THUNDERBIRD

SCHOOL OF GLOBAL MANAGEMENT

Student Bulletin

Fall 2009 - Summer 2010

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.

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A NOTE FROM THE PRESIDENT

It is a great pleasure to welcome you as new students to Thunderbird. You join the school during very interesting and challenging times in the global economy. And these times, more than ever, call for a new generation of leaders—a new generation of T-birds. At no time in history has there been greater need for managers who can lead global organizations, work with individuals from diverse cultures, and direct the global network of suppliers, customers and partners. And at no time in history has there been a greater need for strong, ethical leaders who take a more responsible and sustainable approach to running their enterprises.

Being a T-bird is not just about having a world-class education and being linked into a worldwide network, it is also about becoming a global citizen who is dedicated to positively impacting and making a difference in the world at large. I can think of no profession with greater nobility nor that can have a greater impact on society than that of business leader. As a business leader, the choices you make day in and day out can and will impact the people and communities in which you operate, and with that comes great responsibility.

Thunderbird is committed to educating global managers who are also global citizens and who understand that businesses should contribute to creating and spreading economic and social prosperity worldwide. We believe that management is a true and very important profession that, at the end of the day, exists to serve society at large. We incorporate the principles of professional practice and global citizenship throughout the entire curriculum, and we hope to convey to our students the idea that as true professionals, business leaders can provide competitive returns to investors by creating real value for customers and opportunities for employees and suppliers without having a negative impact on the rest of society.

Since 1946, Thunderbird has guided exceptional individuals to shape meaningful careers in global management, and you are now a part of that grand tradition. You now have the opportunity to draw upon unparalleled expertise and resources in global business not only from a diverse and world-class faculty, but also from your fellow students who join you at Thunderbird from virtually every corner of the world. The rich variety of experiences these individuals bring to Thunderbird is a source of incredible learning for each of you, and I urge you to interact and learn from them—both inside and outside the classroom. Your fellow students will be lifelong colleagues, friends and business partners.

You are now part of an extraordinary educational and life experience that not only will help you achieve professional and personal success in the global marketplace, but also link you into a worldwide network of global citizens who are committed to creating sustainable prosperity worldwide.

Congratulations on choosing Thunderbird, and good luck with the hard work that lies before you. I look forward to our time together.

Dr. Ángel Cabrera
President

THUNDERBIRD MISSION STATEMENT

OUR MISSION

–   We educate global leaders who create sustainable prosperity worldwide.

OUR VISION

–   Be the world's foremost learning community for global managers and global enterprises.

At Thunderbird, we believe in and uniquely develop the following values:

Global Mindset - Effective global managers must be capable of leading global organizations, applying business knowledge in different social, economic, and political environments, and working with individuals from diverse cultures

Global Citizenship - Global management is a true profession, dedicated to the creation of sustainable economic and social value worldwide

Global Entrepreneurship - Successful global managers must be resourceful, innovative, and capable of pursuing new opportunities in uncertain environments

Global Thought Leadership - Management knowledge is advanced most effectively through academically rigorous and practically relevant research

Global Connections - Networking among managers and experts on a global scale and exposure to different cultures and business environments is essential for life-long learning and effective professional practice

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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ACADEMIC DEGREE AND CERTIFICATE PROGRAMS

Thunderbird offers four 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 Arts in Global Affairs and Management (MA-GAM)

Thunderbird also provides an opportunity to earn the following dual degrees 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 eight certificates through the full-time program:

Certificate of Postgraduate Studies in Global Development
Certificate of Postgraduate Studies in Global Entrepreneurship
Certificate of Postgraduate Studies in Global Finance
Certificate of Postgraduate Studies in Global Management
Certificate of Postgraduate Studies in Global Marketing
Certificate of Advanced Studies (post-baccalaureate)
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.

An optimum program model is described in this bulletin 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 six areas; Global Leadership, Global Citizenship, Global Entrepreneurship, Global Mindset, Global Connections 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. Assessment Oral Proficiency Interview (OPI) exams taken at the end of language courses are mandatory and are administered at no cost to the student.

SCHEDULE CHANGES

At any time, the School reserves the right to make whatever changes it deems appropriate in course scheduling, course descriptions, assignment of instructors, and prerequisites. 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 learning group. The purpose of the cohort group 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 school 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.

AWARDS

BARTON KYLE YOUNT
The School'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 E. 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 (Traditional or Accelerated) 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.

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 or Summerim receive a 30% discount on tuition. The discount only applies to courses that are <u>not used</u> to earn a second degree. 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.

MBA IN GLOBAL MANAGEMENT

Students matriculating in Fall 2009 and Spring 2010 for the MBA in Global Management degree are admitted into either the Traditional program (60 credits) or the Accelerated program (46.5 credits) depending on their academic and professional work experience. The Traditional program is designed to be completed in 16 months (four trimesters plus a Winterim or Summerim) and the Accelerated Program is designed to be completed in 12 months (three trimesters plus a Winterim/Summerim).

TRADITIONAL & ACCELERATED PROGRAMS OVERVIEW

Credit Requirements	Traditional	Accelerated
Core	36 credits	28.5 credits
Total Electives	12-18 credits	6-12 credits
Focus Area	12 credits	0-12 credits
Language	0-6 Elective credits	0-6 Elective credits
Thunderbird Global Experience	3 credits	3 credits
Thunderbird Integrative Experience	3 credits	3 credits
Total	60 credits	46.5 credits

Students who wish to take additional courses beyond their graduation requirements (60 Traditional, 46.5 Accelerated) may take any GM, GF, or Language course(s) during their final trimester provided they do not exceed 15 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, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

SUMMARY OF ADMISSION REQUIREMENTS:
MBA IN GLOBAL MANAGEMENT

MBA in Global Management degree candidates may enter the program in the fall or spring trimesters. 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 School encourages applications for admission from students of all countries. College and university graduates who hold a bachelor's degree, or equivalent, or higher, awarded after four or more years of university study from an accredited institution recognized by Thunderbird, are eligible to apply. Please submit the following:

- A completed On-line Application form with the $125 fee, which may not be waived or refunded

- Official notice of the score received on the Graduate Management Admission Test (GMAT) for the MBA in Global Management. The Thunderbird code number is 4003. Scores must be current within the previous two years

- An official transcript from each college attended validating completion of a four-year degree or equivalent

- Two letters of reference from people who have known the applicant in a professional or academic role and can testify to his or her ability to succeed academically and professionally

- Three (3) personal essays responding to application questions
- A current, sequential resume of educational and professional accomplishments
- Financial certification for student visa forms (non-U.S. Citizens/non-permanent residents)

APPLICATION REVIEW

Admission to Thunderbird's MBA-GM program is a competitive process based on each applicant's academic background, employability, and fit with Thunderbird's mission statement. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. There is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

NOTIFICATION OF ADMISSION

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of $625.00 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (two trimesters) before needed documents will be issued.

GMAT

The Graduate Management Admission Test (GMAT) is required of all applicants for the MBA in Global Management. A GMAT preparation program is available through the *Thunderbird Language and Culture Program.* Scores submitted to Thunderbird must be within the past five years.

TOEFL/IELTS

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See www.thunderbird.edu for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the IELTS evaluation for non-native English speakers. Students must achieve a score of 7.0 or better to be accepted into the full-time program. Scores of 6.0 or 6.5 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

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, 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

Foundations occurs the week prior to the first week of classes and is a graduation requirement. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

CORE CURRICULUM

The MBA in Global Management Core Curriculum is a set of sequenced, integrated courses that all students complete. Core courses focus on business analysis and leadership skills tools for business environmental analysis, and provide grounding in important, emerging business areas.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student can customize his/her focus area by taking any combination of electives. All Focus Areas (including Custom) require a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

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 have the following options to satisfy the TGE graduation requirement:

- An approved Winterim or Summerim course outside the student's country of primary citizenship or permanent residence

- An approved Thunderbird three (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.

- A Thunderbird Exchange Program outside of the student's country of primary citizenship or permanent residence. While participation in an exchange will satisfy the TGE graduation requirement, the student must enroll in an additional 3 credits of electives in order to meet the

required number of credit hours for the program. Students are responsible for paying the tuition and fees to Thunderbird. Students will also be responsible for books, materials, travel and living expenses related to the program.

- A Thunderbird Module Abroad outside of the student's country of primary citizenship or permanent residence. Students are responsible for paying the tuition and fees to Thunderbird. Students will also be responsible for books, materials, travel and living expenses related to the program.

THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE)

Thunderbird provides two opportunities to experience the integration of material across functional areas in the MBA in Global Management program. The first, TIE I, is part of Foundations, when students participate in a two-day simulation exercise. A second, TIE II, is required and exists in select three-credit elective courses that draw upon multiple functional areas as capstone courses. Both TIE I and TIE II provide 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 II requirement:

GF 5408   Business Consulting Tools
GF 5274   Global Supply Chain Leadership
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

If a student completes a TIE II elective that is approved for their declared focus area the three credit hours will be counted toward the focus area requirement and the TIE II 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). A student may not apply a TIE II course toward a Concentration (FS0707).

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Thunderbird offers the following professional development workshops: Career Management Seminar (required*), Multicultural Teams and Leadership (required), Business Presentations and Public Speaking, and Business Report Writing. Students are required to complete a minimum of three professional development workshops in order to graduate. These workshops are designed to enhance students' competitiveness in the market. The fee for these courses is paid with the first trimester charges.

Students are automatically registered for CS 1000 Career Management Seminar in the first module of the first trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird. The fee for CS 1000 is included in the Professional Development fees charged in the first trimester.

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 degree program satisfy the graduation requirement for language.

- **CREDIT REQUIREMENTS FOR TRADITIONAL STUDENTS**

  The Traditional MBA program requires 0-6 credit hours of language coursework. Traditional students with previous language experience may schedule an Oral Proficiency Interview (OPI) to determine their language proficiency. If the language requirement is completely satisfied through the OPI exam (ML 4020 level), the student may take 6 additional elective credits in lieu of language coursework. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take 3 credits of language and 3 additional elective credits.

- **CREDIT REQUIREMENTS FOR ACCELERATED STUDENTS**

  The Accelerated MBA program requires 0-6 credit hours of language coursework. Accelerated students with previous language experience may schedule an Oral Proficiency Interview (OPI) to determine their language proficiency. If the language requirement is completely satisfied through the OPI exam (ML 4020 level), the student will be eligible to complete a 12-credit focus area. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take 3 credits of language and 9 additional elective credits. Accelerated students required to take 3 or more language credits may not be eligible to complete a focus area.

For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

Students can apply a maximum of 6 credits of language coursework (across all Thunderbird programs) toward 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 both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

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 when taken within one year of matriculation.

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 or waive all language requirements, successfully complete Foundations, satisfy the Thunderbird Global Experience (TGE) requirement, satisfy the Thunderbird Integrative Experience (TIE II) requirement, and complete a minimum of three professional development seminars.

OPTIONAL ACTIVITIES: MBA IN GLOBAL MANAGEMENT

WINTERIM / SUMMERIM

Winterim and Summerim 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/Summerim 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/Summerim courses may be used to satisfy more than one graduation requirement such as a Focus Area/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.

- o If the student completes a Winterim/Summerim that qualifies as a TGE and is also approved for their declared focus area, the three credit hours for the Winterim/Summerim course will be counted toward the focus area 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.

- o If the student completes a Winterim/Summerim 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 three (3) Winterim/Summerim courses may be applied toward a student's degree requirements. Students may use separate Winterim/Summerim courses to satisfy each of the following requirements only once: 1) focus area, 2) language, or 3) elective/TGE. 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 Advising office and the Financial Aid office for more information.

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

INTERNSHIPS

MBA-GM students may be eligible to participate in one registered internship as part of their degree program. Please see the "Internships" section of this Bulletin for more information and eligibility criteria.

Internships that are registered for 3 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.

MODULE(S) ABROAD

- **TRADITIONAL STUDENTS**

  Traditional students may be eligible to participate in the Module(s) Abroad program (i.e. Mexico, Czech Republic, China) in their second trimester provided there is sufficient demand for the program and the student meets all eligibility criteria. Please see the "Thunderbird Overseas Experiences" section of this Bulletin for more information and eligibility criteria.

- **ACCELERATED STUDENTS**

  Accelerated students may be eligible to participate in the Module Abroad program in their second trimester provided there is sufficient demand for the program and the student meets all eligibility criteria. The location of the module for Accelerated students will vary each trimester depending upon course and faculty availability. Please see the "Thunderbird Overseas Experiences" section of this Bulletin for more information and eligibility criteria.

EXCHANGE PROGRAM

- **TRADITIONAL STUDENTS**

  Traditional students may be eligible to participate in an exchange program in their third or fourth trimester. Please see the "Exchange" section of this Bulletin for more information and for eligibility criteria.

- **ACCELERATED STUDENTS**

  Due to the limited number of elective credits available in the curriculum, the Accelerated program is not designed for a student to participate in an exchange program. An accelerated student choosing to participate in an exchange program must have all core, language and TIE requirements completed prior to the start of the exchange. Students should be aware that credit hours beyond those that satisfy the student's degree requirements may not be eligible for Federal Financial Aid and that participation in an exchange program may extend their anticipated graduation date and/or affect their visa status. Students must consult with both their AIS advisor and their financial aid advisor before opting to participate in an exchange program.

OVERVIEW OF THE TRADITIONAL MBA PROGRAM

The Traditional program is designed to be completed in four trimesters and a Winterim or Summerim, excluding an internship. Students in this program are required to successfully complete a minimum of 60-credit hours of course work: 36 core credits, 12 focus area credits, 3 Thunderbird Global Experience (TGE) credits, 3 Thunderbird Integrative Experience (TIE II) credits, and 6 language/elective credits. Students are also required to complete Foundations and at least three professional development workshops during their first and second trimesters in order to graduate.

There are opportunities to use the same course to satisfy two graduation requirements simultaneously, or to waive some core courses through challenge exams; however, students must still complete a minimum of 60 credit hours in this program. If the student satisfies two requirements simultaneously (i.e. focus area and TGE) only three credit hours will be applied toward the total 60 credits and the student will need to enroll in an additional three credit hours of elective course work. Likewise, waivers satisfy a graduation requirement but do not count toward the total credit hours required in the program. Therefore the student must enroll in an equal number of elective credits matching the credit hour value of courses waived to obtain the required 60 credit hours.

Students should be aware that credit hours beyond those that satisfy the student's degree requirements may not be eligible for Federal Financial Aid.

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. Students must consult with both their AIS advisor and their financial aid advisor before opting to deviate from this schedule.

Trimester 1—Modules 1 & 2 (13.5 credits)

Module 1—First Module	Module 2—Second Module
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)
GM 4100 Fundamentals of Accounting (1.5)	GM 4201 Fundamentals of Finance (1.5)
GM 4300 Data Analysis (3)	GM 4300 Data Analysis (cont.)
GM 4464 Competing through People (1.5)	GM 4468 Competitive Strategy (1.5)
CS 1000 Career Management Seminar[1]	GM 4210 Global Economics (1.5)
PD 1002 Multicultural Teams & Leadership	

[1]*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

Trimester 2—Modules 3 & 4 (13.5 credits)

Module 3—First Module	Module 4—Second Module
GM 4101 Financial Accounting (1.5)	GM 4102 Managerial Decision Making (1.5)
GM 4202 Financial Management (1.5)	GM 4203 Global Financial Management (1.5)
GM 4501 Global Marketing Strategy (1.5)	GM 4502 Global Marketing Management (1.5)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
	GM 4319 Global Operations Management (1.5)
PD 1001 Business Presentations & Public Speaking[2]	PD 1000 Business Report Writing[2]

[2]*Students are only required to take one of the two Professional Development courses listed above (PD 1001/PD 1000), unless CS 1000 is waived, in which case they must take both. A student who completes both courses is eligible for a Certificate in Global Management Communications.*

Trimester 3—Modules 5 & 6 (15 credits)

Module 5—First Module	Module 6—Second Module
GM 4403 Global Enterprise (3)	GM 4403 Global Enterprise (cont.)
GM 4800 Cross-Cultural Communication (1.5)	GM 4801 Global Negotiations (1.5)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course or Elective	Focus Area Course or Elective

Trimester 4—Modules 7 & 8 (15 credits)

Module 7—First Module	Module 8—Second Module
GF 5XXX Thunderbird Integrative Experience (TIE II) (3)	GF 5XXX Thunderbird Integrative Experience (cont.)
Focus Area Courses (9 credits)	Focus Area Courses (cont.)
Language OR Focus Area Course(s) (3)	Language OR Focus Area Course (cont.)

Additional Activities

Activity	Method
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience (TGE)	Approved Winterim/Summerim Approved and registered T-bird module abroad Approved and registered 3-credit Internship Approved and registered Exchange Program
Winterim/Summerim	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship	Elective

OVERVIEW OF THE ACCELERATED MBA PROGRAM

The Accelerated program is designed to be completed in three trimesters and a Winterim or Summerim, excluding an internship. Students in this program are required to successfully complete a minimum of 46.5-credit hours of coursework: 28.5 core credits, 12 focus area/elective/language credits, 3 Thunderbird Global Experience (TGE) credits, and 3 Thunderbird Integrative Experience (TIE II) credits. Students are also required to complete Foundations and at least three professional development workshops during their first and second trimesters in order to graduate.

There are opportunities to use the same course to satisfy two graduation requirements simultaneously, or to waive some core courses through challenge exams; however, students must still complete a minimum of 46.5 credit hours in this program. If the student satisfies two requirements simultaneously (i.e. focus area and TGE) only three credit hours will be applied toward the total 46.5 credits and the student will need to enroll in an additional three credit hours of elective course work. Likewise, waivers satisfy a graduation requirement but do not count toward the total credit hours required in the program. Therefore the student must enroll in an equal number of elective credits matching the credit hour value of courses waived to obtain the required 46.5 credit hours.

Students should be aware that credit hours beyond those that satisfy the student's degree requirements may not be eligible for Federal Financial Aid.

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. Students must consult with both their AIS advisor and their financial aid advisor before opting to deviate from this schedule.

Trimester 1—Modules 1 & 2 (15 credits)

Module 1—First Module	Module 2—Second Module
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)
GM 4105 Global Accounting (3)	GM 4105 Global Accounting (cont.)
GM 4213 Global Finance (3)	GM 4213 Global Finance (cont.)
GM 4505 Global Marketing (3)	GM 4505 Global Marketing (cont.)
GM 4466 Managing Global Business (1.5)	GM 4304 Decision Tools (1.5)
CS 1000 Career Management Seminar[1]	
PD 1002 Multicultural Teams & Leadership	

[1]*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

Trimester 2—Modules 3 & 4 (15 credits)

Module 3—First Module	Module 4—Second Module
GM 4403 Global Enterprise (3)	GM 4403 Global Enterprise (cont.)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
GM 4800 Cross-Cultural Communication (1.5)	GM 4319 Global Operations Management (1.5)
Focus Area Course	GM 4210 Global Economics (1.5)
Language OR Focus Area Course	Language OR Focus Area Course
PD 1001 Business Presentation and Public Speaking Workshop[2]	PD 1000 Business Report Writing[2]

[2]*Students are only required to take one of the two Professional Development courses listed above (unless CS 1000 is waived, in which case they must take both). A student who completes both courses is eligible for a Certificate in Global Management Communications.*

Trimester 3—Modules 5 & 6 (13.5 credits)

Module 5—First Module	Module 6—Second Module
GF 5XXX Thunderbird Integrative Experience (TIE) II (3)	GF 5XXX Thunderbird Integrative Experience (cont.)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
Language OR Focus Area Course	Language OR Focus Area Course
Focus Area Course	Focus Area Course
Focus Area Course	

Additional Activities

Activity	Method
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience (TGE)	Approved Winterim/Summerim course Approved and registered T-bird module abroad Approved and registered 3-credit internship
Winterim or Summerim	Thunderbird Global Experience (TGE) OR Focus Area/Elective OR Language
Internship	Elective

MASTER OF GLOBAL MANAGEMENT

This advanced program allows individuals who are pursuing an MBA degree or have earned an MBA from another qualified institution the opportunity to globalize their knowledge of business practices and business environments. Individuals may enter the program through an agreement with a partner institution (Dual) or after they have already received a MBA degree from another qualified institution (Post). **It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird.** Thunderbird will not count credit for fundamental core business courses that were counted toward the MBA. If you have questions, please contact your AIS advisor. The Thunderbird portion of the program is designed for a Dual Degree or a Post MBA student to successfully complete a minimum requirement of 30 credit hours of 4000 and 5000 level course work above the fundamental business core level in two (2) trimesters excluding an internship. Twelve (12) of the 30 credit hours are required Thunderbird core courses and the remaining 18 credit hours are a combination of focus area courses (12 hours) and/or language courses (6 hours). Students who meet the language requirement through the TOEFL/IELTS exam or OPI may choose additional 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 either school. 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
- College of William and Mary
- Escuela Superior de Administracion y Direccion de Empresas (ESADE)
- Fordham University
- Instituto CentroAmericano de Administracion de Empresas, The International School of Management (INCAE)
- Michigan State University

- Soochow University
- The University of Arizona
- The University of Colorado at Denver
- The University of Florida
- The University of Houston
- The University of Texas at Arlington
- Universidad Adolfo Ibanez
- Virginia Polytechnic Institute and State University

For more specific contact information for each partner school, please contact ais@thunderbird.edu.

SUMMARY OF ADMISSION REQUIREMENTS: DUAL DEGREE AND POST-MBA PROGRAM

- A completed Online Application form with the $125 fee, which may not be waived or refunded

- Official notice of the score received on the Graduate Management Admission Test (GMAT). Dual Degree students must have a GMAT score valid within the last five years. Post-MBA students who have graduated with an MBA from an AACSB- or EQUIS-accredited institution do not require the GMAT score.

- An official transcript from each college attended validating completion of an at least four-year degree, if equivalent and/or the MBA

- Two letters of reference from people who have known the applicant in a professional or academic capacity and can attest to his or her ability to succeed academically and professionally

- Three (3) personal essays responding to application questions

- A current, sequential resume of educational and professional accomplishments

- Financial certification for student visa forms (non-U.S. Citizens/non-permanent residents)

- Students interested in the Thunderbird Dual Degree program must apply to and be accepted by Thunderbird within their first term of enrollment at the partner institution.

- Dual Degree students enter the Master of Global Management program after the completion of the partner school's portion of their MBA program unless otherwise specified per the agreement of Thunderbird and the partner school

- Eligibility for Post-MBA students is restricted to those with MBA degrees from:

  o AACSB-accredited programs,

  o EQUIS-accredited programs, and/or

  o MBA programs outside the United States, as approved by the Provost or designee

APPLICATION REVIEW

Admission to Thunderbird's Master of Global Management program is a competitive process based on each applicant's academic background, employability, and fit with Thunderbird's mission statement. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. There is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

NOTIFICATION OF ADMISSION

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of $625.00 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (two trimesters) before needed documents will be issued.

GMAT

The Graduate Management Admission Test (GMAT) is required of all applicants for the MBA in Global Management. A GMAT preparation program is available through the *Thunderbird Language and Culture Program.* Scores submitted to Thunderbird must be within the past five years for Dual Degree students.

TOEFL/IELTS

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See www.thunderbird.edu for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the IELTS evaluation for non-native English speakers. Students must achieve a score of 7.0 or better to be accepted into the full-time program. Scores of 6.0 or 6.5 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

SUMMARY OF INSTITUTIONAL REQUIREMENTS: DUAL DEGREE AND POST-MBA PROGRAM

PROGRAM PREREQUISITES

It is expected that the student has mastered the fundamental business courses of an MBA before arriving at Thunderbird except for programs where students may begin at Thunderbird. Thunderbird will not give credit for fundamental core business courses counted toward the MBA. If you have questions, please contact your AIS advisor.

FOUNDATIONS

Foundations occurs the week prior to the first week of classes and is a graduation requirement. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student can customize his/her focus area by taking any combination of electives. All Focus Areas (including Custom) require a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

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 have the following options to satisfy the TGE graduation requirement:

- Winterim or Summerim approved TGE courses outside of the student's country of primary citizenship or permanent residence. 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/Summerim will 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/Summerim courses may be used to satisfy more than one graduation requirement such as a Focus Area and TGE or Language and 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.

    o If the student completes a Winterim/Summerim that qualifies as a TGE and is also approved for their declared focus area, the three credit hours will be counted toward the focus area requirement and the TGE graduation 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.

    o If the student completes a Winterim/Summerim 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 three (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 and insurance charges and other expenses related to the internship.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Dual Degree and Post-MBA students are required to complete the Career Management Seminar in their first trimester if they intend to use services offered by the Thunderbird Career Management Center (CMC). Other Global Professional Development workshops that address "soft skills" designed to enhance students' competitiveness in the market are optional. The other professional development courses are Business Report Writing, Business Presentations and Public Speaking and Multi-Cultural Teams and Leadership. The fee for these courses is paid with the first trimester charges.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the Master of Global Management degree program. Non-Native English speakers who meet the admission requirements for the program satisfy the graduation requirement for language.

The Master of Global Management program requires 0-6 credit hours of language coursework. Students with previous language experience may schedule an Oral Proficiency Interview (OPI) to determine their language proficiency. If the language requirement is completely satisfied through the OPI exam (ML 4020 level), the student may take 6 additional elective credits in lieu of language coursework. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take 3 credits of language and 3 additional elective credits.

Students can apply a maximum of 6 credits of language coursework (across all Thunderbird programs) toward 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 both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

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 when taken within one year of matriculation.

GRADUATION REQUIREMENT

Dual Degree and Post-MBA 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 and complete or waive all language requirements. All hours for degree completion must be done in residence.

OVERVIEW OF THE DUAL AND POST-MBA PROGRAMS

The Dual Degree and Post-MBA programs are designed to be completed in two (2) trimesters plus a Winterim or Summerim, excluding an internship. Following 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. Students must consult with both their AIS advisor and their financial aid advisor before opting to deviate from this schedule.

