurred, the ruling of the Academic Appeals Committee will stand. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

## **ACADEMIC DISMISSAL**

Dismissal is mandatory when a student's cumulative GPA falls below a 2.500 at the end of a registered term or when a student receives a failing grade in a core course during the second attempt. Only the repeat grade will count toward satisfying graduation requirements.

- A dismissed student is no longer eligible to attend any academic program, nor is eligible to seek readmission to Thunderbird.
- Dismissed students may not receive any Thunderbird services including but not limited to housing, career services, computer use, MTB (to include lifetime e-mail), TLE, Access Thunderbird, and IBIC resources.

- Awards are voided in the case of dismissal and will not be reinstated.
- Students who are on dismissal are not eligible for Federal Financial Aid.
- Students who are on dismissal are not eligible to maintain scholarships.

Students who are dismissed may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee within five school days of the date on the dismissal notification letter.

In the appeal, the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documentation, i.e., note from a physician, death certificate, etc.) and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer. The role of the Chief Academic Officer in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer determines that no procedural error occurred, the ruling of the Academic Appeals Committee will stand. The student's academic standing/enrollment will remain unchanged until the academic appeals process is completed.

## **SCHEDULE PROCEDURES**

### **CHANGE OF ORIGINAL REGISTRATION**

#### ***DROP/ADD PERIOD***

- The Drop/Add period begins the first day of the trimester for 1<sup>st</sup> module and full-trimester courses and the first day of the 2<sup>nd</sup> module for 2<sup>nd</sup> module courses. Each Drop/Add period ends at 10:30pm (Arizona time) on the Thursday of the same week.
- Initial registrations can be changed during the Drop/Add period for full-trimester, 1<sup>st</sup> module, and 2<sup>nd</sup> module courses, and the first day of Winterim/Summerim courses.
- Course material fees for courses dropped from the student's schedule after the Drop/Add period has ended may be nonrefundable.

#### ***WITHDRAWAL PERIOD***

- The Withdrawal period begins the first day of the second week of all courses (schedule changes made during the first week fall under the Drop/Add policy).
- Students are permitted to withdraw from courses up to the end of the fourth week of a 1.5-hour course, and the end of the eighth week of the trimester for full-term courses. Courses of nonstandard length will have withdrawal deadlines set by the Registrar.
- The appropriate notation ("W") will be entered on the official transcript of the student's record. A grade of "W," however, does not affect the Grade Point Average (GPA).
- Withdrawn courses are subject to forfeiture charges. Please see the Tuition & Fees section of this catalog for more detailed information.
- Entering Student Merit Scholarship recipients who withdraw from courses are responsible for forfeiture charges.
- Course material fees for courses withdrawn from the student's schedule will be nonrefundable.
- Students who withdraw from a Winterim course or an Intensive Language Program after the communicated deadline will be responsible for any costs incurred by the school for lodging, transportation, excursions, etc.

- The appropriate notation (“W”) will be entered on the official transcript of the student’s record. A grade of “W,” however, does not affect the Grade Point Average (GPA).
- Students who withdraw from courses should refer to the Tuition & Fees section of this Catalog for more detailed information.
- Entering Student Merit Scholarship recipients who withdraw from courses are responsible for forfeiture charges.
- Course material fees for courses withdrawn from the student’s schedule will be nonrefundable.
- Students who withdraw from a Winterim course or an Immersion Language Program after the communicated deadline will be responsible for any costs incurred by the school for lodging, transportation, excursions, etc.

## **REPEATING COURSES**

- The Registrar may permit a student to retake courses for the purpose of meeting graduation requirements or improving a grade point average.
- The retake must be the identical course number and no substitutes are allowed.
- Only one retake per course is permitted.
- The original enrollment and grade remain permanently on the transcript, noted as repeated. The grade assigned for the second enrollment will also appear on the transcript, and is used in calculating grade point averages.
- No course with a grade of B or higher may be repeated.
- A student that receives a failing grade on the second attempt of a course will be automatically dismissed from Thunderbird.

## **EXAM SCHEDULE**

The exam schedule will be posted on MTB by the end of the 2<sup>nd</sup> week of each trimester for elective courses. Core courses will follow the three week schedule with an exam generally on the Saturday after the final class. Students shall not schedule personal activities during the days designated on the calendar as an exam week until the exam schedule is officially published.

Exams may not be administered prior to the exam time assigned to the course; the instructor may only allow the student to take the exam after the scheduled exam has been administered.

The exam schedule is designed to accommodate the schedules of those students who are following the proposed outline of courses for their program. While every effort is made to avoid conflicts, students who choose to deviate from their program, or who have not yet declared a concentration may encounter conflicts in their exam scheduling.

Students who encounter a conflict should consult with the exam instructor or Registrar about an individual schedule adjustment.

Please note faculty are not obligated to administer exams for students who miss exams for reasons other than those deemed “excused” by the Registrar’s Office per the Course Attendance Policy outlined in this Catalog.



## **COURSE ATTENDANCE POLICY**

In accordance with the standards of the school's accreditation body, which charges that students have a responsibility to "engage the learning materials with appropriate attention and dedication," regular course attendance is expected of all students as established by the academic program under which they are enrolled in course work. Missing classes detracts from the quality of the student's graduate school experience and from his/her learning.

- A student must be officially registered for a course in the academic system to receive credit for the course.
- Course attendance policies for officially registered students are set by the assigned faculty or instructor at the beginning of the course and/or in the course syllabus.
- Excused and unexcused absences, including those for Career Management-related activities, which exceed 25% of instruction time (10% for language courses) will be considered grounds for dismissal from the course.  
**NOTE:** Individual faculty members may have more stringent absence policies for their courses, in which case the faculty member's absence policy will supersede this 25% policy.
- All students are expected to attend the first scheduled week of courses. The faculty member has the option of dropping the student from the course if s/he does not hear from the student by the end of the Drop/Add period.

### **AUDITING**

- Thunderbird policy, as established by the Faculty Senate and the Thunderbird Student Government (TSG), does not allow auditing of courses.
- Violations should be reported to the Registrar's Office.

### **MISCONDUCT**

- Misconduct in the classroom is grounds for dismissal from the course and/or institution.
- Violations should be reported to the Registrar's Office.

### **VISITORS**

- Visitors (nonregistered students, visitors to campus, and guests) are welcome to attend a limited number of course sessions in which they are not enrolled; however, explicit permission of the instructor is required.
- Visitors are required to comply with the faculty member's instructions. A faculty member may prohibit or limit visitors under any circumstances.

### **EXCUSED ABSENCES**

#### **Absences Due to Family/Medical Emergencies**

- Thunderbird considers absence for reasons of a medical or family emergency as excused.
- Students who have a medical/family emergency shall contact the Registrar's Office before leaving the campus.
- Upon receipt of the appropriate documentation, the Registrar's Office will notify the student's instructor that the student will be absent and when the student is expected to return.
- Students should be prepared to provide documentation upon request before returning to class.
- Students must have documentation to support their absence from an exam.
- Under most circumstances, the student will still be responsible for academic work due during their absence.
- If the absence will be longer than one week, the Registrar's Office will work with the student to determine which options are in the student's best interest

### **Absences Related to Career Management Center (CMC) Activities**

- Students may be excused from classes to participate in select Career Management activities as stipulated in the Career Management Center section of this Catalog, provided they have contacted their faculty member prior to missing class.

### **UNEXCUSED ABSENCES**

- Absences will be deemed unexcused when any of the following occurs:
  - Student fails to provide documentation to the Registrar's Office prior to leaving campus for a non-emergency absence.
  - Student fails to provide sufficient documentation to the Registrar's Office to support family/medical absence.
  - Student chooses to participate in a non-school-sanctioned event that requires the student to miss class(es).
- The Registrar's Office will not notify the faculty of unexcused absences.
- Faculty are not obligated to provide special arrangements for students with unexcused absences or those that do not adhere to policy.

## **GRADUATION REGULATIONS**

### **PETITION TO GRADUATE**

- To be approved for graduation, students must petition to graduate by the end of the 11<sup>th</sup> week of the trimester before they intend to graduate.
- Upon receipt of the petition, a degree audit will be completed by the Registrar's Office. The student will either be notified of insufficiencies or advised that s/he is on track to graduate (provided no changes are made to their current schedule and the minimum 3.000 GPA is maintained).
- Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.

### **MINIMUM GRADUATION REQUIREMENTS**

- In addition to program requirements, students must also have a cumulative GPA of 3.000 or better and have all courses graded to qualify for graduation.
- A student cannot graduate with an incomplete in any course.
- Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for all degree and certificate programs.
- The Registrar's Office holds the right to move a student's petition to graduate to the next official graduation date if degree requirements have not been satisfied. Students will be notified by the Graduation Officer if this occurs.

### **GRADE CHANGES IN THE FINAL TRIMESTER**

- Incomplete grades ("I") received in the trimester in which a student intends to graduate must be resolved no later than 30 days following the last day of the trimester.
- Students who do not resolve Incomplete grades within this timeframe will not have their degree conferred until the next official graduation date.
- Once a degree is conferred, no grade change will be accepted.

### **RECOGNITION IN THE GRADUATION PROGRAM**

Students must demonstrate that they will meet graduation requirements 30 days prior to their intended graduation date in order to have their name listed in the graduation program (i.e., core/elective/professional development courses must be completed or in-progress, etc.).

## **OFFICIAL DEGREE CONFERRAL**

Thunderbird will not confer a student's degree until:

- All graduation requirements are successfully completed.
- The student's account balance is paid in full.
- All official and final admissions documents are recorded.
  - Final transcripts
  - Certified English translations (if needed)
  - Diploma or certificate validating degree awarded
  - Official test scores
- All academic and disciplinary appeals are resolved.
- No criminal offense is being investigated.

Thunderbird will confer a student's degree but withhold transcripts and diplomas until:

- The Federal Financial Aid Exit Counseling is completed.
- Any fines levied by IBIC, Security or any fines not indicated on the student account are paid.

Thunderbird's policy is to confer degrees after all grades for all courses in the term have been recorded in the Registrar's Office and upon final review of the student's degree audit. Official transcripts cannot be provided stating graduation requirements have been met until the conferral of the degree.

It is possible that an act of academic misconduct will remain undiscovered until after a degree is conferred. Thunderbird reserves the right to revoke any degree based on evidence of misconduct concerning, but not limited to, admission credentials, all forms of coursework, research, or final projects. In addition to academic misconduct, the school reserves the right to revoke any degree, certificate, or other school recognition for just cause. This could include but is not limited to the discovery that an individual is convicted of a criminal offense while attending the institution and the institution was not aware of the offense.

## **DIPLOMAS**

Upon conferral of the degree, students will be mailed their diploma to the address specified on their petition to graduate. Diplomas are mailed free of charge by First Class Mail. If a student wishes to mail their diploma by courier, they need to contact the Registrar's Office prior to graduation to make arrangements for shipping charges. Thunderbird is not responsible for diplomas lost or damaged in transit. If the diploma is lost or damaged in transit, it is the responsibility of the student to pay for a replacement diploma. More detailed information about replacement diplomas can be found on the Registrar's page on MTB.

### ***NAME CHANGE REQUEST ON A PREVIOUSLY ISSUED DIPLOMA***

The following documentation is required for a name change on a previously issued diploma:

- U.S. Citizens: Certified copy of a marriage license, court order, or dissolution decree reflecting the new name in full
- Non-U.S. Citizens: Current passport or official proof of identity certified by U.S. Embassy abroad or by the appropriate Foreign Embassy in the United States

Name-change documentation should be submitted to the Registrar's Office.

## **GRADUATION WITH DISTINCTION OR WITH HONORS**

- A numerical score is used to determine which candidates will graduate with special recognition:
  1. A computed average of 3.800 must be attained for graduation “With Distinction.”
  2. A computed average of 3.700 must be attained for graduation “With Honors.”
- The numerical score is computed at the time the degree is conferred and will not change with a subsequent change in grade.
- In the graduating trimester, grade changes must be recorded in the Registrar’s office within 30 days of the graduation date for the grade change to be accepted and processed.
- Students found in violation of the Honor Code are not eligible to graduate with Distinction, Honors, or any other award.

## **GRADUATION CEREMONY**

Commencement ceremonies are held at the end of the Spring, Summer, and Fall trimesters. Diplomas reflect the actual date of degree conferral.

## **REGISTRAR’S OFFICE REGULATIONS**

### **TRANSCRIPTS**

Two complete transcripts of record are provided to the student, free of charge, upon graduation. Additional transcripts may be obtained for a fee. The application for additional transcripts of record must be made by the student online, on the paper request form available in the Registrar’s Office, or by written request. No diplomas or transcripts will be released for students who have not met their financial obligations to the school.

Transcripts and other documents from other institutions are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar’s Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird does not provide copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions. Students wishing to acquire documents from previous institutions should contact the previous institution directly.

### ***NAME CHANGE REQUEST FOR TRANSCRIPT PURPOSES***

The following documentation is required for a name change for transcripts:

- U.S. Citizens: Certified copy of a marriage license, court order, or dissolution decree reflecting the new name in full
- Non-U.S. Citizens: Current passport or official proof of identity certified by U.S. Embassy abroad or by the appropriate Foreign Embassy in the United States

Name-change documentation should be submitted to the Registrar’s Office.

### **LEAVES OF ABSENCE**

The school does not have a formal Leave of Absence policy as defined by Federal Financial Aid regulations. All Leaves of Absence are official and must be requested in writing and approved by the Registrar. International students must also consult with an Academic Advisor prior to leaving Thunderbird. The Leave of Absence may not exceed one year (12 months) and students are cautioned that the official Leave of Absence does not extend the Five-Year Rule.

Students are required to satisfy the graduation requirements in effect when they matriculate to Thunderbird. Students returning after an absence of more than one trimester (excluding Winterim) must follow all regulations in effect for students entering in that trimester. Returning students will be expected to pay tuition and fees in effect at the time of return.

Students who do not submit an official Leave of Absence will lose access to MTB, TLE, Access Thunderbird, and their global e-mail account 90 days from their last date of attendance.

### **WALKAWAY POLICY**

Students who do not register for classes and fail to submit a Semester Stop-Out form (for a one-trimester absence) or a Leave of Absence form (for an absence of two or more trimesters, up to a 12-month maximum) to the Registrar's Office will lose access to their global e-mail account, MTB, TLE, IBIC, and other services 120 days from their last date of enrollment. Once a student has registered for an upcoming trimester, reinstatement will occur within 2-4 business days.

### **REQUEST FOR REINSTATEMENT**

Students who have not officially enrolled in courses at Thunderbird for more than 12 months will have their program ended. In order to return, students must apply for reinstatement through the Registrar's Office.

- Students should request a reinstatement the trimester before they intend to return to Thunderbird.
- A formal request for reinstatement must include a record of the candidate's activities since their last registration and a nonrefundable deposit of \$200.00 to be applied to tuition for the trimester the candidate intends to return.
- International students should contact the Academic & International Services Office to request the appropriate immigration documents to resume study at Thunderbird
- U.S. citizens and permanent residents wishing to apply for Federal Financial Aid should contact the Financial Aid Office to discuss how to proceed
- Candidates returning will be subject to the graduation requirements and tuition and fees of the Catalog in effect at the time of re-entry

### **STUDENT RECORD REGULATIONS**

"Student Record" means all material concerning an individual student maintained in any form by the President of Thunderbird School of Global Management or its employees, or Board of Trustees, except personal notes maintained by academic or other school personnel solely for their own individual use and not communicated to any other person. If these personal notes are transmitted to any dean, department, chairperson, academic program director, advisor, or administrator, they become student records to be treated in accordance with these rules and regulations. "Student" means any individual currently or previously enrolled in any academic offering of Thunderbird.

Transcripts and other documents in a student's file from other institutions, organizations or individuals are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar's Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird does not provide copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions.

### **RETENTION AND SECURITY OF RECORDS**

Records managers shall have the overall responsibility for maintaining and preserving the confidentiality and security of student records. The records managers may, however, designate another professional employee of the school to perform the duties of records manager.

- The Director of Human Resources shall be the records manager for records maintained regarding on-campus employment
- The Registrar shall be the records manager for academic records maintained by the central administration of the school

- The Registrar shall be the records manager concerning discipline and all student appeals.
- The Director of Alumni Relations shall be the records manager for the records maintained by the Alumni Office
- The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center
- The Controller shall be the records manager for records maintained by the Accounting Office
- The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office
- The Academic Program Directors shall be records managers for the records maintained by their programs
- The Director of International Students & Scholars Office shall be the records manager for the records maintained by the International Students & Scholars Office.

### **STUDENT RECORD CONFIDENTIALITY**

In accordance with Federal guidelines for the implementation of the law on Student Record Confidentiality formulated by the U.S. Department of Education, Thunderbird School of Global Management shall adhere to the following policy regarding student record confidentiality:

The Family Educational Rights and Privacy Act of 1974, a part of the Education Amendments of 1974, became law on November 19, 1974. This law permits students in post-secondary institutions to have access to their records, to challenge anything in the record that they consider inaccurate or misleading, and to limit the release of such information without consent.

Persons who are attending, or have attended, Thunderbird have the right to inspect and review certain official records, files, and data directly related to themselves in accordance with the school guidelines on access to student records.

**NOTE:** In no case will letters of recommendation and other information obtained or prepared before January 1, 1975, which were written on the assumption or expressed promise of confidentiality to the authors, be available for inspection, disclosure, or challenge.

### **FERPA: DIRECTORY INFORMATION**

The school reserves the right to make available the following directory information regarding students without their prior consent and considers this part of the public record of their attendance:

- Name
- Date and address (local, permanent home address and campus box number)
- Local telephone number
- E-mail address
- MTB photo
- Hometown (for graduation)
- Citizenship (for graduation)
- Dates of attendance
- Thunderbird degree and awards received
- Course schedules

The student is entitled to request that this information not be made publicly available by a request, in writing, to the Registrar prior to the end of the first week of courses in a given term.

**NOTE:** It is still permissible for the school to release information to lenders, guarantee agencies, or the Department of Education concerning the enrollment status or address of any student or previous student who has obtained a loan under the Federal Perkins Loan, Federal Stafford

Student Loan, Federal Graduated PLUS Loan and/or Private Education/Alternative Loan Programs.

International students should be aware that the Patriot Act, as implemented by 8 USC 1372, overrides FERPA, allowing the U.S. Department of Homeland Security (DHS) access to obtain from the school any information needed to carry out its student/exchange visitor information collection program.

## **ACCESS TO STUDENT RECORDS**

No unauthorized person shall have access to inspect and review records concerning a student, with the following exceptions:

- Anyone who has the written, notarized permission of the student
- School officials, including faculty members, who have been assigned classroom or advising responsibility to the student
- Members of the Board of Trustees, school officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document
- Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.
- Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance. However, the Department of Homeland Security's Immigration and Custom Enforcement does not require that international students be notified in advance.
- Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974)
- Persons considering a student's application for receipt of financial aid
- Such other persons as may be required by law
- Information from school records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:
  - The seriousness of the threat to the health or safety of the student or other individual
  - The need for the information to meet the emergency
  - Whether the parties to whom the information is disclosed are in a position to deal with the emergency
  - The extent to which time is of the essence in dealing with the emergency

Information disclosed, as permitted above, may not be disclosed to a third party without written consent of student.

## PROCEDURE FOR INSPECTION OF RECORDS

- Students may request, in writing, the opportunity to inspect personal records. The request should be made to the records manager or designee in the department in which the records are on file.
- Such requests must specify records to be inspected. A request to inspect the pertinent records will be granted within a reasonable period of time, but such time is not to exceed forty-five days after the request has been made. Records will be inspected by the student or other authorized individual in the presence of the records manager or designee.
- A notation will be placed in the file each time it is inspected by anyone other than authorized school personnel

## PROCEDURES FOR CHALLENGE OF RECORDS

**Step 1:** In the event that a student objects to any decision of a records manager regarding the retention of any student data, in whole or in part, such student shall make the objection known in writing to the records manager of those records.

**Step 2:** If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the Vice President of Full-Time Programs. The student may challenge the retention of any data in the student record on the basis that it is inaccurate, misleading, or otherwise a violation of the privacy or other rights of the student. Request for appeal shall be in writing and must identify the specific portion(s) of the record to be challenged and state the reason for the challenge. Grades may be challenged under this procedure only on the basis of the accuracy of their transcription.

**Step 3:** The Academic Director of Full-Time Programs, or designee, shall create a review panel composed of the Dean of Faculty and two faculty members. Additional staff members may be involved, but will not be voting members of the committee. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

**Step 4:** The review panel shall, within four weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

- The records manager shall have the burden of proof with regard to the issues presented by the appellant
- The appellant and the records manager shall have the right to be represented by an advocate of his or her choosing, cross-examine witnesses, present evidence, make a tape recording of the proceedings, and request a written decision supported by reasons

### **Potential Outcomes**

- If the student appeals according to the provisions set forth above and obtains a favorable ruling, the contested data shall be expunged from the student's record or corrected
- If the student receives an unfavorable ruling upon appeal, then the objection must be noted in the student's record and the student be given the opportunity to insert a written rebuttal into the record

The Department of Education has designated the following office to investigate, process and review violations and complaints. Any student who feels, after a hearing, that the school has not acted in accordance with the law may contact this office:

Family Policy Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202-4605



## **PROCEDURE FOR INSPECTION OF FINANCIAL AID RECORDS**

- The general procedure for inspection of records also applies to financial aid records and follows the same procedure for inspection
- The records and conversations between any aid applicant, his/her family, and the staff of the Financial Aid Office are confidential
- As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird
- A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee
- Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of Federal and state agencies, auditors and accrediting organizations

## INTERNATIONAL STUDENTS & SCHOLARS OFFICE (ISSO)

Detailed information regarding the services provided is available on MTB. Students may also contact the office at [isso@thunderbird.edu](mailto:isso@thunderbird.edu).

### IMMIGRATION ADVISING

- International students and scholars are required to present their passport, visa, I-20 (F-1), or DS-2019 (J-1), to an Immigration Advisor upon reporting to Thunderbird for International Student Orientation.
- ISSO is responsible for reporting to the Department of Homeland Security's Student and Exchange Visitors Information System (SEVIS) regarding Thunderbird's students' and scholars' immigration status and academic or research progress.
- Students and scholars are required to safeguard their immigration documents and should be aware of the expiration dates of the passport, I-20, and DS-2019 forms. Students and scholars should consult with an Immigration Advisor regarding U.S. immigration matters. Students and scholars should be extremely cautious about accepting information from a non-immigration professional.
- Students and scholars are required to maintain legal status in the U.S. to protect their immigration status and continue their eligibility to accrue F-1 or J-1 visa benefits.
- Students are required to enroll full time for courses each trimester unless they have received permission from an Immigration Advisor to be under-enrolled. Students may seek permission for under-enrollment for the following reasons: vacation break; internship outside of the U.S.; completion of last term of study; study abroad; academic difficulty; medical reasons. The deadline to apply for a Term of Non-Enrollment (TNE) or a Reduced Course Load (RCL) is the last day of the first Drop/Add week of the trimester.
- Students and scholars are not permitted to work in the U.S. without receiving work authorization. Students may work on campus for up to 20 hours per week while enrolled in courses, and up to 40 hours per week during breaks between trimesters or on an approved TNE in the U.S. J-1 students not sponsored by Thunderbird should request work permission from their program sponsor.
- F-1 visa holders must receive approval for Curricular Practical Training (CPT) prior to engaging in an internship in the U.S. Failure to do so will result in working illegally in the U.S., which is a deportable offense. CPT approval is granted by an Advisor. Prior to extending an internship, international students must request a CPT extension.
- F-1 visa holders desiring to work in the U.S. after graduating from Thunderbird must apply for Optional Practical Training (OPT). OPT is granted by the U.S. Citizenship and Immigration Services. A processing fee is required with the application to request work authorization. OPT is granted for one year.
- J-1 visa holders must receive approval for Academic Training (AT) or employment from their program sponsor. Failure to do so will result in working illegally and the student or scholar will be subject to deportation.
- J-1 visa holders wanting to work in the U.S. after completing their program must request AT prior to completing their degree. AT is granted by the program sponsor. The amount of AT time is granted based on the amount of time the student or scholar has engaged in academic activities at Thunderbird. AT cannot be extended.
- Students and scholars are permitted to travel outside of the U.S. during their study or research at Thunderbird. Students and scholars remaining outside of the U.S. for five months or longer have broken their continuous visa status and must reestablish their status with a new I-20 or DS-2019 form to enter the U.S.
- Students and scholars who have dependents accompanying them to the U.S. are responsible for maintaining the validity of their dependents' immigration documents.

- Students and scholars are required to submit tax reporting form(s) to the Internal Revenue Service (IRS) to document the number of days present in the U.S. and/or wages earned for campus employment, other taxable awards, internship, or post-completion employment such as OPT or AT.

Immigration matters are very complex and often require the advice of a trained professional for assistance. The issues listed above are just a few of the areas covered by the Immigration Advisors. Students are strongly urged to be proactive by making a visit to meet with an Advisor to discuss immigration matters before problems arise.

## **REGISTERED INTERNSHIPS**

The Thunderbird Graduate Management Internship Program is designed to provide graduate-level practical experience that serves as an extension of the student's academic program at Thunderbird. The decision to seek an internship should be based on careful self-evaluation of an individual's previous work experience and career goals. Many employers often hire MBA/Masters interns for full-time employment. It is increasingly important for students to identify and pursue preferred employers early in their MBA/Masters studies. It is not Thunderbird's responsibility to find internships for students.

The Internships page on MTB provides important information relating to International Students and Scholars Office, Financial Aid, Accounting, and the Career Management Center.

### ***ELIGIBILITY***

**Students cannot register their internships in the same trimester in which they plan to graduate. Students must have a minimum of three credits of graduation requirements remaining after the completion of the internship.**

All academic regulations and internship requirements remain in effect for students enrolled in an internship course. Before registering for an internship, a student must, without exception:

- Be an officially admitted MBA in Global Management, Master of Global Management, MS or MA degree-seeking student in good academic standing (no honor code/probation issues).
- Have met program prerequisites for Micro- and Macroeconomics.
- Have successfully completed Foundations/Elements.
- Have a minimum 3.000 cumulative GPA.
- Be a current student who has not completed graduation requirements.
- Hold or be able to obtain proper work authorization for the employment location. (See Internship Coordinator and/or Career Management Advisor(s) for assistance in identifying work authorization.)
- Must have a minimum of three credits of graduation requirements remaining after completion of the internship, in addition to any outstanding "Incomplete" grades (FS0409).
- Be aware that students must be enrolled in a minimum of six credit hours of degree requirements following their internship in order to qualify for Federal Financial Aid. Additionally, scholarships and grants may only be applied toward tuition for credits to complete degree requirements.

- Have completed the following courses:

#### **MBA-GM Students**

GM 4003	Global Political Economy II
GM 4467	Building Value through People & Organizations
GM 4468	Competitive Strategy
GM 4501	Global Marketing Strategy
GM 4502	Global Marketing Management
GM 4207	Corporate Financial Management
GM 4107	Managerial Decision Making
GM 4303	Analytic Decision Making

#### **MA/MS Students**

GST 4006	States and Markets in the Global Political Economy II
MGT 4001	Managing People from a Global Perspective
MGT 4002	Strategic Management I
MKT 4000	Marketing from a Global Perspective
FIN 4001	Finance from a Global Perspective II
ACT 4001	Accounting from a Global Perspective II
QUA 4002	Decision Science (MS Only)
GST 4002	Global Affairs Methods (MA Only)

### ***REGISTRATION AND LIMITATIONS***

- A maximum of three credit hours of internship may be applied to each degree program. Credit hours above three will not be counted toward the total degree requirements.
- All registered internships must be full time consisting of 8-12 weeks.
- Students should be aware that, per Career Management Center policy, declining an internship after accepting the initial offer may lead to the permanent suspension of recruiting privileges.
- Students are not allowed to change employers once the initial registered internship has begun. It is unethical and wrong on many levels to decline an offer that you previously accepted because:
  - It burns a gigantic bridge for you and your future career since recruiters and employers do talk with one another.
  - It damages the reputation for all future Thunderbirds and hurts our brand in the eyes of the recruiter.
  - It is a violation of the Student Ethics in the Thunderbird Student Catalog.
  - It is contrary to policies and practices outlined by the National Association of Colleges and Employers Professional Code of Conduct.
- Students may not begin working until the internship registration process has been completed and the internship has been officially approved.
- International students on an F-1 or J-1 visa may not begin an internship inside the U.S. prior to the first day of the trimester in which the internship is registered.
- Students are advised to register for classes during the trimester in which an internship is expected.
  - When the internship offer is finalized, then the internship can be registered by an Advisor.
  - Students can have their internship registered up to two weeks after the start of the trimester without incurring tuition penalties or fees.
  - Once the internship is registered, all scheduled courses will be dropped.
- Students cannot participate in an internship in their final trimester of study. Upon completion of their internship, students must return to complete a minimum of three credits of remaining graduation requirements. The remaining three credits may be completed through:
  - On-campus coursework

- Winterim (internship deliverables must be submitted no later than 30 days following the last day of the Winterim in order to be eligible for Winterim degree conferral)
- On-Demand Program (online)

**NOTE:** *International students intending to take advantage of their OPT benefits are not eligible to complete their degree requirements through online coursework*

- The remaining three credits may not be completed through an independent research or as a result of transfer credit.
  - A job description and offer letter must be mailed or sent electronically from the employer directly to the Faculty advisor prior to registering for the internship.
  - Upon approval of the internship, all courses in the student's schedule for that particular trimester will be dropped by the Registrar's Office, provided the approval occurs within the first two weeks of the trimester.
  - International students must report their change of address within ten days of moving their residence. Students can submit the updated information to the Registrar's Office or report the new address at the International Student Information page on MTB.
  - International students must notify an Immigration Advisor immediately of any changes in their employment.
  - International students on an F-1 visa are required, according to U.S. Immigration Regulations, to apply for Curricular Practical Training (CPT) and register for internship credit for work authorization.
  - International students on a J-1 visa should consult with an Immigration Advisor and their program sponsor regarding internship eligibility.
  - Students who have already completed a TGE-eligible course (i.e., TSLA) prior to beginning their internship will not be eligible to register the internship.
  - Students may be eligible for late internship registration:
    - If they are not enrolled in classes.
    - If they are on a vacation break (Semester Stop Out) or an approved Term of Non-Enrollment/Reduced Course Load (TNE/RCL—international students only).
    - If they are not already working for the intended company at the time the registration/approval process is initiated.
    - If there is still enough time remaining in the trimester to allow for an 8-12 week internship ending on or before the last day of the trimester.
  - All students must contact the Internship Coordinator to determine additional eligibility for late registration.
  - Students engaging in an internship outside of the U.S. must secure their own travel/work visa if required. Refunds will not be issued to students who are unable to secure their visa in a timely manner.
  - Students registered for a local internship may receive approval from the Internship Coordinator to:
    - Register for additional courses (maximum three credits) as long as three credits of graduation requirements remain to be completed in the student's program immediately following the internship.
- OR
- Work up to five hours per week on-campus (including TA or GA position).
  - Withdrawal from an internship must be "for cause" and requires permission of the Internship Coordinator. Examples of "for cause" events include: medical, harassment, family emergency, hostile work environment, Reduction in Force (RIF), natural or man-made disaster.

### **CREDIT OPTIONS AND FINANCIAL OBLIGATIONS**

- Students have the option of registering for the .33, 1.5, or 3-credit internship course.
- A maximum of three credit hours of internship may be applied to each degree program.
- International students registering for an internship in the U.S. must register for a .33, 1.5, or 3-credit internship course to maintain immigration status and be eligible for CPT.
- Students engaging in an internship outside of their country of primary citizenship or permanent residence may register for the 3-credit internship course to satisfy the Thunderbird Global Experience (TGE) requirement. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship.
- Internship credits cannot be used to meet core or concentration requirements.
- A registered intern must comply with all regulations pertaining to health insurance, including payment or waiver of coverage (contact Human Resources for more information). Both health insurance coverage and any tuition payments must be made with the Accounting Office prior to leaving campus for an internship.
- Internship registration fees are subject to change without notice.

### **EVALUATION AND GRADING**

All internships are “full time” and graded as Pass/Fail. All students will receive a grade of Incomplete (“I”) after the trimester has ended. Upon completion of the .33, 1.5, or 3-credit requirements (see below), a grade of Pass will be entered in the student’s record. Students must turn in all deliverables by the fourth week of the next trimester. Otherwise, the “I” will automatically change to an “F” grade through the Registrar’s Office in accordance with academic regulations.

- Prior to completing the internship, the intern will provide an Employer Evaluation form to their supervisor. The form must be returned to the Internship Coordinator with a “Satisfactory” evaluation to receive a grade of Pass. An internal evaluation form by the company is also acceptable.
- All students taking the internship for .33, 1.5, or 3 credits must submit a paper proposal to the Faculty Advisor prior to registration of the internship.
- Students registered for the .33-credit internship course must consult with the Faculty Advisor for a minimum of one session during the internship and complete a 4–5 page academic paper documenting the experience.
- Students registered for the 1.5-credit internship course must consult with the Faculty Advisor for a minimum of two sessions during the internship, and complete a 7–10-page academic paper documenting the experience.
- Students registered for the 3.0-credit internship course must consult with the Faculty Advisor for a minimum of three sessions during the internship and complete a 15–20 page academic paper documenting the experience.
- All interns (registered and unregistered) will be asked to report their internship to the Career Management Center.
- All interns must complete the Internship Experience Questionnaire at the end of the internship to the Student Offer and Acceptance Report (SOSR) system in Global Connect.
- All students taking the internship for .33, 1.5, or 3 credits must keep notes or a journal of their internship. Information contained in the notes/journal is used to write the Weekly Summary documenting the internship experience and growth.

## **INTERNSHIP COURSE DESCRIPTIONS**

### **IF 5913 .33-CREDIT INTERNSHIP**

The learning program of this internship is largely supported by the sponsoring organization with some faculty involvement. Since academic credit is granted, it is required for the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss with the Faculty Advisor regarding the academic paper (minimum 4-5 pages of a special internship topic) and the progress of the work during the internship (at least one session during the trimester).

### **IF 5901 1.5-CREDIT INTERNSHIP**

This internship is typically academic in focus and requires the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss the academic paper (minimum 7-10 pages) periodically with the Faculty Advisor (minimum of 2 sessions during the trimester), regarding the progress of the work.

### **IF 5902 3.0-CREDIT INTERNSHIP**

This internship is structured as an independent study internship and requires a close working relationship with the Faculty Advisor. The 3.0-credit internship paper (minimum 15-20 pages) includes a detailed assessment plan and conference with the Faculty Advisor (minimum 3 sessions per trimester). It should be organized as a field studies paper or a consulting paper.

### **IF 5914 3.0-CREDIT INTERNSHIP**

Same as IF 5902 but satisfies TGE requirement.

## **UNREGISTERED INTERNSHIPS**

- An individual who chooses to participate in an internship not officially registered with the school will forfeit his/her student status until their next term of enrollment.
- The school will not provide supplemental documents to support unregistered internships.
- U.S. students in an unregistered internship must submit a Semester Stop Out Form to the Registrar's Office.
- International students engaging in an unregistered internship outside of the U.S. must complete both the Semester Stop Out Form and the Term of Non-Enrollment/Reduced Course Load Form.
- All interns (registered and unregistered) will be asked to report their internship to the Student Offer and Acceptance Report (SOAR) System in Global Connect.

## **WINTERIM PROGRAMS**

Thunderbird's Winterim programs are short-term courses in a variety of global locations, providing global expertise in local settings. Admission to the Winterim program is competitive and not guaranteed. A Winterim may not be held if it does not have sufficient enrollment.

## **PROCEDURES**

- Complete or waive course prerequisite(s) by the end of the previous trimester.
- Complete and submit the Winterim application.
  - Type and submit an essay.
  - Receive Faculty Coordinator's permission to participate in an off-campus Winterim.
- Pay the off-campus administrative fee and additional program costs by posted deadline. Students who withdraw from a Winterim course after the communicated deadline will be responsible for any costs incurred by the school for lodging, transportation, excursions, etc.

- Secure visa in a timely manner, attend mandatory course-specific pre-orientation meetings, and complete assignments.
- Pay tuition and program costs, which will be billed to the student's account, no later than the posted deadline in December.

## MODULES ABROAD

Thunderbird's Modules Abroad Program allows students to study core courses for six weeks at a partner institution overseas during the student's second trimester. The experience includes intensive study paired with company visits and cultural events for a truly global experience.

### ELIGIBILITY

In order to participate in a Module Abroad, students must:

- Have successfully completed all of their first trimester coursework.
- Be in good standing at Thunderbird—that is, no honor code violations, academic probation (minimum 3.000 GPA), no financial or academic restrictions on his/her account (FS0707).
- Complete the application and participate in an interview process.
- Pay the off-campus administrative and Module Abroad activity fee(s) by the required deadline.
- Be in the MBA-GM Program (Dual-Degree, Post-MBA, MA-GAM, MS-GM, MS-GF, and MS-GMKT and non-degree-seeking students are not eligible to participate in Modules Abroad).

### Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement

TGE Option	Administrative Fee	Program Fee	Program Expenses Charged by Thunderbird & paid to Thunderbird by student (housing, local transportation, some meals, etc.)	Other student expenses (tuition, materials fee, air travel, some meals, visas, etc.)
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	Ranges from \$1000-\$4000, depending on program	Ranges from \$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	Ranges from \$4310-\$5100 + living
Module Abroad 7.5 credits	\$700 per module	\$1000 per module	\$0-\$2000	Ranges from \$14000-\$16000
Immersion Language 6 credits	\$700	\$300-\$400	Ranges from \$1350-\$2000	\$14500-\$17000
TEM Lab 6 credits	\$700	\$500	\$0	\$10000-\$16000

*\*Module Abroad Program Fee of \$1000 is for an enrollment of 40 students in the Module. If fewer than 40 students register for the program, program fee will increase accordingly.*

## EXCHANGE PROGRAMS

Thunderbird sponsors exchange programs with leading graduate educational institutions in countries located around the world. The number of students permitted in each program is limited and placement is competitive. Exchange Programs are for one trimester only. Depending on the program selected, instruction is in English or occasionally in the native language. Those students wishing to participate in any of these programs should make their intentions known to the International Students & Scholars Office (ISSO) during their second trimester. Students selected to participate in these programs must enroll in the equivalent of 12 Thunderbird credit hours at the partner institution excluding language courses.



## **ELIGIBILITY**

- Students articulating into the MBA-GM program from other programs are eligible to compete for an exchange program after completion of all MBA-GM core courses.
- A limited number of qualified MBA-GM candidates are eligible to compete in an exchange program during their final trimester.
- Master of Arts in Global Affairs Management is eligible for the Peking University exchange program or a summer exchange in Mannheim, Germany.
- Master of Science in Global Management candidates are not eligible to participate in an exchange program, except the summer exchange in Mannheim, Germany.
- Dual-Degree, Post-MBA, GMBA, online MBA, and non-degree-seeking students are not eligible to participate in an exchange program.
- Master of Science in Global Finance and Global Marketing are not eligible to participate in an exchange program.
- International students completing their degree requirements while on an exchange must be willing to forfeit their OPT benefit.
- Thunderbird students must have a cumulative Thunderbird GPA of at least 3.250 or higher.
- Be in good standing at Thunderbird (no honor code violations, no academic probation, no financial or academic restrictions on his/her account, etc.) at the time of the application for the Exchange Program.
- Students cannot engage in an exchange program in their country of primary citizenship, dual citizenship, or permanent residence.
- Students applying to an exchange program which has a language requirement must undergo language testing (the minimum level required is ML 4200) via the Oral Proficiency Interview and receive a written recommendation from the relevant language faculty prior to applying.
- The host institution may have additional requirements for approval.

## **PROCEDURES**

For students meeting the criteria listed above, the procedures are as follows:

- The exchange program must be in the student's final trimester and all 46.5-credit-hour graduation requirements met prior to participating in the exchange.
- Meet with an Academic Advisor to discuss academic plan to include an exchange program.
- Complete an exchange program application and submit before deadline (exact deadline dates will be published on MTB).
- A committee selects qualified candidate(s) for the exchange program.

## **PAY THE REQUIRED DEPOSIT UPON NOTIFICATION OF ACCEPTANCE/CREDIT HOURS**

- Students are allowed to register a maximum of 12 Thunderbird-equivalent credit hours for any exchange program.
- Students can only select courses preapproved by Thunderbird. Credit for courses not preapproved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.
- Credits taken at the exchange institution must be converted to equivalent Thunderbird credit-hour requirements before they can be applied to the student's academic record.
  - Example: Students should not assume that enrolling in the minimum of 12 credits at the exchange institution will result in 12 credits being applied toward their Thunderbird degree.
- Students must receive the equivalent of a grade of "B" (3.000 on a 4.000 scale) or better in all coursework at the exchange institution in order for credits to be applied toward their Thunderbird degree. Transfer credits will not be computed for the purposes of GPA.

- Students pay Thunderbird tuition for all registered credits at the partner institution.
  - Students will not receive a financial credit or refund for courses completed with grades less than “B” or its equivalent.

### **LANGUAGE COURSES/CREDITS**

- Language credits earned at the exchange institution cannot be applied toward Thunderbird degree requirements nor satisfy Thunderbird’s Language requirement. Students may choose to take language courses at the partner institution in an effort to improve their language skills. Students choosing to take language courses will be responsible for paying the exchange institution directly for the tuition/fees associated with these courses.

### **REQUIREMENTS/RESPONSIBILITIES**

- Courses must be vetted and approved by Thunderbird 45 days prior to the first day of classes at the partner school. Credits for courses that are registered without the proper approval from Thunderbird will not be eligible for transfer.
- Thunderbird cannot guarantee the availability of approved courses at the partner institution. Students should be prepared to select other vetted and approved courses as alternates.
- Students are responsible for submitting their final course registration at the partner school to the Thunderbird Exchange Program Advisor no later than one week following the close of registration at the partner school. Failure to do so may result in the delay of financial aid or may incur late fees.
- Students are required to immediately notify the Thunderbird Exchange Program Advisor of any changes in their schedule, number of registered credits, etc.
- Students must receive the equivalent of a grade of “B” (3.000 on a 4.000 scale) or better in all coursework in order for credits to be applied toward their Thunderbird degree. Transfer credits will not be computed for the purposes of GPA calculation.
- At the end of the exchange term, the student must arrange to have their transcript from the exchange partner school sent to the Thunderbird Exchange Program Advisor.
  - Students graduating at the end of an exchange term must arrange to have their final transcripts sent to Thunderbird within 30 days of the graduation date for their degree to be conferred and their diploma ordered. Degrees for students whose transcripts are received after this 30-day deadline will be conferred with the next available graduation date.
- Students are responsible for maintaining proper medical insurance.
- Students are responsible for the visa procurement, tuition and fees, materials, travel and living expenses, etc., associated with the exchange program.
- Students are responsible for maintaining awareness of situations, events, etc., that may be taking place in the host country that could potentially affect their ability to engage in the Study Abroad Program. U.S. citizens should register with the Department of State prior to leaving the U.S. (<https://step.state.gov/step/>).
- Students participating in an exchange program are required to meet the minimum Thunderbird standards and credits for graduation.
- Students are responsible for successfully completing the required number of credits, satisfy their language requirement, Thunderbird Integrative Experience (TIE), PD workshops and complete core courses for their degree prior to going on the exchange.

## **PARTNER SCHOOLS**

Thunderbird maintains exchange relationships with the following schools:

Brazil	<ul style="list-style-type: none"><li>• COPPEAD, Graduate School of Business /UFRJ, Rio de Janeiro (Fall)</li></ul>
China	<ul style="list-style-type: none"><li>• Tsinghua University SEM (Fall/Spring)</li><li>• Fudan University (Fall/Spring)</li><li>• Peking University (MA students in their final term)</li></ul>
Costa Rica	<ul style="list-style-type: none"><li>• INCAE Business School (Fall/Spring)</li></ul>
France	<ul style="list-style-type: none"><li>• Ecole de Management de Lyon (EM/Lyon)(Fall/Spring)</li><li>• ESSEC Business School</li></ul>
Finland	<ul style="list-style-type: none"><li>• Aalto University (Fall/Spring/Summer)</li></ul>
Germany	<ul style="list-style-type: none"><li>• Mannheim Business School (Summer)</li><li>• European Business School (Spring)</li></ul>
India	<ul style="list-style-type: none"><li>• Indian School of Business (Fall/Spring/Summer)</li><li>• Indian Institute of Management* (Spring)</li></ul>
South Korea	<ul style="list-style-type: none"><li>• Yonsei University (Fall/Summer)</li></ul>
Taiwan	<ul style="list-style-type: none"><li>• National Taiwan University (Spring)</li></ul>

*\*This program does not require a TOEFL, IELTS, or PTE score for admissions (FS0407).*

## **SECURITY POLICIES IN OTHER COUNTRIES**

Students, faculty, and guests who travel overseas will be responsible for the following:

- Review Thunderbird's General Travel Safety policy on the Thunderbird Travel page on *MTB* prior to planning travel
- Register on the International SOS site, including providing emergency contact information and other pertinent information. A link to this site is located on the Thunderbird Travel page.
- Abiding by all local rules, regulations, or laws which may govern the conduct of citizens and visitors in that country
- Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being
- Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as services in the U.S.
- If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- Becoming familiar with the town, country, and neighborhoods you'll be traveling through, and taking precautions to ensure your safety
- Maintaining ethical conduct and showing respect for host country citizens, institutions, and procedures. Fulfilling any and all financial obligations that are incurred by you.

# BURSAR'S OFFICE REGULATIONS

## TUITION AND FEE SCHEDULE

Costs are in U.S. dollars, unless otherwise noted. This applies to any and all Thunderbird communications.

Tuition and Fees	Fall 2014–Summer 2015
<b>AMOUNT DUE AT REGISTRATION</b>	
<b>Housing</b> ( <i>per person per trimester</i> )	
A and B Residence Halls	\$1,635
West A Residence Hall	\$1,450
West B Residence Hall	\$1,635
East Residence Hall	\$1,535
Board ( <i>Campus Residents Only</i> )	\$695 (fall/spring) / \$400 (summer)
<b>Tuition</b>	
Per-Credit Tuition	\$1,436
Spouses of Students Per-Credit Tuition	\$1,436
Foundation Fee (Full-Time Programs)	\$1,200
Internships: Charged at Regular Tuition Rate	
0.33 credits	\$478
1.5 credits	\$2,154
3.0 credits	\$4,308
<b>Other Fees</b>	
Student Health Insurance	\$676
Add'l Health Insurance (New incoming students—Fall only)	\$78
T-Bird Student Government Fee	\$175 <sup>1</sup>
Off-Campus Administrative Fee (in addition to tuition) for each Module Abroad, Language Immersion Program, Exchange Programs, and Interims	\$700
Program Fee per Module Abroad <sup>4</sup>	\$1,000
Housing Fee per Night in Excess of Trimester	
TEM Lab Fee	\$1,100
Materials Copyright Fee (per credit hour)	\$30 <sup>2</sup>
Credit Card Convenience Fee	2.5% of Transaction Amount <sup>3</sup>
Technology Fee	\$100

<sup>1</sup> This \$175 per-trimester fee is managed by TSG.

<sup>2</sup> This fee does not apply to courses taken for the purpose of meeting language requirements, exchange programs hosted at off-campus locations, and internships. The Materials Copyright Fee is nonrefundable after the Drop/Add period has ended.

<sup>3</sup> This fee is only assessed on credit card payments. Minimum processing fee of \$3.95 per transaction.

<sup>4</sup> Module Abroad Program Fee of \$1000 is for an enrollment of 40 students in the Module. If fewer than 40 students register for the program, program fee will increase accordingly.

**All non-tuition charges and fees are subject to Bursar's Office verification, and are subject to change without notice. Tuition schedule is guaranteed for one academic year, with new rates applicable beginning every fall trimester. Students should refer to MTB/Finance and Accounting/Full-Time MBA and MA/MS Programs for a current schedule of tuition and fees. All communications from the Bursar's Office will be sent to each student's Thunderbird-assigned (lifetime) e-mail account.**

**NOTE:** The statements above are provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education. The school reserves the right at any time to amend its tuition, fees, and methods of payment, in addition to any policies regarding such tuition, fees, and payment methods. The Tuition and Fees Schedule

above has been set forth by the Thunderbird Finance and Accounting Office and approved by the Thunderbird Board of Trustees.

### Costs Associated to Obtaining the Thunderbird Global Experience (TGE) Requirement

TGE Option	Administrative Fee	Program Fee	Program Expenses Charged by Thunderbird & paid to Thunderbird by student (housing, local transportation, some meals, etc.)	Other student expenses (tuition, materials fee, air travel, some meals, visas, etc.)
Winterim 3 credits	\$700	Ranges from \$1000-\$2400	Ranges from \$1000-\$4000, depending on program	Ranges from \$3000-\$8000
Internship 3 credits	\$0	\$0	\$0	Ranges from \$4310-\$5100 + living
Module Abroad 7.5 credits	\$700 per module	\$1000 per module	\$0-\$2000	Ranges from \$14000-\$16000
Immersion Language 6 credits	\$700	\$300-\$400	Ranges from \$1350-\$2000	\$14500-\$17000
TEM Lab 6 credits	\$700	\$500	\$0	\$10000-\$16000

*\*Module Abroad Program Fee of \$1000 is for an enrollment of 40 students in the Module. If fewer than 40 students register for the program, program fee will increase accordingly.*

For questions on tuition and fees, please contact:

Thunderbird School of Global Management  
1 Global Place  
Glendale, AZ 85306-6000  
Bursar's Office  
PH: 602-978-7140  
FAX: 602-978-7787

### STUDENT HEALTH INSURANCE

- All registered students (including students on registered internships, students cross-registered with other programs, and students taking only Professional Development Workshops during any given trimester) are required to carry adequate health insurance
- All full-time students are eligible to participate in the school's plan.
- All students entering in the fall trimester will be charged an additional insurance fee of \$76 for coverage during Foundations.
- All students registered for the Business English Communications (BEC) or Language Immersion courses will be charged a separate insurance fee that coincides with the dates of each program.
- Students may waive the cost of the school's plan by completing the Student Health Insurance Waiver Form and presenting evidence of comparable or superior insurance coverage to Human Resources at the start of his/her program, no later than Friday of the first week of classes. No travel policies will be accepted.
  - The following deadlines for student health insurance waiver submission are in effect for the 2014-2015 academic year:

Fall 2014:	September 5, 2014
Spring 2015:	January 30, 2015
Summer 2015:	May 22, 2015

**No insurance waivers will be accepted past these deadlines.**

- Once a waiver is granted, students may not obtain coverage during the remainder of the trimester unless their plan terminates or their life circumstances change (i.e., new baby, marriage, etc.).

- Students who are not registered for one trimester are eligible to purchase up to 90 days of health coverage.
- Students who are only registered for 2<sup>nd</sup> module courses will be charged the full health insurance premium for the trimester.
- Students who are participating in an Exchange Program or Internship that crosses two trimesters will be charged the full health insurance premium for both trimesters unless the student requests a waiver (please see waiver requirements and deadlines above).
  - i.e., an Exchange Program that begins in April (Spring trimester) and ends in June (Summer trimester).
- The Thunderbird insurance policy provides for international coverage.
  - Students who have a comparable policy and plan to attend an Overseas Program should determine if their policy will cover international claims.
  - Students attending an interim session are covered by the student health insurance policy unless the insurance is waived.
- Students who are withdrawn from courses will remain under the insurance policy unless they contact Student Services directly.
- Please see the “Student Health Insurance” page on MTB for more detailed information regarding the health insurance plan.

## **PAYMENT REQUIREMENTS**

- Payments are due by the published deadline each term as communicated by the Bursar’s Office and published on MTB (which includes payment for both Module 1 and Module 2 courses).
- Tuition and fees billed to the student account after the start of a term are due and payable immediately. Students who register during Drop/Add Week must make a payment in full within 24 hours of registration.
- Only prepayment of tuition and fees not covered by financial aid is permissible. Refunds due to excess student account payments may be assessed a \$30 refund processing fee.
- Additional fees associated with Interim courses (i.e., hotel, transportation, airfare, excursion fees, etc.) are due as communicated by Student Affairs Office. Students who withdraw from the off-campus program past the communicated deadline will forfeit all or part of these additional fees.
- Employer/organization-sponsored students are required to submit appropriate documentation to [accounting@thunderbird.edu](mailto:accounting@thunderbird.edu) at least 30 days prior to the payment due date. Bursar’s Office requires at least a minimum of ten business days to prepare sponsorship invoices. Should the company fail to make payment, the student will be required to do so by the published payment due date, and seek reimbursement from their employer for these funds.

## **METHODS FOR PAYMENT**

Money orders, personal, cashier’s or traveler’s checks (payable to “Thunderbird”), E-check—a no cost option to pay tuition and fees via ACH/e-check from a U.S. bank account, MasterCard, Visa, Discover, and American Express credit cards as well as Electronic funds transfers are all acceptable methods of payment of tuition, fees, room, and board. All payments must be in U.S. funds. Thunderbird is unable to accept cash payments.

Credit card payments will be assessed a credit card processing fee of 2.5% of the total charge, with a minimum processing fee of \$3.95 per transaction. To pay online via credit card or e-check, students can log into “Access Thunderbird” on MTB.

## **ACCEPTANCE OF ELECTRONIC FUNDS TRANSFERS**

Electronic funds transfer amounts will be posted to student accounts at the current exchange rate on the date funds are received. Students are responsible for any banking service fees/wiring fees associated with the electronic funds transfer.

Electronic funds transfers submitted for any fees must have the student I.D. number noted. A copy of the electronic payment confirmation must be sent to the Bursar's Office at [accounting@thunderbird.edu](mailto:accounting@thunderbird.edu) to ensure timely application of payment to student accounts. The student ID, amount of payment in U.S. dollars, and reason for payment must be noted in the e-mail notification.

## **ACCEPTANCE OF PERSONAL CHECKS**

A personal check submitted for any fees must have the student I.D. number written on the face of the check to ensure timely posting of payment.

Checks that are returned to Thunderbird due to insufficient funds are not resubmitted a second time for payment. The student will be assessed a \$25 Return Check Fee and will be required to make payment using a different method (please see Acceptable Forms of Payment above).

## **LATE PAYMENT POLICY**

Payment of tuition and fees are due by the published payment deadline each trimester/interim, as communicated by the Bursar's Office and published on MTB. Students who fail to make payment in full will be dropped from some or all classes. New students (who have never been enrolled in a Thunderbird academic program) will be allowed a ONE-TIME, 30-day grace period to make payment in full. This grace period is provided for the first trimester only. Upon expiration of the 30-day grace period, these students will be dropped from all classes if outstanding tuition and fees are not paid in full.

Students are expected to apply for financial aid in a timely manner in order to pay tuition and fees, in full, upon the stated due date. The late payment policy applies to all students, including financial aid recipients.

All balances must be paid before a student will be permitted to register for any subsequent classes. Failure to make full restitution on any unpaid balance will result in student account restrictions that prevent registration for classes, access to MTB/Lifetime Thunderbird e-mail, as well as the withholding of transcripts and diplomas. Additionally, Thunderbird will not confer a student's degree until the student's account balance is paid in full.

Should a degree conferral be delayed due to nonpayment of account balances, the student must wait for the next conferral date for the degree to be conferred once the account has been paid in full.

Thunderbird will pursue, if necessary, any or all legal means of collecting unpaid balances including charging, to the student, collection costs and legal costs incurred by the school in the process of collecting funds from the student.

## **REFUND POLICY/SCHEDULE**

- The applicant may cancel the enrollment agreement and receive a full refund of all monies, except for a \$1,200 nonrefundable administrative fee (see below) paid to date if cancellation is made in writing to the Registrar's Office and mailed/delivered to the institution at the address stated herein within three business days after the date of signature on the enrollment agreement. Tuition deposits include a \$1,200, nonrefundable administrative fee. This fee will not be refunded for any reason (AAC R4-39-404 (D4)).

- Financial aid refunds are processed the first week of classes.
- Other refunds are also processed as needed throughout the trimester.
- Non-financial aid refunds processed outside of the regular Drop/Add cycle require the completion of the Student Refund Request Form. This form can be found on MTB/Accounting and Finance/Student Forms under Student Refund Request Form.
- The Bursar's Office requires five business days to process a refund request once the funds are posted to the student account and any necessary supporting documentation has been received. Refunds are processed via ACH electronic funds transfer or via paper check. Checks are sent to a student's campus mailbox or an alternative address on record. A bank service fee of \$25 will be assessed to the student's account for any stop payment issued through the bank upon request by student. Thunderbird does not charge students to process a refund via domestic ACH transfer into a checking account. Further, the school reserves the right to assess a \$25 fee for any credit card refunds on account overpayments.

*The fee schedule for other electronic funds transfers (i.e., wire transfers) is as follows:*

<i>Outgoing Domestic Wire Transfer Fee</i>	<i>\$25</i>
<i>Outgoing International Wire Transfer Fee</i>	<i>\$40</i>

- Tuition for Interim programs, as well as Language Immersion courses is not refundable after the first day of classes.
- TEM Lab Fee of \$1,100 is not refundable if student drops the course after the communicated deadline.
- If a student withdraws or is dismissed from the school during a trimester, the tuition charge (not including fees) will be refunded according to the refund schedule below or per the requirements of the Department of Education under Title IV:

<b>TRIMESTER TUITION REFUND SCHEDULE</b>	
<b>Student Status from Start of Trimester</b>	<b>Percent of Tuition to be Refunded</b>
One Week or less	100%
Two to Three Weeks	80%
More than three, up to four weeks	60%
More than four, up to five weeks	40%
More than five, up to six weeks	20%
More than six weeks	0%

## **DEPOSIT/FEE MANAGEMENT POLICY**

### ***ADVANCE REGISTRATION DEPOSIT***

Each applicant is required to submit a registration deposit of \$1,200 upon acceptance of admission in order to reserve a space in class. Payment of this program registration fee can be made by accessing the online payment form link e-mailed to all admitted applicants. This deposit is nonrefundable and will be applied to the Foundations fee. Students who have been approved for deferred admission must pay an additional \$800 registration deposit. If the applicant is not admitted within one year of paying deposit, the full payment amount of \$2,000 will be forfeited.

### ***OVERSEAS EXPERIENCES***

#### **ADMINISTRATIVE FEE**

Overseas Experiences (Modules Abroad, Exchange Programs, Interims, Language Immersion Programs, other special programs) each require the payment of a \$700 administrative fee. This fee is to be paid through the MTB online form. The link to this form will be e-mailed to each student upon acceptance into the program. The Overseas Experience administrative fee will be allocated to the student account after registration and billing for the program is completed.



Students who withdraw from the off-campus program past the communicated deadline will forfeit their administrative fee.

### **MODULES ABROAD PROGRAM FEE**

In addition to the Overseas Experience administrative fee, Modules Abroad and Language Immersion Programs require the payment of at least a \$1,000 program fee (per location). This fee is to be paid through the MTB online form. The link to this form will be e-mailed to each student upon acceptance into the program. The program fee will be refunded to students who withdraw from the program prior to the communicated deadlines.