Trimester 1—Modules 1 & 2 (12-15 credits)

Module 1—First Module	Module 2—Second Module
GM 4000 Global Political Economy (3)	GM 4000 Global Political Economy (cont.)
GM 5470 Global Strategy (1.5)	GM 4210 Global Economics (1.5)
Focus Area Course (3-6)	Focus Area Course (cont.)
Language OR Focus Area Course (3)	Language OR Focus Area Course (cont.)
CS 1000 Career Management Seminar[1]	

[1]*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

Trimester 2—Modules 3 & 4 (12-15 credits)

Module 3—First Module	Module 4—Second Module
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
GM 4800 Cross-Cultural Communication (1.5)	GM 4801 Global Negotiations (1.5)
Focus Area Courses (3-6)	Focus Area Courses (cont.)
Language OR Focus Area Course (3)	Language OR Focus Area Course

Additional Activities

Activity	Method
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience	Approved Winterim/Summerim course Approved and registered 3-credit internship
Winterim/Summerim[2]	Thunderbird Global Experience OR Focus Area/Elective OR Language
Internship[3]	Elective

[2]*Winterims and Summerims may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition. A student may use separate Winterim/Summerim courses to satisfy each of the following only once: focus area, language, or elective/TGE.*

[3]*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*

MASTER OF SCIENCE IN GLOBAL MANAGEMENT

The curriculum for the Master of Science in Global Management (MS-GM) is designed for a student to complete the program in three (3) trimesters (Fall, Spring, Fall) and a Winterim or Summerim. 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.

Students in this program are required to successfully complete a minimum of 45 credit hours of course work: 36 core credits, 3 Thunderbird Global Experience (TGE) credits, and 6 language/elective credits. Students are also required to complete Foundations and a minimum of two professional development workshops during their first two trimesters.

Students who wish to take additional courses beyond their graduation requirements (45 credits) may take any (GM, GF, Language) courses during their final trimester provided they have met the prerequisites and do not exceed 15 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, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

MS-GM Schedule

Summer 2009	Fall 2009	Winterim 2010	Spring 2010	Summerim 2010	Summer 2010	Fall 2010
Intensive language and/or Boot Camps[1] 0 credits	Trimester 1 15 Credits	TGE 3 Credits	Trimester 2 15 Credits	TGE (optional)[2] 3 Credits	Off or Intern	Trimester 3 12 Credits

[1]Students may or may not be required to attend the intensive language and/or boot camps.

[2]Required if the TGE was not completed in Winterim.

SUMMARY OF ADMISSIONS REQUIREMENTS: MASTER OF SCIENCE IN GLOBAL MANAGEMENT

To be considered for the MS-GM program you must complete and submit:

- A completed application form

- Three personal essays responding to application questions

- GMAT or GRE, and TOEFL or IELTS (if applicable) test scores

- Two letters of reference, preferably from an academic advisor or professor or supervisor

- All official transcripts, validating completion of a four-year degree or equivalent

- A current, sequential resume of educational and other accomplishments

- Financial certification for student visa forms (non-U.S. Citizens/non-permanent residents)

- An application fee of $125

APPLICATION REVIEW

Admission to Thunderbird's MS-GM program is a competitive process based on each applicant's academic background, employability, and fit with Thunderbird's mission statement. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. There is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

NOTIFICATION OF ADMISSION

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of $625.00 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (two trimesters) before needed documents will be issued.

GMAT/GRE

The GMAT or GRE submitted to Thunderbird for admissions must be within the past five years.

TOEFL/IELTS

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See www.thunderbird.edu for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the IELTS evaluation for non-native English speakers. Students must achieve a score of 7.0 or better to be accepted into the full-time program. Scores of 6.0 or 6.5 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

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 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

Foundations occurs the week prior to the first week of classes and is a graduation requirement. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

CORE CURRICULUM

The Master of Science in Global Management (MS-GM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Arts in Global Affairs & Management (MA-GAM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and global business. In addition to these shared courses, the core curriculum is rounded out with courses specific to the MS-GM.

ELECTIVE COURSES

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Please refer to the course descriptions for eligible courses.

- **NOTE TO STUDENTS PLANNING TO ARTICULATE INTO THE MS-MBA PROGRAM**

  Elective courses taken during the MS-GM program can be used to satisfy individual focus area requirements in the MS-MBA program, but will not reduce the total number of credit hours required for the MBA focus area. Students planning to articulate should meet with an academic advisor early in their MS-GM 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. 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 or Summerim course outside the student's country of primary citizenship or permanent residence

- An approved Thunderbird three (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.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Thunderbird offers the following professional development workshops: Career Management Seminar (required*), Business Presentations and Public Speaking, and Business Report Writing. Students are required to complete at least two of three professional development workshops in order to graduate. These "soft skills" workshops are designed to enhance students' competitiveness in the market. The fee for these courses is paid with the first trimester charges.

Students are automatically registered for CS 1000 Career Management Seminar in the first module of the first trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird. The fee for CS 1000 is included in the Professional Development fees charged in the first trimester.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the MS-GM degree. Non-Native English speakers who meet the admission requirements for the MS-GM degree program satisfy the graduation requirement for language.

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 when taken within one year of matriculation.

The MS-GM degree requires 0-6 credit hours of language coursework. Students with previous language experience may schedule an Oral Proficiency Interview (OPI) to determine their language proficiency. If the language requirement is completely satisfied through the OPI exam (ML 4020 level), the student must take 6 additional elective credits in lieu of language coursework. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take 3 credits of language and 3 additional elective credits. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

Students can apply a maximum of 6 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 both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

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 or waive all language requirements, successfully complete Foundations, satisfy the Thunderbird Global Experience (TGE) requirement, and complete two of three professional development seminars.

OPTIONAL ACTIVITIES: MASTER OF SCIENCE IN GLOBAL MANAGEMENT

WINTERIM / SUMMERIM

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

Winterim and Summerim 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/Summerim 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/Summerim courses may be used to satisfy more than one graduation requirement (i.e. language and 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.

- o If the student completes a Winterim/Summerim 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 (2) Winterim/Summerim 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/Summerim 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 the MBA-GM degree program.

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

INTERNSHIPS

MS-GM students are eligible to participate in a registered or unregistered internship during the summer. Internships that are registered for 3 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.

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

OPTIONAL EXCHANGE PROGRAM

The MS-GM program is not designed for a student to participate in an exchange program at this time.

OVERVIEW OF THE MS-GM PROGRAM

The MS-GM program is designed to be completed in three (3) trimesters (Fall, Spring, Fall) and a Winterim or Summerim. Following 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. Students must consult with both their AIS advisor and their financial aid advisor before opting to deviate from this schedule.

Trimester 1 (Fall) (15 credits)

Module 1—First Module	Module 2—Second Module
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
ENT 4000 Global Entrepreneurship (3)	ENT 4000 Global Entrepreneurship (cont.)
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)
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
CS-1000 Career Management Seminar[1]	

[1]*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird.*

Trimester 2 (Spring) (15 credits)

Module 3 – First Module	Module 4 – Second Module
ACT 4001 Accounting from a Global Perspective II (1.5)	ECN 4000 Global Economics (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	FIN 4002 Finance from a Global Perspective III (1.5)
MKT 4000 Marketing from a Global Perspective (3)	MKT 4000 Marketing from a Global Perspective (cont.)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3) OR Language (3)[2]	CCC 4000 Communication & Negotiations Across Cultures (cont.) OR Language (cont.)
PD—1001 Business Presentations and Public Speaking Workshop[3]	PD—1000 Business Report Writing[3]

[2]*If language in Trimester 2 is required, Communication & Negotiations Across Cultures (CCC) must be completed in Trimester 3. If language in Trimester 2 is not required, CCC must be completed in Trimester 2.*

[3]*Only PD 1000 or PD 1001 is required if the student has completed CS 1000; otherwise both courses must be completed. The program fee is for two of the three professional development courses; students may take the remaining course at no additional charge.*

Trimester 3 (Fall) (12 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)
OPS 4000 Operations from a Global Perspective (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
CCC 4000 Communication & Negotiations Across Cultures (3) OR Elective (3)	CCC 4000 Communication & Negotiations Across Cultures (3) OR Elective (3)
Language OR Elective (3)	Language OR Elective (3)

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Internship	Summer
Independent Studies[4]	

[4]*Students may do an independent Research study but it will not satisfy a degree requirement nor count toward total degree requirements. These courses will not receive federal financial aid support.*

MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

The curriculum for the Master of Arts in Global Affairs and Management (MA-GAM) is designed for a student to complete the program in three (3) trimesters (Fall, Spring, Fall) and a Winterim or Summerim. 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.

Students in this program are required to successfully complete a minimum of 45 credit hours of course work: 34.5 core credits, 1.5 elective credits, 3 Thunderbird Global Experience (TGE) credits, and 6 language/elective credits. Students are also required to complete Foundations and a minimum of two professional development workshops during their first two trimesters.

Students who wish to take additional courses beyond their graduation requirements (45 credits) may take any courses (GM, GF, Language) during their final trimester provided they have met the prerequisites and do not exceed 15 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, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

MA-GAM Schedule

Summer 2009	Fall 2009	Winterim 2010	Spring 2010	Summerim 2010	Summer 2010	Fall 2010
Intensive language and/or Boot Camps[1] 0 credits	Trimester 1 15 Credits	TGE 3 Credits	Trimester 2 13.5 Credits	TGE (optional)[2] 3 Credits	Off or Intern	Trimester 3 13.5 Credits

[1]*Students may or may not be required to attend the intensive language and/or boot camps.*

[2]*Required if the TGE was not completed in Winterim.*

SUMMARY OF ADMISSIONS REQUIREMENTS: MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

- A completed application form
- Three personal essays responding to application questions
- GMAT or GRE, and TOEFL or IELTS (if applicable) test scores
- Two letters of reference, preferably from an academic advisor or professor or supervisor
- All official transcripts, validating completion of a four-year degree or equivalent
- A current, sequential resume of educational and other accomplishments
- Financial certification for student visa forms (non-U.S. Citizens/non-permanent residents)
- An application fee of $125

APPLICATION REVIEW

Admission to Thunderbird's MA-GAM program is a competitive process based on each applicant's academic background, employability, and fit with Thunderbird's mission statement. Acceptance requires academic excellence, professional work experience, satisfactory test scores, and good recommendations. There is no single factor that hinders or ensures acceptance. An admissions portfolio is reviewed as a whole. All documents submitted are considered in a complete review of your credentials.

NOTIFICATION OF ADMISSION

Admission decisions are made within six to eight weeks of the priority deadlines, and applicants are initially notified by e-mail. Applications received after priority dates are considered on a space-available basis. Admission is determined only for the designated term and a space in the class is not reserved until the tuition deposit of $625.00 is received. Documents are valid for one year. Deferrals are discouraged and, if requested, are considered on a case-by-case basis. Admitted foreign nationals requiring a student visa must arrange and give proof of complete financing for one academic year (two trimesters) before needed documents will be issued.

GMAT/GRE

The GMAT or GRE submitted to Thunderbird for admissions must be within the past five years.

TOEFL/IELTS

Applicants whose undergraduate instruction was not in English must submit proof of proficiency in English by submitting their Test of English as a Foreign Language (TOEFL) scores. The minimum for consideration is 600 on the paper-based test, and 250 on the computer-based test, and 100 on the Internet-based exam, and must be from a test taken within the past two years. Applicants who have a degree from an institution located in an English-speaking country are exempt from submitting the TOEFL.

Prospective students with TOEFL scores minimally below the minimum scores listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation. See www.thunderbird.edu for Pre-MBA Intensive English Program dates, overview, program content, prerequisites, tuition and contact information.

Thunderbird will also accept the IELTS evaluation for non-native English speakers. Students must achieve a score of 7.0 or better to be accepted into the full-time program. Scores of 6.0 or 6.5 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF ARTS IN GLOBAL AFFAIRS & 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

Foundations occurs the week prior to the first week of classes and is a graduation requirement. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

CORE CURRICULUM

The Master of Arts in Global Affairs & Management (MA-GAM) core curriculum includes coursework in accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross cultural communication and negotiations. Much of this core curriculum is shared with the Master of Science in Global Management (MS-GM), enriching the learning experience in these courses with the combination of students from the two degree programs, and reflective of the real world interdependence of international relations and global business. In addition to these shared courses, the core curriculum is rounded out with additional courses specific to the MA-GAM.

ELECTIVE COURSES

Elective courses provide the opportunity to take advanced, specialized topics in global management and global affairs. Please refer to the course descriptions for eligible courses.

- **NOTE TO STUDENTS PLANNING TO ARTICULATE INTO THE MA-MBA PROGRAM**
  Elective courses taken during the MA-GAM program can be used to satisfy individual focus area requirements in the MA-MBA program, but will not reduce the total number of credit hours required for the focus area. Students planning to articulate should meet with an academic advisor early in their MA-GAM 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. 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 or Summerim course outside the student's country of primary citizenship or permanent residence

- An approved Thunderbird three (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.

- 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, the student must enroll in an additional 3 credits of electives in order to meet the 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, materials, travel expenses, and living expenses related to the program.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Thunderbird offers the following professional development workshops: Career Management Seminar (required), Business Presentations and Public Speaking, and Business Report Writing. Students are required to complete at least two of three professional development workshops in order to graduate. These "soft skills" workshops are designed to enhance students' competitiveness in the market. The fee for these courses is paid with the first trimester charges.

*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the first trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird. The fee for CS 1000 is included in the Professional Development fees charged in the first trimester.

LANGUAGE REQUIREMENT

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 MA-GAM degree program satisfy the graduation requirement for language.

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 when taken within one year of matriculation.

The MA-GAM degree requires 0-6 credit hours of language coursework. Students with previous language experience may schedule an Oral Proficiency Interview (OPI) to determine their language proficiency. If the language requirement is completely satisfied through the OPI exam (ML 4020 level), the student may take 6 additional elective credits in lieu of language coursework. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take 3 credits of language and 3 additional elective credits. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

Students can apply a maximum of 6 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 both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

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 or waive all language requirements, successfully complete Foundations, satisfy the Thunderbird Global Experience (TGE) requirement, and complete two of three professional development seminars.

OPTIONAL ACTIVITIES: MASTER OF ARTS IN GLOBAL AFFAIRS & MANAGEMENT

WINTERIM / SUMMERIM

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

Winterim and Summerim 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/Summerim 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/Summerim courses may be used to satisfy more than one graduation requirement (i.e. language and 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.

- o If the student completes a Winterim/Summerim 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 (2) Winterim/Summerim 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/Summerim 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 the MBA-GM degree program.

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

INTERNSHIPS

MA-GAM students are eligible to participate in a registered or unregistered internship during the summer. Internships that are registered for 3 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 MA-MBA program.

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

OPTIONAL EXCHANGE PROGRAM

Thunderbird is awaiting final approval for a MA-GAM exchange agreement with Peking University. More detailed information will be available from the Academic Director for the MA-GAM program once the agreement has been finalized.

OVERVIEW OF THE MA-GAM PROGRAM

The MA-GAM program is designed to be completed in three (3) trimesters (Fall, Spring, Fall) and a Winterim or Summerim. Following 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. Students must consult with both their AIS advisor and their financial aid advisor before opting to deviate from this schedule.

Trimester 1 (Fall) (15 credits)

Module 1—First Module	Module 2—Second Module
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
QUA 4000 Quantitative Methods (1.5)	GST 4002 Global Affairs Methods (1.5)
MGT 4001 Managing People from a Gl. Perspective(1.5)	MGT 4002 Strategic Management I (1.5)
GST 4000 Global Affairs Theory: Power & Principle (3)	GST 4000 Global Affairs Theory: Power & Principle
CS-1000 Career Management Seminar	

Trimester 2 (Spring) (13.5 credits)

Module 3 – First Module	Module 4 – Second Module
ACT 4001 Accounting from a Global Perspective II (1.5)	ECN 4000 Global Economics (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	
MKT 4000 Marketing from a Global Perspective (3)	MKT 4000 Marketing from a Gl. Perspective (cont.)
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3) OR Language (3)[1]	CCC 4000 Communication & Negotiations Across Cultures (3) OR Language (3)
PD1001 Business Presentations and Public Speaking[2]	PD—1000 Business Report Writing[2]

[1]*If language in Trimester 2 is required, Communication & Negotiations Across Cultures (CCC) must be completed in Trimester 3. If language in Trimester 2 is not required, CCC must be completed in Trimester 2.*

[2]*Only PD 1000 or PD 1001 is required if the student has completed CS 1000. Otherwise both courses must be completed. The program fee is for two of the three professional development courses; students may take the remaining course at no additional charge.*

Trimester 3 (Fall) (13.5 credits)

Module 5 – First Module	Module 6 – Second Module
GST 5000 Strategies in Global Development (3)	GST 5000 Strategies in Global Development (cont.)
GST 5430 Technology Policy & Entrepreneurship (3)	GST 5430 Technology Policy & Entrepreneurship (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3) OR Elective (3)	CCC 4000 Communication & Negotiations Across Cultures (3) OR Elective (3)
Language OR Elective (3)	Language OR Elective (3)
Elective (1.5)	

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Internship	Summer
Independent Studies[4]	

[3]*Students may do an Independent Research study in their final trimester, but it will neither satisfy a degree requirement nor count toward total degree requirements or federal financial support.*

ARTICULATION BETWEEN MS-GM / MA-GAM, AND MBA-GM

SUMMARY OF ADMISSIONS REQUIREMENTS

SUCCESSFUL COMPLETION OF THE MS-GM OR MA-GAM DEGREE

Students who have successfully completed the MS-GM and MA-GAM degrees may be admitted into the MBA-GM and earn the MBA-GM upon completion of a minimum of 30 credit hours of MBA coursework beyond the MS-GM or MA-GAM.

GRADE POINT AVERAGE

Eligible students are those who maintain at least a 3.200 cumulative grade point average in the MS-GM or MA-GAM.

MS-GM or MA-GAM graduates who do not meet the minimum 3.200 cumulative GPA average may be admitted into the MBA-GM provided they meet the minimum 24-month post-baccalaureate work experience admissions requirement not including the 12-month credit for completing the MS or MA degree.

WORK EXPERIENCE

Eligible students must meet the minimum 24-month post-baccalaureate work experience admissions requirement for the MBA-GM degree. In this arrangement, MS-GM and MA-GAM students are credited 12 months toward this MBA admissions requirement, and the remaining 12 months of post-baccalaureate work experience may be completed as follows:

a. *Students without any post-baccalaureate work experience prior to the MS-GM or MA-GAM program*

   At least one year of work experience is required prior to admission into the MBA. Full-time registered internships during or after the MS or MA may be applied toward meeting this requirement.

b. *Students with some (less than one year) post-baccalaureate work experience prior to the MS-GM or MA-GAM program*

   A period of additional work experience is required which, when combined with prior work experience, equals at least one year of post-baccalaureate work experience. Full-time registered internships during or after the MS or MA may be applied toward meeting this requirement.

c. *Students with at least one year of post-baccalaureate work experience prior to the MS-GM or MA-GAM program may matriculate directly into the MBA*

SUCCESSFUL COMPLETION OF THE THUNDERBIRD GLOBAL EXPERIENCE (TGE) REQUIREMENT

Eligible students must satisfy the TGE requirement prior to articulation

SUCCESSFUL COMPLETION OF THE THUNDERBIRD LANGUAGE REQUIREMENT

Eligible students must satisfy the Thunderbird language requirement prior to articulation

SUMMARY OF INSTITUTIONAL REQUIREMENTS

PRIOR COURSEWORK

Students articulating into the MBA-GM must complete a minimum of 30 post-MS-GM/MA-GAM credit hours. Students will not receive credit toward the MBA degree for coursework taken prior to or during the completion of the MS-GM/MA-GAM degree.

MS-GM / MA-GAM core courses achieve the same learning outcomes of the designated MBA-GM courses, and therefore satisfy the designated MBA-GM requirement as pre-requisites for all elective and language courses.

Courses completed as elective coursework in the MS-GM / MA-GAM programs may satisfy individual focus area requirements in the MBA-GM program, but the credit hours will not reduce the total number of credit hours required for focus area or the degree. Students must still complete 12 post-MA/MS credit hours in the MBA program to earn the focus area. In addition, TIE II-eligible coursework completed in the MS-GM / MA-GAM program cannot be applied toward the MBA-GM graduation requirement.

THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE II) REQUIREMENT

The TIE II 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 II requirement:

GF 5408   Business Consulting Tools
GF 5274   Global Supply Chain Leadership
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

If a student completes a TIE II elective that is approved for their declared focus area the three credit hours will be counted toward the focus area requirement and the TIE II 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). A student may not apply a TIE II course toward a Concentration (FS0707).

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

FUNCTIONAL FOCUS AREA COURSES

These courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. Alternatively, a student can customize his/her focus area by taking any combination of electives. All Focus Areas (including Custom) require a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements.

If the student completes a TIE II course that will also satisfy a focus area requirement, the three credit hours will be applied toward the focus area and the TIE II graduation requirement will be satisfied. The student must enroll in three additional elective credits to meet the required number of credit hours for their program.

WINTERIM / SUMMERIM

MA/MS students who articulate into the MBA-GM may enroll in one additional Winterim or Summerim as part of their 30 credit hour requirement for the MBA-GM. Students may use a Winterim/Summerim to satisfy a focus area requirement or an elective requirement. A Winterim or Summerim completed immediately preceding their matriculation into the MBA-GM cannot be counted toward the 30-credit hour requirement for the degree.

Winterim and Summerim may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

INTERNSHIPS

Articulating MS-GM and MA-GAM students are eligible to participate in a registered internship upon completion of 12 credit hours in the MBA-GM, provided all other requirements are met for MBA-GM internships. If a student completed a registered internship under the MA/MS program, s/he is eligible for one additional registered internship in the MBA-GM program.

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.

Students are responsible for paying the tuition, insurance charges and all other expenses related to the internship.

OPTIONAL EXCHANGE PROGRAM

MA/MS students who articulate into the MBA-GM have limited opportunity to apply for exchange programs with approved Thunderbird partnership schools. Exchange programs in the first MBA-GM trimester are not permitted, but an exchange program in the second MBA-GM trimester may be possible if application deadlines are met (FS0409). Also, if international students participate in an exchange program in their second MBA-GM trimester, they will complete their degree requirements outside the U.S. and will not be eligible for Optional Practical Training (OPT) work authorization upon completion of the MBA. International students must complete their degree requirements inside the U.S. in order to be eligible for this immigration benefit. All other exchange program policies and requirements apply.

OPTIONAL PRACTICAL TRAINING

International students are limited to one period of Optional Practical Training (OPT) in the U.S. per academic level of study. If an international student utilizes OPT to work in the U.S. after the MS or MA degree, they will not be eligible for another period of OPT for work in the U.S. after completing the degree requirements for the MBA degree. Students who work outside of the U.S. after the MA or MS degree retain OPT eligibility for work in the U.S. after completing requirements for the MBA degree.

In addition, International students who wish to remain eligible for OPT must complete their degree requirements inside the United States. Students will forfeit their OPT eligibility if their final degree requirements are completed:

- outside the United States (i.e. Exchange program), or

- through online coursework, or

- via independent research

International students who do not intend to use OPT are eligible to complete their degree requirements inside the U.S., outside the U.S., online, or through independent research.

FINANCIAL AID

Students articulating into the MBA-GM degree program are eligible for federal financial aid and scholarship funds for completion of 30 credit hours. Federal financial aid is not available for credits completed outside the MBA-GM program of study.

OVERVIEW OF THE MS-GM TO MBA-GM PROGRAM

Trimester 1 (12-15 credits)

Module 1—First Module	Module 2—Second Module
Elective	Elective
Elective	Elective
Elective	Elective
Elective	Elective
Elective	Elective

Optional Activities (0-6 credits)

Activity	Period
Elective	Winterim or Summerim
Internship	Summer
Exchange Program	In Lieu of 2nd Trimester Coursework

Trimester 2 (12-15 credits) Option #1: Glendale Campus

Module 3 – First Module	Module 4 – Second Module
TIE II requirement[1]	TIE II requirement (cont.)
Elective	Elective
Elective	Elective
Elective	Elective
Elective	Elective

[1] *Courses taken in the MS-GM program cannot satisfy this requirement. Previous coursework cannot be repeated in the MS-MBA program. In addition, students planning to participate in an exchange in Trimester 2 must satisfy the TIE II requirement in Trimester 1.*

OVERVIEW OF THE MA-GAM TO MBA-GM PROGRAM

Trimester 1 (12-15 credits)

Module 1—First Module	Module 2—Second Module
GM 4403 (3)	GM 4403 (cont.)
GM 5470 (1.5)	GM 4102 (1.5)
Elective (4.5)	GM 5486 (1.5)
	GM 4319 (1.5)
	GM 4203 (1.5)

Optional Activities (0-6 credits)

Activity	Period
Elective or Language	Winterim or Summerim
Exchange Program	In Lieu of 2nd Trimester Coursework
Internship	Summer

Trimester 2 (12-15 credits)

Module 3 – First Module	Module 4 – Second Module
TIE II requirement[1]	TIE II requirement (cont.)
Elective	Elective
Elective	Elective
Elective	Elective
Elective	Elective

[1] *Courses taken in the MA-GAM program cannot satisfy this requirement. Previous coursework cannot be repeated in the MA-MBA program. In addition, students planning to participate in an exchange in Trimester 2 must satisfy the TIE II requirement in Trimester 1.*

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, 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.

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.

SUMMARY OF INSTITUTIONAL REQUIREMENTS: DUAL-DEGREE PROGRAMS

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

Foundations occurs the week prior to the first week of classes and is a graduation requirement. The course introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos.

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 have the following options to satisfy the TGE graduation requirement:

- Winterim and Summerim 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/Summerim will 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/Summerim courses may be used to satisfy more than one graduation requirement such as a Focus Area/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.