### **OTHER CHARGES**

Students who withdraw from an Interim course, a Language Immersion Program, or a TEM Lab course after the communicated deadline will be responsible for any costs incurred by the school for lodging, transportation, excursions, etc.

### **ALUMNI DISCOUNTS**

A student is not eligible for an alumni discount until his/her degree has been conferred. Once the degree has been conferred, a refund of the discount amount will be applied to the student's account. Please see the *Degree Requirements* section of the student catalog for additional information.

### **CROSS-REGISTRATION DEPOSIT**

Students who cross-register a course in a different degree program must pay a nonrefundable cross-registration deposit of \$75 per trimester to secure a seat in the class. This deposit will be allocated towards tuition charges for the cross-registered courses.

Students who permanently change programs of study must pay a nonrefundable cross-registration deposit of \$150. This deposit will be allocated towards tuition charges for the new program of study.

Students may incur additional fees related to cross-registered courses as communicated by the Bursar's Office or Program Departments.

### **HOUSING SECURITY DEPOSIT**

Students who choose to live in the dorms have to pay a security deposit of \$300 to the Dorm Management Company. This deposit will be held by Thunderbird for the duration of stay in the dorms. A Housing Deposit Refund Request Form must be completed by the student and submitted to the Housing Office for approval before refund of a housing deposit can be processed. The Bursar's Office requires five business days to process refunds. Students who have an account balance will not receive a refund. Instead, the housing deposit will be allocated to offset the charges on the student's account. Students who check out unsuccessfully (i.e., housing cancellation not received before deadline, no official checkout, room did not pass inspection for cleanliness, damage to room, lounge did not pass inspection for cleanliness) will forfeit the housing security deposit. In case of damage to a room, the student is subject to additional fees for repair.

## FINANCIAL ASSISTANCE

The Financial Aid Office assists in administering loans and campus employment including work-study and other types of financial assistance, such as grants and scholarships **within the framework of federal, state, institutional and donor regulations and policies**. The goal in the Financial Aid Office is to assist students make the cost of attending graduate school as financially feasible as possible, as a complement to their resources, utilizing federal government, private and on-campus resources to maximize the financial aid options to students for education-related expenses.

We invite you to visit us at any time when you have questions or concerns. We are available in person on a walk-in basis, via e-mail, phone, or appointment.

Under guidance from the Department of Education, it is the policy of the Thunderbird Financial Aid Office that students may not receive aid greater than the published cost of attendance. The off- and on-campus cost of attendance is determined based on student surveys, local housing information, figures approved by the Board of Trustees and/or set by the institution, information from other organization such as the College Board and are published each year. Financial Aid Representatives are available to help students and to answer questions regarding financial aid eligibility, published cost of attendance, awards and the application process.

## SCHOLARSHIP PROGRAMS

There are two categories of awards—those for entering students, applied for and determined, prior to matriculation and those for enrolled students which are applied for after classes begin. Scholarship funds are only applied toward specific tuition charges unless indicated in the criteria when scholarships are published or announced.

### ***ENTERING STUDENT MERIT & AFFILIATION SCHOLARSHIPS***

Entering student merit, affiliation and donor-directed scholarships are available to admitted applicants for all full-time programs: MBA in Global Management, MA in Global Affairs & Management, MS in Global Management, MS in Global Finance and MS in Global Marketing. As part of the admissions process, all highly-qualified entering students who submit the scholarship essay are evaluated for scholarships. Award decisions are based on the documentation included in the admission application material and the scholarship essay. **Thunderbird strategically and carefully plans its funds management to maximize its resources annually.** Recipients are notified by Admissions in advance of matriculation and decisions are final.

### ***ENROLLED STUDENTS SCHOLARSHIP OPPORTUNITIES***

#### **THUNDERBIRD SCHOLARSHIP OPPORTUNITIES FOR FULL-TIME MBA, FULL-TIME MASTER OF SCIENCE IN GLOBAL MANAGEMENT, FULL-TIME MASTER OF GLOBAL FINANCE, FULL-TIME MASTER OF GLOBAL MARKETING, AND FULL-TIME MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT STUDENTS**

At the start of each trimester, the Financial Aid Office announces prestigious, competitive scholarship opportunities for enrolled students (minimum 6 credits or more) in the various full-time programs. These awards, made possible by donors, may range from \$1000 and up (generally \$1000–\$6,000). Students need to be enrolled for a minimum of 12 credits hours, although on occasion, some scholarships do allow for 6 credit hours of enrollment. The announcement is made via MTB and e-mail along with being posted on the Scholarship & Grants page on MTB. The list of opportunities is posted in the form of a spreadsheet and located in the Scholarship Opportunities area on the Financial Aid MTB page. Who qualifies to apply and the specific criteria is determined by the donor. Scholarships are applied in relief of

tuition charges only to the student's tuition account for the current or subsequent award trimester(s); this may include a Winterim and/or Internship.

### **CONTINUING STUDENT GRANTS**

Continuing student grants are awarded on a competitive basis to continuing full-time students who have completed at least one full trimester of study (minimum 12 credit hours). Approximately 45-70 percent of the qualified applicants receive an award.

- Demonstrated high-level and quality of participation and/or leadership roles in extracurricular activities on campus during the most recent prior trimester.
- Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- The application deadline is 4:30 pm on the second Friday of each trimester.
- **This is the only opportunity for those students on internships or not enrolled to apply to share involvement in the activities from the previous trimester.**
- Amounts range from \$1000–\$8,000 in relief of tuition, based on funding availability. The majority of students fall into the \$1000–\$3500 range.
- The Continuing Student Grant Application is submitted online and is located on the Financial Aid Department page of MTB under the Scholarship and Grants section. It is available about two weeks prior to the deadline.
- Decisions are usually made around the seventh week of the trimester and notifications are sent to all applicants.

Grants are applied to student accounts specifically for tuition for current or subsequent trimesters of enrollment. This may include an Winterim and/or Internship.

### **AWARD OPPORTUNITY FOR FULL-TIME MASTER OF SCIENCE IN GLOBAL MANAGEMENT, FULL-TIME MASTER OF GLOBAL FINANCE, FULL-TIME MASTER OF GLOBAL MARKETING, AND MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT**

#### ***The B. F. Brown Fellowship for Thunderbird Global Experience***

Funds may be available through a competitive process to assist with non-tuition expenses related to a Thunderbird Global Experience completed by doing an internship or Winterim. The application asks students to share what s/he expects to gain from the overseas experience, including personal growth, how it fits with his/her program of study, and how it will impact his/her future career. It should also include a summary of the expected expenses and financial need. This fellowship may be 100% taxable to recipients.

### **INFORMATION AND TIPS ON APPLYING FOR ENROLLED STUDENT SCHOLARSHIPS**

Applicants will be primarily assessed on originality of essay/statement content and how well requirements for a specific award are met (how well directions are followed, etc.).

- Each of the listed awards has specific requirements. Please review the spreadsheet carefully for criteria and application instructions.
- Essay/statement should be well thought out and clearly articulated as well as customized for each scholarship application. Be reflective; consider: what makes you unique? Why should you be selected over another applicant?
- Proofread all information that will be submitted; review your application for grammar and spelling. Give the application a final “once-over.” Ask someone to review your materials.
- Work with the Thunderbird Writing Center.
- The Cover letter, at a minimum, should address interest in being considered for award, why you are applying and customized for each scholarship application. The Instructions to Apply section of the spreadsheet will indicate if further discussion in the cover letter is requested.

See sample cover letter in the Helpful Hints section under Scholarship & Grant Opportunities of the Financial Aid MTB page.

- Follow the instructions carefully.
- Resume should include all work and education-related items that are discussed in statements or essays when requested as part of the application unless otherwise stated.
- Deadlines and decisions are final.

**The same essay or cover letter should not be submitted for more than one scholarship.**

**Pre-write > write > edit > submit**

### ***OUTSIDE SCHOLARSHIP OPPORTUNITIES***

There are organizations that provide information to us that offer scholarships that are not affiliated with Thunderbird but wish to help students through their philanthropic activities. When this information is received by these organizations, it is posted in the Outside Scholarship Opportunities area under the Scholarship & Grants section on the Financial Aid MTB page.

### ***SOME OUTSIDE SCHOLARSHIP OPPORTUNITIES THAT ARE POSSIBLE EACH YEAR***

#### **Celia M. Howard Fellowship for Graduate Study for Illinois Women**

Website: [www.celiahowardfellowship.com](http://www.celiahowardfellowship.com)

Deadline: November 15

Eligibility: MBA, MS, and MA programs

#### **National Society of Hispanic MBAs**

Website: <http://www.nshmba.org/page/scholarship/>

The NBMBA National MBA Graduate Scholarship Program awards scholarships to the top 25 candidates identified through its annual essay competition. Recipients are selected based upon academic achievement, work experience, personal statement of goals and aspirations, community service, letters of recommendation, and NSHMBA ambassadorship essay. The scholarship package includes assistance for travel and registration to their annual Conference; scholarships range between \$2500–\$10,000. Candidates may usually begin applying for this scholarship in January and the application deadline is in late April.

Application Period: February 1–April 30

Eligibility: MBA in Global Management Only

### **NSHMBA UNIVERSITY PARTNERSHIP PROGRAM**

Thunderbird has teamed up with The National Society of Hispanic MBAs to support qualified Hispanic students in earning their Master of Business Administration degree. The application process and type of assistance varies by MBA program. Additional information is available at <http://www.nshmba.org/?page=UPP>.

#### **NBMBA National MBA Scholarship Program**

The NBMBA National MBA Graduate Scholarship Program awards scholarships to deserving graduate students. Applicants are evaluated on academic excellence, strong communication skills, community involvement and leadership ability. Scholarships range from \$1000–\$15,000. The application period is generally April 15–May 31.

Website: <http://www.nbmbaa.org/Programs/scholarships/Default.aspx>; you may need to register as a member.

Eligibility: MBA in Global Management Only

## **STUDENT LOANS—AID THAT MUST BE REPAID**

Student loans are the major funding source to help cover educational expenses determined by Thunderbird. Thunderbird participates in a variety of student loan programs from federal government and private sources that must be repaid. General information may be found on the Thunderbird external website ([www.thunderbird.edu](http://www.thunderbird.edu)) or on the MTB and/or TLE Financial Aid page under Loan/Lender Information.

### ***U.S. GOVERNMENT PROGRAMS—U.S. CITIZENS AND U.S. PERMANENT RESIDENTS***

The U.S. government has three types of federal student loan programs in which Thunderbird participates. The Financial Aid Office will determine eligibility for these loans based on the results of the federal (FAFSA) aid application. Regardless of whether loans are need-based or non-need-based, total financial aid cannot exceed the published cost of attendance.

### **Federal loan programs fall under government regulations with oversight by the U.S. Department of Education and are subject to change.**

In order to receive any loan processed through the Thunderbird Financial Aid Office, you must understand that funds are submitted to Thunderbird, applied toward your student account and eligible charges and disbursed trimester by trimester per federal regulations.

### **FEDERAL PERKINS LOAN (NEED-BASED AID—FAFSA REQUIRED)**

- Fixed 5% interest rate.
- \$8,000 maximum per year; \$60,000 aggregate loan limit (undergraduate and graduate).
- Nine-month grace period upon graduation, withdrawal or less-than-half-time enrollment.
- Interest begins to accrue at end of grace period. Government pays interest during the in-school (at least 6 credit hours), grace, and authorized deferment periods.
- No loan fees.
- Limited funding; awarded to the highest-need students, based on the FAFSA results.
- Disbursement of funds subject to:
  - Availability of Perkins funds based on graduates in repayment
  - Annual funding level as determined by the Department of Education
  - Completion of Perkins Entrance Counseling
  - Timeliness in returning required documents
  - Disbursement might occur after the start of the trimester may affect other aid (other aid may be reduced)
- Applicants must be enrolled at least half-time (minimum 6 credit hours).
- Not a credit-based loan.
- First-time Federal Perkins Loan awardees at Thunderbird must complete the Perkins Student Loan Interview Form in full as well as a Federal Perkins Loan Master Promissory **NOTE**. The completed forms should be received in the Financial Aid Office no later than 2 weeks prior to the first day of classes or within time frame requested when the award is offered.
- First-time Federal Perkins Loan awardees at Thunderbird must complete Perkins Entrance Counseling on-line a minimum of 2 weeks prior to the first day of classes.
- 10-year standard repayment; \$40 minimum per month (will be higher based on typical amount borrowed)

### **FEDERAL DIRECT UNSUBSIDIZED STAFFORD LOAN (NON-NEED-BASED AID—FAFSA REQUIRED)**

- Fixed interest rate that changes annually. Interest rate at time of loan disbursement is the rate for the life of the loan unless another repayment options is selected that would adjust the rate (i.e. loan consolidation). The rate for 7/1/14–6/30/15 is 6.21%.

- \$20,500 maximum per loan year.
- \$138,500 aggregate loan limit including amount borrowed from the Federal Direct Subsidized Stafford loan (undergraduate & graduate).
- Six (6) month grace period upon graduation, withdrawal, or less-than-half-time enrollment.
- Interest accrues from time of disbursement, on amount disbursed, by the Department of Education. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until the end of the grace period.
- The Federal Direct Unsubsidized Stafford Loan has a 1.072% origination fee through September 30, 2014. The fee changes to 1.073 as of October 1, 2014. Because of the fees, **the actual loan amount applied to your Student Receivables account will be lower** than that listed on your award notice. The net amount will be 98.928% of the gross amount for loans disbursed prior to 10/1/14, and the net amount will be 98.927% of the gross amount for loans disbursed 10/1/14 and later.
- Loan fees are added to the overall Cost of Attendance when we determine financial aid eligibility.
- Not a credit-based loan.
- First-time Federal Direct Unsubsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling online prior to our office originating/certifying any loan awards that you accept (need only do once for the Direct Stafford Loan Program).
- First-time Federal Direct Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Federal Direct Stafford Loan Application/Master Promissory Note. (Not applicable if one is on file and not expired with the Department of Education) 10-year standard repayment; \$50 minimum per month (will be higher based on typical amount borrowed).
- Other repayment options may be available.

#### **FEDERAL DIRECT GRADUATE PLUS LOAN (NON-NEED-BASED AID—FAFSA REQUIRED)**

- Fixed interest rate that changes annually. Interest rate at time of loan disbursement is the rate for the life of the loan unless another repayment options is selected that would adjust the rate (i.e. loan consolidation). The rate for 7/1/14–6/30/15 is 7.21%.
- Eligible to borrow up to the published cost of attendance MINUS any other financial assistance (loans, scholarships, grants, work-study)
  - **Credit is considered for this loan. The Department of Education must obtain a credit report from at least one national credit bureau to determine if the borrower has adverse credit. Adverse credit is considered:**
    - Accounts currently 90 days or more delinquent on the repayment of any debt
      - **NOTE:** Unpaid collection accounts and charge offs are considered adverse credit.
    - Bankruptcy (Chapters 7, 11, or 12 within the past 5 years)
      - **NOTE:** The Department of Education does not consider Chapter 13 bankruptcy as adverse credit
    - Voluntary surrender within the last 5 years
    - Repossession within the last 5 years
    - Foreclosure proceedings started
    - Foreclosure within the last 5 years
    - Deed in lieu of foreclosure
    - Wage garnishment within the last 5 years
    - Defaulted loan that has been paid by claim
    - Lease or contract terminated by default

- County/State/Federal tax lien within the past 5 years

**A student meeting any of the above conditions or concerned about other credit issues should be prepared to borrow with a credit-worthy endorser (co-borrower).**

- **Repayment** of principal and interest begins 60 days after loan disbursed, however, students are automatically placed in an in-school deferment status while borrower is enrolled at least half-time.
- Interest accrues from time of disbursement, on amount disbursed by the Department of Education. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be postponed until repayment begins.
- The Federal Direct Graduate PLUS Loan has a 4.288% fee through September 30, 2014. The fee changes to 4.292% as of October 1, 2014. Because of the fees, **the actual loan amount applied to your Student Receivables account will be lower** than that listed on your award notice. The net amount will be 95.712% of the gross amount for loans disbursed prior to 10/1/14 and the net amount will be 95.708% of the gross amount for loans disbursed 10/1/14 and later.
- Loan fees are added to the Cost of Attendance.
- First-time Federal Direct Graduate PLUS Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to our office originating/certifying any loan awards that you have accepted (part of Stafford/Graduate PLUS Entrance Counseling).
- First-time Federal Direct Graduate PLUS Loan borrowers at Thunderbird must complete a Federal Direct Graduate PLUS Loan Application/Master Promissory Note (done electronically in most cases). **It may be necessary to complete multiple MPN's while attending.**
- 10-year standard repayment; \$50 minimum per month (will be higher based on typical amount borrowed).
- Other repayment options may be available.

### **STEPS TO APPLYING FOR FEDERAL STUDENT LOANS**

**Step 1: Apply for a PIN** at [www.pin.ed.gov](http://www.pin.ed.gov) or link via [www.fafsa.ed.gov](http://www.fafsa.ed.gov) so you will be able to e-sign your 14-15 Free Application for Federal Student Aid (FAFSA) and Master Promissory Notes (loan applications). You may also begin to complete your FAFSA at [www.fafsa.ed.gov](http://www.fafsa.ed.gov) and save your data until you receive your PIN.

**Step 2: Complete the 14-15 Free Application for Federal Student Aid (FAFSA)** once you have finished your 2013 federal income tax return. The FAFSA is the key document for determining eligibility and must be completed on-line and submitted to the Federal Processor as early as possible using your 2013 federal tax information. It is never too late to apply for the upcoming trimester. Thunderbird will receive the information electronically as long as our school code (G01070) is listed. Within 72 hours you will receive an e-mail from the Federal Processor with a link to your electronic Student Aid Report (SAR). Review the report and your responses carefully. If the SAR letter questions anything on the information you submitted, follow the instructions on the form and make the corrections or contact the Financial Aid Office for assistance. Once the SAR is correct, print/save a copy for your records. If you do not receive your e-mail notification about your SAR within two weeks call 1-800-4FEDAID to check the status.

FAFSA preferred filing dates: Fall 3/1; Spring 9/15; Summer 2/15  
The FAFSA is valid for Fall 2014 through Summer 2015 trimesters.

**Step 3: Follow-Up.** All discrepancies or conflicting data indicated on your SAR must be resolved in order to continue the financial assistance process and receive your Financial Aid

Award Notification e-mail. This may include verification documents. The Financial Aid Office communicates with you what information and documents are required to resolve any issues; you may also review your SAR for details. If the SAR does not find any discrepancies or conflicting data, this step may be skipped and your file is considered complete.

**\*\*NOTE:** You must be offered admissions to move beyond this step.\*\*

**Step 4: Receive Intro E-mails.** These e-mails introduce the staff, reiterate the financial aid steps and share additional information for you to consider prior to matriculation.

**Step 5: Receive File Complete E-mail.** This e-mail will outline tasks to do in preparation for receiving your Financial Aid Award Notification Letter (eligibility), such as complete entrance counseling and review the Thunderbird Learning Environment (TLE). You will also be sent a user name and password for Access Thunderbird, by our IT department, which will allow you to view, accept and/or reject your financial aid awards once you receive your Financial Aid Award Notification Checklist e-mail. This e-mail is sent to you soon after you receive your File Complete Letter.

**Step 6: Receive Financial Aid Award Notification Information E-mail.** This is the first of two Financial Aid Award Notification e-mails. The Step 6 e-mail discusses how we award you and explains why we are asking you to take certain actions when you receive your Financial Aid Award Notification Checklist e-mail.

**Step 7: Receive Financial Aid Award Notification Checklist E-mail.** When you receive notification that your Financial Aid Award Letter is available, you will be asked to review your award information online through Access Thunderbird—this is when you will use your log-in information that was sent to you by our IT department. Your specific awards, for which you are eligible, will be listed. Follow the instructions in the notification e-mail to accept and/or reject the aid offered to you for all the awards listed. To ensure you receive funds by the payment due date or as quickly as possible after the first day of classes, you must accept your awards within 10 days of receipt of this e-mail as well as complete all items noted in the checklist in a timely manner. (Should be at least 30 days prior to the payment due date.)

- Accept/Reject your Financial Aid
- Complete Master Promissory Note(s). If you accepted the Federal Direct Unsubsidized Stafford Loan and the Federal Direct Graduate PLUS Loan, you will need to complete two separate Master Promissory Notes (MPN), one for each loan/award program, at <https://studentloans.gov/myDirectLoan/index.action>
- Online Student Loan Entrance Counseling. All federal financial aid recipients are required to complete an entrance counseling session (one time per school). Thunderbird will not certify a loan if loan entrance counseling has not been done. To complete the Entrance Counseling for the Federal Direct Stafford and Federal Direct Graduate PLUS Loans go to the following link: <https://studentloans.gov/myDirectLoan/index.action>
- Complete a separate Online Student Counseling Session for the Federal Perkins loan, if awarded, via this link: <http://www.surveymonkey.com/s/tbird-perkins-entrance-counseling>

If, after you receive your award notification, you decide:

- You do not need the amount awarded, please e-mail us at [finaid@thunderbird.edu](mailto:finaid@thunderbird.edu) with the net amount you wish to receive in aid; OR
- You no longer need financial aid, please reject the awards listed.



**Step 8: Follow-Up—Award Notification listed on Access Thunderbird.** If, within 15 days of receipt of your Financial Aid Award Notification e-mail, you have not completed all the items on the checklist in your Financial Aid Award Notification Letter, you will be sent a reminder notice of what must be completed before our office may continue with the loan process. Should timely action not occur, you may be required to pay your bill even if financial aid funds are expected.

**Step 9: Loan Application Processing** (Origination with the Department of Education). When the Financial Aid Office receives confirmation that you have completed all the items on the checklist in your Financial Aid Award Notification e-mail, your loan(s) will be originated/certified and the information shared with the Department of Education. Since the Federal Direct Graduate PLUS loan is credit-based, the Department of Education will approve or deny the loan within 48 hours once originated and will inform you of the result.

Financial Aid will notify you that loans have been originated via e-mail once this step is completed.

**Step 10: Funds Post (Disburse).** Once the Department of Education approves the loan(s), Thunderbird will post funds to student accounts shortly before classes begin or usually within 7 days of processing (originating) the loan(s). Student eligibility is reconfirmed (enrollment, etc.) and the Bursar's Office is informed. You are sent a notice from Financial Aid indicating which funds have been received and the amount posted to your account. A hold on these funds may occur if there are any new discrepancies that need to be resolved. If this happens, the Financial Aid Office either recalculates eligibility for the financial aid or contacts the student to resolve the discrepancies and handling of the funds.

If financial aid funds are not covering all charges, you will need to make arrangements with the Bursar's Office regarding payment by the published payment due date

**Step 11: Refund of Credit Balances (Excess Funds).** If financial aid funds posted to your student account are greater than your allowable charges, a refund will be processed toward the end of the first week of classes and funds should reach you within 2 days. Funds arriving during or after the first week of classes will be processed within 5 business days.

If you wish to have any excess funds sent to your bank account by Thunderbird, you need to complete the ACH/Wire Transfer Request and Authorization Form and submit it to the Bursar's Office via e-mail, in person, or via fax at 602-978-7787. This form is located on the Accounting & Finance MTB page under Student Forms. If this form is not submitted, excess funds will be provided in the form of a check to your campus mail box.

## ***NON U.S. GOVERNMENT PROGRAMS (NON-NEED BASED AID)***

### **Private Educational Loans—International and U.S. Students**

Some students may find it necessary to borrow through private education loan programs to help cover a portion of their educational expenses that may not be covered by federal and institutional aid. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and U.S. permanent residents and to international students with a qualified U.S. citizen or U.S. permanent resident as a co-borrower. The terms and conditions of private loans are determined by private (nongovernment) student lending organizations—banks and other entities. These lenders make the final decisions on the loans based on credit and/or debt levels. Private loans are still considered educational loans even though they are from a private source and are not subject to the same federal financial aid regulations but the cost of attendance per

the institution is still considered. Students may borrow from this source as a supplement to other financial assistance, including federal financial aid, up to the published cost of attendance.

- This loan would be possible for the Foundations Fee, boot camp(s) course(s), registered internships, and/or classes taken that exceed the credits for your program of study, subject to current terms by the lender.
- This loan is not considered typically for I-20 purposes due to processing/approval timing.
- Credit history and/or FICO score is considered as part of the approval process.
- Interest rate varies based on lender policy (generally based on LIBOR + or Prime +).
- Processing time is typically 3–10 weeks.
- Interest accrues from time of disbursement by lender. Borrowers are encouraged to make payments on the accruing interest to save money over the long term.
- Repayment period varies by lender and amount borrowed (usually 10–15 years).
- Minimum monthly payment varies based on amount borrowed and length of repayment.
- Maximum loan possible is cost of attendance less any financial aid (if lender approves).
- Loan fees vary. For example: 0% to 12% based on lender policy.
- Grace period begins upon graduation, withdrawal, or less-than-half-time enrollment as determined by lender usually 6 months.

Additional information on this type of loan may be found on *My Thunderbird* under Loan Information in the financial aid area. We provide a neutral list of lenders through whom our students have received funds during the last three award years. The list is located in the Private Loan Information section in the financial aid area of *My Thunderbird*. The list includes the lender name and contact information and allows you to visit their websites to do your research and comparison. You may select a lender from this list or select any lender based on your own research as the choice is entirely yours. Contact the Financial Aid Office with any general questions.

### **STEPS TO APPLYING FOR A PRIVATE LOAN**

**Step 1: E-mail the Financial Aid office at [finaid@thunderbird.edu](mailto:finaid@thunderbird.edu) and indicate your intent to apply for a private loan.** To meet the preferred filing date in applying for a Private Education Loan, the e-mail should be received:

- 75 days prior to the period funds are needed to pay Thunderbird tuition or other expenses as discussed with, and approved for disbursement by, Financial Aid staff.

Submitting the e-mail and working with your lender by this time ensures adequate time to process your request as long as there are no credit issues. However, you may apply after this point in time for assistance keeping in mind that funds may not arrive by the due date.

You do not need to be admitted to Thunderbird to begin the financial aid process but you must be admitted and pay the deposit for us to confirm and certify any loan request.

**Step 2: Lender Research and Completing the Self-Certification Form.** The Private Lender Information section on the Thunderbird Financial Aid MTB page is where you are able to link to review lender information and choose a lender from our Neutral Lender List or research other lenders on your own and apply for the funds, normally on line. You are required to complete a Self-Certification Form, either provided by your lender or by Thunderbird, on which details pertaining to your costs and financial aid are required. Students should not apply earlier than 80-90 days from when the funds would be disbursed as credit is only valid for 90 days.

We suggest that you check the loan status with your lender within 5–6 weeks of applying if you have not received notification of approval or denial.

**Step 3: Loan Application Processing/Certification** Thunderbird should be informed of the approval and perhaps, the denial of your loan request. If approved, part of the school certification process includes confirmation of your eligibility. We inform the lender of the amount Thunderbird approves based on the cost of attendance, when to disburse the funds to the school to make the payment to Thunderbird as well as enrollment data.

**Step 4: Funds Received.** When the funds are received from the lender, your eligibility is reconfirmed (enrollment, etc.) and the Bursar's Office is informed. Funds are then electronically transmitted to your student account from the financial aid system. You are sent a notice from Financial Aid indicating the funds have been received and the amount applied to your account. If financial aid does not cover all charges, you must make arrangements to pay the balance due immediately. Payment is required 7 - 10 days prior to the first day of classes or you are subject to being dropped from classes. Funds are applied to charges due for the current trimester, and then any prior balance before any refund may be made.

**Step 5: Refund of Credit Balances -Excess Funds.** If financial aid funds posted to your student account are greater than your charges, a refund will be processed beginning at the end of the second week of classes. Funds arriving after second week of classes will be processed within 5 business days. However, if financial aid funds do not cover all charges, you will need to make arrangements with the Bursar's Office regarding payment by the published payment due date.

If you wish to have any excess funds sent to your bank account by Thunderbird, you need to complete the ACH/Wire Transfer Request and Authorization Form and submit it to the Bursar's Office via e-mail, in person or via fax at 602-978-7787. This form is located on the Accounting & Finance MTB page under Student Forms.

### **DOUGHERTY FOUNDATION LOAN—U.S. CITIZENS**

The Dougherty Foundation has been an avid supporter of Arizona residents since 1954 for students attending institutions of higher education in Arizona. Mr. & Mrs. Dougherty desired to help students who were willing to help themselves. At the graduate level, this support is through low cost loans.

- Maximum \$2,000 per calendar year
- Must be a U.S. citizen and resident of Arizona for a minimum of two years prior to enrollment
- Interest rate is 5% for the first 5 years of repayment and increases to 8% thereafter
- Nine month grace period begins after full-time enrollment ends
- Interest begins to accrue at the end of the grace period
- Minimum monthly payment is \$40
- Preference is given to applicants enrolled for a minimum of 12 credits in any of the full-time programs
- If eligible, application material will be included with your award e-mail. The Financial Aid Office will consider all Arizona residents. Students who believe they are eligible may also contact the Financial Aid Office.

### **LEO S. ROWE PAN AMERICAN LOAN FUND—OAS MEMBER COUNTRIES**

The Leo S. Rowe Pan American Fund, or the Rowe Fund, is an educational loan program of the Organization of American States ([OAS](http://www.oas.org/en/rowefund/default.asp)) <http://www.oas.org/en/rowefund/default.asp>. The Rowe Fund helps citizens from Latin America and the Caribbean OAS Member countries finance their studies or research in accredited universities across the United States by awarding interest-free loans for up to \$15,000 dollars.