- o If the student completes a Winterim/Summerim that qualifies as a TGE and is also approved for their declared focus area, the three credit hours will be counted toward the focus area requirement and the TGE graduation 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.

- o If the student completes a Winterim/Summerim 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 three (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 and insurance charges and other expenses related to the internship.

THUNDERBIRD INTEGRATIVE EXPERIENCE (TIE) II

This requirement has been waived for participants in the JD/MBA or MELP/MBA.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

MBA students are required to complete a minimum of three professional development workshops in order to graduate. These "soft skills" workshops are designed to enhance students' competitiveness in the market. Thunderbird offers the following professional development workshops: Career Management Seminar (required*), Multicultural Teams and Leadership (required for MBA students), Business Presentations and Public Speaking, and Business Report Writing. The fee for these courses is paid with the first trimester charges.

MA-GAM and MS-GM students are required to complete a minimum of two professional development workshops. The professional development courses for MS-GM and MA-GAM students are Career Management Seminar (required*), Business Presentation Skills and Public Speaking, and Business Report Writing. The fee for these courses is paid with the first trimester charges.

*Students are automatically registered for CS 1000 Career Management Seminar in the first module of the first trimester but may waive the seminar if they choose not to receive career management services during the program and after graduating from Thunderbird. The fee for CS 1000 is included in the Professional Development fees charged in the first trimester.

LANGUAGE REQUIREMENTS—ALL FULL-TIME PROGRAMS

Proficiency in a second language is required for graduation from all full-time degrees. Non-Native English speakers who meet the admission requirements for any of the full-time programs will satisfy the graduation requirement for language. Thunderbird requires a speaking proficiency of at least intermediate high for languages in group 1 and intermediate low for languages in group 2 on the ACTFL oral proficiency scale for Native English speakers. For additional information regarding languages in Groups 1 and 2, please write to: testing@languagetesting.com or visit www.languagetesting.com.

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 when taken within one year of matriculation.

Students can apply a maximum of 6 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 both their AIS advisor and their financial aid advisor before adding additional credits to their schedule.

FUNCTIONAL FOCUS AREA COURSES

MBA students in the VLS dual-degree program will be listed as Custom Focus. MA-GAM and MS-GM students do not have this requirement in their program.

DEGREE REQUIREMENTS - MBA IN GLOBAL MANAGEMENT

MBA in Global Management 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 to successfully complete the degree requirements, complete Foundations, complete three professional development seminars, and complete or waive all language requirements.

THE MBA IN GLOBAL MANAGEMENT CORE

Thunderbird requires successful completion of the following courses for students in the JD/MBA Dual Degree with the Vermont Law School. The remaining credits for the MBA program will be transferred from VLS as elective credits.

TRADITIONAL PROGRAM

Course Title	Course #	Credits	Course Title	Course #	Credits
Global Political Economy	GM 4000	3	Global Marketing Management	GM 4502	1.5
Fundamentals of Accounting	GM 4100	1.5	Regional Business Environment	GM 46XX	3
Financial Accounting	GM 4101	1.5	Cross Cultural Communications	GM 4800	1.5
Managerial Decision Making	GM 4102	1.5	Global Negotiations	GM 4801	1.5
Fundamentals of Finance	GM 4201	1.5	Global Economics	GM 4210	1.5
Financial Management	GM 4202	1.5	Global Operations Management	GM 4319	1.5
Global Financial Management	GM 4203	1.5	Global Leadership	GM 5486	1.5
Data Analysis	GM 4300	3	Global Strategy	GM 5470	1.5
Competing Through People	GM 4464	1.5	Global Enterprise	GM 4403	3
Competitive Strategy	GM 4468	1.5	Language (if needed)*	Varies	3-6
Global Marketing Strategy	GM 4501	1.5	Electives, including TGE	Varies	3-9

TOTAL HOURS - TRADITIONAL PROGRAM = 45

ACCELERATED PROGRAM

Course Title	Course #	Credits		Course Title	Course #	Credits
Global Political Economy	GM 4000	3		Global Economics	GM 4210	1.5
Global Accounting	GM 4105	3		Global Leadership	GM 5486	1.5
Global Finance	GM 4213	3		Global Strategy	GM 5470	1.5
Decision Tools	GM 4304	1.5		Global Enterprise	GM 4403	3
Managing Global Business	GM 4466	1.5		Language (if needed)*	Varies	0-6
Global Marketing	GM 4505	3		*If language is not required due to proficiency, students would take:		
Regional Business Environment	GM 46XX	3		Global Operations Management	GM 4319	1.5
Cross Cultural Communications	GM 4800	1.5		Elective, including TGE	Varies	4.5

TOTAL HOURS - ACCELERATED PROGRAM = 33

DEGREE REQUIREMENTS- MASTER OF ARTS IN GLOBAL AFFAIRS MANAGEMENT AND MASTER OF SCIENCE IN GLOBAL MANAGEMENT

- Students must complete all course work with a grade of "C-" or better

- Students must complete 45 trimester credits

- Students must achieve a cumulative GPA of at least 3.000

- Students must complete and receive credit for Foundations

- Students must complete and receive credit for two of three professional development seminars

- Students must complete or waive all language requirements

DEGREE REQUIREMENTS – J. D.

- Students must complete 87 semester credits

- Students must have a cumulative grade point average of 2.200

- 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/bulletin or contact Assistant VLS Dean Clara Gimenez)

- 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.

  o Students in the accelerated 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 are required to complete all graduation requirements for both degrees before either degree will be awarded

- Students must complete the program within 84 months from matriculation into the JD program. Thunderbird will honor the 84 months requirement for JD dual degree students.

CREDITS – JD/MBA, JD/MA-GAM, AND JD/MS-GM DEGREES

- The JD requires 87 semester credits

- The Traditional MBA requires 60 credits and the Accelerated MBA requires 46.5 credits

- The MA-GAM and MS-GM programs require 45 credits

DUAL DEGREE TRANSFER CREDITS

JD/MBA

- Students may transfer up to 15 credits from Thunderbird to VLS; students are therefore required to take 72 JD credits at VLS

- Thunderbird will accept 15 JD credits as electives from VLS; students are therefore required to take 45 MBA credits at Thunderbird for the Traditional program or 33 credits for the Accelerated program

JD/MA-GAM and JD/MS-GM

- Thunderbird does not accept any transfer credits from VLS for the JD/MA-GAM or JD/MS-GM programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

TRANSFERABLE COURSES

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

    o Constitutional Law I   (3 hours)

    o Contracts   (4 hours)

    o Property   (4 hours)

    o Torts   (4 hours)

- VLS will accept in transfer any credits earned at Thunderbird with the following exceptions:

    o No credits earned prior to matriculation in the JD program at VLS or another ABA-accredited law school will be accepted

    o No credits earned for internships, in language courses, or in courses that duplicate offerings at VLS will be accepted

- Transferred credits will appear on the VLS transcript. While grades earned at Thunderbird will appear on the VLS transcript, they will not be included in the grade point average

- Thunderbird transcripts will only reflect 15 hours of credit transferred from VLS. Grades will not appear on the Thunderbird transcript nor be included in the grade point average

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

- A total of 30 credits, including a minimum of 21 MELP-only credits.

- MELP/MBA students are required to complete a minimum of 45 credits at Thunderbird.

- Minimum cumulative grade point average of 2.2 required for successful completion of the MELP degree from VLS.

- Thunderbird requires a minimum cumulative GPA of 3.000 on courses completed at Thunderbird and a grade of "C-" or better for each course.

- Students have up to five years from the date of matriculation to complete the MELP.

- MELP Required Courses - for specifics related to required courses and distributional requirements in the MELP program please refer to the VLS catalog/bulletin or contact Assistant Dean Clara Gimenez at VLS.

CREDITS – MELP/MBA, MELP/MA-GAM AND MELP/MS-GM

- The MELP program requires 30 semester credits, including a minimum of 21 MELP-only credits.

- The Traditional MBA requires 60 credits and the Accelerated MBA requires 46.5 credits.

- The MA-GAM and MS-GM programs require 45 credit hours.

DUAL DEGREE TRANSFER CREDITS

MELP/MBA

- Students in the MELP/MBA, MELP/MA-GAM and MELP/MS-GM programs may transfer up to 9 credits from Thunderbird to VLS; students are therefore required to take 21 MELP credits at VLS.

- Thunderbird will accept 15 MELP credits as electives from VLS; students are therefore required to take 45 MBA credits at Thunderbird for the traditional program and 33 credits for the accelerated program.

MELP/MA-GAM and MELP/MS-GM

- Thunderbird does not accept any transfer credits from VLS for the MELP/MA-GAM or MELP/MS-GM programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

TRANSFERABLE COURSES

- VLS will accept in transfer any credits earned at Thunderbird except credits earned for internships, in language courses, or in courses that duplicate offerings at VLS.

- Transferred credits will appear on the VLS transcript. While grades earned at Thunderbird will appear on the VLS transcript, they will not be included in the grade point average.

- Thunderbird transcripts will only reflect 15 hours of credit transferred from VLS (for the MELP/MBA program). Grades will not appear on the Thunderbird transcript nor be included in the grade point average.

GENERAL INFORMATION FOR VLS / THUNDERBIRD DUAL DEGREE PROGRAMS

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 bulletin. 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.

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 2.2 or better in courses completed at VLS and Thunderbird requires a cumulative GPA of 3.000 or better and no grade below "C-" to remain in good academic standing.

- If a student leaves the program or fails to complete the program requirements for the MBA at Thunderbird, the student will no longer be considered a dual degree student. As a result, the student will be required to meet the graduation and residence requirements of the JD degree and credits earned at Thunderbird will not be transferred to the VLS transcript. Likewise Thunderbird will not accept transfer credits from VLS.

- A dual degree student must confer with the VLS Assistant Dean Clara Gimenez and receive her approval for the proposed course of study and the Registrar's Office at Thunderbird for an academic contract.

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 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 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 for more information about veterans benefits while enrolled at Thunderbird.

- Students must begin the JD program in the fall semester at VLS.

- Students may begin the MBA program at Thunderbird in the fall or spring semesters.

- Students may begin the MA-GAM and MS-GM in the Fall trimester at Thunderbird.

- Students may begin the MELP in the Fall or Summer semesters at VLS.

The charts below list the optimum schedule for each dual degree. While variations may exist it is strongly recommended students follow the schedule below for their dual program to smoothly move through their program. Students should discuss their options with Assistant Dean Clara Gimenez at VLS or the Academic and International Student Office at Thunderbird. Scheduling options may vary with changes in curriculum or course offerings.

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

JD/MBA - Accelerated

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 or Intern
CREDITS	16	16	11	14	15	Or Bar	15	3	15	Or Bar

JD/MBA - Traditional

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	Or Bar	12

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	13.5 MA 15 MS	Or Bar	13.5 MA 12 MS

MELP/MBA - Traditional

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

MELP/MBA - Accelerated

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

MELP/MA or MELP/MS

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

OVERVIEW : JD/MA, JD/MS, MELP/MA, MELP/MS

	JD/MS	JD/MA	MELP/ MS	MELP/MA
MA/MS credits	45	45	45	45
Transfer credit to Thunderbird	None	None	None	None
Credits taken at Thunderbird*	45	45	45	45
VLS requirement	87	87	30	30
Transfer credit to VLS**	15 credits	15 credits	9 credits	9 credits
Credits taken at VLS	72	72	21	21
Total Credits for Dual Degree	117	117	66	66
Completion Limit	84 months	84 months	60 months	60 months

Includes the TGE requirement

*** Please read the stipulations on what credit can be transferred into the VLS program*

OVERVIEW: JD/MBA and MELP/MBA

	JD/MBA (Traditional)	MELP/MBA (Traditional)	JD/MBA (Accelerated)	MELP/MBA (Accelerated)
MBA GM credits	60	60	48	48
Transfer credit to Thunderbird	15	15	15	15
Credits taken at Thunderbird	45	45	33[1]	33[1]
VLS credit requirement	87	30	87	30
Transfer credit to VLS[3]	15	9	15	9
Credits taken at VLS	72	21	72	21
Total Credits for Dual Degree	117	66	105	54
Completion Limit	84 months	60 months	84 months	60 months

[1]*If language is waived, an accelerated student will complete 28.5 core requirements adding GM 4319*

[2]*Accelerated students who must complete six hours of language are not required to complete a TGE.*

[3]*Please read the stipulations on what credit can be transferred into the VLS program*

LANGUAGE REQUIREMENTS: ALL FULL-TIME PROGRAMS

NON-NATIVE ENGLISH SPEAKERS

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

PRE-MBA INTENSIVE ENGLISH PROGRAM

A ten-week-long, non-credit intensive English program, offered through the Thunderbird Language and Culture Programs, is held several times each year to help prepare non-native speakers of English for entrance into the MBA in Global Management, MS-GM, MA-GAM, or other graduate business programs. This English program has small class sizes (6-8 students/class) and a business-content approach to learning. For more information, visit the Thunderbird website at: www.thunderbird.edu/premba.

NATIVE ENGLISH SPEAKERS

Thunderbird requires a speaking proficiency of at least Intermediate-High for languages in Group 1 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.

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 four ways:

1. 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. Information regarding the test and the languages in which testing is currently offered can be found at 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 when taken within one year of matriculation. A waiver in language does not reduce the number of credit hours for each program.

   Students should complete the OPI during the first two months of starting the program. Failure to complete the OPI by this time may restrict the student's scheduling options for future courses and modules. The exam is offered by phone at the Garvin Center for Cultures and Languages. Please contact the Language Department at 602-978-7269 or language@thunderbird.edu for more information. **The Oral Proficiency Interview must be taken at Thunderbird.**

2. Students who do not meet the required proficiency level in a foreign language may use any provider of their choice (i.e. other colleges, private tutors, commercial providers, study abroad) to improve their language skills. Upon completion of their off-campus study, students must achieve an OPI rating of Intermediate-High or better in Group 1 languages and Intermediate-Low or better in Group 2 languages. Thunderbird does not accept language course credits to be transferred from other providers.

3. Take a 6-credit Thunderbird Language Immersion Program offered off-campus during the summer prior to beginning the program. These 6-week programs vary in location and cover language levels I (ML 4015) and II (ML 4020). 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. Individuals who are capable of completing the first level of language through the ACTFL Oral Proficiency Interview (OPI) should be aware that these courses are designed for beginners and must be taken in their entirety in order to receive credit. Subjects taught in the immersion programs will likely overlap previous study.

   Successful completion of the Language Immersion Program satisfies both the Thunderbird language proficiency graduation requirement and the Thunderbird Global Experience (TGE) graduation requirement. The six credit hours will be counted toward the language requirement and the TGE graduation requirement will be satisfied. The student must enroll in six credit hours of electives to meet the required number of credit hours for their program.

4. 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 3 credits each as part of the curriculum to assist students in meeting the language requirements. Courses meet 4 days a week for 90 minutes each. Mandarin Chinese, Spanish, French, German, Japanese, Portuguese, and Russian are offered regularly. Students will be asked to take the OPI exam upon completion of the course(s) 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 who have not satisfied their language requirement prior to beginning their program will have a restriction placed on their account. This restriction will prevent future course registration and will remain in place until the student contacts the language department to declare how they intend to satisfy the language requirement.

PROGRAM	RESTRICTION WILL BE PLACED ON THE STUDENT'S ACCOUNT...	RESTRICTION WILL PREVENT...
Accelerated MBA	during the 1st trimester	2nd trimester registration
Traditional MBA	during the 2nd trimester	3rd trimester registration
MS-GM	during the 1st trimester	2nd trimester registration
MA-GAM	during the 1st trimester	2nd trimester registration
Dual/Post MBA	after 1st trimester registration if a language course was not registered	2nd trimester registration

Students will be eligible for registration once the account restriction has been released by the language department.

LANGUAGE CREDITS APPLIED TO FULL-TIME DEGREES

Students can apply a maximum of 6 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 both their AIS 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 to ensure that the goals are effectively achieved. Individual student learning results are for the exclusive use of Thunderbird. Assessment OPI exams are taken at the end of each course at no cost to the student and individual outcomes will not be used for evaluation of any student.

TECHNOLOGY REQUIREMENTS:
ALL FULL-TIME PROGRAMS

LAPTOP REQUIREMENTS

All entering students are REQUIRED to have a laptop computer. The Thunderbird I&IT Department recommends the following:

- 1.4GHz or better processor with preferably 1 GB RAM or more.

- An English version of Windows 2000/XP/Vista (any version except Vista Basic) and an English version of Microsoft Office 2002/2003/2007 including Word, Excel, and PowerPoint. Depending on your course of study, you 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.

- You must have an antivirus package installed on your computer (the latest Norton AntiVirus version (NOT NORTON SYSTEMWORKS OR INTERNET SECURITY) or AVG is recommended).

- For network access, you'll need a Wireless 802.11a/b/g network card, 10/100 network interface card (NIC) for on-campus, and a 56K modem to access your own Internet Service Provider off-campus if it is dial-up. The Wireless card or NIC can be built-in, PCMCIA, USB, or FireWire as long as it is compatible with your computer. A standard Cat 5 network cable with RJ-45 connectors is needed to connect your computer to a wired network port. Thunderbird does not provide free network or modem cables. Thunderbird has implemented a wireless network in specific areas of the Glendale campus. Also, there are over 370 wired network ports available on campus, and all dorm rooms have a wired network connection. The Thunderbird wireless network "hot spots" do not currently include the dormitories or the classrooms.

- You should strongly consider purchasing an extended (three-year) warranty for your laptop. Laptop hardware failures can be very expensive if out-of-warranty repairs are required.

- If you purchase your computer and software before arriving at Thunderbird, please bring your software installation CDs with you. Windows/Office and some other software products require you to use the original CDs (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 CD.

- Non-Windows computer users can connect to the campus network, but the Help Desk cannot provide support beyond providing you with the network settings, navigation and basic troubleshooting. Be aware that any special software you may need for coursework is generally not available for non-Windows computers. Campus print drivers on the on-campus network printers, and Thunderbird E-learning courses and certain features on My Thunderbird may not be as compatible for use with non-Windows operating systems or Web browsers other than Internet Explorer.

NON-DEGREE AND CERTIFICATE STUDENTS

The School 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. They are subject to all School regulations, including prerequisites. Students will be issued e-mail accounts during their course of study. Lifetime global e-mail is not available to non-degree students.

NON-DEGREE STUDENT POLICY INFORMATION

Complete a non-degree application and submit it to the Director of Admissions at Thunderbird. Please submit these documents four weeks before the start of the desired trimester/program. Courses and seminars offered at Thunderbird are graduate level courses. Non-degree students must meet the following admission standards:

POLICIES

- Courses/Seminars at the 1000 level (except language courses) require completion of a four-year degree.

- Courses offered during the Winterim session or for the Certificate of Advanced Studies require completion of a four-year degree, economics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird.

- Students enrolling in courses for the Certificate of Postgraduate Studies must have completed a MBA or Master of Global Management and satisfy the prerequisite requirements for the focus courses.

ADDITIONAL REQUIREMENTS

- 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 TOEFL exam result. A score of at least 600 is required on the paper-based exam; 250 on the computer-based exam. Exception is made for non-native English speakers who take intensive English as a participant in the pre-MBA program.

- A spouse or domestic partner is not eligible to attend a Winterim/Summerim program unless they are registered for course credit.

- Thunderbird employees and their dependents must submit a completed authorization form available from the Human Resources Department.

REGISTRATION

The following registration requirements apply to all non-degree students attending courses offered by Thunderbird. Individuals may enroll in a total of nine (9) credit hours as a non-degree student unless they are enrolled in a certificate program. Non-degree registration takes place the Friday preceding the start of the upcoming trimester through the Registrar's Office. Non-degree students are subject to all School regulations and must meet the same course prerequisite requirements as degree-seeking students. Current course offerings and descriptions are available at www.thunderbird.edu.

TUITION AND FEES

All financial information is determined by the Finance and Accounting Department. Information is listed under "Tuition and Fees" in this Bulletin and is also posted on the Thunderbird Web site at 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 at the ID office in the Computer Services Building. ID cards give students access to the International Business Information Centre (IBIC) and computer and e-mail accounts through the Information and Instructional Technology Department. Life-time email accounts are not available to non-degree seeking students.

SCHOLARSHIPS

Non-degree students are not eligible for scholarships.

CAREER MANAGEMENT SERVICES

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

ALUMNI STATUS

Students who earn the Certificate of Advanced Study (CAS) or the Certificate of Post-graduate Study are recognized as Thunderbird alumni and are therefore eligible for limited alumni services. Other 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 (9) credit hours of study and within the benefits of their visa status. Tuition and charges are the same as the full-time rate. Please complete the non-degree application procedure in the Office of Admissions. Non-degree students must satisfy all listed prerequisites to enroll in a course. A spouse of foreign students on F-1 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. Please contact the Academic & International Services office for information.

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. Credits completed as a non-degree 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 Bulletin in effect at the time the non-degree student applies as a degree-seeking student.

WINTERIM/SUMMERIM

Thunderbird's Winterim/Summerim 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, and Summerim is a two- week program in May. Course offerings vary each year and are offered off-campus, as available, in Africa, Asia, Europe, Latin America, the Middle East, and North America. A Winterim or Summerim may include additional expense such as costs for travel, meals, lodging, etc., in addition to tuition.

CERTIFICATE OF ADVANCED STUDY

Non-degree students may earn the Certificate of Advanced Study (CAS), provided they have completed 15 or more credit hours of specified course work with a cumulative grade point average of no less than 3.000.

The following courses are required for the Certificate of Advanced Study:

GM 4000   Global Political Economy (3)
GM 46XX   Regional Business Environment (3)
GM 4800   Cross-Cultural Communications (1.5)
GM 4801   Global Negotiations (1.5)
GM 4210   Global Economics (1.5)
GM 5470   Global Strategy (1.5)

Plus three (3) credit hours of GF elective courses

Non-degree-seeking candidates for the Certificate of Advanced Study must have a four-year degree, the economics admission prerequisites, and graduate level course work that meets the prerequisites for courses offered at Thunderbird. For non-degree candidates, these courses may apply to the full-time program provided the student meets the full admission procedures and standards in effect at the time they apply for the degree-seeking program.

CERTIFICATE OF POST-GRADUATE STUDY

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 focus areas: Global Finance, Global Entrepreneurship, Global Management, Global Marketing, or Global Development to earn the Certificate. The 12 credit hours for this certificate must be earned after completion of the MBA or MIM. Courses completed to earn the degree will not apply toward the certificate. Students may only count three (3) credit hours of a Winterim toward the certificate program. Currently the certificate program is not available on-line.

Students have a maximum of two years to complete the certificate program; foreign students must complete the program in the allotted time on their SEVIS I-20 form. It is therefore the responsibility of any foreign student interested in this program to work with the Academic & International Services office to develop a course schedule that is suitable within the time frame allotted on the I-20 form.

*The Global Development Focus Area 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 Focus Area courses.

CERTIFICATE OF GLOBAL STUDIES

The Certificate of Global Studies offers qualified students from partner schools the opportunity to enroll in nine (9) 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 (9) 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 nine (9) credit hours from the following list of courses to earn the Certificate of Global Studies:

GST 4001   States & Markets in the Global Political Economy (3)

ENT 4000   Global Entrepreneurship (MS-GM) (3)

GST 4000   Global Affairs Theory (MA-GAM) (3)

ACT 4000   Accounting from a Global Perspective I (1.5)

FIN 4000   Finance from a Global Perspective I (1.5)

MGT 4001   Managing People from a Global Perspective (1.5)

MGT 4002   Strategic Management I (1.5)

CERTIFICATE OF ADVANCED GLOBAL STUDIES

The Certificate of Advanced Global Studies offers qualified students from partner schools the opportunity to enroll in 12 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 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 twelve (12) credit hours from the following list of courses to earn the Certificate of Advanced Global Studies:

GST 4001   States & Markets in the Global Political Economy (3)

ENT 4000   Global Entrepreneurship (3)

GST 4000   Global Affairs Theory (3)

ACT 4000   Accounting from a Global Perspective I (1.5)

FIN 4000   Finance from a Global Perspective I (1.5)

MGT 4001   Managing People from a Global Perspective (1.5)

MGT 4002   Strategic Management I (1.5)

FOCUS AREAS

The declared Focus Area requires a minimum of 12 credit hours of electives. Students are allowed only one (1) Focus Area during the completion of their graduation requirements. Students should declare a Focus Area prior to the registration period for the trimester in which they become eligible to register for elective courses. Focus areas may be changed through the eighth of week of the final trimester.

Focus Area courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. A student can customize his/her focus area by taking any combination of electives.

It is highly recommended that students considering a Custom Focus meet with an Academic and a Career Advisor to develop a plan that is compatible with their academic and career goals.

An approved Winterim/Summerim course may also fulfill Focus Area requirements. Students may only count a maximum of 3 credit hours of Winterim/Summerim courses toward a Focus Area.

Internship credit, language credit, and work experience do not count toward Focus Area requirements or toward course prerequisites.

Focus Area courses may not be offered every trimester and may be canceled due to insufficient demand. If a course required for a student's focus area is canceled, the student may be required to change to a Custom focus.

GLOBAL DEVELOPMENT

Students selecting the Global Development Focus Area must complete 12 credit hours from the following:

Required Course, 3 credit hours:

GST 5000   Strategies in Global Development (3)

Plus an additional 9.0 credit hours from the following:

GF 4390   Managing Projects (1.5)

GF 4701   Export/Import Management (1.5)

GF 4790   Regional Economic Agreements (1.5)

GF 5274   Global Supply Chain Leadership (3)

GST 5430   Technology Policy & Entrepreneurship (3)

GF 5701   Global Competitiveness in High Performing Economies (3)

GF 5703   Country Risk Management (1.5)

GF 5804   Conflict Management and Social Change (1.5)

GF 5884   Corporate Social Responsibility (1.5)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to focus area

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

GLOBAL ENTREPRENEURSHIP

Students selecting the Global Entrepreneurship Focus Area must complete 12 credit hours from the following:

Required Course, 3 credit hours:

GF 5422   Global Business Plan (3)

Plus an addition 9.0 credit hours from the following:

GF 4425   Risk Management for Entrepreneurs (1.5)

GF 4517   Global Product Development and Management (1.5)

GF 4701   Export/Import Management (1.5)

GF 5274   Global Supply Chain Leadership (3)

GF 5421   Entrepreneurship - Valuation of the Private Firm (3)

GF 5424   Global Family Business (3)

GF 5425   Entrepreneurial Financing and Forecasting

GF 5426   Social Entrepreneurship and Enterprise (3)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to focus area

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

GLOBAL FINANCE

Students selecting the Global Finance Focus Area must complete 12 credit hours from the following:

Required Courses, choose 6.0 credit hours from the following:

GF 5250   Multinational Corporate Finance (FORAD) (3)

GF 5260   Financial Engineering & Derivatives (3)

GF 5271   Global Securities & Investments (3)

GF 5273   Global Portfolio Management (3)

Plus an additional 6.0 credit hours from the following (cannot duplicate any courses taken above):

GF 4110   Corporate Financial Reporting (1.5)

GF 5112   Financial Statement Analysis (1.5)

GF 5211   Investment Banking (3)

GF 5250   Multinational Corporate Finance (FORAD) (3)

GF 5260   Financial Engineering & Derivatives (3)

GF 5271   Global Securities & Investments (3)

GF 5273   Global Portfolio Management (3)

GF 5700   Global Risk Management (3)

GF 5290   Advanced Topics in Finance: Global Private Equity (1.5)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to focus area

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

GLOBAL MANAGEMENT

Students selecting the Global Marketing Focus Area must complete 12 credit hours from the following courses.

Required Courses, 6.0 credit hours:

GF 4402   Corporate Strategy (1.5)

GF 5412   Leading Change and Transformation (3)

GF 5414   Managing Relationships in Global Context (1.5)

Plus an additional 6.0 credit hours from the following:

GF 4405   Contemporary Topics in Global Management (1.5)

GF 5274   Global Supply Chain Leadership (3)

GF 5401   Strategic Management of Technology and Innovation (1.5)

GF 5408   Organizational Consulting: Basics & Practicum (3)

GST 5430   Technology Policy and Entrepreneurship (3)

GF 5712   Business Intelligence (3)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to focus area

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

GLOBAL MARKETING

Students selecting the Global Marketing Focus Area must complete 12 credit hours from the following courses:

GF 4506   Customer Analysis (1.5)

GF 4508   Global Marketing Communications (1.5)

GF 4510   Channel Management (1.5)

GF 4513   Global Sales & Negotiation (1.5)

GF 4517   Global Product Development and Management (1.5)

GF 4518   Strategic Services Marketing (1.5)

GF 4523   Customer Relationship Management (1.5)

GF 4531   Global Marketing Research (1.5)

GF 4701   Export /Import Management (1.5)

GF 5520   Global Brand Management (3) *

GF 5524   Analysis for Strategic Marketing

GF 5542   Global Business Marketing (3)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to focus area

* Both GF 4508 and GF 4531 must be taken prior to GF 5520 Global Brand Management

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

CUSTOMIZED FOCUS AREA

Students electing to create a Customized Focus Area must complete 12 credit hours of Global Focus (GF) course work, and must submit/review a list of courses with an AIS advisor along with a Focus Area declaration form. Only 3 credits of Winterim or Summerim course work may be applied to the Custom Focus. Students may establish an emphasis within customized focus area for Business Intelligence, Export-Import, or Global Supply Chain. The following are recommended courses for students seeking an emphasis within the Custom Focus Area. Emphases are for guidance purposes only and will not be reflected on the diploma or transcript.

Business Intelligence Emphasis

GF 4390   Managing Projects (1.5)

GF 4518   Strategic Services Marketing (1.5)

GF 5703   Country Risk Management (1.5)

GF 5700   Global Risk Management (3)

GF 5712   Business Intelligence (3)

Export-Import Emphasis

GF 4510   Channel Management (1.5)

GF 4513   Global Sales & Negotiation (1.5)

GF 4517   Global Product Development (1.5)

GF 4523   Customer Relationship Management (1.5)

GF 4531   Global Market Research (1.5)

GF 4701   Export-Import (1.5/3)

GF 5274   Global Supply Chain Leadership (3)

GF 5541   Global Business to Business Marketing (3)

GF 5703   Country Risk Management (1.5)

Global Supply Chain Emphasis

Required Course, 3 credit hours:

GF 5274   Global Supply Chain Leadership (3)

Plus an additional 9.0 credit hours from the following:

GF 4390   Managing Projects (1.5)

GF 4510   Channel Management (1.5)

GF 4513   Global Sales and Negotiation (1.5)

GF 4517   Global Product Development and Management (1.5)

GF 4518   Strategic Services Marketing (1.5)

GF 4523   Customer Relationship Management (1.5)

GF 4701   Export/Import Management (1.5)

GF 5541   Global Business-to-Business Marketing (3)

GF 5700   Global Risk Management (3)

GF 5703   Country Risk Management (1.5)

GF 5712   Business Intelligence (3)

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

CONCENTRATIONS

A student may receive a concentration in one or more area(s) listed below by completing nine (9) hours of course work from the specified list. A TIE II course may not be counted toward a concentration (FS0707). Students who take only one TIE II-eligible course during their program may not apply the TIE II-eligible course toward a concentration. Concentrations will not be reflected on the student's transcript.

GLOBAL ENTREPRENEURSHIP

Students selecting the Global Entrepreneurship concentration must complete nine (9) credit hours from the following:

Required Course, 3 credit hours:

GF 5422   Global Business Plan (3)

Plus an additional 3.0 credit hours from the following (cannot duplicate any courses taken above):

GF 5421   Entrepreneurship - Valuation of the Private Firm (3)

GF 5424   Global Family Business (3)

GF 5425   Entrepreneurial Financing and Forecasting (3)

GF 5426   Social Entrepreneurship and Enterprise (3)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to concentration

GLOBAL FINANCE

Students selecting the Global Finance concentration must complete nine (9) credit hours from the following:

Required Courses, choose 6.0 credit hours from the following:

GF 5250   Multinational Corporate Finance (FORAD) (3)

GF 5260   Financial Engineering & Derivatives (3)

GF 5271   Global Securities & Investments (3)

GF 5273   Global Portfolio Management (3)

Plus an additional 3.0 credit hours from the following (cannot duplicate any courses taken above):

GF 4110   Corporate Financial Reporting (1.5)

GF 5112   Financial Statement Analysis (1.5)

GF 5211   Investment Banking (3)

GF 5250   Multinational Corporate Finance (FORAD) (3)

GF 5260   Financial Engineering & Derivatives (3)

GF 5271   Global Securities & Investments (3)

GF 5273   Global Portfolio Management (3)

GF 5700   Global Risk Management (3)

GF 5290   Advanced Topics in Finance: Global Private Equity (1.5)

GF XXXX   Approved Winterim/Summerim (3); only 3 credits may be applied to concentration

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 SEMINARS

CS 1000   CAREER MANAGEMENT CENTER SEMINAR

(0 credits) This course equips students with a standard set of career management skills that can be used in any future career search process including: using self assessment and market research tools to identify your goal(s), developing an effective resume and cover letter, professional networking and interviewing skills, and job search ethics and etiquette. The course emphasizes a proactive job search process and teaches students how to leverage skills for future career moves. The Career Management Center Seminar is required for access to all Career Management Center sponsored career events, employer career fairs and access to the MTB career search tools. In addition to career search tools, techniques and methods, this course will cover accepted business etiquette norms used in business communications, networking and social settings. **Required Professional Development Course.**

Prerequisites: None

Students may only take CS 1000 during their first trimester. Any student who fails to complete the requirements of CS 1000 will receive a grade of NC and may re-register for CS 1000 the trimester following the trimester in which the course was offered or may satisfy the requirements based on make-up work at the discretion of the Career Management Center instructor and in accordance with standard policies regarding course completion.

*Students wishing to WITHDRAW from CS 1000 (i.e.; those with employer sponsorship in the Thunderbird program, those not seeking employment, etc.) may do so by following standard course withdrawal procedures. Once withdrawal is granted for CS 1000, students will not be allowed to re-register for CS 1000 in a later term. Students who do not fulfill requirements for CS 1000 will not be allowed use of career services. **Any WITHDRAWAL from CS 1000 for students in full-time programs will require the student to take a substitute professional development course.***

GL 2001   FOUNDATIONS

(0 credits) All entering students begin their degree program with this mandatory, one-week course. Foundations introduces tools and insights necessary for success and career effectiveness on a global scale. The course presents key aspects of leadership, team building, ethics, and cross-cultural communication. It also offers self-assessment tools and opportunities to explore career management and job search strategies. The program's action-learning approach includes case discussions, exercises, simulations, group discussions, presentations, lectures, and videos. **Required Professional Development Course.**

Prerequisites: None

PD 1000   BUSINESS REPORT WRITING

(0 credits) In this workshop, students will develop writing strategies that take into account the audience, purpose, and channels of communication. By assessing their own writing skills and writing processes, they will identify and employ strategies to make them more effective and efficient writers, resulting in writing that is clear, concise, logical and compelling, and professional.

Prerequisites: None

PD 1001   BUSINESS PRESENTATIONS AND PUBLIC SPEAKING WORKSHOP

(0 credits) In this workshop, students will develop public speaking strategies that take into account the audience, purpose, and channels of communication. Students will be able to effectively deliver a variety of presentations: informational, impromptu, and persuasive. Students will incorporate a variety of techniques for improving various aspects of their presentations skills: non-verbal communication, connecting with their audience, facilitating question and answer sessions, developing and using visuals effectively (including PowerPoint), etc.

Prerequisites: None

PD 1002   MULTICULTURAL TEAMS AND LEADERSHIP

(0 credits) The course is designed to use a combination of assessments, experiential exercises, reading, and mini-lectures to support multicultural team and leadership action learning. Course learning objectives include: (1) Expanding your awareness of the impact of your personal style based on various assessments and team feedback activities; (2) Developing an enhanced understanding of your behavioral strengths and weaknesses in team setting; (3) Developing your ability to contribute effectively in multicultural teams in multiple roles--team member, team leader, team manager; (4) Improving skills for observing other's individual and team behavior, to enable you to establish comfort zone behavior built on personal stretch; (5) Developing a personal action plan to guide your multicultural team effectiveness and leadership development goals while at Thunderbird. This required course is offered on a pass/fail basis. This course is only available to MBA in Global Management and Master in Global Management students. **Required Professional Development Course, MBA-GM program.**

Prerequisites: None

Thunderbird Certificate in Global Management Communication - this certificate is not-for-credit and not maintained by the Registrar's Office. You can acquire this certificate by 1) successfully completing both of the two business communication workshops: Public Speaking and Business Report Writing, and 2) creating a portfolio containing examples of your best writing and your best public speaking. This portfolio will demonstrate the strength of your business communication skills through your work from class projects, internships – whatever materials you feel are most appropriate. In addition, the portfolio will include a brief section for your job search, helping to prepare you to demonstrate to future employers your global management communication skills. The deadline for portfolio completion: before your graduation.

REQUIRED THUNDERBIRD INTEGRATIVE EXPERIENCE II

(3 hours) The TIE II is required of all students in the MBA in Global Management degree program. It entails a range of courses that afford students another opportunity during the program to integrate what they had learned theretofore in functional business, Global Studies, and modern languages (if applicable) courses. Qualified courses provide capstone experiences by integrating material from at least two disciplines or are cross-functional in content, and are typically taken during a student's final trimester. The Faculty Senate has approved the following courses to fulfill the TIE II requirement:

GF 5250   Multinational Corporate Finance (FORAD)
GF 5274   Global Supply Chain Leadership
GF 5408   Organizational Consulting: Basics & Practicum
GF 5422   Global Business Plan
GST 5430   Technology Policy and Entrepreneurship
GF 5524   Analysis for Strategic Marketing
GF 5712   Business Intelligence and Competitive Assessment

Prerequisites: Prerequisites are dictated by the specific TIE II course. A TIE II course may be applied toward a focus area but not applied toward a concentration (FS0707).

MBA CORE COURSE DESCRIPTIONS

GM 4000   GLOBAL POLITICAL ECONOMY

(3 credits) This course offers an introduction to the fundamentals of the global business environment and its three major aspects: (1) the institutional framework and policy management of global economic relations, (2) risk assessment and strategic analysis of nation-states, and (3) the operational and organizational concerns of the transnational enterprise. The purpose of the course is to provide the global manager with (a) an informed perspective on the institutions and policy processes that shape economic relations between global and national factors and among economic blocs as a foundation for further study in the Thunderbird program, and (b) the substantive base and analytical tools necessary for acquiring an informed perspective. Required CORE course in the Traditional and Accelerated programs.

Prerequisites: None
MS/MA students are not eligible for this course

GM 4100   FUNDAMENTALS OF ACCOUNTING

(1.5 credits) This course introduces accrual accounting concepts including revenue recognition, matching, and asset and liability valuation. Topics covered include the 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. Required CORE course in the Traditional program.

Prerequisites: None
MS/MA students are not eligible for this course

GM 4101   FINANCIAL ACCOUNTING AND EXTERNAL REPORTING

(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. Required CORE course in the Traditional program.

Prerequisites: GM 4100
MS/MA students are not eligible for this course

GM 4102   MANAGERIAL DECISION MAKING

(1.5 credits) This course covers the development and use of managerial accounting information, including both financial and non-financial 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. Required CORE course in the Traditional program.

Prerequisites: GM 4101
MS/MA students are not eligible for this course

GM 4105   GLOBAL ACCOUNTING

(3 credits) This course is an accelerated course in external financial reporting and managerial accounting. It includes financial statement preparation and analysis and the study of U.S. generally accepted accounting principles as well as global accounting standards. It also includes the study of management accounting and decision-making, manufacturing and service industry costing and accounting and performance measurement. Required CORE course in the Accelerated program.

Prerequisites: None
                  MS/MA students are not eligible for this course

GM 4201   FUNDAMENTALS OF FINANCE

(1.5 credits) This course will focus on the building blocks and the basic theories of Finance. Topics addressed 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. Required CORE course in the Traditional program.

Prerequisites: None
                  MS/MA students are not eligible for this course

GM 4202   FINANCIAL MANAGEMENT

(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. Required CORE course in the Traditional program.

Prerequisites: GM 4201
                  MS/MA students are not eligible for this course

GM 4203   GLOBAL FINANCIAL MANAGEMENT

(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). Required CORE course in the Traditional program.

Prerequisites: GM 4202
                  MS/MA students are not eligible for this course

GM 4210   GLOBAL ECONOMICS

(1.5 credits) This course investigates the nature of foreign exchange markets and hedging instruments; global financial markets and the transmission of funds; balance of payments; alternative global monetary arrangements and institutions; and the respective adjustment mechanisms in response to fiscal and monetary policy changes. The course also examines how countries grow successfully and the causes of economic crisis. Required CORE course in the Traditional and Accelerated programs.

Prerequisites: Macro/Micro Economics
                  MS/MA students are not eligible for this course

GM 4213   GLOBAL FINANCE

(3 credits) This course explores the theory and practice of financial management in a corporate context and market environment. Topics addressed include discounted cash flow analysis; capital budgeting and project appraisal techniques; security valuation; the efficient markets hypothesis; portfolio selection; risk calibration and pricing; debt policy determinants; capital structure including M-M orthodoxy and agency/signaling; the computation and implementation of WACC; dividend policy; working capital management; fundamentals of option pricing and contingent claims; hedging protocols; and corporate valuation in cross-border settings. Required CORE course in the Accelerated program.

Prerequisites: None
          MS/MA students are not eligible for this course

GM 4300   DATA ANALYSIS

(3 credits) This course concentrates on a number of commonly applied quantitative tools in everyday business which can be used to improve the quality of managerial decisions. Topics covered include descriptive statistics, basic probability, confidence interval, simulation, sampling, hypothesis testing, regression analysis, and linear programming. Different managerial applications of these probabilistic as well as deterministic techniques in a variety of business areas will be demonstrated. Using Microsoft Excel, SPSS, @Risk, and LINDO computer packages is emphasized throughout the course. Required CORE course in the Traditional program.

Prerequisites: None
          MS/MA students are not eligible for this course

GM 4304   DECISION TOOLS

(1.5 credits) This course focuses on several commonly applied probabilistic as well as deterministic quantitative models used to make better decisions in problem solving for management. Topics covered include simulation and risk analysis, regression analysis, forecasting and linear programming. Different managerial applications of these tools in a variety of business areas will be demonstrated. The use of Microsoft Excel, Decision Tools, SPSS, and LINDO computer packages is emphasized throughout the course. Required CORE course in the Accelerated program.

Prerequisites: None
          MS/MA students are not eligible for this course

GM 4319   GLOBAL OPERATIONS MANAGEMENT

(1.5 credits) This course provides an overview of the design, control, and improvement of manufacturing and service productions systems. Topics include operations strategy, product design and process selection, quality management inventory management, lean thinking, service design and delivery, and global supply chain management. Required CORE course in the Traditional and Accelerated programs.

Prerequisites: Traditional   GM 4300
          Accelerated   GM 4304
          MS/MA students are not eligible for this course

GM 4403   GLOBAL ENTERPRISE

(3 credits) In a global economy, entrepreneurship is the engine of economic growth and prosperity. As emerging global leaders, it is critical to explore underlying principles and concepts about entrepreneurship, the entrepreneurial process and how social responsibility and ethical values are woven into the fabric of entrepreneurial opportunity. This course provides an exploration into these basic concepts including how corporate and social organizations can act entrepreneurially. Specifically, the course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, global franchising, family business, feasibility, and opportunity analysis. Required CORE course in the Traditional and Accelerated programs.

Prerequisites: None
                  MS/MA students are not eligible for this course

GM 4464   COMPETING THROUGH PEOPLE

(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 Traditional program.

Prerequisites: None
                  MS/MA students are not eligible for this course

GM 4466   MANAGING GLOBAL BUSINESS

(1.5 credits) This course provides a fast-paced review of key concepts and tools in global strategy and organizational behavior for students already possessing some knowledge in these areas. Both strategy formulation and implementation are addressed. Topics include: strategic focus; competitor and industry analysis; core competencies; organizational culture; cross-cultural leadership; and change management. The need for global businesses to fit all these elements together in the pursuit of competitive advantage is emphasized. This course is equivalent to GM 4464 and GM 4468 in the Traditional program. Required CORE course in the Accelerated program.

Prerequisites: None
                  MS/MA students are not eligible for this course

GM 4468   COMPETITIVE STRATEGY

(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 analytical tools and frameworks to understand complex strategy issues. Required CORE course in the Traditional program.

Prerequisites: None
                  MS/MA students are not eligible for this course

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 (1) developing an understanding of the analytical and managerial decision tools for creating competitive advantage, and (2) understanding the similarities and the differences in domestic and global marketing. Required CORE course in the Traditional program. GM 4501 and GM 4502 must be taken in consecutive order in the same trimester.

Prerequisites:　None
　　　　　　　　MS/MA students are not eligible for this course

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. Required CORE course in the Traditional program. GM 4501 and GM 4502 must be taken in consecutive order in the same trimester.

Prerequisites:　GM 4501
　　　　　　　　MS/MA students are not eligible for this course

GM 4505　GLOBAL MARKETING

(3 credits) This course provides a managerial orientation to the topic of global marketing in today's complex, rapidly changing global business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e. customer, competitor, and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the global arena. The major tactics/tools used by global marketers to facilitate the management of their Global Marketing plans (i.e., product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets. This course is equivalent to GM 4501 and GM 4502 in the Traditional program. Required CORE course in the Accelerated program.

Prerequisites:　None
　　　　　　　　MS/MA students are not eligible for this course

GM 4600   REGIONAL BUSINESS ENVIRONMENT: ASIA

GM 4620   REGIONAL BUSINESS ENVIRONMENT: EUROPE

GM 4640   REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA

GM 4660   REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA

(3 credits) The Regional Business Environment courses deal with the political and social contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: Patterns of historical development cover political, social, and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. Political environment includes government structure, state role, interest groups, political parties, and the policy-making process. Cultural traditions cover religious traditions and socio-cultural dimensions that have a direct impact on business operations. Global environment includes regional organizations, regional political and economic trends, regional peace and conflicts, and the place of the region in the global system. For economic environment, economic policies, current economy patterns, and major industries are discussed. Under legal environment, major regional trade barriers, investment policies, and intellectual property protection issues are covered. There are also discussions on major current issues. Required CORE course for all full-time degree programs.

Prerequisites: Traditional   GM 4000
                 Accelerated   GM 4000
                 MS/MA   GST 4001

GM 4800   CROSS-CULTURAL COMMUNICATION

(1.5 credits) This dynamic and interactive course provides managers with an effective framework for achieving their goals in competitive global business settings. The course will help students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. It will not only examine theories of culture and communication, 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 global manager with tools to solve problems and take advantage of opportunities in a multicultural world. Required CORE course in the Traditional and Accelerated programs.

Prerequisites: GM 4000
                 MS/MA students are not eligible for this course

GM 4801   GLOBAL NEGOTIATIONS

(1.5 credits) This course will focus on negotiating in the global context, with students participating in a variety of hands-on activities, such as scenario-driven discussions, case discussions, and student-to-student negotiation exercises. Required CORE course in the Traditional program. Elective course in the Accelerated program. It is recommended that this course be taken in the same trimester as GM 4800 Cross-Cultural Communication.

Prerequisites: GM 4800
                 MS/MA students are not eligible for this course

GM 5470   GLOBAL STRATEGY

(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 multi-domestic or global 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 Traditional and Accelerated programs.

Prerequisites: Traditional   GM 4464 and GM 4468
                 Accelerated   GM 4466
                 MS/MA students are not eligible for this course

GM 5486   GLOBAL LEADERSHIP

(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 Traditional and Accelerated programs.

Prerequisites: Traditional   GM 4464 and GM 4468
                 Accelerated   GM 4466
                 MS/MA students are not eligible for this course

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 the 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. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: None
                  MBA students are not eligible for 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. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: ACT 4000
                  MBA students are not eligible for 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 non-financial 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. Required CORE course in the MS-GM program.

Prerequisites: ACT 4001
                  MBA students are not eligible for this course

CCC 4000   COMMUNICATION AND NEGOTIATIONS ACROSS CULTURES

(3 credits) This dynamic and interactive course provides managers 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 also cover negotiating in the global context. It 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, student negotiation exercises, and simulations, this course will equip the global manager with tools to solve problems and take advantage of opportunities in a multicultural world. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: GST 4001
                  MBA students are not eligible for this course

ECN 4000   GLOBAL ECONOMICS

(1.5 credits) This course investigates, from the business manager's perspective, the determination of exchange rates, the nature of foreign exchange markets and hedging instruments; global financial markets and the transmission of funds between countries; alternative global monetary arrangements and institutions; balance of payments analysis; the respective economic consequence in response to monetary, fiscal and exchange rate policy changes. The course also analyzes conditions for successful growth and the causes and risks of economic crisis. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: Macro/Micro Economics
                 MBA students are not eligible for this course

ENT 4000   GLOBAL ENTREPRENEURSHIP

(3 credits) This course focuses on the many aspects of creating and growing a global venture. The concepts of going to market, competitive sustainability, and building a company to last are discussed along with the aspects and characteristics of global entrepreneurs and the global entrepreneurship process. The concepts of creativity, innovation and opportunity analysis are discussed both an individual and corporate setting as are global ethics, corporate governance, social enterprise and intrapreneurship (corporate venturing). Required CORE course in the MS-GM program.

Prerequisites: None
                 MBA students are not eligible for this course

FIN 4000   FINANCE FROM A GLOBAL PERSPECTIVE I

(1.5 credits) This course will focus on the building blocks and the basic theories of Finance. Topics addressed 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. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: None
                 MBA students are not eligible for 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. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: FIN 4000
                 MBA students are not eligible for 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). Required CORE course in the MS-GM program.

Prerequisites: FIN 4001
                 MBA students are not eligible for this course

GM 4600   REGIONAL BUSINESS ENVIRONMENT: ASIA

GM 4620   REGIONAL BUSINESS ENVIRONMENT: EUROPE

GM 4640   REGIONAL BUSINESS ENVIRONMENT: LATIN AMERICA

GM 4660   REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA

(3 credits) The Regional Business Environment courses deal with the political and social contexts in which business activities take place. This includes consideration of the factors that shape or reflect the operational realities of management and business, including: Patterns of historical development cover political, social, and economic events and structures. Geographic environment involves human and economic geography, covering population and natural resource distributions, regional financial and trade centers, and transportation systems. Political environment includes government structure, state role, interest groups, political parties, and the policy-making process. Cultural traditions cover religious traditions and socio-cultural dimensions that have a direct impact on business operations. Global environment includes regional organizations, regional political and economic trends, regional peace and conflicts, and the place of the region in the global system. For economic environment, economic policies, current economy patterns, and major industries are discussed. Under legal environment, major regional trade barriers, investment policies, and intellectual property protection issues are covered. There are also discussions on major current issues. Required CORE course for all full-time degree programs.

Prerequisites: Traditional   GM 4000
                 Accelerated   GM 4000
                 MS/MA   GST 4001

GST 4000   GLOBAL AFFAIRS THEORY: POWER & PRINCIPLE

(3 credits) This course covers fundamentals of global affairs including (1) major theories of global relations; and (2) key concepts and issues such as the nation-state and national interest, diplomacy and the use of force, international law, international organizations such as the United Nations, and the role of ethics in international affairs. A core theme of the course is the role of power and principles in international relations. Required CORE course in the MA-GAM program.