These loans are granted on the understanding that recipients agree to repay the loan in full and return to their home countries to apply their knowledge and training as well as continue to promote cultural exchange and development in the region. Rowe Fund loans are also

available to academics and professionals with support from the university where they work in Latin America or the Caribbean for refresher courses and professional development in the United States. In general, courses or research must last at least one academic semester and in any event be completed within a period of two years. Rowe Fund loans include:

- Deferred repayment while in school
- No application or processing fees
- Use of nonprofit guarantor (s)
- No deadlines to submit a loan application. Loan applications are received and reviewed year-round by the Rowe Fund Committee
- Funding is sent directly to the student after approval

For more information, please visit <http://www.oas.org/en/rowefund/default.asp>.

## **OTHER FUNDING SOURCES FOR DEGREE-SEEKING STUDENTS**

### **STUDENT EMPLOYMENT ON CAMPUS**

- Federal Work-Study and Non-Work-Study programs (details on programs discussed under Which Student Employment Program Do I Qualify For?)
- Students may work part-time on campus for a maximum of 20 hours per-week during periods of enrollment (when any classes excluding internships are taken) and up to 40 hours per-week during periods of non-enrollment (breaks between trimesters, approved trimesters of non-enrollment when no classes are taken) subject to positions and funding availability by departments.
- Some full-time positions may also be available for qualified spouses.
- On-campus positions may be in the form of administrative and project support, resident assistants, and positions in student government, Peer Career Advisors for Career Management, Foundations Leaders as well as assisting professors for specific classes or as research assistants, depending on talents.
- Most students who work on campus will commit between seven and ten hours per week and can expect to earn between \$750 and \$1,000 per trimester. The pay rate for most positions is \$9.00 per hour.
- The Financial Aid Office post jobs as positions are submitted to us in its student employment site on *My Thunderbird*. Access to this information is provided to assist you in reviewing and selecting those positions for which you wish to apply. To view positions, students may log in to *My Thunderbird*, select Student Employment from the Site Map, click on Open Positions and click on the applicable trimester.

Please review the General Information, Policies & Procedures for how to apply for campus positions, in this Catalog, to ensure institutional, visa, and federal compliance is maintained.

### **OFF-CAMPUS EMPLOYMENT**

- A limited number of positions with local non-profit agencies (for example, elementary schools) are offered under the Federal Work-Study Community Service program to qualified U.S. citizens and permanent residents.
- This program fosters the relationship between Thunderbird and the community while providing assistance in areas of reading and math tutoring for grade school children.
- The pay rate is \$11.00 per hour and the Federal Work-Study program covers 100% of the funding.
- Students interested in one of these positions should contact the Financial Aid staff for details.

Local companies and organizations may also provide job opportunities to help Thunderbird students who are U.S. citizens or permanent residents with part-time temporary (non-internship) positions. This information is also posted in the Student Employment section of *My Thunderbird* when we are provided with that information.

### **WHICH STUDENT EMPLOYMENT PROGRAM DO I QUALIFY FOR?**

#### **FEDERAL WORK-STUDY (NEED-BASED AID—U.S. GOVERNMENT PROGRAM)**

- U.S. citizens and permanent residents of the U.S.
- To determine eligibility for Federal Work-Study, a current Free Application for Federal Student Aid (FAFSA) must be on file and all discrepancies resolved.
- Students who qualify and answered yes to the question “Interested in Work-Study” on the FAFSA will receive a Work-Study award amount as part of his/her Financial Aid Awards package.
- If the student does not answer YES on the FAFSA, answers NO, or rejects the award, s/he may not necessarily be precluded from qualifying. Check with the Financial Aid Office should you wish to apply for a work-study job.
- Thunderbird’s Federal Work-Study policy requires that students who are Work-Study eligible and whose financial aid is meeting their cost of attendance or need is met by other types of funding, including loans, require us to make adjustments to and loan funds returned, if applicable, in order to have the student hired under the Federal Work-Study program.
- Work-Study wages are need-based aid and partially subsidized by the federal government (75 percent) and, therefore, are considered a financial aid resource in its entirety.
- For specific information regarding your Work-Study eligibility, you should contact the Financial Aid office.
- Earnings are reported to the IRS and are considered taxable

#### **NON-WORK-STUDY (NON-NEED-BASED AID—THUNDERBIRD STUDENT EMPLOYMENT PROGRAM)**

- International students and other U.S. citizen and U.S. permanent resident students who are ineligible based on the FAFSA results or may not have completed the documents to determine work-study eligibility may qualify to work under the non-work-study program at the discretion of the Financial Aid Office in consultation with the departments on campus.
- U.S. citizen and U.S. permanent resident students are strongly encouraged to complete the FAFSA (Free Application for Federal Student Aid) so we can determine eligibility for Federal Work-Study.
- Positions for international students are only available under Non-Work-Study.
- The hiring department covers 100 percent of the earnings but student must still be approved through Financial Aid and Human Resources prior to beginning work.
- Earnings are reported to the IRS and are considered taxable.
- International students offered a position on campus for the first time are required to complete a process through the GLACIER system before the Financial Aid Office will process the Work Authorization document. Work may not begin before the Financial Aid Office and Human Resources approve the work position.

International students with:

- Valid F-1 visas are eligible to work on campus in the United States (20 hours per week maximum while enrolled in classes), once approved by the Financial Aid Office and Human Resources if it is the first job on campus; otherwise only approval by Financial Aid is required.
- J-1 visa holders need written permission from their sponsor on file with Financial Aid prior to beginning to work and be approved to work on campus by Financial Aid and Human

Resources if it is the first job on campus; otherwise only approval by Financial Aid is required. **NOTE:** Sponsor permission is required each trimester.

- J-2 visa holders need INS approval on file with Financial Aid prior to beginning to work and be approved to work on campus by Financial Aid and Human Resources if it is the first job on campus; otherwise only approval by Financial Aid is required.
- F-2 visa holders are not permitted to work at all
- L and H1B visa holders are not permitted to work at all

### **GENERAL INFORMATION, POLICIES & PROCEDURES FOR STUDENT EMPLOYMENT**

The Financial Aid Office posts open positions as they are submitted by the departments on campus, including Teaching Assistants (TA) and Research Assistants (RA) positions with faculty, on its Student Employment page on MTB. Access to this information is provided to assist you in **reviewing and selecting those positions for which you wish to apply.**

**You may not begin working until you have been approved by the Financial Aid Office and Human Resources, regardless of what you are informed of by a faculty or staff person of Thunderbird.**

### **WHAT IS THE PROCESS TO APPLY FOR A JOB?**

- Visit MTB/Student Employment/Open Positions. Review the list of jobs available as well as the job descriptions for each on either the community service or campus employment sections. **NOTE: Any job not listed on Open Positions is not open for hire until it is posted on MTB unless a student will be rehired for the same position.**
  - If you are aware of a possible position that is not listed, please inform the Financial Aid Office immediately so we may work with the department to get the position posted or inform the department to submit the position via the Student Employment page.
- Please be sure you meet the qualifications prior to submitting your application to any job. (**NOTE:** You may only hold a maximum of 2 jobs for a maximum of 20 hours per week combined).
- Once you are ready to apply for a job, fill out the student section of the job application and e-mail it to the department coordinator listed on the application with a cover letter and your resume.
- Department Coordinators will review your application and may consider factors such as GPA, experience in a field, and other factors to determine if you will be called in for an interview, hired or not hired. If an interview is anticipated, you will be contacted with further details.
- When a student is hired, the Department Coordinator forwards the application to Financial Aid for approval and further processing.
- Non-Selected students might not be notified.
- A student selected to be hired **must receive authorization from Human Resources and Financial Aid to actually begin their position if this is a first job on campus. Continuing students must receive approval to begin the position by the Financial Aid Office.**
  - International students who have not previously worked on campus **must complete a process on line called Glacier and provide the appropriate documents prior to beginning work in addition to completing the standard employment paperwork required by Human Resources.**
    - If a student has not held a prior paid position on campus, s/he is required to attend a New Hire process with the Human Resources (HR) Office the first day of the new position. The student will be sent an e-mail by Financial Aid that it has completed the paperwork and the student must go to HR to finish the New Hire process—completing forms and providing ID documents. The Job Application as well as a Job

- Offer Letter is submitted to HR and the student will be provided a copy upon completion of the New Hire process.
- If a student has had a lapse of work on campus longer than 12 months, s/he is required to attend a New Hire process with the Human Resources (HR) Office the first day of the position. The student will be sent an e-mail by Financial Aid that it has completed the paperwork and the student must go to HR to finish the New Hire process—completing forms and providing ID documents. The Job Application as well as a Job Offer Letter will be submitted to HR and the student will be provided a copy upon completion of the New Hire process.
- If a student has held a prior paid position on-campus within the last 12 months, s/he will be notified by Financial Aid Office via e-mail when s/he is eligible to begin the position (working). This is the case for the same position desired for a subsequent trimester or a new position.
- Students without a social security number may be employed and begin working, once the hiring process is complete and permission granted. However, students are required to apply for a social security number through the Social Security Administration immediately. It is required for payroll. Hired students without an SSN will be informed to pick up an information packet from the Student Services department and will receive the appropriate documents (including a Job Offer Letter) to apply for a social security number.

## **POLICIES**

- The Department Coordinators sign off on the Work Authorizations and forward to the Financial Aid Office for final approval.
- Students who have not previously worked on campus must wait for two approvals **before they begin work**. Students (and spouses) working on campus for the first time or again after a 12-month lapse will be informed first via e-mail by the Financial Aid Office to go to HR to complete the New Hire Process and then in person by the Human Resources Office once the documents are shown and the New Hire process has been completed.
- Students who have worked on campus within the previous 12 months must wait for an approval to work e-mail from the Financial Aid Office.
- All students are limited to working 20 hours per week while enrolled in classes and 40 hours per week while classes are not in session (between trimesters and during trimesters of non-enrollment).
- **Pay rates are determined by the institution and not by individual staff, faculty, or departments.** The general rate of pay is \$9.00 per hour. Do not count on a pay rate unless it is approved by the Director of Financial Aid.
- Work Authorizations are effective for one trimester and approval to work ends no later than the last day of final exams.
- Students who continue in the same position for a subsequent trimester need to complete a new Work Authorization with the Department Coordinator for submission to the Financial Aid Office. Students must receive the job offer letter from the Financial Aid Office prior to beginning work.
- Students who wish to change their work position must apply for the new position as jobs are not automatically offered without following the employment process.
- Students may not hold more than 2 jobs/positions on campus in any given trimester or period between trimesters, regardless of the campus position and type of pay rate.
- Students on probation or suspension are not eligible for on-campus or community service student employment.
- Students on internships are eligible to work for a maximum of 5 hours per week but may not be taking any other classes.
- Students who have met graduation requirements are not eligible to work under the student employment program.

- Student spouses seeking employment on campus follow the same process in seeking positions as students do via the Open Positions section of the Student Employment area on *My Thunderbird* (MTB). The student will need to login into *My Thunderbird* and the Student Employment page for the spouse. There are usually only a few such positions that may be available for up to 40 hours per week and might extend over several trimesters depending on the needs of departments.
- As of January 1, 2008, Thunderbird must comply with Homeland Security's new program, E-verify. This program requires all employers to verify that all new employees are eligible to work in the U.S.; this includes all foreign and domestic student workers.
- All students and spouses working on campus for the first time or who have not worked on campus for a period of 12 months must complete employment forms and show eligibility and identification documents to the Human Resources Department on the first day of work, prior to the start of the position.
- Students without a social security card will be required to apply for one at the Social Security Administration Office once the hiring process has been completed but may begin working. Students are required to apply for the card in a timely manner. The card must be provided to the Human Resources Department immediately when received in order to get paid.
- Time Sheets
  - Students and spouses paid hourly must complete time sheets which are signed by his/her supervisor and submitted to the Payroll Department by the Department Coordinator for each pay period.
  - Students paid a flat rate are not required to submit time sheets.
  - **Time sheets must be submitted for each pay period at the end of the applicable pay period and NOT held for future submission.**
  - Time sheets should be submitted by noon on Friday prior to the next payday. If a payday is a holiday, the cutoff will be moved up to the Wednesday or Thursday of the prior week. For more information, visit the Human Resources page of MTB.
- Paychecks
  - Student employees are issued paychecks on a bi-weekly period and placed in the student's campus box the afternoon of each pay day. Paychecks for spouses are included in the departmental batch of payroll envelopes.
  - In some cases, paychecks may be direct deposited to a bank account. Please contact the Payroll Department for details.

## **OTHER FUNDING RESOURCES**

### ***PERSONAL RESOURCES***

- Savings/Assets (prior to Thunderbird and from Internship, if one is done)
- Family/Relatives
- Personal Budget/Expense Reductions

### ***VETERANS BENEFITS***

Veterans may be eligible to take advantage of benefits offered by the U.S. Department of Veteran's Affairs. Thunderbird participates in the Yellow Ribbon Program and has a Thunderbird Veteran Representative in our Registrar's Office to assist veterans with this program or other veteran's benefits. Please contact the representative at [veterans@thunderbird.edu](mailto:veterans@thunderbird.edu) for further information and how to proceed if you are a qualified, eligible veteran.



## **CONSIDERATIONS FOR STUDENTS PARTICIPATING IN OTHER THUNDERBIRD OPPORTUNITIES—INTERNSHIPS, MODULES ABROAD, EXCHANGE PROGRAMS, WINTERIMS, CROSS-REGISTRATION, BOOT CAMPS, LANGUAGE IMMERSION, TEM LAB**

Students planning to participate in one of the following programs are asked to meet with someone in the Financial Aid Office in order to better understand the aid options, eligibility and delivery of aid.

### ***REGISTERED THUNDERBIRD INTERNSHIPS***

- Students on registered Internships are eligible to apply for a continuing student grant during the trimester of the internship. **NOTE:** The deadline is usually the second Friday of the trimester with no exception. If an award is made, funds will be applied toward tuition charges for the current and/or subsequent trimester.
- Students on registered Internships may apply for a private educational loan to assist with any tuition charges and living expenses not expected to be covered by salary or other resources. Students interested in doing so need to provide a copy of their internship offer letter to include begin and end dates of the internship, the city in which the internship will take place, any compensation to be received from the company including salary, assistance with transportation, housing, etc. If all of this information is not available in the offer letter a signed statement specifying how funds borrowed will be specifically applied as well as address any assistance being provided by the company (living, transportation, etc.) will suffice. Students should submit these documents along with a Loan Request Form as soon as available.
- Loan funds are not available before departure so it is important to plan for personal financial needs. **NOTE:** Loan processing may take 3 to 8 weeks due to regulations related to disclosures that lenders must provide under the private loan program.
- Students on registered internships are eligible to work for a maximum of 5 hours per week provided no other classes are taken.

### ***NON-REGISTERED INTERNSHIPS***

- Students on non-registered internships are eligible to apply for a continuing student grant during the trimester of the internship. **NOTE:** The deadline is usually the second Friday of the trimester with no exception. If an award is made, funds will be applied toward tuition charges for the subsequent trimester.
- Non-registered internship students are not eligible to apply for any financial assistance, including a private educational loan to assist with any expenses.
- Students on non-registered internships are eligible to work on-campus for a maximum of 5 hours per week.

### ***MODULES ABROAD***

- Students attending one of our regular abroad programs for one or two modules are eligible to apply for financial aid, including loans, scholarships and continuing student grants.
- Refunds are not available before departure so it is important to plan for personal financial needs. Excess funds may not be processed for about a week or two into the trimester.
- The cost of attendance is provided in the Study Abroad Program Information area on *My Thunderbird*. If there is a change in financial aid eligibility due to the Cost of Attendance adjustment, the Financial Aid Office recalculates and contacts the student.
- Students receiving any aid funds in excess of institutional charges for the trimester may receive a refund but must leave instructions for the handling of such refunds with the Bursar's Office, such as a Funds Transfer form located in the Forms area under the Accounting & Finance MTB page.

### **EXCHANGE PROGRAMS**

- Students attending one of our exchange programs are eligible to apply for financial aid, including loans, scholarships and continuing student grants.
- Loan periods match the enrollment dates of the exchange school and not Thunderbird's trimester which determines the disbursement date for the aid.
- Refunds are not available before departure so it is important to plan for personal financial needs. Enrollment must be confirmed before we may have the Bursar's Office release any excess funds. The earliest this may occur is at least two weeks after the exchange program trimester begins provided loan funds have been received. If enrollment may not be confirmed within a two–three week period, we may be required to return the funds due to regulations. It is important to have courses approved prior to departure to assist you with timely delivery of excess funds. Review the information on the Exchange Program on the Students Services MTB page.
- Contact the Financial Aid Office for costs associated to exchange programs.
- Students receiving any aid funds in excess of institutional charges for the trimester may receive a refund but must leave instructions for the handling of such refunds with the Bursar's Office, such as a Funds Transfer form.

### **WINTERIM**

- Students may be eligible for federal loan funds to help cover costs associated to Winterim. To be eligible for federal financial aid, students must also be attending classes for at least 6 credits in the trimester immediately preceding Winterim. Students are eligible to apply for a private educational loan if they are not attending or enrolled for less than 6 credits during the preceding trimester.
- Students may already have an award listed for Winterim or should contact the Financial Aid Office if additional financial aid is desired to help cover expenses up to the published cost of attendance.
- A portion of the loan funds **should** be available before departure if the aid request was submitted timely.
- Students receiving any aid funds in excess of institutional charges for the trimester may receive a refund but must leave instructions for the handling of such refunds with the Bursar's Office, such as a Funds Transfer form.

### **CROSS-REGISTRATION**

Students who wish to consider cross-registering in other courses on campus such as those in the On-Demand program, need to prepare and apply for this well in advance given the amount of time it takes for the approval process. If a student is accepted into one or more cross registered courses, it is his/her responsibility to inform the Financial Aid Office if that is to be taken into consideration for financial aid purposes. **Students are eligible to receive federal financial aid for up to 3 credits per trimester in cross registered courses. NOTE: Students must be enrolled for a minimum of 6 credits to apply for and receive federal financial aid.**

### **BOOT CAMP COURSES**

- Students who need financial assistance for any of the boot camp courses are eligible to apply for a private educational loan to assist with these tuition and living expenses, if needed. Students must prepay for these courses and are then reimbursed.

### **LANGUAGE IMMERSION COURSES**

- Students may be eligible to apply for federal loan funds to help cover costs associated to the Language Immersion class (minimum 6 credits).

- **The loan period, financial aid eligibility and disbursement is only associated to the specific dates of the Language Immersion classes.**
  - Students are eligible to apply for a continuing student grant if criteria are met. **NOTE:** The deadline is usually the second Friday of the trimester, with no exception. If an award is made, funds will be applied toward tuition charges for the current trimester.
- Students receiving any aid funds in excess of institutional charges for the trimester may receive a refund but may need to leave instructions for the handling of such refunds with the Bursar's Office, such as a Funds Transfer form.

### ***THUNDERBIRD EMERGING MARKETS LABORATORY (TEM LAB)***

- Students may be eligible to apply for federal loan funds to help cover costs associated to the TEM Lab (6 credits) depending on cost of attendance, other enrollment and/or if other funds are being provided associated to the TEM lab.
- **The loan period, financial aid eligibility and disbursement is only associated to the dates for the TEM Lab is that is the only enrollment.**
  - Students are eligible to apply for a continuing student grant if criteria are met. **NOTE:** The deadline is usually the second Friday of the trimester, with no exception. If an award is made, funds will be applied toward tuition charges for the current trimester.
- Students receiving any aid funds in excess of institutional charges for the trimester may receive a refund but may need to leave instructions for the handling of such refunds with the Bursar's Office, such as a Funds Transfer form.
- If only enrolling in 6 credits of TEM Lab, the loan period, financial aid eligibility and disbursement is only associated to the specific TEM Lab module.

## **FINANCIAL ASSISTANCE**

### **SCHOLARSHIPS AND GRANTS**

#### ***ENTERING STUDENT MERIT SCHOLARSHIPS***

1. Scholarship funds are allocated in relief of tuition only based on the Award Detail form and funds are posted by the published due date.
2. Scholarship funds are awarded toward tuition charges in regular trimesters. **Students who wish to have any funds allocated for Winterim and/or Internship tuition must inform the Financial Aid Office in advance of the start of those programs.** Send an e-mail to [finaid@thunderbird.edu](mailto:finaid@thunderbird.edu) or come by the office. When this occurs, funds are reduced for another trimester (not the Concentration trimester).
3. Funds designated for the Concentration trimester are only eligible to be applied toward tuition for the Concentration trimester.
4. Students must earn and maintain a cumulative 3.250 Thunderbird GPA to retain scholarship. If the GPA is less than 3.250, the scholarship will be cancelled until the GPA is raised to the required level for a subsequent trimester. Any allocation cancelled by a lower than required GPA will be forfeited. There are no exceptions.
5. Student should be following and enroll in the coursework as designated in this Catalog to maintain their funding. Contact the Financial Aid Office if you anticipate a change in enrollment.
6. Scholarships are for the specified amounts and will remain constant at the value listed on the Governing Policies—Entering Student Merit Program form as specified.
7. Students may take 1 internship for a maximum of 2 consecutive trimesters **OR one** trimester of non-enrollment without affecting their scholarship funds. Students are responsible for notifying the Financial Aid Office prior to the internship or taking the trimester off. Students who take additional trimesters off will have scholarship funds forfeited.
  - a. Students are responsible for notifying the Financial Aid Office prior to the internship.

8. Any departure from the original prescribed schedule of scholarship must be approved by the Scholarship Committee in advance. A written petition must be submitted to the Financial Aid Office.
9. Any financial penalties due to changes in schedule during a trimester (drop in credits or withdrawal) will be the responsibility of the student; and a loss of scholarship funds.
10. Students placed on academic suspension for any reason forfeit scholarship as of the suspension trimester.
11. Scholarships are term-specific and will not be valid for a future term in case of deferral or withdrawal from the program.
12. By enrolling, the student agrees to all terms listed within the Governing Policies document.

### **CONTINUING STUDENT GRANTS AND OTHER DONOR FUNDED SCHOLARSHIPS**

1. All scholarships and grants awards are applied toward tuition charges for current and/or future trimester(s) only, unless otherwise stipulated by donor, while students are pursuing degree requirements. Students who have met graduation requirements are not eligible to apply for any grants or scholarships.
2. A scholarship or grant will be rescinded if a student is found guilty of an honor code violation for any reason associated to or during the award trimester.
3. Review the Continuing Student Grant Policies & Information document on *My Thunderbird* for further details (for full-time MBA, MA, MS, Dual-Degree, and Post-MBA students only).
4. The involvement and activity information is always based on the most recent prior trimester. Students who are not enrolled or participating in an internship need to apply during that trimester of non-enrollment as they do not qualify to apply upon returning from time away from campus.
5. Review the Helpful Hints section of this Catalog and on *My Thunderbird* for further information on competitive scholarships.
6. Please be aware that deadline dates are strict.
7. All decisions are final.

### **FEDERAL FINANCIAL AID**

#### **CONDITIONS OF AWARDS**

The majority of financial aid is federally regulated. Therefore, it is important that you are aware of the many policies and procedures governing all the aspects of financial aid. It is your responsibility to understand and comply with these rules and regulations.

By accepting any award, you are indicating you understand that:

1. Your federal and institutional financial aid will be used for educational expenses.
2. You will complete the requested items on the award notification checklist.
3. The most current award notification supersedes any previous award notification. If you do not attend Thunderbird, you will reject the offered award(s) so the Financial Aid Office may award the aid to another student.
4. You must be a United States citizen or a permanent resident of the U.S. and meet the other criteria outlined in the Free Application for Federal Student Aid (FAFSA) to be eligible for federal financial aid.
5. The information provided on your FAFSA is subject to verification upon request by the Thunderbird Financial Aid Office. Should you not provide the documentation or written verification, you are not eligible for federal financial aid and/or your financial aid award may be withheld. You also understand that the Financial Aid Office reserves the right to review and revise or cancel the award at any time due to changes in financial or academic status, discovery of incorrect or falsified information or errors in original applications.
6. You must be admitted to, pay the tuition deposit for and enroll in a degree-seeking program at Thunderbird to receive the awards listed for which you qualify.

7. Your awards are based on enrollment for your academic program and trimesters of study. You understand and agree to immediately notify the Financial Aid Office in person or in writing if you withdraw or cease to carry the required number of credits. You will also arrange for the repayment of aid advanced to you for which you are no longer eligible, if applicable.
8. You understand that you must maintain Financial Aid Satisfactory Academic Progress to receive federal financial aid. Federal Direct Stafford and Federal Perkins loan eligibility is based on maintaining a cumulative 3.000 GPA and completing 90% of attempted credits each trimester to continue to be eligible under these loan programs. Financial Aid Satisfactory Academic Progress also refers to how much federal financial aid is available to a student while enrolled and pursuing degree requirements. Financial aid may be withheld or canceled for failure to make Financial Aid Satisfactory Academic Progress. This means that you must complete your degree within an established timeframe as stated in this Catalog, maintain a minimum 3.000 cumulative grade-point average and successfully complete the applicable number of credits as outlined for your program of study. See the section on Financial Aid Satisfactory Academic Progress in this Catalog.
9. Eligibility for federal financial aid requires enrollment in a minimum of 6 credit hours for a specific trimester. Winterim is added to the preceding trimester in the total credits enrolled (minimum 9 credits with Winterim).
10. Federal financial aid is available only for credits meeting graduation requirements with the exception of an approved written appeal to the Financial Aid Office. The appeal should discuss why you will exceed the specified number of credits required for program and any information pertinent for the committee to be aware of.
11. Dropping courses from a module may result in a recalculation of financial aid eligibility and may be considered a withdrawal from Thunderbird unless you provide a statement in writing that you plan to re-enroll in the next module during the same trimester.
12. Students who drop below the credit hours for which their aid was determined have the obligation and responsibility to notify the Financial Aid Office. Eligibility for aid received may be affected and money may need to be repaid to the Department of Education by the student. Dropping credits may have an adverse effect on future federal financial aid eligibility.
13. You agree to accept the responsibility for timely repayment of any loans awarded to you, complete the on-line entrance counseling and complete the required Master Promissory Notes (MPNs) prior to the Financial Aid Office originating/processing your first loan at Thunderbird. You also agree to complete exit counseling prior to graduation or withdrawal so that the trimesters of loan payment can be further communicated. You will keep Thunderbird and your lenders with whom you have an outstanding loan informed within 10 days of your current address and phone number.
14. This offer of aid is dependent on federal and institutional regulations. Insufficient allocation of Perkins funds and/or changes in regulations may result in a reduction in the amount of aid or a change in the type of aid offered to you.
15. You agree to report to the Financial Aid Office any additional scholarships or other funds you may receive before or after accepting your awards. This includes all scholarships, anticipated RA, TA or other work-study positions, military benefits, vocational rehabilitation, room and board allowances or subsidies, or any other source of support such as employer assistance. You understand that such additional resources may result in a reduction of awards and/or require repayment of financial aid already received.
16. Your financial aid award(s) will be applied to pay tuition, fees, room and board, and any other charges on your student account that are permitted to be covered with the financial aid funds for the trimester before any funds will be refunded to you.
17. Awards are not automatically renewed from year to year or trimester-to-trimester. Refer to Access Thunderbird for your award information to see if you have funds forthcoming for a trimester in the current academic year. You may also look at the MyDocuments section to

determine what forms you have submitted or may need to submit. A new federal application (FAFSA) is required annually, effective each Fall, and a counseling appointment or e-mail to check in may be of benefit for each new aid/loan period.

18. You do not owe a refund on any grant or loan, are not in default on any loan and have not borrowed in excess of the loan limits under Title IV programs at all institutions attended.
19. The amount listed as a work-study award is an approximation of anticipated earnings based on the average number of hours per week that a student generally works and/or your financial aid eligibility and availability of a position. You may not begin to work without the appropriate authorization from the Human Resources and/or Financial Aid Offices. You may not work if you are in a probation or suspension status. Refer to the work-study and student employment files on *My Thunderbird* and other guidance in this Catalog.
20. You understand that you are responsible to be aware of the information in this Catalog regarding financial aid processes, policies and other specific details discussed.

## **WITHDRAWAL FOR FINANCIAL AID RECIPIENTS**

### ***RETURN OF FUNDS POLICY FOR TITLE IV AID RECIPIENTS WHO WITHDRAW***

The Higher Education Amendments of 1998, as amended, set forth regulations governing the treatment of Title IV funds when a student withdraws from an institution.

When a student withdraws during an enrollment period in which they have begun attendance and received federal Title IV financial aid, Thunderbird is required to determine the amount of earned and unearned Title IV aid. A student is only eligible to retain the percentage of Title IV aid disbursed that is equal to the percentage of the enrollment period that was completed by the student (calculated daily). The unearned Title IV aid must then be returned to the appropriate federal aid program (s). If more than 60% of the enrollment period has been completed by the student, no Title IV aid needs to be returned. A refund received prior to the withdrawal is considered in the calculation.

**NOTE:** Course material fees for courses dropped from the student's schedule after the Drop/Add period has ended will be handled on a case-by-case basis but may be non-refundable.

It is important that you meet with a Financial Aid Specialist prior to withdrawing from all classes. Students who withdraw are required to have an exit interview with a Financial Aid Specialist that reviews rights and responsibilities. We are also able to inform you how you may be affected by the withdrawal. Your change in status may affect your financial aid awards and may affect your personal finances.

**If you completely drop all second module courses, this is considered a withdrawal from Thunderbird and the Return of Funds Policy for Title IV aid is in effect.**

The following steps will be followed when determining the amount of Title IV aid to be returned upon withdrawal:

1. Determine percentage of enrollment completed by student. Divide the number of days attended by the number of days in the enrollment period. If the calculated percentage exceeds 60%, then the student has earned all Title IV aid for the enrollment period.
2. Calculate the amount of earned Title IV aid. Multiply the percentage of the enrollment period by the total Title IV aid disbursed (or could have been disbursed as defined by late disbursement rules).
3. Determine amount of unearned aid to be returned to Title IV aid program accounts. Subtract the amount of earned federal aid from the total amount of federal aid disbursed. The difference must be returned to the appropriate Title IV aid program(s).