Prerequisites: None
                 MBA students are not eligible for this course

GST 4001   STATES AND MARKETS IN THE GLOBAL POLITICAL ECONOMY

(3 credits) This course covers fundamentals of the global political economy including (1) major conceptual frameworks for understanding the linkages between international politics and Global Economics; (2) key issue areas such as international monetary and financial relations, international trade, foreign investment and transnational enterprises, and North-South relations; and (3) analysis of key international economic institutions such as the International Monetary Fund, World Trade Organization, and World Bank. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: None
                 MBA students are not eligible for this course

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 eligible for this course

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 global and regional organizations, government policy, and domestic and foreign corporations are explored.

Prerequisites: MA-GAM (required)   GST 4001 and GM 4600/4620/4640/4660
                 MS-GM (elective)   GST 4001 and GM 4600/4620/4640/4660
                 Traditional (elective) GM 4000 and GM 4600/4620/4640/4660
                 Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660

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.

Prerequisites: MA-GAM (required)   GST 4001 and GM 4600/4620/4640/4660
                 MS-GM (elective)   GST 4001 and GM 4600/4620/4640/4660
                 Traditional (elective) GM 4000 and GM 4600/4620/4640/4660
                 Accelerated (elective) GM 4000 and GM 4600/4620/4640/4660

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 eligible for 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 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 eligible for 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 multi-domestic or international template to address concerns of a transnational nature. Within 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 eligible for 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 5001
                  MBA students are not eligible for this course

MKT 4000 MARKETING FROM A GLOBAL PERSPECTIVE

(3 credits) This course is designed to provide students with the basic principles of marketing management, i.e., marketing mix, segmentation, target marketing and positioning, a toolkit required to conduct quantitative analysis as a marketing manager, the ability to conduct an analysis of consumers, competitors and channels, frameworks to evaluate the similarities and differences between domestic and global marketing and marketing ethics and cross-cultural nuances to enable the student to successfully implement marketing strategies in international markets. Required CORE course in the MS-GM and MA-GAM programs.

Prerequisites: None
                  MBA students are not eligible for 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 eligible for 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-GM and MA-GAM programs.

Prerequisites: None
                  MBA students are not eligible for 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-GM program.

Prerequisites: QUA 4000
                  MBA students are not eligible for this course

FOCUS AREA 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: Traditional   GM 4101
                  Accelerated   GM 4105
                  MS/MA students are not eligible for this course

GF 4390   MANAGING PROJECTS

(1.5 credits) This course focuses on initiation planning, execution and control of complex projects in a global context. Some use of project management software (MS Project) will be integrated throughout the course. This course fulfills educational requirements for the Project Management Professional Certification exam. **This course is not offered every trimester.**

Prerequisites: None (CAC0808)

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 multi-disciplinary 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: Traditional   GM 4468
                  Accelerated   GM 4466
                  MS/MA students are not eligible for this course

GF 4405   CONTEMPORARY TOPICS IN GLOBAL MANAGEMENT

(1.5 credits) Current topics in management will be offered on a timely basis to address cutting-edge issues. The content and emphasis will vary by trimester. **This course is not offered every trimester.**

Prerequisites: Prerequisites will be determined by the topic

GF 4420   GROWING AN ENTREPRENEURIAL BUSINESS

(3 credits) This course is an overview and foundation course in entrepreneurship. The course content will be delivered in a variety of methods: traditional lectures on entrepreneurial topics, e-learning and Web-based entrepreneurial education content, cases in international entrepreneurship, guest lectures by practitioners, consultants and experienced entrepreneurs, as well as topical, contemporary readings about entrepreneurship. Topics covered will be: what it takes to be an entrepreneur; creating entrepreneurial strategies in large, complex organizations (intrapreneurship); social entrepreneurship; innovation and creativity as competitive strategy; family enterprise; and franchising. The term project is the development of a feasibility study for a new venture. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4300 and GM 4501 and GM 4502
                  Accelerated   GM 4304 and GM 4505
                  MS/MA students are not eligible for this course

GF 4425   RISK MANAGEMENT FOR ENTREPRENEURS

(1.5 credits) This is a practically oriented course that provides participants with a number of tools necessary for the successful operation of a business. The course begins with a brief introduction to the risk management process and to commercial insurance concepts. After the introduction, nine specific topics will be addressed. Each topic will require participants to read materials and to access the Internet for additional information. Internet resources will be emphasized not only because of their ease of use but also to identify Web sites that can be used for years to come. **This course is not offered every trimester.**

Prerequisites: Traditional   None
                  Accelerated   None
                  MS/MA   None

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: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA   MKT 4000

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: Traditional   GM 4501 and GM 4502
                 Accelerated   GM 4505
                 MS/MA   MKT 4000

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: Traditional   GM 4501 and GM 4502
                 Accelerated   GM 4505
                 MS/MA   MKT 4000

GF 4513   GLOBAL SALES MANAGEMENT

(1.5 credits) The primary objective of this course is to expand the students understanding of the process of managing the customer interface. After completion of this course the student should 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: Traditional   GM 4501 and GM 4502
                 Accelerated   GM 4505
                 MS/MA   MKT 4000

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: Traditional   GM 4501 and GM 4502
                 Accelerated   GM 4505
                 MS/MA   MKT 4000

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 are: 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: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA   MKT 4000

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: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA   MKT 4000

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

Prerequisites: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA   MKT 4000

GF 4701   EXPORT / IMPORT MANAGEMENT

(1.5 credits) This course covers in detail the techniques and procedures involved in successfully carrying out export and import transactions. Topics include the language of international trade, INCO terms, payment terms, trade barriers, export licensing, pricing, order handling, insurance, international collections, and international transportation. Documentation requirements of export and import operations are examined in detail. Import and customs clearance procedures are studied along with their relation to foreign product sourcing and international purchasing. The functions and operations of Foreign Trade Zones are illustrated, and the important area of counter-trade is introduced. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4300 and GM 4501 and GM 4502
                  Accelerated   GM 4304 and GM 4505
                  MS-GM   QUA 4000 and QUA 4002 and MKT 4000
                  MA-GAM   QUA 4000 and GST 4002 and MKT 4000

Note: Students who have successfully completed GF 4701 (Export/Import Management) during the regular trimester are not eligible to take GF 4599 (Export/Import Management) during the Winterim. Likewise, students who have successfully completed GF 4599 (Export/Import Management) during Winterim are not eligible to take GM 4701.

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: Traditional   GM 4000 and GM 4600/4620/4640/4660
                 Accelerated   GM 4000 and GM 4600/4620/4640/4660
                 MS/MA   GST 4001 and GM 4600/4620/4640/4660

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 & 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: Traditional   GM 4203 and GF 4110
                 Accelerated   GM 4213 and GF 4110
                 MS/MA students are not eligible for 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 only offered in the fall.**

Prerequisites: Traditional   GM 4203
                 Accelerated   GM 4213
                 MS-GM   FIN 4002
                 MA-GAM students are not eligible for 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. Successful completion of this course will satisfy the TIE II graduation requirement.**

Prerequisites: Traditional   GM 4203
                   Accelerated   GM 4213
                   MS/MA students are not eligible for this course

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

Prerequisites: Traditional   GM 4203
                   Accelerated   GM 4213
                   MS/MA students are not eligible for this course

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 respectable floor of numeracy is advisable; a CFAAE emphasis prevails. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4203
                   Accelerated   GM 4213
                   MS/MA students are not eligible for this course

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 portfolio. This course is highly mathematical and requires excellent computer skills. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4203
                   Accelerated   GM 4213
                   MS/MA students are not eligible for this course

GF 5274   GLOBAL SUPPLY CHAIN LEADERSHIP

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

Prerequisites: Traditional   GM 4300 and GM 4501 and GM 4502
                  Accelerated   GM 4304 and GM 4505
                  MS-GM   MKT 4000 and QUA 4000 and QUA 4002
                  MA-GAM   MKT 4000 and QUA 4000 and GST 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 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: Traditional   GM 4203
                  Accelerated   GM 4213
                  MS-GM   FIN 4002
                  MA-GAM Students are not eligible for this course

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 versus buy decisions, scenario planning and technology forecasting. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4464 and GM 4468
                  Accelerated   GM 4466
                  MS/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. Successful completion of this course will satisfy the TIE II graduation requirement. Faculty permission required.**

Prerequisites: Traditional   GM 4102 and GM 4203 and GM 4300 and GM 4464 and GM 4468 and GM 4502
                  Accelerated   GM 4105 and GM 4213 and GM 4304 and GM 4466 and GM 4505
                  MS/MA students are not eligible for this course

GF 5412   LEADING CHANGE AND TRANSFORMATION

(3 credits) This course will (1) increase your understanding of the nature of organizational change (through conceptual frameworks, readings and discussions), (2) increase your skill in managing change (through a project), and (3) enhance your sensitivity to the contribution and consequences of the human element as related to change. As a pivotal requirement of this course, you will create and manage a change project. This project will be the platform through which you will apply the issues and concepts that we cover 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) your own and you're a 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: Traditional   GM 4464 and GM 4468
                  Accelerated   GM 4466
                  MS/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 your direct reports, your boss, and your 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: Traditional   GM 4464 and GM 4468
                  Accelerated   GM 4466
                  MS/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 non-public 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: (1) firm strategy; (2) firm management; (3) the firm's product and/or technology; and (4) the firm's ability to execute on 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 on going 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: Traditional   GM 4102 and GM 4203 and GM 4300 and GM 4501 and GM 4502
                 Accelerated   GM 4105 and GM 4213 and GM 4304 and GM 4505
                 MS/MA students are not eligible for this course

GF 5422   THE GLOBAL BUSINESS PLAN

(3 credits) 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 provides an in-depth view of the complex inter-dependency of the functional elements of a viable organization: marketing, finance, management & leadership and systems & operations. This course, via classroom lecture, case study, guest presentations by practitioners (venture capitalists, intellectual property attorneys, angel investors, marketing professionals) provides a capstone global learning experience to synthesize and apply fundamental concepts and principles from across a wide graduate business education spectrum. The main course deliverable is a fully-formed business plan that represents both a productive planning tool for the student entrepreneur-to-be as well as a robust learning experience to tie together many important elements of a graduate business experience. **This course is not offered every trimester. Successful completion of this course will satisfy the TIE II graduation requirement.**

Prerequisites: Traditional   GM 4102 and GM 4203 and GM 4300 and GM 4464 and GM 4468 and GM 4502
                 Accelerated   GM 4105 and GM 4213 and GM 4304 and GM 4466 and GM 4505
                 MS/MA students are not eligible for this course

GF 5424   GLOBAL FAMILY BUSINESS

(3 credits) This course will explore and analyze family business continuity challenges and best management, family, and governance practices for the effective leadership of family-owned businesses. Since the focus is on pragmatic, action-oriented management, governance, and family/business leadership skills, the course will be taught primarily through live and written cases, discussions, lectures and a study/consultation experience with a family business. **This course is only offered in the fall.**

Prerequisites: Traditional   GM 4464 and GM 4468
                 Accelerated   GM 4466
                 MS/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 non-public 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: Traditional   GM 4102 and GM 4203
                 Accelerated   GM 4105 and GM 4213
                 MS/MA students are not eligible for this course

GF 5426   SOCIAL ENTREPRENEURSHIP AND ENTERPRISE

(3 credits) The goal of this course is to offer a variety of opportunities for students to learn about social entrepreneurship and engage students in learning the contributors to high performing social enterprises. Students will explore stories of established social enterprises through books and case studies to uncover common themes and approaches. In additional, students will engage in experience exercises and class discussions for full emersion into the mindset of socially oriented business and activities. The objective is to acquire needed skills and knowledge for building and leading social enterprises. Students will apply their knowledge learned in other global MBA courses in a creative and interdisciplinary way by evaluating other social efforts made by existing organizations, and by testing the feasibility of a new social enterprise idea. This course will attract students who are contemplating leading a social enterprise, interested in consulting to social enterprises, planning to serve as an advisor or volunteer in an organization, or funding social efforts or nonprofit organizations. **This course is not offered every trimester.**

Prerequisites: None

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: Traditional   GF 4508 and GF 4531 (both must be successfully completed prior to GF 5520)
                  Accelerated   GF 4508 and GF 4531 (both must be successfully completed prior to GF 5520)
                  MS/MA students are not eligible for this course

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: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA students are not eligible for this course

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 (a) business market processes, strategies and their tactical execution, (b) management of B2B relationships and account management strategies, (c) leveraging of Web 2.0 tools in market strategies and tactics, (d) 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: Traditional   GM 4501 and GM 4502
                  Accelerated   GM 4505
                  MS/MA students are not eligible for this course

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 everyday operations of international organizations. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4203
                  Accelerated   GM 4213
                  MS-GM   FIN 4002
                  MA-GAM students are not eligible for this course

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: Traditional   GM 4000 and GM 4600/4620/4640/4660
                  Accelerated   GM 4000 and GM 4600/4620/4640/4660
                  MS/MA   GST 4001 and GM 4600/4620/4640/4660

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: Traditional   GM 4000 and GM 4600/4620/4640/4660
                  Accelerated   GM 4000 and GM 4600/4620/4640/4660
                  MS/MA   GST 4001 and GM 4600/4620/4640/4660

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: Traditional   GM 4300 and GM 4501 and GM 4502 and GM 4464 and GM 4468
                 Accelerated   GM 4304 and GM 4505 and GM 4466
                 MS/MA students are not eligible for 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: Traditional   GM 4000 and GM 4800 and GM 4801
                 Accelerated   GM 4000 and GM 4800 and GM 4801
                 MS/MA   GST 4001 and CCC 4000

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 underway. 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: Traditional   GM 4000
                 Accelerated   GM 4000
                 MS/MA   GST 4001

GF 5898   SEMINAR IN SPECIAL TOPICS (1.5 CREDITS)
GF 5899   SEMINAR IN SPECIAL 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.

Prerequisites: To be determined by the subject matter.

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 or focus 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 and/or upon approval a specified focus area. An independent research project cannot substitute for a core course. Approval for an independent research project will be based on the following:

1. Timely submission of the request (before end of trimester prior to attempting the project)

2. Student must be in Good Academic Standing

3. All restrictions in the current bulletin and subsequent regulations

4. Lack of comparable subject matter in a structured course/focus.

5. 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.

6. Appropriate background in the subject selected; relevance of the study to course objectives

7. Consultation with professor periodically and to his/her satisfaction.

8. Completion in residence unless approved by the Academic Program Director

Please Note: Faculty participation in an Independent Study is voluntary and uncompensated

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:	Traditional (elective)	GM 4000 and GM 4600/4620/4640/4660
	Accelerated (elective)	GM 4000 and GM 4600/4620/4640/4660
	MA-GAM (required)	GST 4001 and GM 4600/4620/4640/4660
	MS-GM (elective)	GST 4001 and GM 4600/4620/4640/4660

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:	Traditional (elective)	GM 4000 and GM 4600/4620/4640/4660
	Accelerated (elective)	GM 4000 and GM 4600/4620/4640/4660
	MA-GAM (required)	GST 4001 and GM 4600/4620/4640/4660
	MS-GM (elective)	GST 4001 and GM 4600/4620/4640/4660

LANGUAGE COURSE DESCRIPTIONS

ML 4015   FUNDAMENTALS I

(3 hours) Offered in: 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: a) establishing a solid foundation in pronunciation; b) building up vocabulary and sentence patterns in communicative contexts; c) introducing writing and reading; and d) developing listening comprehension. In addition, cultural and social information that go along with language use are included in the teaching.

Lessons address common topics such as greetings and farewell, identifying oneself and family members, talking about hobbies and school life/workplace, telling time and dates, making invitation/appointment, shopping, dining in a restaurant, and exchanging information about weather/transportation.

Selected students will be asked to take an Oral Proficiency Exam (OPI) toward the end of the course. This exam will be taken for assessment purposes only and the results will not affect the student's final grade in the course.

Prerequisites: None

ML 4020   FUNDAMENTALS II

(3 hours) Offered in: French, German, Japanese, Mandarin Chinese, Portuguese, Russian, Spanish

This course is a continuation of Fundamentals I with an additional emphasis on reading texts. It helps students to further develop communicative skills. The emphases of this course are: a) building up more vocabulary and grammatical structures for communications purposes, b) integrating the linguistic and cultural knowledge acquired in Fundamentals I with the new knowledge, and c) introducing business content and terminology in instructions and activities.

Lessons address common topics such as asking/giving directions, reserving flight tickets, seeing a doctor, renting an apartment, and using the postal service and library. Other topics include describing physical surroundings/personal appearance, and giving advice and opinions.

Selected students will be asked to take an Oral Proficiency Exam (OPI) toward the end of the course. This exam will be taken for assessment purposes only and the results will not affect the student's final grade in the course.

Prerequisites: ML 4015 or waiver

ML 4100   BUSINESS LANGUAGE

(3 hours) Offered in French (FR) and Spanish (SP)

This course emphasizes the use of the target language in context, especially the lexicon of business. Readings from newspapers, journals, and books (although to a restricted degree in non-Latin alphabet languages) familiarize future global managers with issues in the areas of the world where the target language is spoken. Activities include small group discussions, oral and written projects, and grammar review. This course emphasizes the use of the target language in context, especially the lexicon of business.

Prerequisites: ML 4020 or waiver

ML 4200   BUSINESS LANGUAGE

(3 hours) Offered in French (FR) and Spanish (SP)

This course advances communicative competency as well as reading and writing skills emphasizing business language in professional settings. Case studies and readings from newspapers, periodicals, journals, and the Internet expose participants to the business culture and environment of the target language in its global settings. Topics from business and managerial communication are explored through the target culture.

Prerequisites: ML 4100 or waiver

ACADEMIC DATES AND DEADLINES

WEEK	TRIMESTER 1	TRIMESTER 2	TRIMESTER 3	TRIMESTER 4
1	• Adjustment to Registration by exception only	• Drop/Add Week for 1st Module & Full Trimester Courses	• Drop/Add Week for 1st Module & Full Trimester Courses	• Drop/Add Week for 1st Module & Full Trimester Courses
2				
3				
4	• Deadline to Withdraw from 1st Module Courses	• Deadline to Withdraw from 1st Module Courses	• Deadline to Withdraw from 1st Module Courses	• Deadline to Withdraw from 1st Module Courses
5			• Deadline to apply for an exchange program for the following trimester	• Deadline to apply for an exchange program for the following trimester
6				
7	• Exams	• Exams	• Exams	• Exams
8	• Deadline to Withdraw from Full-Trimester Courses	• Deadline to Withdraw from Full-Trimester Courses • Drop/Add Week for 2nd Module Courses • Deadline for Students to Submit Required Assignments to Faculty in Order to Resolve Incomplete Grades from the previous trimester	• Deadline to Withdraw from Full-Trimester Courses • Drop/Add Week for 2nd Module Courses • Deadline to Change Focus Area (Accelerated Students) • Deadline for Students to Submit Required Assignments to Faculty in Order to Resolve Incomplete Grades from the previous trimester	• Deadline to Withdraw from Full-Trimester Courses • Drop/Add Week for 2nd Module Courses • Deadline to Change Focus Area (Traditional Students) • Deadline for Students to Submit Required Assignments to Faculty in Order to Resolve Incomplete Grades from the previous trimester
9		• Deadline to Petition to Graduate – Accelerated Students (always the trimester before graduation)	• Deadline to Petition to Graduate – Traditional Students (always the trimester before graduation)	
10	• Registration	• Registration	• Registration	• Registration
11	• Deadline to Withdraw from 2nd Module Courses	• Deadline to Withdraw from 2nd Module Courses	• Deadline to Withdraw from 2nd Module Courses	• Deadline to Withdraw from 2nd Module Courses
12		• Deadline to submit Independent Research petition for upcoming trimester	• Deadline to submit Independent Research petition for upcoming trimester	• Deadline to submit Independent Research petition for upcoming trimester
13				
14	• EXAMS	• EXAMS	• EXAMS	• EXAMS

- Withdrawal after week 1 is subject to forfeiture charges. Students have until 4pm on the last day of that week (Friday—unless Friday is a holiday, then students have until Thursday) to complete requirements.

  The course and a grade of "W" will appear on the transcript. A grade of "W," however, does not affect the Grade Point Average (GPA).

- Please refer to the Grading Regulations section of the Bulletin for more information on discharging incomplete grades

ACADEMIC REGULATIONS

Thunderbird policies, regulations and graduation requirements in this Bulletin apply to all students who matriculate Fall 2009 through Summer 2010. 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 Bulletin; the Registrar's Office will notify students if there are any changes to existing policies. Thunderbird's AIS advisors are available to guide students throughout their program. Students are encouraged to consult with an AIS advisor or the Registrar's Office regarding academic policies, procedures, and regulations in this Bulletin. **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 hours in the Fall, Spring and Summer trimesters, and 3 hours in the Winterim/Summerim periods. The maximum number of credit hours per module (half-trimester) is 9 hours. Because of the intensity of the Thunderbird program, students simultaneously enrolled in non-Thunderbird courses at other institutions may not exceed 15 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 credit hour load. Students must seek approval from the Registrar 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

Students will be charged the full-time per-credit-hour tuition rate for the additional 1.5 credit hours.

FIVE-YEAR RULE

The MBA in Global Management program is designed to be completed in three to six consecutive trimesters depending on the program format a student chooses upon matriculation. The MS-GM and MA-GAM are designed to be completed in three consecutive trimesters. The Master of Global Management program for Dual Degree and Post-MBA students is designed to be completed in at least two trimesters. Breaks in enrollment must be registered with and approved by the Registrar's Office. All courses completed or transferred in for graduation credit (in accordance with agreements with partner institutions) must be completed within a five-year period with the exception of Post-MBA students who do not have a limited period.

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 & 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 holds (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 to begin the process. Cross-registration into another program is subject to approval by the academic director of the receiving program and requires nine (9) weeks advance notice.

Per U.S. immigration policies, international students are limited to 3 credits of online courses per trimester. A student considering registering for an online course must consult with an AIS advisor prior to enrolling to ensure adherence to academic and immigration guidelines. Students on a registered internship are limited to 3 credits of online courses during their internship.

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 hours) will be responsible for the pricing policy of the guest program. Students cross-registering for a single course 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

Thunderbird does allow students to transfer between degree programs excluding the Master of Arts in Global Affairs & Management and the Master of Science in Global Management. Students must submit a petition to transfer to the Registrar's Office to begin the process.

The deadline to submit the petition is eleven (11) weeks in advance of enrolling in the new program's courses. The student's transfer must be effective immediately at the beginning of the new program's term.

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 AIS 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 holds 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

Proof (a receipt from the Accounting Office) of a deposit of $150.00 must be submitted with each petition to transfer. The deposit will be applied toward tuition charges for the course(s). The fee will be forfeited if the student does not 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. 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. Additional credits are allowed per special institutional agreements.

The School is the sole judge of what constitutes the qualifying degree for admission into graduate study and therefore what credits may be considered for transfer:

- 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 considered in 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 II or language requirement)

- The student may, however, use the three hours of transfer credit in lieu of elective credit to meet the total credit hour requirement

  o For example, a traditional student who has waived three hours of language or satisfied the TGE by attending a Thunderbird module abroad may replace the three hours of non-specific elective credit with 3 hours of transfer credit. The student would complete 57 hours at Thunderbird and transfer in 3 hours to meet the 60 credit hour minimum.

- With the exception of those submitted for the Post MBA program, courses completed more than seven years prior to matriculation at Thunderbird will not be eligible for transfer credit

WAIVERS

The Thunderbird waiver policy applies to MBA in Global Management, Master of Science in Global Management, Master of Arts in Global Affairs and Management students and has limited application for Master in Global Management (Dual/Post MBA) students.

- A waiver is official recognition that a graduation requirement has been satisfied through previous course work (waiver by documentation) or testing

- Students may waive both program prerequisites and selected global management (GM) course requirements

- Thunderbird does not grant waivers for graduate level courses based on prior undergraduate course work or life/work experience

- All prior coursework offered in support of a waiver must have been completed at an accredited graduate institution with a grade of B or better (a B- or below is unacceptable) or a non-U.S. equivalent institution within the seven-year time frame

- Waivers do not constitute a reduction in the minimum hours required in a Thunderbird degree program

- Waived courses must be replaced with an equal number of elective (GF) credits or an approved core course from another program that does not duplicate a course already completed

- Students may only use a maximum of nine (9) credit hours of course waivers to satisfy core graduation requirements.

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. The Oral Proficiency Interview must be taken on the Thunderbird campus.

PROGRAM PREREQUISITE WAIVERS

MICROECONOMICS/MACROECONOMICS

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 by:

1. Successful completion of prior coursework at an undergraduate level with a grade of "B" or better (waiver by documentation)

   Waivers for Microeconomics and Macroeconomics may be granted during the Admissions process. Students do not need to apply for these waivers.

2. Successful completion of the CLEP (College Level Examination Program) in both microeconomics and macroeconomics for program prerequisites (waiver by testing).

   CLEP (College-Level Examination Program) examinations are nationally standardized tests written and administered by the College Board and the Education Testing Service. Satisfactory completion of the appropriate CLEP examination with a minimum converted score of 53 on the Macroeconomics and Microeconomics examinations, will earn a waiver in the respective course.

   The CLEP exam can be taken at most American universities, so students are encouraged to contact their university for further information. Six weeks should be allowed for scores to arrive through official channels from another institution to Thunderbird. There is a charge per

examination collected by the examination center. Results are normally available within 24 hours and should be forwarded to the Admissions office.

3. Successful completion of GM 1200 Fundamentals of Economics

   Thunderbird offers a three-day non-credit course that focuses on the principles of economics needed to successfully complete the degree. GM 1200 is offered the week prior to Foundations in Spring and Fall each year. There is a charge for this boot camp.

4. Conferred Bachelor of Arts in Economics or Bachelor of Science in Economics from an accredited institution.

GLOBAL MANAGEMENT (GM) COURSES

A limited number of GM course requirements may be satisfied through Thunderbird Challenge exams (testing) or waivers by documentation.

THUNDERBIRD CHALLENGE EXAMINATIONS

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. The following courses may be waived by challenge exams:

MBA-GM STUDENTS

Accounting I Challenge Exam: Successful completion waives GM 4100 only

Accounting II Challenge Exam: Successful completion waives GM 4101 only

- Any student who wishes to waive either or both of the first two Accounting courses—GM 4100 and GM 4101—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 GM 4100 through the Accounting I Challenge Exam will still be required to complete GM 4101 and GM 4102 during the course of their program

- Students who are eligible to waive GM 4101 through the Accounting II Challenge Exam will still be required to complete GM 4100 and GM 4102 during the course of their program

- Students who are eligible to waive both GM 4100 and GM 4101 will still be required to complete GM 4102 during the course of their program

Finance I/II Challenge Exam: Successful completion waives GM 4201 (Finance I) and GM 4202 (Finance II) only

- Any student who wishes to waive the first two Finance courses—GM 4201 and GM 4202—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 GM 4201 and GM 4202 through the Finance Challenge Exam will still be required to complete GM 4203 during the course of their program.

Accelerated students must meet with the Registrar's Office prior to taking the Challenge Exam(s) to determine the potential effect on their program.

Accounting I Challenge Exam: Successful completion waives ACT 4000 only

Accounting II Challenge Exam: Successful completion waives ACT 4001 only

- 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 I/II Challenge Exam: Successful completion waives FIN 4000 (Finance I) and FIN 4001 (Finance II) 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.

MA-GAM STUDENTS

Accounting I Challenge Exam: Successful completion waives ACT 4000 only

Accounting II Challenge Exam: Successful completion waives ACT 4001 only

- 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 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 during the course of their program.

Finance I/II Challenge Exam: Successful completion waives FIN 4000 (Finance I) and FIN 4001 (Finance II)

- 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.

WAIVERS BY DOCUMENTATION

Supporting documentation must be submitted to the Registrar before the student matriculates to Thunderbird. Students may waive course work through documentation of:

CPA Certification

- In order to receive a waiver, a student 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 courses. Students with a CPA/CA certification are not eligible to waive any additional accounting courses at Thunderbird.

- 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:

    o MBA students - GM 4100 and GM 4101

    o MS-GM students - ACT 4000 and ACT 4001

    o MA-GAM students - ACT 4000 and ACT 4001

- MBA-GM (Traditional and Accelerated) and MS-GM students who are eligible to waive the first two accounting courses will still be required to complete the third-level accounting course:

    o MBA students - GM 4102

    o MS-GM students - ACT 4002

CFA Certification

- In order to receive a waiver, a student 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 a student's first day of courses at Thunderbird. Students with a CFA certification are not eligible to waive any additional finance courses at Thunderbird.

- Students who hold a CFA certification are eligible to waive the first- and second-level Finance courses in their program:

    o MBA students - GM 4201 and GM 4202

    o MS-GM students - FIN 4000 and FIN 4001

    o MA-GAM students - FIN 4000 and FIN 4001

- MBA-GM (Traditional and Accelerated) and MS-GM students who are eligible to waive the first two finance courses will still be required to complete the third-level finance course :

    o MBA students - GM 4203

    o MS-GM students - FIN 4002

DUAL DEGREE AND POST-MBA STUDENTS

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 at least one week prior to the first day of courses.

Waivers do not constitute a reduction in the minimum hours required for the MBA in Global Management or Master of Global Management degrees.

GRADING REGULATIONS

GRADING SYSTEM

GRADES ARE RECORDED AS FOLLOWS:

A	=	4.0	C	=	2.0	P	=	Pass
A-	=	3.7	C-	=	1.7	W	=	Withdrawal
B+	=	3.3	D+	=	1.3	I	=	Incomplete
B	=	3.0	D	=	1.0	NC	=	No Credit
B-	=	2.7	D-	=	0.7	AD	=	Academic Dishonesty
C+	=	2.3	F	=	0.0			

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. Students should be aware that repeated courses are not eligible for federal financial aid, and may also have an adverse effect on future federal aid, their anticipated graduation date, and visa status. Students must consult with both their AIS 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 (excluding Winterim/Summerim) 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.

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 and recorded in the Registrar's Office prior to the end of the eighth week of the subsequent trimester. If the contracted 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 AIS. For further information please refer to the Internship section of the Bulletin.

It is the student's responsibility to make necessary arrangements with the instructor with regard to receiving and resolving the Incomplete. The student and faculty/instructor must enter into an "Incomplete Grade Contract." The contract can be located on the Registrar's Web page under Faculty Forms. 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 academic policies and grades. 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).

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.

CONDITIONS FOR AN APPEAL

- Circumstances requiring the exception to policy must be beyond the student's control to act in good faith per the Thunderbird Bulletin in effect at the time of his/her matriculation

- 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 2nd 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 Vice-President of Full-Time Programs, or his/her designee, or the Registrar.

APPEAL PROCESS

Step 1: The student should contact the relevant faculty member(s) to try to resolve the situation.

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 degree 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 and/or transcription errors.

Step 3: If still unresolved, the student should submit a formal complaint to the Vice-President of Full-Time Programs or designee. The formal appeal may be submitted either by letter or by electronic mail with a Word document attachment. Students must make the formal appeal within 45 days of the beginning of the next term if they are seeking a grade change.

The Vice-President of Full-time Programs will appoint an individual to gather all pertinent information to be presented to a committee. The Vice-President of Full-time Programs or designee will convene a meeting of the Academic Appeals Committee. The Dean of Faculty & Programs, the Academic Director, and one faculty member are voting members of this committee; the Vice-President of Full-time Programs and all other staff members involved are non-voting members. The committee will review the complaint, and the Vice-President of Full-time Programs will send a written decision to the student within ten (10) business days after the conclusion of the hearing.

Step 4: If, after receiving the written decision from the VP of Full-time Programs, the student feels that a procedural error was made by the Academic Appeals Committee, the student may submit an appeal to the Provost. The role of the Provost in the appeal process is to rule on the validity of purported procedural errors only. If the Provost determines that no procedural error occurred, the ruling of the Academic Appeals Committee will stand.

Potential Outcomes

- Student's appeal is denied based on insufficient evidence

- Faculty may be required to give full or partial credit for the project/exam/assignment challenged

- Committee changes the grade based on evidence supporting one or more of the conditions above

Neither the Academic Director nor the Academic Appeals Committee can change a disputed grade before the exhaustion of the Thunderbird appeals process.

If the complaint cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file a complaint 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   602-542-5709
1400 W. Washington, Room 260   Fax: 602-542-1253
Phoenix, AZ 85007   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/Summerim 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 twelve 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.

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 F") 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

  o Students who do not maintain the applicable GPA stated in the Award Detail 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: case competitions, treks, etc.

- is still eligible to be accepted for Winterim/Summerim courses

Students may not be placed on or removed from probation as the result of a Winterim or Summerim 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), and IBIC resources.

- Awards 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 or Summerim 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 3 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 Provost. The role of the Provost in the appeal process is to rule on the validity of purported procedural errors only. If the Provost 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 email), 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 5 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 Provost. The role of the Provost in the appeal process is to rule on the validity of purported procedural errors only. If the Provost 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 WEEK

Initial registrations can be changed during the first week of the trimester and/or course, and the first day of Winterim/Summerim courses.

Courses of non-standard length will have add/drop deadlines set by the Registrar.

Course material fees for courses dropped from the student's schedule after Drop/Add Week has ended will be non-refundable.

WITHDRAWAL

Students are permitted to withdraw from courses up to the end of the eighth week of the trimester for full term courses, and the fourth week of a 1.5-hour course. Courses of non-standard 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).

Withdrawal after the first week of the trimester is subject to forfeiture charges. Please see the Tuition & Fees section of this Bulletin for more detailed information.

Course material fees for courses withdrawn from the student's schedule after Drop/Add Week has ended will be non-refundable.

Students who withdraw from a Winterim/Summerim 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.

REPEATING COURSES

The Registrar may permit a student to retake courses for the purpose of meeting requirements or improving a grade point average. 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. Repeating language courses requires written permission of the Academic Director and Chair of the Garvin Center for Cultures and Languages or designated representative. Federal Financial Aid cannot be used to cover repeat courses. A student that receives a failing grade on the second attempt of a course will be automatically dismissed from Thunderbird.

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

- All students are expected to attend the first scheduled week of courses

- Students who do not attend the first course session must contact the instructor by the second course session (or by the add/drop deadline, whichever comes first) to indicate their intent to remain enrolled in the course; the instructor has the option of dropping the student from the course if s/he does not hear from the student within this timeframe

- Excused <u>and</u> unexcused absences, including those for CMC-related activities, which exceed 25% of instruction time 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

AUDITING

- Thunderbird policy, as established by the Faculty Senate and the Thunderbird Student Government (TSG), does not allow auditing of courses

MISCONDUCT

- Misconduct in the classroom is grounds for dismissal from the course and/or institution

VISITORS

- Visitors (non-registered 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 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 should be prepared to provide documentation upon request before returning to class

- Students must have documentation to support their absence from an exam

- Students who have an emergency should contact the Registrar's Office before leaving the campus. The Registrar's Office will notify the student's faculty that the student will be absent and when the student is expected to return.

- 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

- Students may be excused from classes to participate in select Career Management activities as stipulated in the Career Management Center section of this Bulletin, provided they have contacted their faculty member prior to missing class

GRADUATION REGULATIONS

PETITION TO GRADUATE

To be approved for graduation, students must petition to graduate by the end of the 11th week of the trimester before they intend to graduate. At this time, a degree audit is completed by the Registrar's Office. 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

Students with incomplete grades in the graduating 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.

OFFICIAL DEGREE CONFERRAL

Thunderbird will not confer a student's degree until the student's account balance is paid in full.

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.

When completion of a program of study occurs prior to or at the end of the term, grades for all enrolled students must be entered by the faculty and a final degree audit must be completed in order to indicate via official letter that a student's graduation requirements have been met.

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.

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:

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full

- Non-US citizens: Current passport or official proof of identity certified by US 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. A computed average of 3.800 must be attained for graduation "With Distinction" and an average of 3.700 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 or 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.

OFFICE OF THE REGISTRAR 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, transcripts, or certification/verification of attendance 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:

- US citizens: Certified copy of a marriage license, court order or dissolution decree reflecting the new name in full

- Non-US citizens: Current passport or official proof of identity certified by US embassy abroad or by the appropriate foreign embassy in the United States

Name-change documentation should be submitted to the Registrar's Office.

LEAVE 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 AIS 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 who do not submit an official Leave of Absence will lose access to MTB and their global e-mail account 90 days from their last date of attendance. The contents of the global e-mail account cannot be recovered.

UNAPPROVED ABSENCES

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/Summerim) 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.

REQUEST FOR REINSTATEMENT

Students who have not officially enrolled in courses at Thunderbird for more than 12 months without a leave of absence on record 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 supported by a third party validation and a non-refundable deposit of $200.00 to be applied to tuition for the trimester the candidate intends to return

- International students should contact the Academic and 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 Bulletin 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

- The Director of Alumni Affairs 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 Vice-President for Full-Time programs shall be the records manager for the records maintained by the Student Services Office

- The Academic Program Directors shall be records managers for the records maintained by their programs

- The Director of Academic and International Services shall be the records manager for the records maintained by the Academic and International Services office

- The Director of Health Services shall be the records manager for the records containing health information. Note: Health records are personal and confidential and will not be released except as applicable under state law.

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 dates 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 are 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

- Email 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 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 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 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:
  o The seriousness of the threat to the health or safety of the student or other individual.
  o The need for the information to meet the emergency.
  o Whether the parties to whom the information is disclosed are in a position to deal with the emergency.
  o 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 (45) 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

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. If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the review panel. 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.

The President, or his designee, shall create a review panel composed of qualified professional personnel. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

The review panel shall, within four (4) 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.

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 FINANCIAL AID RECORDS INSPECTION

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.

ACADEMIC AND INTERNATIONAL SERVICES

Thunderbird's Academic and International Services department (AIS) 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 an AIS advisor throughout their program. Advisors are accessible via scheduled appointments, office walk-ins, telephone and email. Students can discuss with an advisor issues related to their academic, personal and professional goals.

ACADEMIC ADVISING

- 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 trimester of study

- Continuing students must meet with an advisor prior to registration to discuss their academic progress and Focus Area

- Students should declare a Focus Area prior to the registration period for the trimester in which they become eligible to register for elective courses. Focus areas may be changed through the eighth week of the final trimester.

- Students admitted provisionally must meet with an advisor for support and guidance.

The AIS advisors work 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 AIS 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 abilities and interests

- Monitor and documenting student progress toward program completion

- Maintain students advising file

- Review a student's eligibility to engage in a registered internship/module abroad/exchange program

- Inform and/or referring 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 Bulletin and becoming knowledgeable of and adhering 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

Detailed information regarding the services provided by Academic & International Services is available on MTB. Students may also contact the office at ais@thunderbird.edu.

IMMIGRATION ADVISING

- International students are required to present their passport, visa, I-20 (F-1) or DS-2019 (J-1) and I-94 card to an international student advisor upon reporting to Thunderbird for International Student Orientation.

- AIS office is responsible for reporting to the Department of Homeland Security's Student and Exchange Visitors Information System (SEVIS) regarding Thunderbird's students' immigration status and academic progress.

- Students are required to safeguard their immigration documents and should be aware of the expiration dates of the passport, I-20 and DS-2019 form.

- Students should consult with an advisor regarding U.S. immigration matters. Students should be extremely cautious about accepting information from a non-immigration professional.

- Students 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 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. 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 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.

- J-1 visa holders must receive approval for an internship from their program sponsor. Failure to do so will result in working illegally and the student is subject to deportation.

- 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 wanting to work in the U.S. after completing their program must request Academic Training (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 has engaged in study at Thunderbird. AT cannot be extended.

- Students are permitted to travel outside of the U.S. during their study at Thunderbird. Students remaining outside of the U.S. for 5 months or longer have broken their continuous visa status and must re-establish their status with a new I-20 or DS-2019 form to enter the U.S.

- Students who have dependents accompanying them to the U.S. are responsible for maintaining the validity of their dependents' immigration documents.

- Students 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 AIS advisors. Students are strongly urged to be proactive by making a visit to meet with an advisor to discuss immigration matters before problems arise.

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 Academic & International Services, Financial Aid, Accounting, and the Career Management Center.

ELIGIBILITY

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-GM, or MA-GAM degree-seeking student in good academic standing (no honor code/probation issues).

- Have met program prerequisites for Micro and Macro Economics.

- Have a minimum 3.000 cumulative GPA.

- Have completed the following courses:

    Traditional Students

GM 4000	International Political Economy
GM 4501	Global Marketing Strategy
GM 4502	Global Marketing Management
GM 4203	Global Financial Management
GM 4102	Managerial Decision Making
GM 4300	Data Analysis

    Accelerated Students

GM 4000	International Political Economy
GM 4505	Global Marketing
GM 4213	Global Finance
GM 4105	Global Accounting
GM 4304	Decision Tools

    MA/MS Students

GST 4001	States and Markets in the Global Political Economy
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)

- Have successfully completed Foundations

- Be a current student who has not completed graduation requirements

- Not have an incomplete in a course which otherwise would allow a student to complete graduation requirements

- Hold or be able to obtain proper work authorization for the employment location (See Academic & International Services (AIS) Internship Coordinator and/or Career Management advisor(s) for assistance in identifying work authorization)

- Must have a minimum of 3 credits of graduation requirements remaining after completion of the internship (FS0409). Please be aware that students must be enrolled in a minimum of 6 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.

REGISTRATION AND LIMITATIONS

- Students may register <u>one internship</u> per academic program

- All registered internships are one trimester in length but may be extended for <u>one</u> additional consecutive trimester with the same entity. Extended internships must be registered through the AIS Internship Coordinator for zero credit.

- All registered internships must be full-time (40 hours per week) consisting of 10-12 weeks

- Students are not allowed to change entities once the initial registered internship has begun. Students should also 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 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 AIS advisor
    - Students can have their internship registered up to two (2) weeks after the start of the trimester
    - Once the internship is registered, all scheduled courses will be dropped

- Students cannot participate in an internship in their last trimester of study and must return for a minimum of 3 credits of graduation requirements after completing their internship.

    The remaining 3 credits may be completed through:
    - on-campus coursework
    - a Winterim / Summerim
    - the 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 3 credits may <u>not</u> 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 AIS 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 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 AIS advisor and their program sponsor regarding internship eligibility

- Students may be eligible for late internship registration if they are not enrolled in classes. To be eligible the student must be on a vacation break (Semester Stop Out) or an approved Term of Non-Enrollment/Reduced Course Load (TNE/RCL - international students only) and be able to complete the full-time internship within 10 to 12 weeks in the trimester. All students must contact the AIS Internship Coordinator to determine eligibility for late registration.

- Students registered for a local internship may receive approval from the AIS Internship Coordinator to:

    1) register for additional courses (maximum 3 credits) as long as 3 credits of graduation requirements remain to be completed in the student's program immediately following the internship

    OR

    2) work up to five (5) hours per week on-campus (including TA or GA position)

- 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.

CREDIT OPTIONS AND FINANCIAL OBLIGATIONS

- Students have the option of registering for the .33, 1.5, or 3 credit internship course

- 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

- 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 Focus Area 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 3.0-credit requirements (see below), a grade of Pass will be entered in the student's record. Students must turn in all deliverables by the 4th 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 AIS Internship Coordinator with a "Satisfactory" evaluation to receive a grade of Pass. An internal evaluation form by the company is also acceptable

- Withdrawal from an internship must be "for cause" and requires permission of the AIS Internship Coordinator. Examples of "for cause" events include: Medical, harassment, family emergency, hostile work environment, Reduction in Force (RIF), natural or man-made disaster.

- International students must report their change of address within 10 days of moving their residence. Students can submit the updated information to the AIS office or report the new address at the International Student Information page on MTB

- International students must notify an AIS advisor immediately of any changes in their employment

- All interns must complete the Internship Experience Questionnaire at the end of the internship

- 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

- 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 (1) 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 (2) sessions during the internship and complete a 7 to 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 (3) sessions during the internship and complete a 15–20-page academic paper documenting the experience

- 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 US 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 provide information about their internship to the Career Management Center

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

The 1.5 credit internship is typically academic in focus. The 1.5 credit internship 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 5911   INTERNSHIP EXTENSION (NON-CREDIT)

Upon completion of a registered internship (IF 5902, IF 5903 or IF 5913), students may seek permission from the AIS Internship Coordinator to register for a one-time, one-trimester extension of the existing internship.

- The extended internship (IF 5911) must be completed in the trimester immediately following the initial registered internship

- Only one extension will be granted

- Students must provide a new offer letter from the existing employer showing the new employment dates

- Students will receive a grade of "Incomplete" for their initial registered internship

- Deliverables are due by the end of the fourth week of the trimester immediately following the extended internship

THUNDERBIRD OVERSEAS EXPERIENCES

Overseas experience is the essence of the global manager. Every year Thunderbird students enhance their knowledge and experience in the global business environment through their participation in educational programs located around the globe. Study options include Winterim and Summerim, Thunderbird Modules Abroad, and Exchange Programs.

Each of these options emphasizes exposure to other business environments, cultures, political and economic systems, regionally specific academic courses and field trips to local companies. Actual course offerings vary across locations and from trimester to trimester.

EXPENSES

Students are responsible for all tuition, fees, materials, living, and other expenses associated with the overseas experience program. Students receiving U.S. financial assistance or scholarships should contact the Financial Aid office to make sure their funding will cover expenses related to the overseas program.

PASSPORTS AND VISAS

Students planning to engage in an overseas experience program must have a passport valid for at least six months beyond the proposed stay. Some countries require that visas be obtained prior to entering the country, depending on the nationality of the passport holder. It is the student's responsibility to obtain the necessary visa to attend the overseas program. Refunds will not be issued to students who are unable to secure their visa in a timely manner.

REGULATIONS

- Students engaging in an overseas experience are subject to the laws and penalties of the host country

- Students should familiarize themselves with and comply with the laws of the host country, as well as the rules governing Thunderbird's overseas experience programs

- Students should conduct themselves in a manner that brings credit to Thunderbird

- Students engaging in inappropriate or illegal activity may, at the sole judgment of Thunderbird, be terminated from the overseas program and may be subject to suspension or expulsion from Thunderbird

- Thunderbird reserves the right to cancel any overseas experience due to insufficient demand or if the School deems there is a risk to student security or health

- Thunderbird also reserves the right to refuse any student who, in its judgment, will not contribute to the success of the program, or who will not receive full benefit from participating in the program

THUNDERBIRD'S WINTERIM / SUMMERIM PROGRAMS

Thunderbird's Winterim/Summerim programs are short-term courses in worldwide locations, providing global expertise in local settings. Admission to the Winterim/Summerim program is competitive and not guaranteed. Courses with insufficient enrollment will be cancelled.

- Complete or waive course pre-requisite(s) by the end of the previous trimester

- Complete and submit the Winterim/Summerim application

  - Type and submit an essay
  - Receive faculty coordinator's permission to participate in an off-campus Winterim or Summerim

- Pay the Off-Campus Administrative fee by posted deadline. Students who withdraw from a Winterim/Summerim 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 your student account, no later than the first day of class

THUNDERBIRD 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 holds on his/her account, etc. (FS0707)

- Complete the application and participate in an interview process

- Pay the administrative and activity fee(s)

- Meet with an AIS advisor to determine course schedule

- Attend two company visits to receive a TGE waiver for participation (students will not meet the 3 credit requirement associated with the TGE requirement)

- Be in the Traditional or Accelerated programs (Dual Degree, Post-MBA, MA-GAM, MS-GM and Non-Degree seeking students are not eligible to participate in Modules Abroad)

EXCHANGE PROGRAMS

Thunderbird sponsors an array of exchange programs with leading graduate educational institutions in countries located around the world. Each trimester, Thunderbird students study at these institutions, while students from the exchange schools study at Thunderbird. Thunderbird students who attend non-partner institutions during their program will not be eligible for transfer credit to Thunderbird nor will they be eligible to receive financial aid.

Exchange programs are for one trimester only. The number of students permitted in each program is limited and placement is competitive. 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 an AIS advisor during their <u>first trimester</u>. Students selected to participate in these programs must enroll as full-time students.

ELIGIBILITY

- Thunderbird students must have a cumulative Thunderbird GPA of at least 3.250 or higher.

- Students must be in good standing at Thunderbird—that is, no honor code violations, academic probation, no financial or academic holds on his/her account, etc.

- The following courses must be completed <u>prior</u> to participation in an Exchange Program:

Traditional	Accelerated *
GM 4000 - Global Political Economy	GM 4000 - Global Political Economy
GM 4102 - Managerial Decision Making	GM 4105 - Global Accounting
GM 4203 - Global Financial Management	GM 4213 - Global Finance
GM 4300 - Data Analysis	GM 4304 - Decision Tools for Managers
GM4501 & 4502 - Global Marketing	GM 4505 - Global Marketing
GM 46XX - Regional Business Environment	

*Students in the Accelerated program can participate in an Exchange <u>only</u> if they are willing to extend their academic program at Thunderbird by a minimum of one trimester

- 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

- Students cannot engage in an Exchange Program in their country of primary citizenship, dual citizenship, or permanent residence

- Dual Degree, Post-MBA, MS-GM and Non-Degree seeking students are not eligible to participate in an Exchange program

PROCEDURES

For students meeting the criteria listed above, the procedures are as follows:

- Complete an Exchange Program application and submit before deadline (exact deadline dates will be published on My Thunderbird)

- Pay the required deposit by the deadline date

- A committee selects qualified candidate(s) for the exchange program

- Selected candidates meet with an AIS advisor to select pre-approval courses. Credit for courses not pre-approved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.

CREDIT HOURS

- Students are allowed to register a maximum of 15 Thunderbird-equivalent credit hours for any exchange program

- Credits taken at the exchange institution must be converted to equal Thunderbird's credit-hour requirements before they can be applied to the student's academic record

  o Example: Students should not assume that taking 15 credits at the exchange institution will result in 15 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 Thunderbird-equivalent credits registered at the partner institution. Tuition/fees for credits that will not be applied toward the student's Thunderbird degree will be owed directly to the partner institution.

LANGUAGE COURSES / CREDITS

- Language credits earned at the exchange institution cannot be applied toward Thunderbird degree requirements

- Students may choose to take language courses at the partner institution in an effort to improve their language skills

  o students choosing to take language courses will be responsible for paying the exchange institution directly for the tuition/fees associated with these courses

  o students choosing to take language courses will still be required to pass the OPI exam or complete additional language coursework on the Thunderbird campus

REQUIREMENTS

- Students participating in an exchange program are required to meet the minimum Thunderbird standards and credits for graduation

- The student's remaining core courses not referenced in the above chart (see "Eligibility") must be completed at Thunderbird (they may not be completed at the exchange partner institution)

- The Thunderbird Integrative Experience (TIE II) requirement must be completed at Thunderbird (it may not be fulfilled at the exchange partner institution)

- At the end of the exchange term, the student must arrange to have their transcript from the exchange partner school sent to the Registrar's Office

  o 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 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.