4. Return of Title IV funds by institution and student:
  - Thunderbird will return unearned Title IV aid up to an amount that is equal to the total institutional charges for the payment period multiplied by the percentage of the Title IV aid that was unearned.
  - The student will be responsible for the balance of unearned Title IV aid. In most cases, this will be the amount of federal aid funds a student received in the form of a refund for non-institutional expenses multiplied by the percentage of Title IV aid that was unearned. If the student's portion of aid to be returned is a loan, then the student is not immediately required to repay the loan. The trimesters of the original loan repayment agreement will apply. That is, you make scheduled payments to the holder of the loan over a period of time.
5. Unearned Title IV Funds will be returned to federal programs in the following order:
  - a. Unsubsidized Federal Direct Stafford Loan
  - b. Federal Perkins Loan
  - c. Federal Direct Graduate PLUS loanThunderbird is required to return these funds as soon as possible, but no later than 45 days from determining the date of withdrawal.

## **REDUCTION IN CREDIT HOURS FOR FINANCIAL AID RECIPIENTS**

**Students receiving financial assistance who drop courses in a trimester after classes begin may no longer be eligible for all of the financial aid awarded and may end up owing Thunderbird for any refunds that were based on enrollment in a higher number of credit hours.** Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to recalculation of eligibility as well as the refund schedule in conjunction with both institutional and federal policies due to a change in credit hour enrollment. If you reduce your credit hours, you should inform or visit the Financial Aid Office so a recalculation of your eligibility may be completed prior to you dropping credits which allows us to make you fully aware of the financial effect dropping hours will have. The refund schedule is located in the Payment Regulations section of this Catalog. A reduction in credit hours **may result in the return of funds** to the appropriate federal loan program for the same trimester as the aid was received. A Return of funds Policy for Title IV aid will be required if all credits are dropped for a module as this is considered a withdrawal.

**NOTE:** Course material fees for courses dropped from the student's schedule after the Drop/Add period has ended will be **handled on a case-by-case basis but may be nonrefundable.**

**If a refund is provided to you in error, you are responsible to repay Thunderbird upon request.**

## **FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS**

Federal regulations require that schools monitor the academic progress of each applicant for federal financial assistance and that the school certify that the applicant is making satisfactory academic progress. Students who meet the satisfactory academic progress maintain their eligibility for federally funded programs (Federal Perkins, Federal Direct Stafford, and Federal Direct Graduate PLUS Loans and Federal Work-Study).

### ***BASIC ACADEMIC REQUIREMENTS***

- Be admitted and enrolled for the purpose of obtaining a degree;
- Be continually progressing toward your degree;
- Be in good academic standing with a cumulative 3.000 GPA;
- Complete degree requirements within the maximum timeframe allowed.

### **GRADE POINT AVERAGE**

- The qualitative standards for making progress will normally be monitored by the Registrar's Office, who has responsibility for keeping the Financial Aid Office informed.
- Students must maintain a cumulative 3.000 GPA, on a 4.000 scale, or better.

### **QUANTATIVE STANDARDS:**

- We must document that students are on pace to complete their degree requirements. Financial Aid Satisfactory Academic Progress will be evaluated after each trimester.
- Students are expected to complete 90% of all attempted hours over 2 trimesters in order to stay in good standing for federal student loan programs.

### **MAXIMUM TIME FRAME TO EARN A DEGREE**

- Students are expected to complete their degree requirements within a reasonable time period for federal financial aid purposes.
- The maximum timeframe to complete a Thunderbird degree is 5 years.
- Transfer credit is counted in the total hours attempted and only applies to dual degree and Post MBA students.
- Programs:
  - Full-Time MBA in Global Management program students are required to complete 46.5 or 58.5 credit hours to obtain the degree.
    - Students forfeit their aid eligibility once they have attempted 46.5 credit hours and failed to successfully earn 46.5 credits in the 3 trimester program (without concentration)
    - Students forfeit their aid eligibility once they have attempted 58.5 credit hours and failed to successfully earn 58.5 credits
  - Dual Degree and Post-MBA students are required to complete 30 credit hours to complete their degree.
    - Students forfeit their aid eligibility once they have attempted 30 credit hours and failed to successfully earn 30 credits
  - MA in Global Affairs & Management and MS in Global Management students are required to complete 45 credit hours to complete their degree.
    - Students forfeit their aid eligibility once they have attempted 45 credit hours and failed to successfully earn 45 credits
  - Master of Science in Global Finance or Master of Science in Global Marketing students are required to complete 34 credit hours to complete their degree.
    - Students forfeit their aid eligibility once they have attempted 34 credit hours and failed to successfully earn 34 credits
  - Dual-Degree programs with Vermont Law School are specific to the program of study:
    - MA in Global Affairs & Management, MS in Global Management, JD/MA-GAM & JD/MS-GM, and MELP/MA-GAM & MELP/MS-GM students are required to complete 45 credit hours to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 45 credit hours and failed to successfully earn 45 credits
    - JD/MBA in Global Management and MELP/MBA in Global Management students are required to complete 46.5 credits (33 credits if 13.5 JD elective credits from VLS are transferred to Thunderbird) to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 46.5 credit hours and failed to successfully earn 46.5 credits without transfer credits
      - Students forfeit their aid eligibility once they have attempted 33 credit hours and failed to successfully earn 33 credits with 13.5 JD elective transfer credits



## ***INCOMPLETES AND COURSE REPEATS***

- Incompletes do not count in number of courses completed until the course is graded.
- Incomplete grades must be converted to a passing grade by the end of the following trimester. Incompletes which remain beyond the following trimester will be considered failing grades for financial aid purposes.
- Federal financial aid is not available for courses that need to be repeated.
- Credits for a course that is retaken do not count in the total number of credits for that trimester when federal aid eligibility is determined.

## ***FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS REVIEW***

To assist students in making satisfactory academic progress for financial assistance, the Financial Aid staff reviews academic records following each trimester. Students who fail to meet the requirements may be placed on Financial Aid Warning, Financial Aid Denial or Financial Aid Probation. This may result in loss of part or all of the awarded assistance and/or the student may be required to repay funds received and/or refunded.

**NOTE: Financial Aid Satisfactory Academic Progress is separate from the Thunderbird's academic standing policy as stated in the "Academic Policies" section of this Catalog.**

## ***SATISFACTORY ACADEMIC PROGRESS***

### **Procedures**

Each aid recipient's record must be evaluated at the end of each trimester to determine that the student is meeting the standards described above. If the student has reached the maximum number of program hours without earning the degree, the student must be excluded from further participation in federal financial aid programs.

Federal regulation require that these standards apply to all Graduate students, even to first time applicants who have previously enrolled at Thunderbird, or to those who have not been formally placed on Financial Aid probation.

- Students who have not achieved the required cumulative 3.000 GPA and/or are not successfully completing credit hours at the appropriate pace or are not set to be on pace to complete the appropriate number of credits hours will be placed in a Financial Aid Warning status. Students on Financial Aid Warning may continue to receive federal financial loan aid but may not work on campus while on Financial Aid Warning. The Financial Aid Office will place students in this status and students are not required to make an appeal at this time; however, there may be recommendations made to assist with students in making Satisfactory Academic Progress by the end of the Financial Aid Warning trimester.
- Students who do not make Financial Aid Satisfactory Academic Progress at the end of the Financial Aid Warning trimester will be on Financial Aid Denial and no longer eligible for federal financial aid. Students are eligible to appeal this status (see Right to Appeal Section).
- Students in a Financial Aid Denial Status with a successful appeal will be placed on Financial Aid Probation and eligible for federal financial aid.
- Students placed on suspension by the institution are not eligible for any federal financial aid.

### **Financial Aid Warning**

There is a minimal amount of time between the time when final fall grades must be posted and the start of spring trimester. There is even less time between the time when final spring or summer grades may be posted and the start of summer or fall trimester. Students incur a financial liability to Thunderbird prior to the start of the trimester. Therefore, under most circumstances, we believe it would be unfair to retroactively remove a student's aid once the

trimester begins **IF** this is the *first documented time* that the student has experienced academic difficulty. These students will receive a "financial aid warning" letter which will remind them of the minimum academic requirements for their aid program **AND** strongly urge them to take advantage of the Teaching Assistants or available tutoring. *Students will be eligible to receive federal aid during this trimester.* These students will be notified that their records will be checked again at the end of the trimester and that further action may be taken if there is not significant improvement during the current semester. **Students can only receive aid for one semester under this "warning" status.**

Aid recipient's record will be evaluated at the end of the each trimester to determine that the student is meeting the standards described above. If the student has reached the maximum number of program hours without earning the degree, the student must be excluded from further participation in federal financial aid programs.

**Financial Aid Probation:** If the student has not reached the maximum number of scheduled hours and it is determined that the student has fallen below the completion ratio standards for satisfactory progress, the student will be placed on Financial Aid Probation and notified that his/her continued eligibility for federal financial aid assistance is in jeopardy. Students who fail to maintain the required minimum GPA will also be placed on financial aid probation. **Students will normally be allowed only one probationary semester during their academic program.**

Students on financial aid probation will receive a separate letter that will outline the academic requirements the student must meet in order to receive aid for the trimester. If the student on financial aid probation meets the conditions of the probation, he/she will be permitted to continue to participate in the federal student aid programs for the subsequent trimester. Students who have been placed on probation shall be considered to be making satisfactory academic progress for the purposes of receiving financial aid as long as the student continues to meet the academic requirements outlined in their probationary letter.

The Financial Aid Office will review the records of students who are on financial aid probation at the end of each trimester.

If the student does not meet the conditions of the probation, the student will forfeit eligibility for all federal financial aid programs.

### **Loss of Eligibility Due to Lack of Satisfactory Progress**

A student who has lost eligibility to participate in federal student aid programs for reasons of academic progress can regain that eligibility only by enrolling at Thunderbird at his/her own expense and demonstrating that he/she is capable of completing a trimester without any failures, incompletes or withdrawals and showing the ability to complete his degree requirements in a more regular fashion. The mere passage of time will not ordinarily restore eligibility to a student who has lost eligibility for failure to make satisfactory progress.

### **Right to Appeal**

Students have the right to appeal any decision of ineligibility to continue to receive financial assistance. Your appeal must be filed within 30 days of notification that aid eligibility has been lost, and it must be made in writing to the Director of Financial Aid. The appeal may not be based upon your need for the assistance or your lack of knowledge that your assistance was in jeopardy. An appeal would normally be based upon some unusual situation or condition which prevented you from passing more of your courses, or which necessitated that you withdraw from classes (injury, illness, death in family).

**Appeal Approval Conditions:** Appeals will only be approved if the Financial Aid Appeals Committee determines:

- that the student will be able to meet Thunderbird's satisfactory academic progress after the next payment period; or
- that the student has agreed to follow an academic plan that, if followed, will ensure that the student can meet the Thunderbird's satisfactory academic progress guidelines by a specific point in time.

**If An Appeal Is Granted:** Students whose appeals are granted will receive aid on a conditional basis **for one trimester**. The conditions will be outlined in the letter sent to the student granting the appeal. The Financial Aid Appeals Committee will review the student's record at the end of the trimester to determine his/her status for the following trimester. Students who fail to meet the conditions outlined in their individualized academic plans during their conditional trimester will not be eligible to submit a subsequent appeal.

If you do not have grounds for an appeal, or if your appeal is denied, you may still be able to regain your eligibility for future trimesters. This is done by enrolling at Thunderbird at your own expenses—without federal financial assistance—and negotiating a contract with the Financial Aid Office, in advance, for the conditions under which eligibility may be restored.

**NOTE: Students are required to pay their bill to Thunderbird and may not wait for the decision on the appeal.**

### **Process**

1. A student must provide an appeal that is well and plainly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the student is/was unable to attend courses, comment on the student's current condition and ability to continue future coursework, if applicable).
2. Write a detailed letter stating the extenuating circumstance(s) that prevented Financial Aid Satisfactory Academic Progress and the student's plan for future success. Include any additional information that may support the appeal in addition to that listed in #1.
3. Meet with an Academic Advisor. Have the advisor review a degree audit and make any comments on the degree audit in regard to your intended plans. The Registrar's Office may be required to verify that the student is completing the required coursework and the expected graduation date.
4. Submit the written appeal, along with the supporting documents, to the Director of Financial Aid within 30 days of notification of aid termination for review.
  - a. If the appeal is approved, the student is placed on Financial Aid Probation and is informed of any conditions that need to be met (academic plan, etc.). The student is eligible for financial aid during this Financial Aid Probation period. Failure to meet the conditions outlined during the Financial Aid Probation period, the status will change to Financial Aid Denial.
  - b. If the appeal is not approved, the student will be informed, the status will remain at Financial Aid Denial and financial aid will not be reinstated.
5. Students may only appeal once for Financial Aid Satisfactory Academic Progress.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance to avoid any surprises. Questions concerning satisfactory academic progress and aid eligibility should be directed to the Financial Aid Office staff.

## **VERIFICATION FOR FEDERAL FINANCIAL AID APPLICANTS**

The federal processor or Thunderbird may select your application to verify certain information you reported on the Free Application for Federal Student Aid (FAFSA). Federal regulations require that all of our aid applicants selected by the federal processor and who attend go through the verification process. The Thunderbird Financial Aid Office follows certain policies in its selection of applicants to verify. Students will be selected if something appears to be odd.

Should the Financial Aid Office believe that there is erroneous information on the FAFSA, we will contact the student to determine if the information may be resolved with additional documentation. If we do not feel it is resolved we will refer the student to the Office of the Inspector General.

Students who participate in the IRS Data Retrieval process during their initial application or subsequent correction, accept the information from the IRS and do not change it before submitting their FAFSA, will have fewer actions to take in completing the verification process. If you are selected for verification, complete the Verification Worksheet form we send you and return it with the documents requested within 30 days. Some of the documents may include:

- Signed copy of federal tax transcript for year(s) requested on verification form. The tax transcript is obtained from the IRS by calling 1-800-829-1040. This is only necessary if the IRS Data Retrieval was not used.
- Non-Filer Statement, clearly explaining how you survived during the tax year in question, including any cash and non-cash equivalent support (if someone else is paying bills, etc. on your behalf), the sources and amounts for the tax year. This is an explanation of how you met your monthly financial obligations.
- Verification Worksheet or Non-Filer Verification Worksheet provided to you through e-mail communication.

Any discrepancies in information may cause delays in processing and receipt of funds. You may be required to pay your bill prior to financial aid funds being received if the delay is due to submission of documents.

Once we have all the necessary documents/information required for verification and we complete the verification review, we will send you a letter via e-mail indicating the change to your contribution (EFC) figure based on our review. We will submit the correction(s) to the Federal Processor in most cases. Occasionally, we have the student make the correction; if this occurs, we will provide details of how to make the corrections.

Each time a correction is submitted to the federal processor, the results are returned as transactions and each transaction is sequentially numbered. You receive a SAR each time a result or transaction is produced. If we have already provided you with Financial Aid Awards and your record was not originally chosen for verification and a subsequent transaction is received that has chosen you for verification, the verification process will need to be completed in order for the awards to be valid. If the process changes the eligibility for your awards you will be provided an amended Financial Aid Award within two weeks of your file being verified.

### ***Conflicting Information on the FAFSA***

If the Department of Education determines there is conflicting information on your FAFSA results, we will request information from you to resolve the issue(s).

### ***STUDENT RESPONSIBILITIES FOR VERIFICATION AND CONFLICTING INFORMATION***

You are responsible for providing the requested documents for verification and/or resolving conflicting information within 30 days of the request. If the 30-day deadline cannot be met, please make a written request for an extension. The extension may affect your eligibility for

certain types of aid (Federal Perkins Loans and/or Federal Work-Study). If documents are not submitted prior to the end of a loan period, you will be ineligible for the Federal Direct Unsubsidized Stafford and the Federal Direct Graduate PLUS loans.

Should the verification process or resolution of conflicting information require a correction to your FAFSA data, we will notify you of those corrections and recalculate your expected student contribution through the federal processor or internally. When Thunderbird recalculates your expected contribution due to corrections, we send you an EC (estimated contribution) Change letter via e-mail. If we are unable to make the correction, we will provide you with the information and ask that you make the correction.

Once the process is complete, your file proceeds to the awarding preparation step.

## **GENERAL APPLICATION INFORMATION**

### ***APPLICATION FORM***

- FAFSA-Free Application for Federal Student Aid form, which is in effect for the Fall, Spring and Summer trimesters, is required for Federal Loans and Federal Work-Study. A new FAFSA must be completed each year but not each trimester. This should be done as soon as your tax return has been filled out but preferably no later than April 15.

### ***PREFERRED FILING DATES***

Preferred filing dates for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall 3/1; Spring 10/1; Summer 2/1
- Meeting the preferred filing date allows consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs) and adequate time for processing of your aid package. In the event that the preferred deadline is not met, you may be required to pay your bill prior to financial aid funds being received in order to meet the payment due date of the first day of classes.
- If the preferred filing date is met but federal loan funds are delayed by no fault of the student, the Financial Aid Office will work with the Bursar's Office regarding the delay in payment.
- If financial aid will not cover your entire bill, you are required to pay the difference no later than the published payment due date.

## **GENERAL AWARD INFORMATION, POLICIES & PROCEDURES**

- On-time files: Students having complete financial aid files within six (6) weeks of the preferred filing date, and have accepted their awards, completed the Master Promissory Note(s) and required Entrance Counseling(s) six weeks prior to the beginning of the trimester should have loan funds applied to their accounts by the first day of classes.
  - This also includes the Federal Graduate PLUS loan as long as the Department of Education has approved the loan and all required documents are on file.
- Late files: Students with files that were not complete within (6) weeks of the preferred filing date and/or have not accepted their awards and/or have not completed their Master Promissory Note(s) and/or have not completed the required Entrance Counseling(s) or have not been approved for a Federal Graduate PLUS loan six weeks prior to the beginning of the trimester may not have loan funds arrive until after classes have begun. Students are required to pay their bill prior to financial aid funds being received in order to meet the published payment due date, regardless of date they have been admitted or applied for financial aid.
- Excess funds: Funds received on behalf of a student that exceed allowable institutional charges for the current trimester will be issued to the student in the form of a refund check or

wired to the student's bank account via the ACH process by the Bursar's Office. It is necessary to provide permission for this by completing and submitting the Wire Transfer Form to the Bursar's Office. The Bursar's Office issues refunds at the end of the second week of classes. Refund checks are sent to the student's campus mailbox unless a wire transfer form is provided. Students having questions regarding the status of your refund should contact the Bursar's Office after the second week of classes has begun. For questions regarding receipt of financial aid funds or status of a financial aid file should contact the Financial Aid Office.

- **Due to the timing of refunds, students should plan to cover expenses for at least the first month of classes. Expenses may include books, rent, personal obligations, as well as other items needed to get settled in.**
- **Review the Student Employment section of this Bulletin for its policies and procedures.**

### **ENTRANCE COUNSELING**

- Mandatory for all first-time Federal Loan borrowers at Thunderbird **before** the Financial Aid Office will originate/process your Federal Direct Unsubsidized Stafford and/or Federal Direct Graduate PLUS loans. This is done online and covers the requirements for Federal Direct Stafford Loan, and/or Federal Direct Graduate PLUS Loan borrowers as a combined counseling session (<https://studentloans.gov/myDirectLoan/index.action>).
  - A separate Entrance Counseling session is required for the Federal Perkins for those awarded a Federal Perkins loan. The link is provided in your Financial Aid Award Notification/Checklist e-mail. It is also accessible via the Loan Information page on MTB.
- Financial Aid staff receives confirmation electronically that the Entrance Counseling has taken place.
- Failure to complete the entrance counseling requirement in a timely manner may result in a delay of funds being received and require you to pay your bill prior to financial aid funds being received so you meet the published payment due date.

### **COST OF ATTENDANCE, FINANCIAL PREPARATION, & ANTICIPATED INDEBTEDNESS**

The Financial Aid Office follows regulations when developing its cost of attendance. The figures for on and off campus housing are located on the Financial Aid department page of MTB. Living expense figures are generally derived from surveys of students, charges approved Board of Trustees, local data and sometimes data from other organizations that do research may be taken into account.

The estimated cost per trimester for students living on campus:

15.5 credits = \$30,600    12.5 credits = \$25,965

The estimated cost per trimester for students living off campus:

15.5 credits = \$33,450    12.5 credits = \$28,825

Students are expected to come to Thunderbird prepared to meet all pre-existing financial obligations with their own savings, family assistance, or other personal resources as financial aid is not available to cover these types of budget items or cover expenses for individuals other than the student. Financial aid is for educational expenses during enrollment periods. Financial aid, including but not limited to, scholarships, is not provided to meet pre-existing bills, replace salary, protect assets, become the means for family support or cover expenses during periods of non-enrollment (holiday breaks, Winterim, etc.).

We encourage students to plan carefully when borrowing and only borrow what is truly needed. The average indebtedness of Thunderbird graduates in spring 2014, who is a U.S. citizen or permanent resident and receiving federal financial aid (not including prior student loan debt or

personal financial obligations), was \$95,895. The minimum annual salary required to pay off this amount of debt within a standard 10-year repayment period is \$169,994 or \$1,135 monthly. In some cases, the length of repayment may be extended. This calculation assumes that the average interest rate for this debt is 7.4% and that no more than 8% of gross earnings are required to make the monthly payment.

One of the repayment options is loan consolidation which could extend repayment to 30 years. In this case, the \$95,895 average indebtedness would require a minimal annual salary of \$99,595 and the estimated monthly payment would be \$664.

If interested, contact the Career Management Center for salary information.

### ***EXIT COUNSELING***

- Required for all Federal Loan recipients prior to separation from Thunderbird.
- Students are sent a link to complete Exit Counseling during their final trimester. A group session is then held prior to graduation at which time information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. is discussed and there is an opportunity for questions.
- Students are provided history of borrowing from Thunderbird.
- Several loan repayment topics are also addressed in the Loan Repayment & Consolidation section on MTB.
- See a Financial Aid Specialist with questions regarding repayment options, estimated monthly payments, etc. if needed following the group sessions.

### ***COMMUNICATIONS***

The Financial Aid Office communicates via the official [global.t-bird.edu](mailto:global.t-bird.edu) or [global.Thunderbird.edu](mailto:global.Thunderbird.edu) e-mail address. There may also be notices on the MBA or MA/MS MTB financial aid pages.

### ***MY THUNDERBIRD (MTB) AND THUNDERBIRD LEARNING ENVIRONMENT (TLE)***

See the Financial Aid department page on MTB for announcements, published cost of attendance budgets for Glendale, overseas and off-site study, campus and off-campus job postings, current scholarship and grant information, forms, policies and procedures, conditions of awards, student loans and related topics, and more. You may also refer back to TLE and your ThunderStart page.

**THE FINANCIAL AID OFFICE TEAM IS HAPPY TO ASSIST YOU WITH ANY QUESTIONS.**

# ACADEMIC ADVISING & CAREER MANAGEMENT SERVICES

## ACADEMIC ADVISING

Thunderbird's Academic Advising Office is co-located with the Career Management Center. An advisor is accessible via scheduling appointments through GlobalConnect. Thunderbird's International Students & Scholars Office (ISSO) is part of a larger group of services provided by Full-Time Programs. Services are provided to impart relevant information, advisement, and assistance on matters related to academics, immigration, study abroad, and internship registration. Thunderbird students are strongly encouraged to meet with both their Academic Advisor and immigration Advisor throughout their program.

- Students should meet regularly with an Advisor to design and implement an appropriate academic plan that complies with immigration guidelines and will satisfy requirements for graduation.
- Students can discuss and develop their course schedules, course load, degree requirements, academic policies and procedures, individual options, and special opportunities at Thunderbird.
- Students are block-registered for their first two trimesters of study.
- Continuing students must meet with an Advisor prior to registration to discuss their academic progress and concentration.
- **Students should follow the recommended course sequence for their program in order to be eligible for Winterims, Modules Abroad, Internships, and Exchange Programs.**
- Students should declare a Concentration prior to their third trimester
- Students admitted provisionally must meet with an Advisor for support and guidance.

The Academic Advisor works in conjunction with the Registrar's Office to generate reports for monitoring academic progress. Students may be contacted by either office to meet with appropriate personnel to address academic issues as necessary.

## **ADVISOR/STUDENT RESPONSIBILITIES**

The Academic Advisors and the students are expected to develop a professional and confidential partnership to foster a collaborative advising process leading to success at Thunderbird. The following is a list of responsibilities both for the Advisor and student to be mindful of to effectively facilitate this partnership.

### **Advisor Responsibilities**

- Assist students with developing a realistic educational plan that is consistent with their career path.
- Monitor and document student progress toward program completion.
- Maintain student advising files.
- Review a student's eligibility to engage in a registered Internship/Module Abroad/Exchange Program.
- Inform and/or refer students to resources, services, and opportunities to enhance their learning experience.
- Treat students with courtesy, dignity, and respect.
- Uphold the integrity of Thunderbird by enforcing all school and department policies and procedures.



## **Student Responsibilities**

- Read the Catalog and become knowledgeable about and adhere to institutional policies, procedures, and requirements.
- Clarify personal values, abilities, career interests, and goals.
- Make an appointment with an Advisor when required or when in need of professional advising.
- Notify an Advisor when you cannot make your appointment.
- Prepare for your advising session and bring appropriate materials.
- Follow through on actions identified during your advising session.
- Accept final responsibility for all decisions.
- Attend and participate in courses, workshops, advising seminars, etc.
- Meet with an Advisor to determine eligibility for an Internship/Module Abroad/Exchange Program.
- Obtain the necessary visa documents to travel to other countries.

## **CAREER MANAGEMENT CENTER STANDARDS**

### **PROFESSIONAL CONDUCT DURING THE JOB SEARCH PROCESS**

Thunderbird observes the standards set forth in the Principles for Professional Practice of the National Association of Colleges and Employers. A complete copy of the standards is available in the Career Management Center (CMC) or on the Career Management Center's *My Thunderbird* Web page. The purpose of these standards is to assure that the Career Management Center and employers appropriately conduct their employment-related activities.

Students are also held to the Thunderbird Code of Honor and Conduct. A breach of these ethics may lead to temporary suspension of recruiting and career search privileges for a student. Resolution will be reviewed by a timely review of the situation by the Academic Director of Full-Time Programs or his/her designee and/or the Associate Vice President for Career and Professional Development. If it is determined that there has been a willing breach of these ethics, the Academic Director and/or the Associate Vice President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting and career search privileges for the student. Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Academic Director for Full-Time Programs.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace.

### **Professional Expectations of Students**

- Schedule and keep appointments with career counselors, mock interviews, and on-campus interviews. Notify the Career Management Center of a cancellation or late arrival in a timely manner, which is considered to be within 24 hours.
- Act professionally, ethically, honestly, and with integrity. Respect staff, fellow students and employers.
- Dress appropriately in situations that require professional or business casual dress such as professional events, on-campus and mock interviews, and career fairs.
- If you accept any employment offer, internship or full-time, stop your search immediately and notify all of the other employers you have been communicating with of your acceptance. Accepting an offer and then turning it down for another offer is unethical and does not meet the Thunderbird Code of Honor and Conduct. This is unacceptable behavior and reflects poorly on you professionally as well as the professional image of Thunderbird School of Global Management.

## **Responsibilities of Students**

- Complete all employment surveys sent to you by the Career Management Center when you obtain an internship or professional employment. This data is extremely important for future students and for Thunderbird's data that is reported in national and international ranking agencies.
- Maintain professional conduct when connecting with alumni, employers, professional organizations, and others who can provide opportunities to develop professional interests and competencies, integrate academic learning with work, and explore future career opportunities.
- Develop self-knowledge related to career choice and work preference by identifying, assessing, and understanding their competencies, interests, values, and personal characteristics to make informed career choices.
- Seek career information and desired skills necessary to compete in the workplace. Explore a full range of career and work possibilities. Obtain educational and occupational information to aid in career and educational planning to develop a better understanding of a rapidly changing, competency-based global workplace.
- Understand academic requirements that will enhance future education and employment options. Meet regularly with your academic counselor.
- Develop academic, career, and personal goals. Establish short-term and long-term career goals. Develop and discuss your action plan with your Career Coach. Begin planning your career today!
- Become involved and gain experience through academic activities, student involvement and leadership, community service, student employment, research or creative projects, professional practice/internships and other opportunities that enhance educational and employment options.
- Prepare for finding suitable employment by developing job-search skills, effective interview and presentation skills, and an understanding of the fit between competencies in both occupational and job requirements.

## **POLICY REGARDING STUDENT ABSENCES RELATED TO CAREER SEARCH EVENTS**

Career Search is an integral part of the student experience. The advisory and guidelines below cover absences related to career search activities sponsored by the school and/or the Career Management Center (CMC).

Individual faculty members may have more stringent absence policies for their courses, in which case the faculty member's absence policy will supersede this CMC policy. Students are encouraged to consult with their faculty members before participating in any off-campus events.

### ***NATIONAL CAREER CONFERENCES***

National Career Conferences (NCCs) are an important source of internships and jobs annually and include NSHMBA, NMBBAA, Net Impact, NAWMBA, GLMBA, ROMBA, SID and others. Because students are encouraged and expected to expand their career search beyond campus-based activities, most students will be attracted to 3-4 specific National Career Conferences depending on their concentration, career objectives and professional goals. The CMC maintains a presence at most of the NCCs as well. Most NCCs host a career fair in conjunction with their annual conference and career fairs occur on Friday and Saturday.

Students traveling to NCCs may have an excused absence from Thursday courses only.

Students must request an excused absence from the faculty member in advance.