PARTNER SCHOOLS

Thunderbird maintains exchange relationships with the following schools:

Brazil	~ COPPEAD, Graduate School of Business /UFRJ, Rio de Janeiro (Fall)
China	~ Tsinghua University SEM (Fall/Spring)
	~ Fudan University (Fall/Spring)
Costa Rica	~ INCAE Business School (Fall/Spring)
France	~ HEC—MBA program only (Fall/Spring)
	~ Ecole de Management de Lyon (Fall/Spring)
Finland	~ Helsinki School of Economics (Fall/Spring/Summer)
Germany	~ Mannheim Business School (Summer)
India	~ Indian School of Business (Fall/Spring/Summer)
	~ Indian Institute of Management*
Mexico	~ Instituto Tecnológico y de Estudios Superiores de Monterrey, EGADE-Tec de Monterrey (Fall/Spring)
South Korea	~ Yonsei University (Fall/Summer)
Taiwan	~ Soochow University
	~ National Taiwan University

*THIS PROGRAM DOES NOT REQUIRE A TOEFL OR IELTS SCORE FOR ADMISSIONS (FS0407)

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ACCOUNTING 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 2009 –Summer 2010
Amount due at Registration	
Housing *(per person)*	
A and B Residence Halls	$1,340
West A Residence Hall	$1,165
West B Residence Hall	$1,340
East Residence Hall	$1,245
Board *(Campus Residents Only)*	$675
Tuition per student *(New and continuing Fall 2007)*:	
Per credit tuition	$1,299
Professional Development Course Fee	
MBA *(Traditional and Accelerated)*	$975
MA/MS	$780
MGM *(Dual and Post)*	$585
Foundations Fee	$625
Internships: Charged at regular tuition rate	
0.33 Credits	$429
1.5 Credits	$1,949
3.0 Credits	$3,897
Other Fees	
Student Health Insurance *(per trimester)*	$515
T-Bird Student Government Fee *(per trimester)*	$150 [1]
Off-Campus Administrative Fees *(in addition to tuition)* for Modules Abroad, Exchange Programs, Winterims/Summerims, Immersion Language Programs, and other special programs	$350
Activity Fee for Modules Abroad *(per location)*	$350
Housing Fee *(per night in excess of trimester)*	$15
Course Materials Fee *(per credit hour)*	$19 [2]

[1] *This fee is managed by TSG*

[2] *This fee does not apply to courses taken for the purpose of meeting language requirements, exchange programs hosted at off-campus locations, and internships. Course material fees for courses dropped from the student's schedule after Drop/Add Week has ended will be non-refundable.*

All charges and fees are subject to Accounting Office verification and are subject to change without notice. Tuition and fee 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 Accounting Office will be sent to each student's Thunderbird-assigned (lifetime) email 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 Accounting Office and approved by the Thunderbird Board of Trustees.

For questions, please contact:

Thunderbird School of Global Management
1 Global Place
Glendale, AZ 85306-6000
Accounting 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 courses during any given trimester) are required to carry adequate health insurance

- All full time students are eligible to participate in the School's plan

- Students may waive the School's plan by completing the student health insurance waiver form and presenting evidence of comparable or superior insurance coverage by Friday of the first week of classes

- 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.)

- Regardless of whether a health insurance waiver is granted, $50 is still charged to cover the administrative costs for the on-campus Health Center

- Students who are not registered for one trimester are eligible to continue their health coverage through a bridge program

- Students who are only registered for 1st module courses will be charged the full health insurance premium for the trimester

- Students who are only registered for 2nd module courses will need to purchase bridge coverage for the full trimester

- Students who are participating in an Exchange Program or Internship that crosses two trimesters (i.e. an Exchange Program that begins in April (Spring trimester) and ends in June (Summer trimester)) will be charged the full health insurance premium for both trimesters unless the student requests a waiver

- The Thunderbird insurance policy provides for international coverage

  o Students who have a comparable policy and plan to attend an overseas program should determine if their policy will cover international claims

  o Students attending a Winterim/Summerim 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 Human Resources directly

- Please see the "Student Health Insurance" page on MTB for more detailed information regarding the health insurance plan

PAYMENT REQUIREMENTS

- Payment in full for tuition, fees, room and board is to be made no later than the first day of classes for each trimester (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

- Only prepayment of tuition and fees not covered by financial assistance is permissible

- Additional Fees associated with Winterim/Summerim courses (i.e. hotel, transportation, airfare, excursion fees, etc.) are due on the first day of the interim period as indicated on the Academic Calendar (MTB/Registrar/Academic Calendars). Students who withdraw from the off-campus program after the communicated deadline will forfeit all or part of these Additional Fees as determined by the Vice-President responsible for the program or designee.

ACCEPTABLE FORMS OF PAYMENT

Money orders, personal, cashier's or traveler's checks, payable to "Thunderbird"; MasterCard, Visa, Discover, and American Express credit cards are all acceptable for payment of tuition, fees, room, and board. To pay online via credit card, students can log into "Access Thunderbird" on MTB. All checks must be in U.S. funds. Electronic funds transfers are also an acceptable method of payment. Thunderbird will not accept cash payments.

POLICY REGARDING 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. The fee schedule for electronic funds transfer is as follows:

> *Domestic EFT fee*   *$12*
>
> *International EFT fee*   *$15*

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 Accounting Office at *accounting@thunderbird.edu* to ensure timely application of payment to student accounts. The student ID, amount of payment in US dollars, and reason for payment must be noted in the e-mail notification.

POLICY REGARDING 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 and to avoid any late charges.

Checks that are returned to Thunderbird due to non-sufficient funds are not resubmitted a second time for payment. The student will be assessed a $25 Return Check fee and will be required to submit a new check.

LATE PAYMENT POLICY

Students who fail to make payment in full will, at a minimum, be assessed a finance charge starting on the first business day after drop/add week. Thunderbird reserves the right to drop a student from a class due to non-payment of tuition or fees.

Students who are expecting financial aid are also subject to finance charges for late payments (including late financial aid payments). Students are expected to apply for financial aid in a timely manner in order to pay tuition upon the stated due date.

Finance charges of 1 percent per month will begin to accrue on any unpaid balance (except where prohibited by federal student loan regulations) on the following business day after drop-add week and will be posted to the student account on the last day of the month.

All remaining 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, as well as the School withholding transcripts and diplomas. Additionally, the School 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 non-payment of account balances, the student must allow 4-6 weeks to process the degree once the account has been paid in full.

The School 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 $200 (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 (3) business days after the date of signature on the enrollment agreement. Tuition deposits include a $200, non-refundable administrative fee. This fee will not be refunded for any reason (AAC R4-39-404 (D4)). Any holder of this consumer credit contract is subject to all claims and defenses which the debtor could assert against the seller of goods or services obtained pursuant hereto or with the proceeds hereof. Recovery hereunder by the debtor shall not exceed amounts paid by the debtor. (FTC Rule effective 5-14-76)

- Financial aid refunds are processed the week following drop/add week

- 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/Finance and Accounting/Student Forms under Student Refund Request Form. The Accounting Office requires 5 business days to process a refund request once the funds are posted to the student account. Refunds are processed via ACH electronic funds transfer or via paper check. Checks are sent to a student's campus mailbox or a forwarding address on record with Mail Services. Thunderbird does not charge students to process a refund via domestic ACH transfer into a checking account.

- *The fee schedule for other electronic funds transfers (i.e. wire transfers) is as follows:*

  o Outgoing Domestic Wire Transfer Fee $25

  o Outgoing International Wire Transfer Fee $40

- Tuition for Winterim/Summerim, Immersion/Intensive Language courses, or other programs of non-standard length is non-refundable after the first day of classes

- 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:

| TRIMESTER TUITION REFUND SCHEDULE ||
Student Status from Start of Class	Percent of Tuition to be Refunded
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%
Over six weeks	0%

DEPOSIT / FEE MANAGEMENT POLICY

ADVANCE TUITION DEPOSIT

Applicant is required to submit a tuition deposit of $625.00 upon acceptance of Admission in order to reserve a space in class. This deposit is refundable only in accordance with the tuition refund schedule.

OVERSEAS EXPERIENCES

ADMINISTRATIVE FEE

Overseas Experiences (Modules Abroad, Exchange Programs, Winterims/Summerims, Immersion Language Programs, other special programs) each require the payment of a $350 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 ACTIVITY FEE

In addition to the Overseas Experience administrative fee, Modules Abroad require the payment of a $350 activity 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 activity fee will be refunded to students who withdraw from the program prior to the communicated deadline.

OTHER CHARGES

Students who withdraw from a Winterim/Summerim 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.

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 the School 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. 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 checkout 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 room, the student is subject to additional fees for repair.

FINANCIAL AID

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. The goal in the Financial Aid Office is to help students make the cost of attending graduate school as financially feasible as possible utilizing government, private and on-campus resources to maximize the financial aid options to students for education-related expenses. Although federal financial resources may not be available to cover all costs associated with a Thunderbird education, aid programs are designed to assist students by means of scholarships, part-time employment and loans in addition to personal resources.

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 email, 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 and figures set by the institution and are published each year. Financial Aid Representatives are available to help students and to answer questions regarding financial aid eligibility, awards and the application process.

SCHOLARSHIP PROGRAMS

There are two categories of awards – those for entering students and those for enrolled students. The majority of scholarship funds are only applied toward per credit tuition charges unless indicated in the criteria when scholarships are published.

ENTERING STUDENT MERIT SCHOLARSHIPS

Entering student merit awards are available to applicants for all full-time programs: MBA in Global Management, MA in Global Affairs & Management and MS in Global Management. As part of the admissions process, all highly-qualified entering students who submit the scholarship essay are evaluated for a scholarship. Award decisions are based on the documentation included as part of the admission application and the essay. Recipients are notified prior to matriculation and decisions are final. Awards do not cover the non-credit professional development courses.

Thunderbird strategically and carefully plans its funds management to maximize its resources annually. A variety of other aspects is taken into consideration as well, such as course offerings, when looking at the curriculum and anticipated enrollment in relation to the program of study, in addition to scholarships when we do our annual planning.

ENROLLED STUDENTS SCHOLARSHIP OPPORTUNITIES

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES FOR FULL-TIME MBA 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 **MBA in Global Management** program. These awards, made possible by donors, may range from $1000 and up (generally $1000 - $6,000). The announcement is made via MTB and email. 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. Awards are applied in relief of per credit tuition charges only to the student's tuition account for the current or subsequent award term(s).

CONTINUING STUDENT GRANTS

Continuing student grants are awarded on a competitive basis to continuing full-time MBA in Global Management students who have completed at least one full trimester of study (minimum 12 credit hours). Approximately 60-70 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 prior term

- Amounts range from $1000 to $8,500 in relief of tuition

- 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 made around the sixth week of the term and letters are sent to all applicants

Awards are applied to student accounts specifically for tuition for current or subsequent terms of enrollment.

AWARD OPPORTUNITY FOR FULL-TIME MASTER OF SCIENCE IN GLOBAL MANAGEMENT AND MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT

The B. F. Brown Award 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, Winterim or Summerim overseas. An application would be submitted in the form of an essay explaining what the student 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 award is 100% taxable to the 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 specific award are met (how well directions are followed, etc.).

- Each of the listed awards has specified 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 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.

- Cover letter, at a minimum, should address interest in being considered for award, why you are applying and customized for each 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 MTB

- Follow the instructions carefully

- Resume should include all work and education-related items that are discussed in statements or essays

<u>The same essay or cover letter should not be submitted for more than one scholarship.</u>
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.celiamhowardfellowship.com
Deadline is November 15
For MBA in Global Management Only

National Society of Hispanic MBAs
Website: www.nshmba.org (select the Financial Assistance tab)
Application Period: February 1 - April 30
For MBA in Global Management Only

NBMBAA National MBA Scholarship Program
The NBMBAA National MBA Graduate Scholarship Program awards scholarships to the top 25 candidates identified through its annual essay competition. Recipients are selected based upon their written response to an essay topic, most recent grade point average, verbal communication skills, and level of extra-curricular activities and community involvement. The scholarship package includes monetary awards, travel, accommodations and registration to their annual Conference, scholarships up to $15,000. Candidates may begin applying for this scholarship in January and the application deadline is usually May 1.

Website: http://www.nbmbaa.org//index.aspx?PageID=789 - kb (students will need to register as members)
For MBA in Global Management Only

Datatel Scholars Foundation
Website: www.datatel.com/dsf
Deadline usually January 31
For MBA, MS-GM and MA-GAM students

STUDENT LOANS: AID THAT MUST BE REPAID

Student loans are the major funding source to help cover educational expenses associated with enrollment. Thunderbird participates in a variety of student loan programs from federal and private sources that must be repaid. General information may be found on the Thunderbird external website (www.thunderbird.edu) or on the MTB Financial Aid page under Loan/Lender Information.

U.S. GOVERNMENT PROGRAMS – U.S. CITIZENS & 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 information on 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 apply for any loan processed through the Thunderbird Financial Aid Office, you must understand that the receipt of funds is submitted to Thunderbird, applied toward your student account and disbursed term by term per federal regulations.

FEDERAL PERKINS LOAN (NEED-BASED AID)

- Fixed 5% interest rate

- $8,000 maximum per year; $60,000 aggregate loan limit

- 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:

  o Availability of Perkins funds based on graduates in repayment

  o Annual funding level as determined by the Department of Education

  o Completion of Perkins Entrance Counseling

  o Timeliness in returning required documents

- Applicants must be enrolled at least half-time (minimum 6 credit hours) in the full-time MBA in Global Management, dual-degree, post MBA, Masters in Global Affairs & Management, or Master of Science in Management programs

- 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 form should be received in the Financial Aid Office no later than 3 weeks prior to the first day of classes.

- First-time Federal Perkins Loan awardees at Thunderbird must complete Perkins Entrance Counseling on-line a minimum of 3 weeks prior to the first day of classes

- 10-year standard repayment; $40 minimum per month (likely higher based on typical amount borrowed)

FEDERAL SUBSIDIZED STAFFORD LOAN (NEED-BASED AID)

- Fixed 6.8% interest rate

- $8,500 maximum per loan year; $65,500 aggregate loan limit (undergraduate & graduate)

- Six (6) month grace period upon graduation, withdrawal, or less-than-half-time enrollment

- Government pays interest during the in-school (at least 6 credit hours), grace, and authorized deferment periods

- Up to .5 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)

- Up to 1 % Federal Default Fee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or guaranty agency)

- Loan fees may be added to the Cost of Attendance

- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to completing the Federal Stafford Loan Application/Master Promissory Note

- First-time Federal Subsidized Stafford Loan borrowers at Thunderbird must complete a Federal Stafford Loan Application/Master Promissory Note designating their lender choice (done electronically in most cases).

- 10-year standard repayment; $50 minimum per month (likely higher based on typical amount borrowed)

- Other repayment options may be available

FEDERAL UNSUBSIDIZED STAFFORD LOAN (NON-NEED-BASED AID)

- Fixed 6.8% interest rate

- $20,500 maximum per loan year MINUS the amount borrowed from the Federal Subsidized Stafford loan. $138,500 aggregate loan limit including amount borrowed from the Federal 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 lender. 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.

- Up to .5 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender (may be paid by the lender)

- Up to 1 % Federal Default Dee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or covered by guaranty agency)

- Loan fees may be added to the Cost of Attendance

- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to completing the Federal Stafford Loan Application/Master Promissory Note (part of Stafford/Graduate PLUS Entrance Counseling)

- First-time Federal Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Federal Stafford Loan Application/Master Promissory Note designating their lender choice; if done as part of Subsidized Stafford application process, no further action required (done electronically in most cases).

- 10-year standard repayment; $50 minimum per month (likely higher based on typical amount borrowed)

- Other repayment options may be available

FEDERAL GRADUATE PLUS LOAN (NON-NEED-BASED AID)

- Fixed 8.5% interest rate

- Eligible to borrow up to the published cost of attendance MINUS any other financial assistance

- Credit is considered for this loan. A lender must obtain a credit report from at least one national credit bureau to determine if the borrower has adverse credit. Adverse credit is considered:

  o 90 days or more delinquent on the repayment of any debt

  o any debt discharged in bankruptcy during the five years preceding the date of the credit report

  o a default determination on any debt, foreclosure, tax lien, repossession, wage garnishment, or write-off of a Title IV debt any time during the five years preceding the date of the credit report

- 45 day grace period upon final disbursement. Borrower allowed an in-school deferment until graduation, withdrawal, or less-than-half-time enrollment

- No grace period upon graduation, withdrawal or less-than-half-time enrollment. Repayment begins within 30 – 45 days. Even though there is no grace period there are forbearance options to allow repayment alignment with Stafford loans.

- Interest accrues from time of disbursement, on amount disbursed, by lender. 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 repayment begins.

- 3 % Insurance/Origination Fee deducted from principal - this is forwarded to the U.S. Department of Education by the lender

- Up to 1 % Federal Default Fee deducted from principal - this is forwarded to the guaranty agency by the lender (may be paid by the lender and/or covered by guaranty agency)

- Loan fees may be added to the Cost of Attendance

- First-time Federal Graduate PLUS Loan borrowers at Thunderbird must complete Entrance Counseling on-line prior to completing the Federal Graduate PLUS Loan Application/Master Promissory Note (part of Stafford/Graduate PLUS Entrance Counseling)

- First-time Federal Graduate PLUS Loan borrowers at Thunderbird must complete a Federal Gradate PLUS Loan Application/Master Promissory Note designating their lender choice (done electronically in most cases)

- 10-year standard repayment; $50 minimum per month (likely higher based on typical amount borrowed)

- Other repayment options may be available

HOW TO APPLY FOR FEDERAL STUDENT LOANS:

STEP 1: Apply for a pin at www.pin.ed.gov.

This allows you to electronically sign the FAFSA (see step 2) as well as Master Promissory Notes.

STEP 2: Complete your Free Application For Federal Student Aid (FAFSA) -available online at www.fafsa.ed.gov

Complete the FAFSA application online and submit it to the Federal Processor as soon as possible **AFTER** completing your federal tax return for the applicable tax year. Include Thunderbird's school code of G01070 so we will receive the information electronically. You may expect to receive an electronic Student Aid Report (SAR) in about two days. Review the report and your responses carefully. If any responses are questioned, follow the instructions provided to correct them. If you don't know how to proceed, contact the Financial Aid Office. Keep all SARs for your records. If you do not receive your SAR within two weeks, call 1-800-4FEDAID (1-800-433-3243) or check the status online at www.fafsa.ed.gov.

To be considered for financial aid for the following trimesters and meeting the priority filing date, the FAFSA should be submitted to the federal processor by:

    Fall Trimester - March 1st
    Spring Trimester - September 15th
    Summer Trimester – February 15th

STEP 3: Complete the financial aid data form available under External Resources on the external website or on MTB under the financial aid forms

To be considered as meeting the priority filing date, the financial aid data form should be received by:
    Fall Trimester - March 1st
    Spring Trimester - September 15th
    Summer Trimester – February 15th

Meeting the priority filing date ensures consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs); adequate time for processing your financial aid package and arrival of funding by the date payment is due. A student may apply for funds after the priority filing date although funds may not be available at the beginning of the trimester when payment is due. It is also possible to apply during the trimester for which funds are needed. In the latter two situations, aid applicants are responsible for any finance charges incurred for funds arriving after payment is due.

STEP 4: Follow Up

All discrepancies or conflicting data indicated on the SAR must be resolved in order to continue the financial assistance process and receive your financial aid award information. This includes verification (see Financial Aid Regulations, Policies and Procedures section of this Bulletin). The Financial Aid Office corresponds with you requesting the appropriate information and documents necessary to resolve any of these issues. You may also contact us once you receive your SAR to review the documents required. If the SAR does not indicate any discrepancies or conflicting data, this step might be skipped and your file may be considered complete for the award period.

STEP 5: Complete loan entrance counseling/research lenders

Entrance loan counseling reviews your rights and responsibilities as a borrower, explains the use of the Master Promissory Note, the importance of repayment, and consequences of default among other topics. This is a federal requirement. Thunderbird requires that this be completed prior to loan certification by the Financial Aid Office.

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 Lender Information section in the financial aid area of MyThunderbird. 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. Please note that federal student loans are regulated by the federal government.

STEP 6: Receive Financial Aid Award E-mail

- Receive an email advising you that your award/eligibility information is available

- View on Access Thunderbird – which is a secure module within My Thunderbird

- Choose Accept or Reject, based on your needs and resources, for the awards listed. If you haven't already done so, create a budget to help you determine how much you will need in loan funds. You may wish to contact the Financial Aid Office to discuss your overall financial needs for your entire program of study to ensure adequate funding during your enrollment.

    o To ensure that funds are received in a timely manner by the beginning of the trimester, we require the Accept/Reject step be completed within two weeks of receipt of award/eligibility email. A checklist is included in the email. If you no longer wish to receive aid when you receive the email, simply mark the awards as rejected. If after you have rejected any of your awards you decide that you need assistance later during your enrollment, contact the Financial Aid Office for how to proceed.

- First time Thunderbird loan applicant:

    o Complete the Federal Perkins Master Promissory Note, Perkins Loan Interview Questionnaire and Perkins Entrance Counseling if a Perkins Loan award is listed as one of your awards

STEP 7: Loan Application Certification/Processing

Once you have accepted the loans from which you wish to borrow, the Thunderbird Financial Aid Office will:
    o Certify those loan(s) and electronically transmit your loan eligibility information to a central processing service

STEP 8: Select/Designate Lender and Complete Loan Applications/Master Promissory Notes

The central processing service will contact you to:

- Complete Entrance Loan Counseling, if not previously done

- Select your lender for your Federal Stafford Loan and/or your Federal Graduate PLUS loan

- Complete a Federal Stafford Loan Application/Master Promissory Note, if that is one of your accepted loan awards

- Complete a Federal Graduate PLUS Application/Master Promissory Note, if that is one of your accepted loan awards.

Once these items are finished, your application/promissory note is forwarded to your lender; it certifies its portion of the loan and forwards the loan information to the guaranty agency which acts on behalf of the federal government. Once the guaranty agency approves the loan, it informs the lender, which in turn sends the funds electronically to Thunderbird. The funds will not be sent to Thunderbird until shortly before the first day of classes.

STEP 9: Funds Received

As the funds are received from your lender(s), we reconfirm you are still eligible for the loan(s) and communicate with the Accounting Office so funds will be electronically transmitted to your student account from the financial aid system. Funds are always applied toward current trimester charges. You are sent an email notification from Financial Aid informing you what type and amount of funds that have been received and being applied to your student account. A hold on these funds will occur if there are any discrepancies including, but not limited to, changes in credit hours, new financial aid or an updated SAR. If this happens, we will communicate with you to resolve the discrepancies and handling of any funds that need to be returned to your lender. Finance charges are the responsibility of the aid applicant if the priority filing date is not met and delays in receipt of funds is due to late submission of documents.

Step10: Refund of Credit Balances

If financial aid funds posted to your student account create a credit balance, a refund will be processed at the end of the second week of classes or within 5 business days once the term gets underway. However, if financial aid funds are not covering all charges, you will need to make arrangements with the Accounting Office regarding payment by the first day of classes.

NON U.S. GOVERNMENT PROGRAMS (NON-NEED BASED AID) SELF-HELP 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. 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. Most of the same organizations that lend under the Federal Stafford and Graduate PLUS loans also lend under a private education loan program. 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. Students

may borrow from these sources 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 intensive language and/or boot camp(s) course(s)

- Credit history and/or FICO score is considered as part of the approval process

- Interest rate varies based on lender policy

- 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 - 25 years)

- Minimum monthly payment varies based on amount borrowed and length of repayment

- Maximum loan possible is cost of attendance less any financial aid (based on lender approval)

- 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 (can be 6 ,9, or 12 months)

Additional information on this type of loan may be found on MyThunderbird 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 Lender Information section in the financial aid area of MyThunderbird. 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 questions.

STEPS TO APPLYING FOR A PRIVATE LOAN

STEP 1: Complete the financial aid data form (available on External Resources)

To meet the priority filing date, the financial aid data form 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 your financial aid form by this time ensures adequate time to process your request. However, you may apply after this point in time for aid.

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 certify any loan request.

STEP 2: Lender Selection and applying for funds

You will be directed to review lender information and make a selection for a lender from our Neutral Lender List or select another lender of your choice and apply for the funds, normally online

STEP 3: Loan Application Certification/Processing

Thunderbird will be informed of the approval or denial of your loan request. As part of the school certification process, we will be asked to confirm your eligibility and provide information to the

lender on the amount Thunderbird approves based on the cost of attendance and when to disburse the funds to the school to make the payment to Thunderbird.

STEP 4: Funds Receipt

When the funds are received from the lender, your eligibility is reconfirmed (enrollment, etc.) and the Accounting 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 which 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. Payment is required on the first day of classes or your account is subject to finance charges until the account is paid. Funds are applied to charges due for the current trimester, then any prior balance before any refund may be made.

Step 5: Refund of Credit Balances

If financial aid funds posted to your student account create a credit balance, a refund will be processed at the end of the second week of classes or within 5 business days once the term gets underway. However, if financial aid funds do not cover all charges, you will need to make arrangements with the Accounting Office regarding payment by the first day of classes.

DOUGHERTY FOUNDATION LOAN

- 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

- Applicants must be enrolled for a minimum of 12 credits in any of the full-time programs

- If eligible, application material will be included with your award email. The Financial Aid Office will consider all Arizona residents. Students who believe they are eligible may also contact the Financial Aid Office.

STUDENT EMPLOYMENT

ON-CAMPUS EMPLOYMENT

The Federal Work-Study and non-Work-Study programs provide opportunities for students to work part-time on campus for a maximum of 20 hours per-week during periods of enrollment and up to 40 hours per-week during periods of non-enrollment (breaks between trimesters, approved terms of non-enrollment when no classes or internship is taken). Some full-time positions may also be available for qualified spouses. On-campus positions vary from administrative support to assisting professors for specific classes, depending on talents. Students who work about ten hours per week can expect to earn about $1,200 per trimester. The pay rate is generally $9.00 per hour. The Financial Aid Office maintains a list of available known positions in its student employment folder on MTB. Access to this information is provided to assist you in locating a student employment

position. Students may also contact departments or faculty with whom they may want to work to see if they plan to post any positions.

The Federal Work-Study program is available to qualified U.S. citizens and permanent residents. Both Thunderbird and the federal government provide the funding. The non-work-study program may be available to qualified spouses, U.S. citizens, permanent residents not eligible for Federal Work-Study, and international students and is funded entirely by Thunderbird.

Please see General Information, Policies & Procedures for how to apply for campus positions.