Return trips to Glendale should be scheduled on Saturday evening and/or Sunday in time for course meetings on Monday. There are no excused absences for Monday courses due to NCCs.

The CMC will track student attendance at NCCs and will verify a student's attendance upon request for any faculty member.

Students can miss a maximum of two Thursday class periods per course in any one trimester due to registered participation at NCCs.

# **MERLE A. HINRICH INTERNATIONAL BUSINESS INFORMATION CENTRE (IBIC)**

The IBIC provides traditional library materials as well as access to an outstanding collection of electronic resources. An international collection of books, videos and periodicals from all over the world is available as well as over 40 databases that provide financial and market data, thousands of full-text journals, electronic books, country information and other business resources. Wi-Fi is available throughout the building, in addition to hundreds of wired network ports. Remote access to databases is available to all current students, including those on registered internships. IBIC librarians teach courses in using business resources to develop students' information competency skills that will be used in the business world.

## **IBIC LOAN POLICY AND STUDENT RULES**

### ***ID CARDS***

Students must have an official Thunderbird photo ID card to check out anything from the IBIC. The Thunderbird card contains a magnetic strip, and without it the circulation system will not recognize any person as a registered student. The IBIC does not accept a driver's license or any other form of ID.

### ***LOAN PERIODS AND FINES***

Loan periods are established so that books and other materials can be shared among all students. Because of the demands of Thunderbird's curriculum, fines are charged to be sure items are returned on time so that they are available for other users. A maximum of 10 books can be checked out at the same. Two reserve items may be checked out at the same time, and DVDs are limited to five at the same time. A 24-hour book drop is available at the south entrance to the IBIC. There is NO grace period on due dates. The following are the loan periods and overdue fine schedule for IBIC materials:

### ***BOOKS AND AUDIOBOOKS***

Circulate for three weeks; fine is \$.50 per day.

### ***DVDS***

Circulate for seven days; fine is \$.50 per day.

### ***RESERVES***

Circulate for two hours; fine is \$1/per hour per item.

A courtesy reminder is sent to borrowers by e-mail three days before books, audiobooks and DVDs are due. Failure to receive a notice does not exempt the borrower from overdue fines or replacement fees. The due date is on a printed receipt, provided with the item when it is checked out.

All fines are payable at the IBIC Circulation Desk; cash, checks, or credit cards are accepted for payment.

Borrowing privileges are suspended until fines are paid. Registration for courses may also be blocked and diplomas will not be issued until IBIC fines have been cleared.

### ***RENEWALS***

Books, DVDs and audiobooks may be renewed by calling 602-978-7232 or by bringing the items in to the Circulation Desk on or before the due date. Online renewal from on-campus and off-campus is available via the "My Account" button on THOR. Books can be renewed up to

three times, and videos/DVDs for three times unless a hold is placed by another user. Students will be notified if their items are not renewable due to unpaid fines or another user requesting a hold be placed on the material.

### **LOST, DAMAGED, AND OVERDUE MATERIALS**

If any materials are lost or returned with damage beyond normal wear and tear, the borrower is responsible for replacement charges and processing fees.

### **HOLDS AND RECALLS**

A hold can be placed on material that is checked out so that an item cannot be renewed, and it will be held for the next user when it is returned. Users may place holds on items currently checked out online using THOR, and will be notified when item is available.

Items that have been checked out may be recalled if they are needed for reserve at the request of a faculty member. Recalls are not made for other reasons.

### **ALTERNATIVE PAYMENT AND APPEALS**

Appeals to reduce or cancel fines should be made *in writing* to the IBIC Director. Forms are available at the Circulation Desk and also on the IBIC department page on *My Thunderbird*. They can be completed and submitted electronically or in person.

Students who are blocked from checking out IBIC materials because of fines may request a temporary clearance from Circulation once they have submitted their appeal form.

Appeals are reviewed weekly, and the IBIC Director will notify students by e-mail of the outcome. The decision may require time needed to investigate the circumstances.

The following are not considered valid reasons for waiving fines: failure to receive or read e-mail, ignorance of the fine policy, inability to pay, transfer of items to another student for return and their failure to do so or planned travel preventing on-time return. There is no provision to excuse the first fine incurred.

### **ACCESS TO DATABASES**

IBIC databases are to be used for educational purposes only by currently registered students. Use of IBIC resources for any commercial, business, or resale purpose is not allowed.

### **OTHER RULES**

To promote an environment where students can read and study, the following rules apply:

- Hold group meetings only in the group study rooms. The tables in the open areas in the IBIC are not to be used for group meetings. Quiet is enforced in quiet areas; students are requested to do their talking elsewhere so it does not disturb others.
- Small amounts of non-messy snack foods are permitted in the IBIC, as well as beverages in containers with lids. Meal-type items are prohibited. A food policy with more details is posted in the IBIC.
- Leaving belongings or programs open on computers to hold a seat is not permitted because the IBIC has a limited number of carrels and workstations. IBIC routinely checks work stations and removes computer documents and belongings left for extended periods.
- Ringing cell phones and telephone conversations in study areas disturb other students. Phones must be turned off in the IBIC and calls made or taken outside the building or in the copy alcoves where sound will be behind a door.

# SCHOOL POLICY ON USE OF COPYRIGHTED MATERIALS

It is the intent of Thunderbird that all members of the School community adhere to the provisions of the United States Copyright Law (Title 17, United States Code, Sect. 106, et seq.). Members of the Thunderbird community who willfully disregard the copyright guidelines do so at their own risk and assume all liability. Full text of the law and its legislative history are available in the International Business Information Center (IBIC).

The following statements constitute guidelines for those at Thunderbird who wish to reproduce, alter, or use works that are protected by copyright. Since copyright protection applies to a variety of creative works—printed materials, sound recordings, video recordings, visual artworks, computer software, Internet materials, and others—the rules may vary according to the format. These guidelines cover the use of copyrighted materials for the following:

- Photocopied items used in the classroom for teaching or reserve.
- Material from the Internet in the classroom for teaching or demonstration.
- Scanning to make electronic copies of illustrations and documents for teaching, presentations, or reserve.
- Multimedia (CDs, videos, audio tapes etc.) for instruction in classrooms, in distance education, or reserve.

Interpretation of the copyright law is still evolving through many cases before the courts and legislation that has been introduced in Congress. New technologies have also created complications that remain unresolved. There are many gray areas in the law and the rules can and change rapidly. For these reasons it is difficult to produce firm and lasting guidelines and this document may need frequent revision. Faculty and staff are urged to seek advice on any questionable areas. The School's legal counsel can be asked for an opinion when necessary.

The IBIC Director is the designated contact for copyright questions. For assistance with copyright policy or guidelines presented in this document, contact Wes Eden in the IBIC at x7234.

## WHAT IS COPYRIGHT?

Copyright is a form of legal protection for authors of original works, including literary, dramatic, musical, artistic, and other intellectual products. Publication is not essential for copyright protection, nor is the well-known symbol ©. Section 106 of the Copyright Act (90 Stat 2541) generally gives the owner of the copyright the exclusive right to do and authorize others to do the following:

- **Reproduce** copies of the work.
- **Prepare** derivative works based on the copyrighted work.
- **Distribute** copies of the work by sale, rental, lease, or lending.
- **Perform** the work publicly.
- **Display** a work publicly.

The copyright owner, often not the author but the publisher, retains these rights even when the work itself belongs to someone else. However, the rights are not absolute. They are limited by "fair use" and by type of media.

## What Is Fair Use?

The doctrine of fair use, embedded in section 107 of the Copyright Act of 1976, addresses the needs of scholars and students by mitigating the right of copyright ownership. Fair use allows certain copyrighted materials to be reproduced and used for educational purposes without permission under some circumstances. However, what constitutes fair use is expressed in the form of guidelines rather than explicit rules. To determine fair use, consider the following four

factors (from *What Educators Should Know about Copyright*, by Virginia M. Helm; Bloomington, IN, Phi Delta Kappa Educational Foundation, 1986):

1. The **purpose and character** of the use, including whether the copied material will be for nonprofit, educational, or commercial use. This factor at first seems reassuring; but unfortunately for educators, several courts have held that absence of financial gain is insufficient of a finding of fair use.
2. The **nature** of the copyrighted work, with special consideration given to the distinction between a creative work and an informational work. For example, photocopies made of a newspaper or newsmagazine column are more likely to be considered fair use than copies made of a musical score or a short story. Duplication of material originally developed for classroom consumption is less likely to be fair use than is the duplication of materials prepared for public consumption. For example, a teacher who photocopies a workbook page or textbook chapter is depriving the copyright owner of profits more directly than if copying one page from the daily paper.
3. The **amount, substantiality, or portion** used in relation to the copyrighted work as a whole. This factor requires consideration of 1) the proportion of the larger work that is copied and used, and 2) the significance of the copied portion.
4. The effect of the use on the **potential market** of the copyrighted work. This factor is regarded...as the most critical in determining fair use; and it serves as the basic principle from which the other three factors are derived and to which they are related. If the reproduction of a copyrighted work reduces the potential market and sales and, therefore, the potential profits of the copyright owner, that use is unlikely to be found fair use.

### **Printed Materials that May Be Used Without Concern for Copyright**

Occasionally, scholarly publications such as journal articles include a note offering the right to copy for educational purposes. Some categories of publications are in the public domain; that is, their use is not protected by copyright law:

1. **Publications for which the copyright term has expired.** Generally, for works created on or after January 1, 1978, the copyright endures for the life of the author plus 70 years after the author's death if the author holds the copyright, or for 75 years after the date of publication if copyright is held by the publisher.
2. **Works that do not include a copyright notice and were first published before January 1, 1978.** For those that are pre-1978 and do include a copyright, the length of the copyright may vary.
3. **Works of the United States government.** Once a work has acquired public domain status, it is no longer eligible for copyright protection and can be used by anyone without permission. Examples: the Bible, the Magna Carta.

**NOTE:** Cartoons are syndicated and copyrighted and require permission for use.

### **How to Get Permission for Reproducing Copyrighted Materials When Use Exceeds the "Fair Use" Guidelines**

It is the responsibility of the individual (professor/faculty member) to obtain **written permission** from the copyright owner to copy in excess of fair use.

Individuals can request copyright permission from the publisher of the book or journal, who usually holds the copyright. Sometimes, however, copyright is held by the author who would have to be contacted. Both authors and publishers often charge a fee for permission.

Thunderbird does not participate in contractual arrangements mandating royalty payments or licensing fees to copyright owners (with the exception of Executive Education and the Thunderbird Bookstore). Those units arrange for copyright, often using the Copyright Clearinghouse or the copyright holder, and pay any required fees in order to make and distribute copies. Faculty who teach in Executive Education who distribute materials to classes outside of the official binder or pre-reading materials are responsible for securing appropriate copyright permission in keeping with these guidelines and School policy.

Some databases paid for and made available by the IBIC for campus use also provide permission to use the articles for electronic reserve. The costs of providing copyright permission for some uses, such as reserve, are covered by the IBIC subscription. The titles in a database may change and arrangements with vendors vary; to be certain of current availability and status, contact the IBIC.

Some publications frequently used by Thunderbird always require a fee for copyright permission. These include *Business Week*, *Fortune*, *Newsweek*, *The Wall Street Journal*, and *The Financial Times*. Only the editorials in these publications are exempt. Some of these publications may also be available through databases in the IBIC, which may cover copyright when the articles are used for reserve reading.

For permission to use **materials on the Web**, write to the webmaster of the site.

## **Copyrighted Materials and Classroom Use**

### ***Guidelines for Classroom Use***

These guidelines cover:

1. Multiple copies to pass out to students in a class.
2. Making an overhead of a map, graph, chart, etc. to use in a classroom presentation.
3. Using a video in a classroom or for distance education courses.

The materials must meet all of the following tests for **brevity**, **spontaneity**, and **cumulative effect**. Each copy must also include a prominent notice that it is copyrighted material. These criteria are defined as:

- **Brevity.** Nothing may be used in its entirety; in other words, you could photocopy an article from a journal or a chapter from a book, but not the entire book or journal.
- **Spontaneity.** The copying is at the instance and inspiration of the individual instructor. The decision to use the work and the moment of its use for maximum teaching effectiveness must be so close in time that it would be unreasonable to expect a timely reply to a request for permission. Normally this includes items published within the last 48 hours, such as current newspaper articles.
- **Cumulative Effect.** The copy of material is for only one course and may be used only one time. Permission is required to reuse an item for reserve or classroom use.

### ***Use of Materials and Documents from the Internet***

Assume everything on the Internet is copyrighted unless stated otherwise, with the exception of U.S. government sites and material, which is not subject to copyright. Generally, using Web materials in live demonstrations rather than a copy is advisable. Using a link to a website from a course page is preferred to copying content from a website.



### ***Scanning to Create Electronic Copies of Pictures and Documents***

Photographs are subject to a more narrow interpretation of fair use. Scanning a photo which is copyrighted or which appears in a copyrighted publication changes the format of a work and is considered a derivative use and is not allowed.

An exception to this is made for students, who in using pictures and illustrations have broader rights under fair use than faculty. It is considered fair use for students to use scanned pictures or copies from electronic resources for classroom presentations only.

Scanning the text of an article to use for reserve may be allowed under certain circumstances and is discussed under "Electronic Reserves," below.

### ***Use of Video in the Classroom and in Distance Education***

The guidelines for use of media are those developed by the Conference on Fair Use (CONFU). This government-sponsored organization of publishers, vendors, librarians, and educators have offered an interpretation and some implementation strategies for use of copyrighted materials to which all parties agree.

- **Video in the Classroom.** The Copyright Act provides a classroom exemption for the use of video in instruction offered face-to-face [Section 110(1)]. A video which is either owned by the School or rented may be used in the classroom, as long as the instruction takes place in the classroom or other place normally used for instruction to currently enrolled students.
- **Video in Distance Education Courses.** Section 110(2) of the Copyright Act, which predates modern distance education, considers the use of video in distance education as "instructional broadcasting", and it is not allowed without permission of the copyright holder. An additional license may often be required to use a video in distance education courses, for which an additional fee is required.  
For videos which are owned by the IBIC, IBIC staff will contact the distributor for information on permission to use the video or any part of it in distance education courses. Contact the IBIC if you intend to use a video in a distance education program to arrange for permission.
- **Videotaped from TV.** Programs or ads taped from TV may be used in a classroom setting for 10 school days after the broadcast. They may not be legally kept and reused after this time period without written permission or purchase of the program.
- **Editing Videos or Using Just Parts of a Video.** Copying pieces of a video to combine several short segments is like creating an anthology of copyrighted works, and is not allowed.
- **Videos Shown to Campus Groups.** The School maintains a performance license, which allows videos to be shown to student groups outside of class, to clubs and for special programs sponsored by the School.

**Frequently Asked Questions: Classroom Use of Copyrighted Materials** may be found in the IBIC.

**Q.** I occasionally see an article in the daily or weekly paper which is of strong current-event value in the classroom. Can I have it reproduced and distributed to the students without getting permission or paying for permission?

**A.** This is going to be an increasingly tough call. If it is truly of a pertinent current event value, where waiting the time needed to get permission and have it distributed through the bookstore would eliminate its value, and it's only 1-2 pages in length, copying occasionally (**preferably once**) and distributing it to students is okay. But the operative words here are **current, short, and occasional**.

**Q.** I am lecturing in an executive education program in which I am using a Harvard case (which was ordered and paid for) and an article from *Forbes* magazine. Should I really bother to get permission for a one-time use of a 6-page article from a magazine for a small (15 student) executive program?

**A.** Yes. It is no different than the case your ordered and paid for.

**Q.** I failed to plan ahead and order a case from Darden that I want my students to use. But I know the author, and I know he wouldn't mind if I reproduce it and give it to the students this one time.

**A.** The author might not mind, but Darden does, and Darden holds the copyrights. So don't do it.

**Q.** I asked the secretary to make 10 copies of an article from *The Economist*, and the secretary stated that they were only allowed to make a single copy for my personal use. But if it's for my personal use, why can't I get 10 copies made?

**A.** Personal use means one copy. Please do not attempt to pressure secretaries, other staff members, students, or the Copy Center to do something which is clearly not allowed. Please do not put other staff or your colleagues in uncomfortable positions by simply walking over to the copier and making copies of the article you were just told could not be reproduced in number. Please do not try to bypass existing rules on-campus by going off-campus.

Secretaries and copy assistants are under pressure to monitor our compliance with the basic law concerning intellectual property rights and permissions. So, if material is brought to them which are obviously unpublished original work, there should be no difficulty in getting it reproduced in number (given copying budget constraints and other guidelines). But if material brought to them is clearly drawn from some published/printed source, they should make one copy only.

**Q.** Is it acceptable if I occasionally copy a grammar exercise or a table out of another textbook or workbook? I usually make individual copies for students and/or show one overhead transparency.

**A.** No. This is not acceptable. Textbooks and workbooks are designed specifically for classroom instruction and should be purchased by users. You may put the book on reserve in the IBIC so that students can read the material and, if necessary, make their own photocopy.

**Q.** To broaden student exposure to "authentic" materials, I sometimes copy an article, short story, advertisement, or cartoon from a magazine or newspaper. May I distribute copies to students and/or make an overhead transparency?

**A.** No, permission is necessary for any such copying. You can ask students to read material in the IBIC or you can show your original copy or the photo or advertisement. If the criteria for "fair use" copying described in this document apply (brevity, spontaneity, etc.), it is acceptable to make one copy of an item for immediate use, for example, a newspaper article on yesterday's events. If you look through a magazine or newspaper with the intention of locating a usable article, you cannot claim "spontaneous inspiration." You must get permission.

**Q.** Can I use articles, exercises, stories, and so forth as the basis for classroom exercises? Can I delete words, change the order of sentences, or add comments for purpose of language practice?

**A.** No. You can prepare vocabulary lists to accompany a text because individual words are not copyrighted. But if you manipulate text or illustrations by annotating, shortening, or altering in any way, you are creating so-called "derivative" works, for which permission is required from the owner of the copyright.

**Q.** I use foreign publications in my course assignments. Do foreign publications have the same copyright restrictions as U.S. publications, e.g. a Russian newspaper or an Arabic journal?

**A.** Yes. Foreign publications/materials should be treated the same as domestic publications/materials.

### **Frequently Asked Questions: The Internet and Copyright**

**Q.** I often find interesting material on the Internet which I like to copy, download, and distribute to my students. Since the Internet is "free," isn't this okay?

**A.** No. Assume everything on the Internet is copyrighted and will require the same permission as printed materials. There usually is no problem with a "live" presentation from an Internet site, or make it a link from your course page.

### **IBIC Reserve Services and Electronic Reserves**

1. IBIC will accept a single photocopy of an article, book chapter or other copyrighted material for reserve. If multiple copies are needed additional original publications must be provided. Example: One photocopy of a specific chapter of a book can be put on reserve, along with as many additional copies of the entire book itself as needed. The copies of the book can be personal copies or from the IBIC collection.
2. Photocopies can be used only once for reserve. If they are needed for subsequent semesters, arrangements must be made to provide them through a course pack to be purchased at the bookstore. The bookstore will obtain copyright permission from the publisher.
3. There are no limits on uncopyrighted materials: government documents, student papers, answers to homework problems, etc. Some teacher's manuals may contain permission to make copies that can be placed on reserve.
4. Case studies are not accepted for reserve because of copyright restrictions.
5. **Electronic Reserves:** *My Thunderbird*, since it is a secure system with access only for students and faculty, can be used for posting electronic reserves. Articles from IBIC's full-text databases may be used for this purpose, and using the databases can help resolve some of the copyright problems. Articles from some of these databases may even be used multiple times without requesting copyright permission; it is covered as part of our subscription.

**Direct Links from Course Pages to Databases:** Some databases provide for a link to be made directly from your course page to the specific article within the database. The list of databases and the options they provide for electronic reserve changes; currently only ProQuest Direct provides the direct link option, but others have indicated that this will be available soon (Business Reference Suite, and EbscoHost). You may not use Lexis-Nexis for any kind of electronic reserve. Faculty should provide IBIC with a list of articles they wish to place on electronic reserve; we will check for availability and assist you in making the link to your course page. If the database permits a direct link, you must make a link and not use a downloaded copy.

**Downloading Articles from IBIC Databases for Electronic Reserve:** You may download articles and post them on your course page for reserve, if they are only used one semester.

**Scanning Articles for Electronic Reserve:** You may scan articles and book chapters and put them on electronic reserve with the same restrictions as photocopied articles; they may be used only ONE SEMESTER unless you obtain permission to use them multiple times, and you may not change the content by inserting comments, or any other addition. Just as with photocopies, if you want to use a scanned document, multiple times, you must obtain permission from the copyright holder. Scanned articles on electronic reserve may only be provided through *My*

*Thunderbird.* IBIC will scan articles to create electronic copies for reserve under these guidelines.

### **Frequently Asked Questions: IBIC Reserves and Copyright**

**Q.** I want a copy of the required and recommended textbook for the course put on reserve. Is that okay?

**A.** Yes, in fact the reserve desk acquires all required and recommended books and automatically puts them on reserve for your course, so you do not have to do it yourself (Exceptions are study guides, workbooks, or solutions manuals. The faculty member will need to provide a copy of these for them to be put on reserve.)

**Q.** I want to put a copy of some articles on reserve for students to read. Is that okay?

**A.** Depends. IBIC can accept articles for use one semester only. If the material is copyrighted (and nearly everything published is), permission to use articles for subsequent times will need to be obtained. This pertains to any article, whether it is *Business Week*, *Journal of Applied Corporate Manipulation*, *Time*, *The Wall Street Journal*, *Chicken World*, etc. Somebody holds the rights, and it is not you. The principle here is judicious use, and not repetitive use.

*A useful guideline is to first think of this material being provided to students through existing databases; you have the option of making a link from your course page, if the article is in ProQuest, or of letting students know it is available in one of the other databases. These are available on the network and a good solution for multiple users. This way you can use them for several semesters without seeking copyright permission. If the articles are not in one of the databases, and you have already put it on reserve once, your option is to use course packets sold through the bookstore. In either case, you must plan ahead; either option takes time to set up.*

**Q.** I would like my students to read a couple of other cases on the subject, but I don't want them having to pay for them because we're really not going to have time to discuss them in class. Is it all right if I simply put them on reserve for students to read if they have time?

**A.** No. If you want them to read the case, have them buy it through the bookstore. Hard line on this one. The IBIC will not put published cases on reserve (including cases copied from a book or a case collection).

**Q.** I am the author (co-author) of a book from which I want my students to readjust Chapter 3. I don't want them to buy the whole book. Can I put that chapter on reserve?

**A.** Well, although you are the author of the book, the publishing firm generally holds all copyrights. You may though place a single photocopy of a single chapter on reserve. A second alternative is simply to put the book on reserve and have the students read the single chapter. Although you are an author, you do not have the right to simply have it copied and distributed to the students.

**Q.** I have written several **cases-none of which are published anywhere-that I** would like to have my students use. Should I have them copied and distributed to the students, sold through the bookstore, or simply put on reserve?

**A.** If you are an employee of Thunderbird and you write a case, Thunderbird holds the copyright, and Thunderbird will have its own preferences for the distribution method of the case. (Think "sell".)

**Q.** I like my students to have a variety of opinions, so I like to have several **different textbooks** on the same subject put on reserve for my course. Is this acceptable?

**A.** Absolutely. In fact, published books are clean and easy to put on reserve.

**Q.** Sometimes I adapt a diagram or table from a published source, have it made into an overhead, and use it in class. I also like to put all of my lecture notes and overheads on reserve. Is this okay?

**A.** Think "credit where credit is due"; think **plagiarism**. If students use other people's works without proper acknowledgement, they are subject to penalties associated with plagiarism. Well, *et tu, Brute*. If you use or adapt someone else's work, you need their permission to use it. Once their permission has been granted, there should be no problem with putting that overhead master on reserve.

### **Instructional Design & Support (IDS) and Use of Copyrighted Material**

IDS can prepare transparencies, maps, tables, graphs, and illustrations for presentations and publications. These often involve copying and using copyrighted materials. There is a major difference in using these materials in the classroom and in using them in books, articles, publications, or in presentations at conferences or for corporate clients. Fair use may apply in the former, but not the latter.

Some use of copyrighted materials on transparencies or in PowerPoint is permitted in the classroom, if they fall within the guidelines for fair use. Virtually no copyrighted materials, however, can be used for out-of-classroom presentations or for publications, even if you cite the source, unless written permission has been obtained.

In most cases, written permission by the copyright holder should first be obtained before bringing the material to IDS. A copy of such permission should be attached to the Project Request Form.

### **Frequently Asked Questions: Services Provided by IDS**

**Q.** I want IDS to reproduce material (e.g., a chart, graph, or some portion of text from an article). I only want IDS to make one transparency for use in the classroom, and a source will be provided. If I am allowed to request a secretary to make one copy of material, is this not the same thing?

**A.** No, it is not the same thing. When a secretary makes one copy of a portion, or all, of the material, it is assumed that the one copy is being made for "personal use." Personal use is not necessarily interpreted to mean (under the doctrine of fair use, embedded in §107 of the Copyright Act of 1976) that you have the right to show the information to students in an educational setting, unless timeliness is demonstrated as a relevant factor. As an example, an article appearing in a newspaper on the same morning the class takes place would probably be OK to use upon that one occasion.

**Q.** What about a table or chart from the textbook for the course?

**A.** A transparency can be made if it is for use only a single time and only for use in the classroom, NOT at a professional conference or other presentation. IDS will require that you sign a form indicating your intended use and your agreement to only use the material under these terms. Multiple uses of an item will require written permission from the copyright holder.

**Q.** I want IDS to reproduce some maps for me. IDS has its own mapping software, and I want to ask them to use their software to recreate the maps rather than scan the original maps (which I consider to be a violation of copyright law). I ask IDS to color the various countries in different colors. Then I also ask them to make the wording in the legend exactly the same as the original source. Is this OK?

**A.** No, it is not OK. The wording attached to the legend is also copyrighted in the original material. The most reasonable solution is to create your own original words to be set forth in the legend of the newly created maps.

**Q.** I want to use a corporate logo in a PowerPoint presentation. Can IDS scan a logo or take one off the Internet and use these?

**A.** No. Logos are copyrighted and cannot be used without permission.

**Q.** I want to distribute to my class, as an example of a well-written exam, an essay written by a previous student. Can I reproduce this essay and pass it out in class?

**A.** No. The content of an essay belongs to the author. Although it was turned in to you, it is not "yours." You must have written permission of the student to copy and distribute his/her work.

**Q.** I have photos taken during a Winterim trip of T-bird students that I would like to use in a publication. Can IDS copy them for me?

**A.** No, not unless you have written permission from all of the individuals in the picture.

## **Resources for Copyright Information**

### ***Online Tutorials***

- **University of Texas System Crash Course in Copyright**  
<http://www.utsystem.edu/OGC/IntellectualProperty/cprtindx.htm>
- **Indiana University Online Copyright Tutorial**  
[http://www.inpui.edu/it/copyinfo/online\\_tutorial.html](http://www.inpui.edu/it/copyinfo/online_tutorial.html)

### ***Websites***

- **CONFU—Conference on Fair Use**  
<http://www.uspto.gov/web/offices/dcom/olia/confu/conclutoc.html>  
Status (as of September 1997) of guidelines on:
  - Digital Images
  - Distance Learning
  - Educational Multimedia
  - Electronic Reserves
  - Interlibrary Loan and Document Delivery
  - Computer Software in Libraries
- **Stanford University Libraries—Copyright & Fair Use**  
<http://fairuse.stanford.edu/>
- **Washington State University Copyright Office**  
<http://publications.urel.wsu.edu/Copyright/Copyright.html>
- **Indiana University Copyright statement**  
<http://www.inpui.edu/it/stratdir/copyright.html>
- **Copyright Clearance Center**  
<http://www.copyright.com/>
- **Fair Use Guidelines for Educational Multimedia**  
<http://www.indiana.edu/~ccumc/mmfairuse.html>
- **Guidelines for Off-Air Recording of Broadcast Television**  
<http://libr.stedwards.edu/media.htm#copyright>  
<http://www.lib.loyno.edu/copyright/off-air.htm>  
<http://www.sit.edu/edtech/tech5000/fairuse.html>

## **Books**

- Bielefield, Arlene and Lawrence Cheeseman. *Technology and Copyright Law: A Guidebook for the Library, Research and Teaching Professions*. NY: Neal-Schuman Publishers, Inc., 1997.  
IBIC: KF 3030.1.B533 1997
- Gasaway, Laura and Sarah K. Wiant. *Libraries and Copyright: A Guide to Copyright Law in the 1990s*. Washington, D.C.: Special Libraries Assoc., 1994.  
IBIC:KF 3030.1 .G37 1994.
- Bruwelheide, Janis H. *The Copyright Primer for Librarians and Educators*. 2<sup>nd</sup> edition. Chicago: American Library Association, 1995.  
IBIC: Z 649 .F35 B78 1995.

# TECHNOLOGY REQUIREMENTS: ALL FULL-TIME PROGRAMS

## LAPTOP REQUIREMENTS

All entering students are REQUIRED to have a laptop computer. The Thunderbird I&IT Department recommend the following:

- 2.4GHz or better processor with preferably 4 GB RAM or more.
- An English version of Windows 7 (or newer) and an English version of Microsoft Office 2010 or newer including Word, Excel, and PowerPoint. Depending on the course of study, a student may also want to obtain Microsoft Office Proofing Tools for specific languages other than English. I&IT cannot guarantee support or compatibility for foreign Language operating systems or software.
- Macintosh users generally are supported, and should have the latest version of OS-X installed, and an English version of Microsoft Office 2011 for Mac or newer. Please be aware that certain data analysis classes may require software that is MS Windows specific. (In that case, students should consider running something like Parallels to run a legal copy of Windows on their mac)
- Students must have an antivirus package installed on their computers. The latest Norton AntiVirus version (NOT NORTON SYSTEMWORKS OR INTERNET SECURITY) or AVG are recommended.
- Students should have Internet Explorer 9 or better, or Firefox 27 or better Web browser installed. I&IT generally recommends the use of the latest Internet Explorer or Firefox browsers to access Thunderbird websites.
- For network access, the laptop will need Wireless-N (or newer) Wi-Fi capability.
- Thunderbird has implemented a wireless network in most common areas, classrooms and dorms on the Glendale campus.
- Also, there are over 370 wired network ports available in common areas on campus (A standard Cat-5 network cable is needed to connect the computer to a wired network port. Thunderbird does not provide free network cables.)
- Campus print drivers for the on-campus student printers are only available for Windows and Mac.
- Students should strongly consider purchasing an extended
- (three-year) warranty for their laptops. Laptop hardware failures can be very expensive if out-of-warranty repairs are required.
- Students who purchase computer and software before arriving at Thunderbird, should bring their software installation media with them. Windows/Office/MacOS and some other software products require a user to use the original media (or their copy) to add features or perform repairs and upgrades. Other copies of this software cannot be used. Students in Data Analysis courses require Excel add-ins that are not part of the default Office installation and will be unable to add these later without the original installation media.
- Other non-Windows/non-Mac computer users can connect to the campus (Wi-Fi) network (e.g., tablets, etc.), but the Help Desk cannot provide support beyond providing the network settings, navigation and basic troubleshooting. Be aware that any special software needed for coursework is generally not available for non-Windows computers.
- For a complete list of technical requirements and other IT help, please visit <http://help.thunderbird.edu>.



## INFORMATION & INSTRUCTIONAL TECHNOLOGY (I&IT) POLICIES

I&IT has established Thunderbird Terms and Conditions and the MTB Code of Conduct policies that everyone has agreed to via MTB and/or employment agreements. These policies apply to all Students, Faculty, Staff, Contractors or any other individual granted access to *My Thunderbird* (MTB).

### RULES FOR ONLINE CONDUCT

All applicable laws must be adhered to when using the website. Because Thunderbird is a nonprofit, tax-exempt organization, you agreed that you will not use the website for organized partisan political activities. You further agreed that you will not post any of the following content anywhere on the website or on any other Thunderbird computing resources:

- Material that defames or threatens others
- Statements that are bigoted, hateful, or racially offensive
- Material that discusses illegal activities with the intent to commit them
- Copyrighted or other proprietary material used without permission
- Material that contains vulgar or obscene language or images
- Advertising or any form of commercial solicitation.

Within our Thunderbird Community, we have created a variety of lists and broadcast e-mails to simplify communications among groups of individuals that have already established a relationship. As such, policies governing these distribution lists and broadcasts prohibit certain communications, including:

- The sending of unsolicited or unapproved mass e-mails or targeted e-mails for any reason, personal or commercial.
- The use of a mailing list feature for personal or commercial use.
- The sharing and/or sale of mailing lists generated on *My Thunderbird*.

Although Thunderbird does not routinely screen or monitor content posted by users to *My Thunderbird*, Thunderbird reserves the right to remove content which violates the above rules of which it becomes aware, but is under no obligation to do so.

**Students are expected to abide by the Thunderbird Code of Honor and Conduct.**  
**For the full text of the honor code see the Thunderbird website at:**  
**[http://t-bird.edu/files/content/123950/Thunderbird\\_Code\\_of\\_Honor.doc](http://t-bird.edu/files/content/123950/Thunderbird_Code_of_Honor.doc)**

**Students will not access or attempt to access any other user's account, or misrepresent or attempt to misrepresent your identity while using the website.**

### COPYRIGHT

Copyright 1998-2014 (c) Thunderbird School of Global Management ("Thunderbird"). All rights reserved. No portion of this website may be reproduced in any form, or by any means, without prior written permission from Thunderbird. Thunderbird respects the intellectual property rights of others, and expects its users to do the same. In accordance with the Digital Millennium Copyright Act, Thunderbird has designated an agent to receive notifications of alleged copyright infringement associated with the website. Thunderbird will, upon receiving proper notice, act to remove or disable access to any such material as set forth in the DMCA. If you believe that your copyrighted work is being infringed, please notify us.

### TRADEMARKS

*My Thunderbird*<sup>™</sup> is a trademark of Thunderbird School of Global Management.

## **DISCLAIMERS**

The contents of *My Thunderbird* pages are subject to periodic change without notice from Thunderbird. Thunderbird makes no representations or warranties of any kind, express or implied, as to the operation of the website, the information, content, accuracy, completeness, materials or products, included on this website. To the full extent permissible by applicable law, Thunderbird disclaims all warranties, express or implied, including but not limited to, implied warranties of merchantability and fitness for a particular purpose. Thunderbird will not be liable for damages of any kind arising from the use or inaccessibility of this website including, but not limited to, direct, indirect, incidental punitive and consequential damages.

The job search and recruiting tools in *My Thunderbird* are made available by Thunderbird. Thunderbird is not acting as an employment agency in any respect and is merely assisting employers and prospective employees to exchange information. Thunderbird does not verify the claims and qualifications of prospective employees and is not responsible for any actions or failures to act on the part of prospective employees who use *My Thunderbird*. Prospective employers should utilize such procedures, if any, that they deem appropriate to verify the truthfulness of prospective employees' backgrounds and to review their qualifications.

Thunderbird shall not be liable for the disclosure of any information that you provide through *My Thunderbird* and you are cautioned to consider the possible disclosure of any information that you provide in *My Thunderbird* prior to utilizing the service. You agree that any information obtained through *My Thunderbird* is at your own risk and you agree to indemnify, and hold harmless, Thunderbird, and its employees from any claims, damages, losses, liabilities, costs and expenses, resulting directly or indirectly from your use of *My Thunderbird*.

## **LINKS TO THIRD-PARTY SITES**

This website may contain links to websites controlled by parties other than Thunderbird. Thunderbird has not necessarily reviewed these third-party sites. Thunderbird is not responsible for and does not endorse or accept any responsibility for the contents or use of these third-party websites. Thunderbird is providing these links to you only as a convenience, and the inclusion of any link does not imply endorsement by Thunderbird of the linked website. It is your responsibility to take precautions to ensure that whatever you select for your use is free of viruses or other items of a destructive nature.

## **NON-COMMERCIAL USE ONLY**

*My Thunderbird* is made available only for the personal, non-commercial use of individual users. Users may not modify, copy, distribute, frame, deep link, transmit, display, perform, reproduce, publish, license, create 3 derivative works from, transfer, or sell any information, software, products, or services obtained from the website without the express written consent of Thunderbird, which may be withheld, in its sole discretion.

In consideration for your use of the website, you agree to provide true, current, accurate, and complete information about yourself as requested during the registration process, and to update such information as may be necessary to keep it true, current, accurate, and complete.

You agree that you will use the website in a manner that complies with all applicable laws, and you acknowledge that you are solely responsible for any content that you upload, download, transmit or otherwise process using the website.

You agree not to:

1. Transmit via the website any data, text, video, audio, website, or other content that is critical of Thunderbird, offensive, obscene, pornographic, inflammatory, harassing, threatening, tortious, invasive of another's privacy, abusive, hateful, defamatory, harmful to minors, or is otherwise objectionable;

2. Transmit via the website any content that infringes any patent, trademark, copyright, rights of publicity, or other intellectual property right;
3. Transmit any content that violates any applicable local, state, national, or international law that could give rise to civil or criminal liability;
4. Transmit any unsolicited promotional content, advertising materials, "spam," chain letters, or other such solicitation;
5. Use the website to publicly broadcast, transmit, or display content for "pay-per-download" or other commercial purposes;
6. Use the website to transmit content which includes a virus, worm, Trojan-horse, sniffer, or other code designed to acquire information about other users or disrupt the functionality or availability of any computer program, database, the website or any other Internet host; or
7. Disguise your identity by spoofing, forging headers, using third-party relayers, or otherwise obscuring the origin of transmitted content, including impersonating another person or entity.

## **TERMINATION OF SERVICE**

You may terminate your account by e-mailing [editor@t-bird.edu](mailto:editor@t-bird.edu). Thunderbird may terminate your account, your access rights to *My Thunderbird*, or the entire service, or any portion thereof, at any time, with or without notice and at its sole discretion.

## **CHOICE OF LAW/FORUM SELECTION**

The website is provided by Thunderbird and located on the Thunderbird campus in Arizona. You agree that any dispute arising out of or relating to these Terms or your use of the website, whether based in contract, tort, statutory or other law, will be governed by the laws of the State of Arizona, excluding its conflicts of law provisions. You further consent to the personal jurisdiction of and exclusive venue in the federal and state courts located in and serving Maricopa County, Arizona, as the legal forum for any such dispute.

## **PRIVACY STATEMENT**

Privacy Statement for Thunderbird

Thunderbird has created this privacy statement in order to demonstrate our firm commitment to privacy. The following discloses our information-gathering and dissemination practices for this website: [my.t-bird.edu](http://my.t-bird.edu).

## **LINKS TO OTHER SITES**

This website contains links to other sites. Thunderbird is not responsible for the privacy practices or the content of such websites.

## **SECURITY**

Unfortunately, no data transmission can ever be 100% secure. While we try to protect your personal information, we cannot ensure or warrant the security of the personal information that you transmit. You transmit such information at your own risk. Once we receive such information, Thunderbird will make our best efforts to maintain security on our system.

## **PUBLIC FORUMS**

This site makes chat rooms, forums, message boards, and/or news groups available to its users. Please remember that any information that is disclosed in these areas becomes public information and Thunderbird is not responsible for any results of the disclosures, so we discourage disclosure of personal information. Nor should you disclose any information about your employer if there is any chance the information might be proprietary or confidential. Thunderbird encourages users to respect the privacy of other individuals on the website.

## **INFORMATION USAGE**

Information gathered on the website may be used by Thunderbird and its partners or affiliates. Our website provides users the opportunity to opt out of receiving communications from us and our partners.

## **CONTACTING THE WEBSITE**

If you have any questions about this privacy statement, the practices of this website, or your dealings with this website, you can contact:

Thunderbird School of Global Management  
1 Global Place  
Glendale, Arizona 85306  
[editor@t-bird.edu](mailto:editor@t-bird.edu)

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# **INSTITUTIONAL MARKETING AND BRAND MANAGEMENT**

## **INTELLECTUAL PROPERTY**

All inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any other intellectual property (collectively referred to as “Work Product”), produced by a student based upon a student’s work for, or exposure to, a Thunderbird class, project, materials, club, professor, employment or activity, shall be owned solely and exclusively by Thunderbird. If a student wishes to obtain any ownership or license rights to such Work Product, it is the student’s responsibility to submit a prior written request to the Academic Director of Full-Time Programs and obtain appropriate approvals.

It is understood that, by registering as a student, the student hereby assigns to Thunderbird any and all right, title, and interest they may have in such Work Product, together with all intellectual property therein. In addition, the student agrees to render all customary and reasonable assistance to Thunderbird, at Thunderbird’s expense, including, without limitation, execution and delivery of any documents reasonably requested by Thunderbird to secure, perfect, register, and enforce all such rights.

## **PHOTO PERMISSIONS**

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote Thunderbird and its multiple programs.

It is understood that, by registering as a student, the student hereby grants Thunderbird his/her consent to publish these photographs for publicity-related purposes.

## **COPYRIGHT**

When copyrightable materials are produced, in any form, by a student in the context of a student’s work for a class or project, as a teaching assistant for a professor, or as a full-time or part-time employee of any entity of Thunderbird, ownership of such copyrightable materials shall be owned solely and exclusively by Thunderbird.

If any copyrightable materials are produced using any of Thunderbird’s facilities such as computers, copiers, typewriters, supplies, etc., Thunderbird has the right to use such materials, regardless of the context in which such materials were produced. If students contemplate producing copyrightable materials outside of their relationship with Thunderbird, it is the student’s responsibility to make prior contact with the Vice President of Full-Time Programs and to seek appropriate written agreements.

## **USE OF DEGREE DESIGNATION**

Degree designation may not be used on any official document until degree conferral has occurred.

## **NAME TRADEMARK**

Thunderbird’s trademarks are registered in the U.S. and in several other countries. The official trademarked name of Thunderbird is “Thunderbird School of Global Management.” Informally, or in subsequent use in writing, the name should read “Thunderbird,” which is also a registered trademark. Thunderbird’s logo and seal are also protected by trademark. The seal, logo, and all other Thunderbird trademarks may not be used on marketing materials, websites, or any other medium, without the express written permission of Thunderbird.

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# THUNDERBIRD COMMUNITY REQUIREMENTS

Thunderbird School of Global Management is located in Glendale, Arizona. Visitors, staff, and students should be aware that Thunderbird is private property, and we reserve all legal rights and remedies to maintain a safe and secure environment for everyone on the campus.

## THUNDERBIRD CODE OF HONOR AND CONDUCT

Upon matriculating at Thunderbird, each student must actively abide by and support the Thunderbird Code of Honor and Conduct. More detailed information about the Code of Honor and Conduct, its procedures, and organization can be found under the Honor Council page of MTB. Students can “click” on the Honor Council button on the left-hand side of their MTB home page.

## STUDENT CONDUCT

Thunderbird is a graduate-level institution. Students are preparing themselves for careers in which they will likely be given supervisory responsibilities at a senior corporate level. They are, therefore, expected to demonstrate a level of maturity and self-discipline corresponding to that of a senior executive throughout the period of their study. In doing so, the student helps protect the institution and their investment in education.

Students are expected to treat all students, faculty, staff, employees of Thunderbird and any company/organization representative on campus for recruiting, presentation, or recognition purposes with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about:

1. Fellow students should submit a written letter or electronic communication to the Associate Vice President of Admissions and Student Affairs or the Academic Director for the Winterim or Module abroad.
2. Administrative staff should submit a written letter or electronic communications to Ms. Angie Tizzano in Human Resources.
3. Faculty should submit a written letter or electronic communications to the Academic Director of the appropriate program or the Dean of Faculty.

Students may also submit concerns anonymously through the Confidential Reporting hotline which can be found either as a button on the left hand side of the MTB home page or on the Honor Council's Web page.

**A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the school. Thunderbird may cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.**

Students whose inappropriate behavior comes to the attention of Thunderbird may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Chief Academic Officer or designated representative retains the authority to act expeditiously whenever immediate remedial action is required to assure the safety and security of the campus and the community. In the case of Winterims, TEM Labs, or other off-campus courses the faculty in charge of the course is the designated representative for the Chief Academic Officer and may withdraw a student from participation.



## **BEHAVIORAL WITHDRAWAL POLICIES**

### ***RESTRICTED ACCESS/IMMEDIATE-ACTION WITHDRAWAL***

If it is determined that a student's condition or behavior and continued presence on the Thunderbird campus or overseas modules pose an immediate threat to any individual (including the student in question), school property or school function, the Chief Academic Officer or designee may withdraw or restrict the student's access to the Thunderbird campus or overseas modules, services and Thunderbird activities, as appropriate, for an interim period prior to a final determination of the matter.

- Such decision shall be communicated to the student both verbally and in writing, and shall become effective immediately upon receipt of such notice by the student. A student will be deemed to have received the notice if the notice has been hand-delivered, electronically delivered to their Thunderbird global electronic mail account, or delivered by regular mail to the address the student has listed with the Thunderbird Registrar's Office.
- Review by the Associate VP for Academic Compliance or Assessment or designee will begin once the restricted access or immediate-action withdrawal is in effect.
- A student who is immediately withdrawn or whose access is restricted per these provisions from the Glendale campus or from an official Thunderbird site for an interim period shall be provided an opportunity to respond to the allegations of misconduct to the Academic Director responsible for the academic program no later than three school days following the effective date of the interim action.
- The immediate-action withdrawal or restricted access shall remain in effect until a final decision has been made on the matter unless, before a final decision is made, the Chief Academic Officer or designee determines that the reasons for imposing the sanction no longer exist.

### ***VOLUNTARY WITHDRAWAL***

Once notified of a behavior-related incident (excluding immediate-action withdrawal), a behavioral intervention team (BIT) will discuss the circumstances with the student (and family, if appropriate) and may encourage a voluntary withdrawal of the student from the school with prompt referral to a resource for evaluation or treatment. If the student is eligible for and wishes to pursue voluntary withdrawal, the Registrar will counsel the student regarding voluntary withdrawal and initiate voluntary withdrawal.

If a voluntary withdrawal is warranted and cannot be affected, an involuntary withdrawal may be initiated.

### ***INVOLUNTARY WITHDRAWAL***

A student may be considered for involuntary withdrawal when:

- The student has demonstrated behavior which is a substantial impediment to the lawful activities or basic rights of other students, school employees or visitors;
- There is substantial evidence that the student's condition demonstrates an apparent threat of harm to her/himself or others; or
- There is substantial evidence that the student's condition interferes significantly with the student's ability to understand the impact of or control his/her behavior or that the behavior is disruptive to either her/his or others' educational process
- The student, while enrolled in a Thunderbird program, is convicted of a felony offense and sentenced to one year or more, including probation

Student involuntary withdrawal procedures will be used with caution and in recognition of the school's responsibility to protect the physical safety, health, and welfare of members of the Thunderbird community through prescribed due process standards. Questions regarding this

policy should be directed to the Chief Academic Officer or designee, or Thunderbird Legal Counsel.

### ***WITHDRAWAL PROCEDURES***

Upon notification of a potential behavioral withdrawal, Chief Academic Officer or designee will:

- Consult with the Behavioral Intervention Team, Academic Director, Honor Council officers, school faculty/staff and community agencies, as appropriate
- Arrange for an appropriate review process
- Receive, investigate, and examine appropriate records and documentation
- Provide an opportunity for the student to confer with the Behavioral Intervention Team or designee to discuss the circumstances of the incident
- Contact parents, if appropriate
- Document the findings of the review process and any relevant recommendations
- Initiate the voluntary or involuntary withdrawal process, if appropriate
- Place an administrative restriction on subsequent registration until the student who has been withdrawn has met conditions for readmission

The student may be barred from campus and/or school services and activities during the withdrawal period.

The student will receive written notice of the withdrawal as well as the conditions for readmission.

### ***APPEAL PROCESS***

The decision of the Academic Director responsible for the academic program or designee is final unless the student appeals the decision in writing within three school days following the posting or personal delivery of the written decision. The written appeal has no formal format but should be addressed to the Chair of the Disciplinary Appeals Committee, Attn: Registrar. Committee procedures are defined in the Honor Council Procedures. Restricted access to the Thunderbird campus may remain in effect during the period of review except for the student's appearance before the appeals committee.

### ***EFFECT ON ACADEMIC STATUS***

A notation of Withdrawal will appear on the student's transcript for the appropriate trimester. Tuition and fee refunds/credits shall be based on the effective date of the withdrawal determined by the Registrar or designee in accordance with the School's published refund policy or the Title IV Federal Aid calculations (See Financial Aid section).

In the event of restricted access, the student will typically have access to course material and is responsible to ensure coursework is submitted on time until the appeal process is complete.

### ***EFFECT ON ACADEMIC SERVICES***

Academic services may be suspended during a withdrawal period unless the Behavioral Intervention Team determines that special services are needed.

### ***READMISSION***

A student removed from the school under these policies may be considered for readmission only with the written approval of the Registrar.

A student wishing to be considered for readmission should contact the Registrar and provide appropriate documentation of behavioral change, problem control, resolution of the initial problem, including compliance with the written conditions of readmission.

The Academic Director responsible for the program, or designee, and the Registrar will:

- Consult with the Behavioral Intervention Team
- Consult with appropriate faculty, staff and community agencies
- Arrange for an appropriate review process
- Receive, investigate, and examine appropriate records and documentation
- Provide an opportunity for the student to meet with the Registrar or designee to discuss readmission and initiate the readmission process
- If appropriate, provide the student with written conditions for continued attendance

## **ALCOHOL AND CONTROLLED SUBSTANCES POLICY**

As an institution of higher education, Thunderbird has a responsibility to establish and maintain a safe, healthy academic environment for all students. The purpose of this policy is to promote and educate about the lawful and responsible use of alcohol by students, and to educate students about illegal drugs in order to maintain an environment that is consistent with the educational focus of Thunderbird. Thunderbird's policy concerning the possession and/or use of alcohol and illegal drugs is in compliance with the Drug-Free School and Community Act amendment of 1989, enacted by Congress as Law 101-226, and the Controlled Substance Act (21 U.S.C Chapter 13).

Each member of the Thunderbird community should be involved in the implementation of and compliance with this policy. Unless otherwise stated by law, each individual retains responsibility for his or her actions at all times regardless of his or her mental or physical state, even if altered by alcoholic beverages, prescription drugs or other drugs. This policy applies to all Thunderbird programs or as a part of any school-sponsored or school-affiliated activity both on-campus and off-campus.

**Thunderbird will maintain strict compliance with all Federal, state, and local laws and policies on the abuse of alcohol, abuse of prescription drugs and other controlled substances by its students.** The term "Controlled Substances" is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances is defined by schedules in 21 U.S.C Chapter 13 ([www.usdoj.gov/dea/pubs/csa/812.htm#c](http://www.usdoj.gov/dea/pubs/csa/812.htm#c)).

Students found to have violated the school's policy regarding alcohol and drugs, as described below, are subject to appropriate disciplinary action, counseling, education, probation, suspension, expulsion, and referral to proper law enforcement authorities for prosecution. Under appropriate circumstances, Thunderbird may refer violations to the Glendale Police Department, or appropriate District Attorney for investigation and/or prosecution. A new law suspends Federal student aid eligibility for students convicted under Federal or state law of possession or sale of drugs (not including alcohol or tobacco).

### **HEALTH RISKS ASSOCIATED WITH ALCOHOL AND CONTROLLED SUBSTANCES**

***There are no good reasons for abusing drugs or alcohol.  
There is absolutely no reason to combine drugs and alcohol.***

The health consequences of alcohol and controlled substance abuse may be immediate and unpredictable, such as fatalities associated with alcohol poisoning and drug overdose, or more subtle and long term, such as liver and brain damage associated with the prolonged use of alcohol. In addition to health related problems, alcohol abuse and substance use are associated

with financial difficulties, interpersonal conflicts, domestic violence, deterioration of the family structure, accidental injuries or fatality, and may significantly impact academic and work performance. All students should take a moment to become aware of the health risks caused by the use of alcohol and by the illegal use of controlled substances.

### **ALCOHOL-RELATED HEALTH RISKS**

- Consumption of more than two average servings of alcohol in several hours can impair coordination and reasoning and make driving unsafe.
- Consumption of alcohol by a pregnant woman can damage the unborn child. A pregnant woman should consult her physician about this risk.
- Regular and heavy alcohol consumption can cause serious liver problems, damage to the nervous and circulatory systems, mental disorders, and other health problems.
- Drinking large amounts of alcohol in a short time may quickly produce unconsciousness, coma, and even death.

### **CONTROLLED SUBSTANCE-RELATED HEALTH RISKS**

Use of controlled substances can result in damage to health and impairment of physical condition, including:

- Impaired short-term memory or comprehension anxiety, delusions, and hallucinations
- Loss of appetite resulting in general damage to the user's long-term health
- A drug-dependent newborn, if the mother is a drug user during pregnancy (pregnant women who use alcohol and/or drugs or who smoke should consult their physicians);
- AIDS, as a result of needle-sharing among drug users
- Death from overdose

A more complete description of the types of controlled substances can be found on the Honor Council Web page.

### **INHALANT (GAS, AEROSOLS, GLUE, NITRITES, NITROUS OXIDE) RELATED HEALTH RISKS**

Inhalants are breathable chemical vapors that produce psychoactive effects. A variety of products common in the home and in the workplace contain substances can be inhaled. These can cause some or all of the following:

- Excess stimulation
- Reduced inhibition
- Ultimate loss of consciousness
- Heart failure and death
- Severe damage to the brain, liver, and kidneys

### **STANDARDS OF CONDUCT AND SANCTIONS**

Thunderbird students must be aware that their behavior with respect to alcoholic beverages is constrained by Federal law, Arizona state law, and Thunderbird's own policies that reflect its concern for the health and well-being of its students.

Participants in Module Abroad, TSLA, Winterim, and/or Exchange Programs are bound by the policies set forth in this catalog regarding alcohol usage as well as the laws and regulations of the host nation.

### **THUNDERBIRD ALCOHOL POLICY REGULATIONS**

The sale, distribution, and/or consumption of alcoholic beverages in or on Thunderbird owned or leased property is strictly prohibited except for areas mandated by the school's liquor license or

areas designated for personal consumption. A complete list of designated areas can be obtained from Chartwells when students register an alcohol event.

## **DEFINITIONS**

### ***Alcohol Event***

- Any calendared, registered, or sponsored event with/by TSG that is serving any amount of alcohol
- Any event on campus not sponsored by TSG, but involving more than ten individuals that is serving any amount of alcohol

### ***Alcohol-Prohibited Zones***

- Areas where the sale, distribution, and/or consumption of alcoholic beverages is strictly prohibited. These areas include all athletic facilities (volleyball/tennis/racquetball/basketball courts, gym, rugby pitch, etc.), academic class/study rooms, IBIC, or any administrative office on campus.

### ***Bartender***

- A bartender is a person who has completed level one training by the Arizona Basic Consumption and Alcohol Education (BCAE) task force and who has registered with Chartwells.
- An employee of the Thunderbird Pub.

### ***Open Container***

- Any bottle, can, or other receptacle that contains any amount of alcoholic beverage and that is open or has a broken seal, or the contents of which are partially removed.

### ***Personal Consumption***

- A reasonable amount of alcohol consumed by an individual in their dormitory or a residential space. Personal consumption varies by individual however, if the student fails to abide by the Federal or State laws or Thunderbird policy, becomes incapacitated and/or threatens to or causes harm to themselves, others, or Thunderbird property they become subject to disciplinary actions.

### ***Residential Space***

- Those areas in or immediately adjacent to active dormitories. They include the Fish by A and B dormitories, Coleman Lounge and barbeque by East Dorms, the Sobo Lounge and quad in West dorms, and the quad and small picnic area by the Executive Inn.

## **THUNDERBIRD COMMUNITY RESPONSIBILITIES**

### ***Bartenders***

- Supervise the distribution of alcohol and monitor the consumption rates of those involved
- Are not permitted to consume alcohol before or during the distribution of alcohol at the alcohol event
- Must not provide or allow alcohol be served to anyone less than 21 years of age
- Must have a copy of the alcohol event registration sheet available for security at all times
- Must not furnish alcohol to any obviously intoxicated person
- Shall assume legal liability of the service of alcohol

**NOTE:** The National Council on Alcoholism and Drug Dependence recommends the following guidelines with regard to the service of alcohol:

- Zero drinks for individuals who are under 21, driving, chemically dependent, or pregnant
- One drink per hour for moderate drinking

- No more than three drinks per day

**Thunderbird Student Government (TSG) Leadership**

- Must ensure all state and institutional policies and procedures are upheld by Club officials and student bartenders
- Must take corrective action once they notice a violation of this policy
- Must not hinder Security personnel in the administration of their (Security’s) responsibilities
- Is responsible for all damages that occur as a result of TSG-sponsored events

**Club Officials**

- Must officially register all alcohol events with Chartwells
- Cannot charge for alcohol or access to alcohol without an event license or liquor license from the City of Glendale
- Must ensure that there is a means of properly disposing of partially filled and empty containers at or before the conclusion of every event
- Must hire additional security for all events with an expected attendance of 100 or more
- Are responsible for the behavior and well-being of all guests
- Must take corrective action once they notice a violation of this policy

**Thunderbird Security**

- Will terminate the serving of alcohol at an unregistered event or in an alcohol-prohibited zone
- Will verify that all alcohol events with more than ten people are properly registered
- Will confiscate alcohol from clubs or organizing parties failing to adhere to the Thunderbird Alcohol Policy
- Will notify local law enforcement if students/attendees are noncompliant or if there is an immediate threat to individuals or property

**Individual Students**

- Must be a minimum of 21 years of age to consume alcohol
- Must not misrepresent their age or identity for the purpose of obtaining or possessing an alcoholic beverage
- Must not provide or allow alcohol be served to anyone less than 21 years of age
- Must not sell alcohol to another student or group
- Must not furnish alcohol to any obviously intoxicated person
- Are responsible for the behavior and well-being of all guests
- Are responsible for all damages incurred as a result of their actions
- Must abide by all Federal, state, local, school, and pub rules/regulations
- Are subject to Thunderbird’s Code of Honor and Conduct

**PERSONAL CONSUMPTION**

In addition to areas mandated by Thunderbird’s liquor license, personal consumption is allowed in, or immediately adjacent to, the following four (4) residential areas on campus:

<b>Residential Area Approved for Personal Consumption</b>	<b>Adjacent Area Approved for Personal Consumption</b>
A and B Dorms	The Fish
East Dorms	Coleman Lounge and Adjacent Barbecue Area
West Dorms	Sobo Lounge and Adjacent Quad Area
Executive Inn	Adjacent Quad and Picnic Area

Provided that:

- The individual is a minimum of 21 years of age

- Alcohol is not furnished to anyone less than 21 years of age
- Open containers are not subsequently carried to, or displayed in, public areas, including sidewalks, parking areas or common use areas

### **THUNDERBIRD PUB RULES AND REGULATIONS**

- No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a \$750 state fine.
- Everyone purchasing or consuming alcohol must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- By law, Pub staff is required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.
- All students are responsible for their guests' conduct while at the Pub as well as on campus
- Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Academic Director responsible for the program, or designee, and appropriate action will be taken
- Last Call at the Pub is at 1:00am
- State law requires patrons to be outside the Pub by 2:00am and outside the patio by 2:00am
- Smoking is prohibited inside the Pub and within 20 feet of any doors or open window at the Pub.

### **STATE SANCTIONS FOR ALCOHOL-RELATED OFFENSES**

- The State of Arizona sets 21 as the legal drinking age. An underage person who buys, receives, possesses or consumes alcoholic beverages is guilty of a misdemeanor and may be subject to a fine and imprisonment for up to six months.
- A driver whose test results show a blood or breath alcohol concentration of .008 or more will have his/her license or permit to drive suspended or denied for not less than ninety consecutive days
- Drivers charged with DUI who refuse to be tested face suspension of their licenses or permits to drive for twelve months
- Under Arizona State Law (A.R.S. 28-1381), a person convicted of a DUI violation:
  - Shall be sentenced to serve not less than thirty (30) consecutive days in jail
  - Shall pay a fine of not less than \$250
  - Shall pay additional assessments totaling \$1,500
  - May be responsible for fines/assessments totaling \$6,000 or more for a first-time offense
  - May be ordered by a court to perform community restitution
  - Shall be required by the department, on report of the conviction, to equip any motor vehicle the person operates with a certified ignition interlock device

### **THUNDERBIRD CONTROLLED SUBSTANCE POLICY REGULATIONS**

The term "Controlled Substances" is defined as drugs whose general availability is restricted; any one of a number of drugs or other substances which are strictly regulated or outlawed because of their potential for abuse or addiction. Such drugs include those classified as narcotics, stimulants, depressants, hallucinogens, and cannabis. The definition includes prescription drugs but does not include alcohol. The classification of Controlled Substances is defined by schedules in 21 U.S.C Chapter 13 ([www.usdoj.gov/dea/pubs/csa/812.htm#c](http://www.usdoj.gov/dea/pubs/csa/812.htm#c)).

## **POSSESSION OF ILLEGAL DRUGS**

A.R.S. 13-3411(F) requires school officials to report the possession, use, sale or transfer of marijuana, peyote, dangerous drugs or narcotic drugs in a drug free school zone to local law enforcement. The law also requires reporting for the sale or transfer of prescription drugs.

The following actions are prohibited by Thunderbird:

- Use or possession of any drug or controlled substance, or drug paraphernalia, on Thunderbird property or in the course of a Thunderbird program or activity or student organization activity, contrary to law. It is not a violation of Thunderbird regulations for students to possess such controlled substances if they are possessed under the terms of a valid and legal prescription for such drugs or controlled substances
- Use of Thunderbird facilities to manufacture, process, or distribute any drug or controlled substance contrary to law
- Sale, gift, or transfer of drugs, controlled substances, or drug paraphernalia to Thunderbird students, whether or not such sale, gift, or transfer occurs on university property or in the course of a university activity or student organization activity

## **MODULE ABROAD, THUNDERBIRD SUMMER LANGUAGE ABROAD (TSLA), WINTERIMS, AND EXCHANGE PROGRAMS**

Participants in Module Abroad, TSLA, Winterim, and/or Exchange Programs are bound by the policies set forth in this catalog regarding the possession and/or use of controlled substances, as well as the laws and regulations of the host nation.

## **MEDICAL MARIJUANA**

As a recipient of Federal Title IV financial aid funding, Thunderbird must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of Federal funding for students.

Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any school dormitory, on school-owned property or in any public area of the campus. On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on-campus and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

## **FEDERAL AND STATE SANCTIONS FOR CONTROLLED SUBSTANCE-RELATED OFFENSES**

- The following information concerns state and Federal criminal penalties related to drug possession or use:
  - All students are reminded that conviction under state and Federal laws that prohibit controlled substance-related conduct can result in fines, confiscation of automobiles and other property, and imprisonment. In addition, licenses to practice certain professions may be revoked, and many employment opportunities may be barred.
  - In addition, a student will be ineligible for financial aid if the student is convicted of an offense under Federal or state law involving possession or sale of a controlled substance, provided the conduct occurred while the student is enrolled and receiving financial aid. Ineligibility will run from the date of conviction for the following periods of time:
    - For drug possession: A first offense carries a one-year disqualification, a second offense carries a two-year disqualification, and a third offense makes the student ineligible indefinitely



- For sale of a controlled substance: A first offense carries a two-year disqualification, and a second offense makes the student ineligible indefinitely
- A student can regain eligibility by successfully completing an approved drug rehabilitation program.

### **THUNDERBIRD SANCTIONS FOR VIOLATIONS OF ALCOHOL AND DRUG-FREE CAMPUS POLICY**

Thunderbird may discipline a student for acts of personal misconduct when the acts occur in the course of school-related activities/programs that are being conducted on or off the Glendale campus or if the acts relate to the security of the Thunderbird community or the integrity of the educational process. Such acts include, but are not limited to, unauthorized use/possession/sale of alcohol and/or controlled substances, drug trafficking, etc.

Thunderbird is authorized to impose any of the following sanctions for acts of personal misconduct:

- Reprimand and warning
- Disciplinary probation
- Restitution
- Participation in a specific program (such as drug education or counseling)
- Provision of a specific service
- Expulsion from student housing
- Transfer to a different residence hall or housing unit
- Suspension from Thunderbird (all campuses)
- Expulsion from Thunderbird (all campuses)

Sanctions in each case are made only after a hearing and a determination of responsibility. Sanctions will vary depending upon the nature and circumstances of the offense and the student's record.

**NOTE:** Both campus disciplinary charges and criminal charges may be filed for the same action. Students may be subject to sanctions by both the campus and the courts for the same action.

### **DRUG AND ALCOHOL COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS**

Students with alcohol or drug related problems may be referred to or seek assistance from the Full-Time Programs Office. Please see the chart below for emergency help.

#### **CONTACT NUMBERS FOR EMERGENCIES AND CONFIDENTIAL ASSISTANCE**

<b>Service</b>	<b>Phone Number</b>
Emergency 9-1-1	9-1-1 (on-campus phone)
On-Campus Security	602-978-7223
Care 24/United Healthcare	1-888-887-4114
City of Glendale/Victims Assistance*	623-930-3030 (Mon-Fri, 8am-5pm)
West Valley Advocacy Center	623-930-3720
Southwest Behavioral Health Center	602-285-4288 (to schedule an appt.)
Value Options Crisis Hotline	602-222-9444 (available 24/7)
EMPACT Suicide Prevention Center	480-784-1500 (available 24/7)

## **POSSESSION OF WEAPONS**

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus. Such weapons include, but are not limited to, revolvers, pistols, BB or pellet guns, stun guns, chemical weapons, knives (other than those used for cooking or small, folding blade pocket knives), slingshots, martial arts weapons, bows and arrows, and others as deemed such by the director of Campus Security or his or her designee. Possession or use of firearms, fireworks, ammunition, dangerous chemicals, bombs, and incendiary devices on a Thunderbird campus is also prohibited by Arizona state law. Any violation can result in immediate referral to the Thunderbird Compliance Office, Academic Program Director, and/or the appropriate law enforcement agency.

## **SEXUAL HARASSMENT AND SEXUAL VIOLENCE**

The scope of this policy includes any student, staff, faculty, and third party participating in Thunderbird programs and activities.

Thunderbird will not tolerate any form of sexual harassment. Sexual harassment creates a hostile environment that, if sufficiently serious, interferes with or limits a student's ability to participate in or benefit from the school's program.

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcomed sexual advances, requests for sexual favors, and other verbal, nonverbal, electronic, or physical conduct of a sexual nature. The definition of sexual harassment includes acts of sexual violence. Sexual violence is defined as:

- Any sexual physical contact that involves the use or threat of force or violence or any other form of coercion or intimidation;
- Any sexual physical contact with a person who is unable to consent due to incapacity or impairment, mental or physical. "Incapacity" or "impairment" normally include but are not limited to being asleep or under the influence of alcohol or drugs.
- Non-forcible sex offenses include incest and statutory rape. (34 C.F.R. Part 668, Subpt. D, App. A.)

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offense. Sexual assault includes both stranger rape and acquaintance rape (in which the assailant and victim know each other).

Thunderbird is committed to educating the campus community in ways to prevent sexual harassment. The school has an obligation to respond to a complaint whether the complaint is on campus or a complaint of student-on-student sexual harassment that initially occurred off the school's campus, outside the school's education program or activity.

Conduct may constitute unlawful sexual harassment under Title IX even if the police do not have sufficient evidence of a criminal violation. Title IX requires the school to use the preponderance of evidence standard (i.e., it is more likely than not that sexual harassment or violence occurred). Therefore, Thunderbird is not relieved of its duty to resolve sexual harassment complaints and must act even if a criminal investigation is on-going.

## **SEXUAL HARASSMENT PROCEDURES AND REPORTING**

Any student, employee, or visitor who is the victim of sexual misconduct, forcible or nonforcible, is encouraged to report the incident to the Thunderbird Compliance Officer, the School's Title IX Coordinator, campus security, and/or the Glendale Police Department.

## **WHAT CONSTITUTES A COMPLAINT**

A complaint is a written or electronic statement to the school alleging that the rights of one or more persons have been violated and requesting that the school take action. Complaints may be filed online as well as by mail, fax, or in person. If a complaint is filed electronically, by e-mail or fax, or the Thunderbird Confidential Reporting hotline a signed consent form must be secured in addition to a complaint form.

If an anonymous complaint is made through Thunderbird's Confidential Reporting hotline the school will investigate the incident but the individual should be aware that the response by the school may be limited.

The complaint should include a written explanation of what happened; a way to contact the complainant (if the complaint is filed by e-mail it must have the complainant's actual name and address); identification of the person or group injured by the alleged discrimination; and identification of the person or institution alleged to have discriminated.

For the purposes of this policy, students who should send the complaint to the Thunderbird Compliance Officer, Academic Director of Full-Time Programs or designee.

The following are not complaints:

- Oral allegations that are not reduced to writing;
- Anonymous correspondence;
- Courtesy copies of correspondence or a complaint filed with others;
- Inquiries that seek advice or information but do not seek action or intervention from the school.

## **REPORTING SEXUAL MISCONDUCT**

Complaints about sexual misconduct may be reported through the Confidential Reporting Hotline (*Ethicspoint*) or directly to the Thunderbird Compliance Officer during regular school hours. If you have any doubt the best source is the Campus Safety and Security Office or if there is an immediate threat call 911.

Students are strongly encouraged to report incidents of, or share information about, sexual misconduct as soon as possible. This is true even if the student with a complaint or a witness may have concern that his or her own alcohol or drug use, or other prohibited activity were involved. Disciplinary violations against a student with a complaint or a witness for his or her improper use of alcohol or drugs will not be pursued, if the student is making a good faith report of sexual misconduct.

After making the report, the victim is not obligated to continue with legal or school disciplinary action. Nonetheless, students are always free to report and are encouraged to share instances of such behavior with the Thunderbird Compliance Office regardless of whether or not they choose to press formal criminal charges with law enforcement.

In addition to supporting individual students affected by sexual misconduct, the school takes all incidents seriously and has a responsibility to address misconduct. School administrators will be notified of the incident immediately and will make themselves available should the student request assistance and will remain with the student throughout the course of the preliminary investigation.

## **ACTIONS IN THE EVENT OF SEXUAL VIOLENCE**

Sexual violence is a criminal act, which subjects the perpetrator to criminal and civil penalties in state and Federal courts. Sexual assault or suspected sexual assault should be immediately reported in person to:

- A Glendale Police Department precinct, or by calling 623-930-3000
- Thunderbird Safety & Security Department, or by calling 602-978-7223
- Thunderbird Compliance Officer, or by calling 602-978-7224

If a victim so chooses, s/he may be assisted by campus authorities in reporting the assault to the proper law enforcement authorities.

After a sexual violence incident, it is very important that the victim receive a medical examination for health and evidentiary reasons. A victim should not wash, use the toilet or change clothes before seeing trained medical personnel. If clothes are changed, those worn during the assault should be placed in a paper bag and taken along to the examination. Even if the victim is certain that s/he will not prosecute, it is important to gather as much evidence as possible just in case the victim decides to pursue criminal charges at a later date.

Victims of a sexual violence may also receive free, confidential, twenty-four hour, counseling by calling; ***Rape Abuse Incest National Network (RAINN) at 1-800-656-4673, extension 1.*** Trained counselors are available twenty-four hours a day, seven days a week.

### **SANCTIONS**

Besides the sanctions that can be imposed in court, Thunderbird will respond administratively if a sexual assault or other criminal offense involves a student or employee as the offender. Sanctions may include suspension or expulsion for student offenders or termination of employment for employees.

If report is of a serious nature such as sexual violence or creates a hostile environment the school reserves the right to act expeditiously and may follow the procedures that included but are not limited to changing classes, changing housing arrangements, or involuntarily withdrawing a student from activities in any program at any location.

Inquiries relating to the school's sexual harassment policies and/or procedures or assistance with filing a report or complaint may be directed to the school's Title IX Coordinator.

Crystal Shanahan  
 Administrative Services Office  
 Title IX Coordinator  
 Thunderbird School of Global Management  
 Glendale, AZ 853006-6000  
 Telephone: 602-978-7224  
[crystal.shanahan@thunderbird.edu](mailto:crystal.shanahan@thunderbird.edu)

### **DISCLOSURE OF RESULTS**

The Family Education Rights and Privacy Act (FERPA) with amendments permits a school to disclose to the harassed student information about the sanction imposed upon a student who was found to have engaged in harassment when the sanction directly relates to the harassed student. Additionally, a postsecondary institution may disclose to anyone- not just the alleged victim—the final results of a disciplinary proceeding if it determines that the student is an alleged perpetrator of a crime of violence or nonforcible sex offense, and, with respect to the allegation made, the student has committed a violation of the institution's rules or procedures. (34 C.F.R. §99.31(a)(14))

### **SECURITY ESCORT SERVICE**

A security escort service is available to the students, faculty, and staff of Thunderbird. A request may be made to the Thunderbird Safety & Security Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

## **DISABILITIES AND SPECIAL ACCOMMODATIONS**

As a private school, Thunderbird is governed by Title III of the Americans with Disability Act (ADA) and as a recipient of federal financial aid, Section 504 of the Rehabilitation Act. The policy of the school is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in school programs and activities. Students should register for disabilities services in the Human Resources Office and those requiring special housing accommodations should contact Housing Services.

### ***EQUAL OPPORTUNITY POLICY***

Thunderbird School of Global Management is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the school does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the school, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This nondiscrimination policy covers admission and access to, and treatment and employment in, the school's programs and activities. In conformance with school policy and pursuant to executive orders, pertinent laws and regulations, the school is an affirmative action, equal opportunity employer.

Inquiries regarding the school's equal opportunity policies and the filing of grievances, and requests for a copy of the grievance procedures covering discrimination complaints may be directed to:

Marilyn Lueders  
Human Resources Office  
Title VI, and Section 504 Coordinator  
Thunderbird School of Global Management  
Glendale, AZ 85306-6000  
Telephone 602-978-7164  
[marilyn.lueders@thunderbird.edu](mailto:marilyn.lueders@thunderbird.edu)

Inquiries regarding Federal Laws and Regulations concerning nondiscrimination in education and the school's compliance with those provisions may also be directed to:

Office for Civil Rights/Denver  
U.S. Department of Education  
1244 Speer Boulevard  
Cesar E. Chavez Memorial Building, Suite 310  
Denver, CO 80204  
Telephone: 303-844-5695  
Fax: 303-844-4303

## **GRIEVANCE PROCEDURE**

This procedure is intended to provide the means to resolve any complaints of discrimination in any school program or activity. The procedure is for the use of any student or applicant for admission, employee, or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the school to include sexual harassment as a prohibited aspect of sexual discrimination.

### ***INFORMAL PROCEDURE***

Individuals who believe they have been discriminated against may choose to attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

### ***FORMAL PROCEDURE***

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the Academic Director for the appropriate program or designee, Financial Aid, and the Chairperson/Manager of the department involved, with the compliance officer serving as nonvoting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

Arizona State Board for Private Post-Secondary Education  
1400 W. Washington, Room 260  
Phoenix, AZ 85007  
Telephone: 602-542-5709  
Fax: 602-542-1253  
website: <http://azppse.state.az.us>

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## CAMPUS SAFETY AND SECURITY

Thunderbird cares about the safety and welfare of all students, faculty, staff and guests and is committed to providing a safe and secure environment. Since no campus is isolated from crime, a series of policies have been developed to ensure that precautionary measures are taken to protect everyone on campus.

The Safety & Security Office is located near the 59th Avenue entrance to campus and is open 24 hours a day, providing around-the-clock protection and services to the campus community. The primary goal of Thunderbird Safety & Security is simple: ***to provide an environment that will enhance each individual's learning experience and complement Thunderbird's educational mission.***

Campus Security Officers are responsible for security and emergency response to student and staff safety on the Thunderbird Campus. Safety & Security officers conduct mobile and active foot patrols on-campus around the clock. Safety & Security Officers enforce campus traffic rules and regulations and can issue citations for the protection and safety of the campus community. Violations of law are reported to the City of Glendale Police Department for action. The Safety & Security Office works closely with the local authorities in the investigation and prosecution of crimes and in fire, safety and health-related issues.

### CRIME AWARENESS

In compliance with the Crime Awareness and Campus Security Act of 1990, each institution of higher education is required to prepare an annual report listing campus crime statistics. This report is produced in October and made available through the Safety & Security Office.

### HOW TO CONTACT THUNDERBIRD SAFETY & SECURITY

Report emergencies and suspicious activity to Thunderbird Safety & Security at ext. 7223. A dispatch officer is on duty 24 hours or the phone will be forwarded to the supervisor's cell phone so assistance will be available at all times. If there is a life threatening emergency, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location. The 911 dispatcher may notify Thunderbird campus security and Thunderbird Security will attempt to call you or proceed to your location.

### SECURITY IN RESIDENCE HALLS

Exterior doors of on-campus residence halls should be locked 24 hours a day.

The cooperation, involvement, and personal support of students and staff in a campus safety program are crucial to its success. Students and staff must assume responsibility for their own personal safety and the security of their personal belongings by taking simple, common sense precautions:

- Keep personal belongings secured at all times
- Ensure that exterior doors to residential areas and office buildings are never propped open
- Keep room doors locked at all times, even when a student leaves for a short period of time
- Maintain control of your keys to the dorm
- Insist that visitors identify themselves before being allowed access to the building or individual rooms
- Before leaving campus to go jogging, hiking or bicycling, let someone know where you are going and what time you plan to return
- Keep vehicles locked at all times. Conceal any valuables that are left in cars.
- Notify Campus Security if you are parking your car for an extended period of time



- Report any suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Safety & Security
- Under no circumstance are firearms allowed on campus
- If traveling in the desert keep emergency contact information on you and remember to stay hydrated

## **OTHER SECURITY MATTERS**

### ***LOST AND FOUND***

The campus Lost and Found is located at the Safety and Security Office. Students are requested to put their name on their possessions and the school encourages everyone to turn in found items to the Lost and Found immediately.

All unclaimed items at the Lost and Found are held for 60 days and then stored and eventually sold at the school's Bizarre Bazaar held periodically.

If you have lost or found property, please visit Safety & Security. For more information contact Safety & Security at 602-978-7223.

### ***REGISTRATION AND PARKING DECALS***

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Students can register their vehicle(s) at the Safety & Security Office by providing their current registration, proof of insurance, and valid driver's license. Please report transfer of ownership to the Safety & Security Office as soon as possible.

### ***TRAFFIC REGULATIONS***

The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered. The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines which if unpaid will result in a hold being placed on the student's account.

### ***OUT-OF-STATE STUDENTS***

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws is available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call 602-255-0072.

### ***SECURITY POLICIES IN OTHER COUNTRIES***

Students, faculty, and guests who travel overseas will be responsible for the following:

- Review Thunderbird's General Travel Safety policy on the Thunderbird Travel page on *MTB* prior to planning travel
- Register on the International SOS site, including providing emergency contact information and other pertinent information. A link to this site is located on the Thunderbird Travel page.
- Abiding by all local rules, regulations, or laws which may govern the conduct of citizens and visitors in that country
- Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being
- Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as services in the U.S.

- If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- Becoming familiar with the town, country, and neighborhoods you'll be traveling through, and taking precautions to ensure your safety
- Maintaining ethical conduct and showing respect for host country citizens, institutions, and procedures. Fulfilling any and all financial obligations that are incurred by you.

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# **HOUSING SERVICES**

## **REGULATIONS AND INSTRUCTIONS**

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Safety & Security. If you hear an alarm, quickly check your living area. If there is a fire, follow these steps:

- Dial 911 to notify the Glendale Fire/Police Department
- Call Thunderbird Security at ext. 7223
- Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.
- If a fire extinguisher is used, you must make Safety & Security aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Safety & Security of the fire when asking to have the extinguisher recharged.
- False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Safety & Security at ext. 7223 so the alarm can be reactivated
- Student Responsibility: You should take every precaution against fires
- Cooking in student housing is prohibited.
- Tampering with smoke/heat detectors or fire alarm panels in any student housing is prohibited.
- The burning of incense or candles in any student housing is prohibited.

Students found tampering with detectors, fire extinguishers and other emergency equipment will be reported. It is a violation of state law to tamper with emergency equipment.

## ***USE OF ELECTRICAL APPLIANCES***

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- Televisions
- Radios
- Microwaves
- Small refrigerators
- Stereos
- Clocks
- Computers
- Coffee Makers

## ***RESIDENTIAL HALL FURNITURE***

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

## ***HOUSEKEEPING***

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners and ironing boards are available from the Resident Assistant (RA). Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

## **ROOM DAMAGE**

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

## **STUDENT TELEPHONES**

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call ext. 7510.

## **CONSIDERATION FOR OTHERS**

1. As a consideration of suitemates and surrounding residents, you should play your stereo/television at a reasonable volume. You should not use a loud voice (yell) around the residence halls. Remember, that residents may be sleeping or studying.
2. Quiet hours are generally observed after 10:00 pm during the week (Sunday-Wednesday) and after 1:00 am on weekends (Thursday through Saturday). The following penalties will be enforced for noncompliance to the above:
  - a. First Complaint: Warning from security. Housing Coordinator will be notified and will follow up with student to ensure they are aware of policy.
  - b. Second Complaint: Security will give second warning and a referral will be issued by the security officer and handed to the student. A copy of the referral will also be provided to Jay Bryant, AVP of Student Affairs, and the Director of Administrative Services, Ms. Crystal Shanahan.
  - c. Third Complaint: If required, Glendale Police will be contacted to handle the complaint, escorted by Campus Security. This represents an offense and a formal incident report will be sent to the Academic Director of the Program or designee for appropriate action in addition to any action taken by the local authorities. **The incident report will be filed in the student academic records.**
  - d. Any student receiving three (3) formal incident reports at any given time during the trimester, will receive a notice of eviction.
  - e. Once a complaint has been made against a student, they will be seen as having received their First Complaint and any subsequent complaints will automatically escalate to a Second Complaint or Third Complaint as appropriate.
  - f. In addition, if it is determined that a student's condition or behavior and continued presence on the Thunderbird campus pose an immediate threat to any individual (including the student in question), school property or school function, the Academic Director of the appropriate program or designee may take immediate action to withdraw or restrict the student's access to the Thunderbird campus, Thunderbird services, and Thunderbird activities, as appropriate, for an interim period prior to a final determination of the matter.

**Definition of a Complaint:** A "complaint" is any call to the Security Office by another student or from the surrounding community or a formal incident report resulting from disrespectful behavior toward Campus Security Officers or Housing personnel whether or not the individual is under the influence of a drugs or alcohol. Three or more complaints in a single 24 hour period is defined as an "offense" and will initiate a formal incident report by the campus security officer.

If a resident receives three offenses, at any given time during the trimester, the residents housing contract will be terminated and the resident evicted effective immediately without refund and the individual may receive disciplinary sanctions up to or including suspension.

## **MISSING STUDENT POLICY FOR ON-CAMPUS RESIDENTS**

The following policy applies to students living in on-campus housing, as mandated by the Higher Education Opportunity Act (HEOA):

Students living on-campus have the option to register a confidential contact person to be notified in case the student is determined to be missing. Only authorized campus officials and law enforcement officers in the furtherance of a missing person investigation may have access to this information.

Campus Security or local law enforcement will be notified if a student is deemed missing, regardless of whether the student has registered a contact person.

Official reports of students believed to be missing for 24 hours must be referred immediately to Campus Security or local law enforcement.

Upon notification, Campus Security will then contact the following campus personnel:

- General Manager, Executive Inn/Housing Services
- The Glendale Police Department or Glendale Community Liaison Officer
- Registrar's Office

Students who wish to submit an anonymous missing persons report may do so through the EthicsPoint link on *MTB* or by calling the EthicsPoint hotline (1-866-ETHICSP). In an emergency situation, however, students are encouraged to contact Campus Security.

**A parent/guardian must be notified if the student is less than 18 years of age and not emancipated.**

### ***MEDICAL MARIJUANA***

As a recipient of Federal Title IV financial aid funding, the school must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of Federal funding for students.

Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any school dormitory, on school-owned property or in any public area of the campus.

**On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on campus** and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

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# **THUNDERBIRD GOVERNANCE**

As of July 1, 2014

## **THUNDERBIRD ADMINISTRATION**

### **PRESIDENT**

Dr. Larry Edward Penley

### **CHIEF OPERATING OFFICER**

Mr. Peter Hill

### **CHIEF ACADEMIC OFFICER & DEAN OF FACULTY (INTERIM)**

Dr. Dale Davison

### **SENIOR VICE-PRESIDENT, EXECUTIVE EDUCATION**

Dr. Dennis Baltzley

### **CHIEF INFORMATION OFFICER**

Mr. James Harnden

### **INTERIM VICE PRESIDENT, FINANCE**

Mr. Dan Kuster

### **VICE PRESIDENT, ENROLLMENT & STUDENT SERVICES MANAGEMENT**

Ms. Rebecca Henriksen

### **VICE PRESIDENT, HUMAN RESOURCES**

Mr. Andrew Stringer

### **ASSOCIATE VICE PRESIDENT, ACADEMIC OPERATIONS & PLANNING**

Ms. Katherine Hutton

### **ASSISTANT VICE PRESIDENT, INSTITUTIONAL ADVANCEMENT & ALUMNI RELATIONS**

Ms. Whitney Fulton

### **SENIOR DIRECTOR, BUSINESS STRATEGY & OPERATIONS**

Ms. Chelsea Oyen

### **ACADEMIC DIRECTOR, FULL-TIME MBA PROGRAMS**

Dr. Nathan Washburn

### **ACADEMIC DIRECTOR, FULL-TIME MA/MS PROGRAMS**

Dr. Glenn Fong

### **ACADEMIC DIRECTOR, PROFESSIONAL PROGRAMS**

Dr. Anne Stringfellow



## THUNDERBIRD FACULTY

**AUH, SEIGYOUNG, Ph.D.**

Associate Professor of Marketing

**BABARINDE, OLUFEMI A., Ph.D.**

Associate Professor of Global Studies

**BOOTH, LENA CHUA, Ph.D.**

Associate Professor of Finance

**BOWEN, DAVID, Ph.D.**

Robert and Katherine Herberger Chair in Global Management, and  
Professor of Management

**BROWN, KAREN, Ph.D.**

Professor of Operations Management

**CAVINATO, JOSEPH L., Ph.D.**

ISM Professor of Supply Chain Management

**DASH, KISHORE C., Ph.D.**

Clinical Associate Professor of Global Studies

**DAVISON, DALE L., Ph.D.**

Chief Academic Officer/Dean of Faculty and Clinical Professor of Accounting

**ETTENSON, RICHARD, Ph.D.**

Thelma H. Kieckhefer Research Fellowship in Global Brand Marketing, and  
Professor of Global Brand Marketing

**FINNEY, MICHAEL, Ph.D.**

Clinical Associate Professor of Management

**FONG, GLENN R., Ph.D.**

Academic Director for Master of Arts and Master of Science Programs, and  
Associate Professor of Global Studies

**GODDARD, C. ROE, Ph.D.**

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**GONZALEZ, GABRIEL R., Ph.D.**

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**HISRICH, ROBERT, Ph.D.**

Director, Center for Global Entrepreneurship, and  
Garvin Professor of Global Entrepreneurship

**HOSSEINI, HASSAN K., Ph.D.**

Associate Professor of Global Business

**INKPEN, ANDREW, Ph.D.**

J. Kenneth and Jeannette Seward Chair in Global Strategy, and  
Professor of Management

**JAVIDAN, MANSOUR, Ph.D.**

Garvin Distinguished Professor, and  
Director, Najafi Global Mindset Institute

**KIM, TAEHO, Ph.D.**

Emeritus Professor  
Faculty Director of Student Internships

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Clinical Professor of Business Intelligence

**LECLERC, DENIS, Ph.D.**

Clinical Professor of Cross-Cultural Communications

**MACDONALD, ELIZABETH, MA**

Director of Business Communications, and  
Clinical Professor of Business Communication

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Associate Professor of Finance

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Associate Professor of Management and Research Fellow

**TEAGARDEN, MARY B., Ph.D.**

Editor, *Thunderbird International Business Review*, and  
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**XUE, MIN, MA, MLIS**

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**ZERIO, JOHN M., Ph.D.**

Associate Professor of Global Marketing

Additional information about Thunderbird faculty is available at:  
[http://www.thunderbird.edu/about\\_thunderbird/faculty/faculty\\_alphabetical/index.htm](http://www.thunderbird.edu/about_thunderbird/faculty/faculty_alphabetical/index.htm)

## **THUNDERBIRD BOARD OF TRUSTEES**

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\*Ex-Officio Non-Voting Member: Chairman, Thunderbird Global Council (TGC)

\*\*Ex-Officio Non-Voting Member: President, Alumni Council of Thunderbird (ACT)

†Ex-Officio Voting Member: President, Thunderbird School of Global Management

**Revised: April 10, 2014**

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