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 such as reading and math tutoring for grade school children. The pay rate is $11.00 per hour and both Thunderbird and the federal government provide the funding.

Local companies and organizations may also provide job opportunities to help Thunderbird students who are U.S. citizens or permanent residents with part-time and full-time temporary positions. This information is also posted in the Student Employment section of MyThunderbird.

WHICH STUDENT EMPLOYMENT PROGRAM DO I QUALIFY FOR?

FEDERAL WORK-STUDY (NEED-BASED AID)

- U.S. citizens and permanent residents of the U.S.

- To determine eligibility for Federal Work-Study, a Free Application for Federal Student Aid (FAFSA) must be on file and all discrepancies resolved

- Students who qualify and answered BOTH to the question "Interested in Work-Study/Loans" on the FAFSA will receive a Work-Study award amount as part of his/her Financial Aid Awards package

- Failure to answer BOTH does not necessarily preclude student eligibility

- Federal Work-Study policy requires that students who are Work-Study eligible and whose need is met by other types of funding, including loans, will need to return loan funds in order to work

- 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 and are reportable to the IRS

- 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)

International students and other U.S. citizens and U.S. permanent resident students who are ineligible or who have not completed the documents to determine work-study eligibility may qualify to work under the non-work-study program at the discretion of the departments on campus. U.S. citizens 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.

- International students with valid F-1 visas are eligible to work on campus in the United States (20 hours per week maximum while enrolled), once approved by the Financial Aid Office

- J-1 visa holders need written permission from their sponsor on file with Financial Aid prior to beginning to work

- J-2 visa holders need INS approval to work

- F-2 visa holders are not permitted to work at all

- L and H1B visa holders are not permitted to work at all

- Positions are only available under Non-Work-Study

- The hiring department pays 100 percent of the earnings

- Earnings are reported to the IRS and are considered taxable

GENERAL INFORMATION, POLICIES & PROCEDURES FOR STUDENT EMPLOYMENT

The Financial Aid Office posts open positions it receives from the departments on campus, including Global Business, on its Student Employment page on MTB. Access to this information is provided to assist you in locating a student employment position.

You may not begin working until you have been approved by the Financial Aid Office.

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. Please note that any job not listed on Open Positions is not open for hire.

- Below the job title you will find a link to the job description; please be sure you meet the qualifications prior to submitting your application to any job. (You may only hold max of 2 jobs w/ max of 20 hrs combined)

- Once you are ready to apply for a job, be sure to fill out the job application and email it to the Financial Aid Office and include your resume

- Your application will be screened to ensure you have the proper eligibility to work and meet the qualifications, if applicable

  o Only eligible applicants will be recommended to the Department for consideration

- If eligible to work, you will be recommended to the appropriate hiring Department. Your application along with your resume will be forwarded to that Department's Coordinator.

- Department Coordinators will review your application and consider factors such as; GPA and enough experience in a field, and other factors to determine if you will be called in for an interview. If so, you will be contacted with further details.

- Non-Selected students might not be notified

- Selected (Hired) Students who have:

    o No prior work experience on campus or a lapse of work on campus longer than 12 months, are required to attend a New Hire process with the Human Resources (HR) Office the first day of work. The Job application as well as a Job Offer Letter will be given to HR once processed in the Financial Aid Office.

    o Prior on-campus work experience within the last 12 months will be notified by Financial Aid when they can begin their position (working) via an email

- All hired students must receive authorization from HR and Financial Aid to actually begin their position

- Students without a social security number can be employed and begin working, once the hiring process is complete. However, they are required to apply for a social security number through the Social Security Administration. It is required for payroll. Hired students without an SSN will be informed to pick up an information packet from the AIS (Academic & International 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 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 by the Human Resources Office when documents are shown AND by the Financial Aid Office via email once the work authorization has been processed. Both approvals are required.

- 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

- Pay rates are determined by the institution and not by individual staff, faculty or departments

- Work Authorizations are effective for 1 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 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

- Students on probation or suspension are not eligible for on-campus student employment

- Students on local internships only are eligible to work for a maximum of 5 hours per week on-campus provided no other classes are taken

- Student spouses seeking employment on campus follow the same process in seeking positions as students do and check the Open Positions section of the Student Employment area on MyThunderbird (MTB). There are a handful of such positions that may be available for up to 40 hours per week and might extend over several terms depending on the needs of departments.

- <u>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 US; this includes all foreign and domestic student workers.</u>

- All students and spouses working on campus for the first time on a timecard or 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 and spouses who have previously worked on campus without a break of more than two trimesters must complete the employment process, prior to beginning work, but does not need to provide eligibility and identification documents again

- 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. The card must be provided to the Human Resources Department immediately when received in order to get paid.

- Timecards

  o Students and spouses must complete timecards which are signed by his/her supervisor and submitted to the Payroll Department by the Department Coordinator. The timecards are color coded depending on which program students and spouses are hired under: work-study = white; non-work-study = green; part-time spouses = beige. Timecards must be submitted for each pay period at the end of the applicable pay period and NOT held for future submission. Timecards should be submitted by noon on Friday prior to the next pay day. If a pay day is a holiday, the cutoff will be moved up to the Wednesday or Thursday of the prior week.

- Paychecks

  o Student employees are issued on a bi-weekly period and placed in the student's campus box. Paychecks for spouses are included in the departmental batch of payroll envelopes.

OTHER FUNDING RESOURCES

PERSONAL RESOURCES

- Savings/Assets

- Relatives

- Personal Budget/Expense Reductions

VETERANS BENEFITS

Thunderbird participates in the new Yellow Ribbon Program and has a Thunderbird Veteran Representative in our Registrar's Office. Please contact the representative at veterans@thunderbird.edu for further information and how to proceed if you are a qualified, eligible veteran. Please note that veteran's benefits are currently considered a financial aid resource and part of meeting the published cost of attendance.

EMERGENCY LOAN FUND (subject to funding availability)

- Short term to help cover an unexpected emergency expense

- Average loan is $1000. May be higher depending on circumstances and ability to repay

- Interest-free loan for 30 days (or less); thereafter 1% finance charge per month on balance

- Initiate request with Financial Aid staff

- Approved loans usually available within 72 hours

OTHER PROGRAMS

Students planning to participate in one of the following programs are encouraged to meet with a Financial Aid Representative in order to better understand any 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 first trimester of the internship. Note that 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 subsequent trimester.

- Registered students 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 submit 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.

- Loan funds are not available before departure so it is important to plan for personal financial needs

- Students on registered internships in the local area are eligible to work on-campus for a maximum of 5 hours per week provided no other classes are taken

UNREGISTERED INTERNSHIPS

- Students on unregistered internships are eligible to apply for a continuing student grant during the initial term of the internship. Note that 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.

- Unregistered internship students may not apply for a private educational loan to assist with any expenses

- Students on unregistered internships are not eligible for on-campus student employment

MODULES ABROAD

- Students attending one of our regular abroad programs for a module 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 two weeks into the trimester.

- Cost of attendance is provided in the Study Abroad Program Information area on the Financial Aid Department page of MyThunderbird

- 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 Accounting Office

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

- Refunds are not available before departure so it is important to plan for personal financial needs. Excess funds are not available until about two weeks after the exchange program term begins.

- 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 Accounting Office

WINTERIM/SUMMERIM

- Students may be eligible to apply for federal loan funds to help cover costs associated to Winterim or Summerim. To be eligible for federal financial aid, students must also be attending classes for at least 6 credits in the term immediately preceding Winterim/Summerim. Students are eligible to apply for a private educational loan if s/he is not attending the preceding trimester.

- Loan funds **WILL NOT** be available before departure so it is important to plan for personal financial needs

INTENSIVE LANGUAGE AND BOOT CAMP COURSES

- Students who need financial assistance for the intensive language and/or boot camp courses are eligible to apply for a private educational loan to assist with these tuition and living expenses, if needed

FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES

SCHOLARSHIPS AND GRANTS

ENTERING STUDENT MERIT SCHOLARSHIPS

1. Awarded funds are allocated in relief of tuition only and should have funds posted to the student account by the first day of classes

2. Students must earn and maintain a cumulative 3.250 Thunderbird GPA to retain awards. If the GPA is less than 3.250, the award will be cancelled until the GPA is raised to the required level. Any allocation cancelled by a lower than required GPA will be forfeited.

3. Award amount and allocation – Scholarships will apply to all credit hour tuition payments up to a maximum of 3 trimesters of enrollment for the MA, MS and Accelerated MBA programs or 4 trimesters of enrollment for the Traditional MBA program

4. You may take one internship for a maximum of two consecutive trimesters. You are responsible for notifying the Financial Aid Office prior to your internship.

5. All scholarship funds must be applied within the following time frame starting at the time of matriculation:

   - 5 trimesters – 21 months – for the MA, MS and Accelerated MBA programs including an internship OR one trimester of non-enrollment

   - 6 trimesters – 24 months – for the Traditional MBA program including an internship OR one trimester of non-enrollment

6. Any departure from this prescribed schedule of scholarship must be approved by the Scholarship Committee in advance. A written petition must be submitted to the Financial Aid Office.

7. Any financial penalties due to changes in schedule during a trimester (drop in credits or withdrawal) will be the responsibility of the student

8. Awarded amount will be adjusted for any tuition increases or decreases in tuition charges based on enrollment and in accordance with policies listed here. Tuition increases typically occur each August.

9. Students placed on academic probation or suspension for any reason forfeit scholarship awards as of the probation/suspension trimester

10. Awards are "term specific" and will not be reassigned in the case of deferrals to future terms

CONTINUING STUDENT GRANTS AND OTHER COMPETITIVE SCHOLARSHIPS

1. All awards are applied toward tuition charges for application and/or future trimester(s) only while students are pursuing degree requirements

2. An award will be rescinded if a student is found guilty of an honor code violation for any reason associated to the award term

3. Review the Continuing Student Grant Policies & Information document on MyThunderbird for further details (for full-time MBA students only)

4. See "Scholarship Programs" in the Bulletin for more information about competitive scholarships

- Federal financial aid is available for meeting graduation requirements only

    o A student must be enrolled for a minimum of 6 credit hours to qualify for federal financial aid so if only 3 credit hours of required courses are needed, federal financial aid is not available, regardless of the number of courses taken

        ▪ Example: a student has 6 hours remaining, is within the applicable # of hours for program of study and plans to take 9 credits; only 6 credit hours of tuition, books and supplies expenses are eligible for federal financial aid. The tuition, books & supplies costs for the other three credit hours must be funded through personal funds or a private educational loan.

REDUCTION IN CREDIT HOURS AND WITHDRAWAL FOR FINANCIAL AID RECIPIENTS

Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to the Federal Return of Title IV procedures and the refund schedule in conjunction with both institutional and federal policies should you withdraw. A student who withdraws or reduces their credit hours must see a Financial Aid Representative for an exit interview or recalculation of eligibility (respectively) prior to completing the withdrawal process or dropping credit hours. The refund schedule is located in the Payment Regulations section of this Bulletin. A withdrawal or reduction in credit hours may result in the return of funds to the lender. This depends upon the point in time in the trimester and the program when registration changes occur.

Please note that course material fees for courses dropped from the student's schedule after Drop/Add Week has ended will be non-refundable.

RETURN OF TITLE IV FUNDS CALCULATION – DUE TO COMPLETE WITHDRAWAL

Federal regulations, in part, drive Thunderbird's refund policy. This is required because Thunderbird participates in Title IV Federal Aid programs (Federal Stafford, Federal Perkins, Federal Graduate PLUS loans as well as Federal Work-Study).

It is important that you meet with a Financial Aid Representative prior to withdrawing from all classes so that you are well aware of your rights and responsibilities as well as how you will be affected by the withdrawal. Your change in status may affect your financial aid awards and may affect your personal finances.

The law specifies that Thunderbird must determine the amount of Student Financial Aid (SFA) program assistance that you earn if you withdraw. If you withdraw during a payment period (term or period of enrollment), the amount of SFA program assistance that you have earned up to that point is determined by a specific formula. If you received (or Thunderbird received on your behalf) less assistance than the amount that you earned, you will be able to receive those additional funds. If you received more assistance than you earned, you, Thunderbird or both must return the excess funds to the lender. Work-Study earnings are not subject to these regulations.

The amount of assistance that you have earned is determined on a pro-rata basis. That is, if you completed 30 percent of the payment period (term or period of enrollment), you earn 30 percent of the assistance you were originally scheduled to receive. Once you have completed more than 60 percent of the payment period (term or period of enrollment), you earn all of your assistance.

If you received excess funds that must be returned, Thunderbird must return a portion of the excess equal to the lesser of:

- Your institutional charges multiplied by the unearned percentage of your funds, or

- The entire amount of the excess funds

If Thunderbird is not required to return all of the excess funds, you must return the remaining amount. Any loan funds that you must return, you repay in accordance with the terms of the promissory note. That is, you make scheduled payments to the holder of the loan over a period of time.

RETURN OF FUNDS - REDUCTION IN CREDIT HOURS

Students receiving financial assistance who reduce their enrollment in a given trimester after classes begin may no longer be eligible for the full amount of aid awarded and may end up owing Thunderbird for any refunds that were based on enrollment in the greater number of credit hours. Students must contact Financial Aid Office prior to making the change in status so that financial assistance may be recalculated and adjustments made to your financial aid. Student financial aid funds used to pay for expenses relating to attendance at Thunderbird are subject to the institutional refund schedule in conjunction with federal policies. The institutional refund policy schedule can be found in the Payment Regulations section of this Bulletin. Please note that course material fees for courses dropped from the student's schedule after Drop/Add Week has ended will be non-refundable.

If a refund is provided to you in error, you are responsible to repay Thunderbird upon request.

SATISFACTORY ACADEMIC PROGRESS FOR FINANCIAL AID

To receive financial aid from federally funded programs including Federal Perkins Loan, Federal Stafford Loans and Federal Work-Study, eligible students must maintain satisfactory academic progress as outlined in the following requirements.

GENERAL REQUIREMENTS

- Be admitted and enrolled for the purpose of obtaining a degree

- Be progressing toward your degree and following your program of study layout

- Enroll in a minimum of 12 credit hours per trimester

- Be in good academic standing (unless placed on probation based on Academic Regulations)

- Complete degree requirements within the maximum credits allowed unless academic standing is affected

CREDIT HOUR INFORMATION & REQUIREMENTS

- All students should successfully complete (3.000 GPA or better) the applicable number of credits as outlined in their program of study per trimester to maintain progress toward renewal of federal aid eligibility in a timely manner

- MBA in Global Management students in the **Traditional program** are eligible for federal aid for completion of 60 credit hours

- MBA in Global Management students in the **Accelerated program** are eligible for federal aid for completion of 46.5 credit hours

- Dual Degree and Post-MBA students are eligible for federal aid for completion of 30 credit hours

- MA in Global Affairs & Management and MS in Global Management students are eligible for federal aid for completion of 45 credit hours

- Federal Financial Aid cannot be used to cover repeat courses

- Repeat courses are not counted in the total number of credits for that trimester. Example: A student does not receive a passing grade for a class and will take that class again in the subsequent trimester. The student has 9 credits of new courses and the one class to be taken again. The total number of credits that will be considered for federal financial aid eligibility is 9.

- Students who do not maintain the applicable GPA stated in the Award Detail or placed on probation forfeit scholarship support for the trimester with the lower GPA or on probation

- Awards are voided in the case of academic suspension and may not be reinstated

- Less-than-full-time students are evaluated on a proportional basis and must successfully complete 24 credits of non-repeated courses associated to trimesters to academically progress and have renewed eligibility for the Federal Stafford Loan (progress may not take place in the middle of a trimester)

- Students who drop below the credit hours for their program of study in any given trimester 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 lender by the student.

- The grace period on Federal Stafford (Subsidized and Unsubsidized) and/or Perkins Loans will begin at the time a student drops below six credit hours

- Repayment begins immediately on Federal Graduate PLUS Loans when a student drops below six credit hours

SATISFACTORY ACADEMIC PROGRESS REVIEW

To assist students in making satisfactory academic progress for financial assistance, the Financial Aid staff reviews academic records frequently: at the point of request for federal financial assistance from the financial aid office, at the point of loan certification by the financial aid office along with request of funds to the lender and at the point that funds are received by the lender. Students who fail to meet the requirements may lose part or all of the awarded assistance and/or may be required to repay funds received and/or refunded.

ACADEMIC STANDING & GRADE POINT REQUIREMENTS

In order to maintain eligibility for financial aid, students must maintain good standing. Good standing status is jeopardized when students fail to complete the number of credit hours for which they have received aid or the cumulative grade point average falls below 3.000.

- The Financial Aid Office determines financial aid standing for credit hour completion in relation to Satisfactory Academic Progress for financial aid purposes; minimum 24 credit hours

of unrepeated courses for first two trimesters of enrollment and monitored for the subsequent two trimesters.

- Academic standing is determined by the Registrar's Office and based on academic standing regulations set forth by the Registrar's Office. Review the Academic Regulations section of this Bulletin for applicable policies and regulations. Financial Aid takes this information into the eligibility review.

- All students' cumulative grade point averages will be monitored by the Registrar's Office

- Students placed on probation must make progress toward regaining good standing status. Failure to do so will result in suspension (loss) of aid.

- Students placed on probation should review Credit Hour Information & Requirements as well as the maximum credits allowed for completion of degree and may wish to meet with a Financial Aid Representative to discuss any potential financial aid implications in relation to their status and completion of the degree

- Students placed on suspension are not eligible for any federal financial aid

MAXIMUM CREDITS ALLOWED FOR COMPLETION OF DEGREE

This section only applies to students who do not meet satisfactory academic progress. Students are expected to complete their degree requirements within a reasonable time period **for federal financial aid purposes and associated to the program layout**. The maximum attempted credits allowed to complete a degree will be 110% of the credits needed to complete the specific program. The total credits attempted will be cumulative, including repeat courses and changes to focus area.

- The MBA in Global Management for the **Traditional program** requires 60 credits; 66 credits would be allowed

- The MBA in Global Management for the **Accelerated program** requires 46.5 credits; 52 credits would be allowed

- The Dual Degree and Post-MBA program requires 30 credits; 33 credits would be allowed

- The MA in Global Affairs & Management and the MS in Global Management programs require 45 credits; 49.5 credits would be allowed

RIGHT TO APPEAL

Future aid will be terminated for students who fail to meet Satisfactory Academic Progress Standards. Students falling into this situation may submit a written appeal for an exception from the termination of financial aid to the Director of Financial Aid. The final decision will be made by the Director of Financial Aid or the Student Services Committee. There are certain conditions for which students may submit an appeal.

CONDITIONS FOR APPEALING POLICY

Only written appeals will be reviewed. Students who do not successfully complete the required number of credit hours due to illness, death in the family, or serious personal concerns may submit an appeal. The appeal must be 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, and comment on the student's current condition and ability to continue future coursework). Conflicts with work and/or personal schedules are not considered extenuating circumstances. There is no guarantee that an appeal will be approved. Appeals must be submitted, with all supporting documents, within 30 days of notification of aid termination.

PROCESS

1. A student who has exceeded the maximum credits permitted for completing a degree must:

    a) Write a detailed letter stating the extenuating circumstance(s) that prevented satisfactory academic progress and the student's plan for future success

    b) Meet with an AIS advisor. Have an AIS advisor review a degree audit and have the Advisor note any comments on the form. The Registrar's Office may be required to verify that the student's completing the required coursework and the expected graduation date.

    c) Submit these documents, with any supporting documents, along with your written appeal to the Director of Financial Aid for review

2. A student with a credit shortage must:

    a) Write a detailed letter stating the extenuating circumstance(s) that prevented satisfactory academic progress and the student's plan for future success

    b) Meet with an AIS advisor. Have an AIS advisor review a degree audit and have the Advisor note any comments on the form. The Registrar's Office may be required to verify that the student's completing the required coursework and the expected graduation date.

    c) Submit these documents, with any supporting documents, along with your written appeal to the Director of Financial Aid for review

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. Questions concerning satisfactory academic progress and aid eligibility should be directed to a Financial Aid representative.

VERIFICATION FOR FEDERAL FINANCIAL AID APPLICANTS

The federal processor or Thunderbird may select to verify the information you reported on the Free Application for Federal Student Aid - FAFSA. Federal regulations require that 30 percent of our aid applicants selected by the federal processor and 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 the FAFSA is submitted before the tax return is completed.

If you are selected for verification, complete the verification form we send you and return it with the documents requested within 30 days:

*   Signed copy of federal tax return (including all schedules) for year(s) requested on verification form, or overseas income verification

*   Copies of W-2 forms

*   Verification of certain untaxed income and any other documents requested to support your verification

*   Non-filer statement

Note: If you do not have access to your federally filed documents, contact the IRS

Any discrepancies in information may cause delays in processing and receipt of funds. Finance charges may apply if the delay is due to submission of documents.

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.

STUDENT RESPONSIBILITIES FOR VERIFICATION

You are responsible for providing the requested documents 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).

Should the verification process 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. 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, you proceed to the next step.

GENERAL APPLICATION INFORMATION

APPLICATION FORMS

- FAFSA-Free Application for Federal Student Aid form, which is in effect for the Fall, Spring and Summer trimesters, is required for Federal Loans. A new FAFSA must be filled out each year but not each period.

- The Financial Aid Data Form is requested at least annually

PRIORITY FILING DATES

Priority filing dates for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall 3/1; Spring 9/15; Summer 2/15

- Financial Aid Application Data Form: Fall 3/1; Spring 9/15; Summer 2/15

- Meeting the priority 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 priority deadline is not met, you may be responsible for any finance charges applied by the Accounting Office.

- If the priority filing date is met but federal loan funds are delayed by no fault of the student, the Financial Aid Office will request a finance charge waiver

GENERAL AWARD INFORMATION, POLICIES & PROCEDURES

- On time files: Students having complete financial aid files within six (6) weeks of the priority filing date, and have Accepted their awards and completed the Master Promissory Note(s) four weeks prior to the beginning of the trimester should have loan funds applied to their accounts by the first day of classes

- Late files: Students with files that were not complete within (6) weeks of the priority filing date, and/or have not accepted their awards and/or have not completed their Master Promissory Note(s) four weeks prior to the beginning of the trimester will receive disbursements after the start of the trimester and are subject to all finance charges placed on their student account, regardless of admittance date

- Excess funds: Funds received on behalf of a student that exceed 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 Accounting Office. It is necessary to provide permission for this by completing and submitting the Wire Transfer Form to the Accounting Office. The Accounting 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 each trimester. Students having questions regarding the status of your refund should contact the Accounting Office. 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** you will be able to complete your Federal Stafford and/or Federal Graduate PLUS Master Promissory Notes. This is done online and covers the requirements for Federal Stafford Loan, and/or Federal Graduate PLUS Loan, borrowers with a combined counseling session and a separate one for Federal Perkins for those awarded a Perkins loan.

- You have the option to complete this through Online Entrance Counseling on the Financial Aid MTB page or after the Financial Aid Office has completed loan certification on the loan awards you have accepted

- Financial Aid staff receives confirmation electronically that the Entrance Counseling has taken place

- Failure to complete the entrance counseling requirement in a timely manner will result in a delay of funds being received and finance charges added to your student account

COST OF ATTENDANCE

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 derived from surveys of students, charges approved Board of Trustees, local data and sometimes other data may be taken into account.

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. 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, Summerim, etc.).

We encourage students to plan carefully when borrowing and only borrow what is truly needed. The average indebtedness of the Thunderbird graduate in May 2008, who is a U.S. citizen or permanent resident aid recipient, (not including prior student loan debt or personal financial obligations) is $68,132. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is $105,917. Contact the Career Management Center for current salary information. In some cases, the length of repayment may be extended. This calculation assumes that the average interest rate for this debt is 7.5% and that no more than 10% of earnings/income is required to make the minimum payment.

CONDITIONS OF AWARDS

Financial Aid is a federally regulated program. 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.

Review your award email and information carefully. By accepting any award you are indicating you understand that:

1. You will complete the requested items on the checklist

2. The most current award supersedes any previous award. 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.

3. 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)

4. The information provided on your FAFSA is subject to verification upon request. Should you not provide written verification, 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.

5. You must be admitted to, pay the tuition deposit and enroll in a degree-seeking program at Thunderbird to receive the awards listed

6. As your awards are based on a full-time enrollment for your academic program and term of study (unless otherwise stated), you must enroll for the minimum number of credits as outlined for your academic program (13.5 or 15). You agree to notify the Financial Aid Office in person 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.

7. You understand that you must maintain satisfactory academic progress to receive federal financial aid. Federal Stafford loan eligibility is based on completion of a minimum of 24 credits before eligibility is available again under this loan program. 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 satisfactory academic progress. This means that you must complete your degree within an established time frame as stated in the Bulletin, 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 Satisfactory Progress in this document.

8. You agree to accept the responsibility for timely repayment of any loans awarded to you, complete the on-line entrance counseling (as directed in previous financial aid correspondence) prior to the Financial Aid Office certifying your first loan at Thunderbird, and complete exit counseling prior to graduation or withdrawal so that the terms 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.

9. This offer of aid is dependent on federal and institutional regulations. Insufficient allocation 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.

10. You agree to report to the Financial Aid Office any additional scholarships or other funds you may receive after accepting your awards. This includes all scholarships, RA or TA positions, military benefits, vocational rehabilitation, room and board allowances or subsidies, or any other source of support. You understand that such additional resources may result in a reduction of awards and/or require repayment of financial aid already received.

11. You agree to permit your award(s) 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 aid period before any funds will be refunded to you

12. 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 email to check in may be of benefit for each new aid/loan period.

13. 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

14. The amount listed as a work-study award is an approximation based on the average number of hours per week that a student may work and/or your financial aid eligibility and availability of a position. You will be retained on your job only if you perform your work satisfactorily. You may not begin to work without the appropriate authorization. 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 Bulletin.

EXIT COUNSELING

- Required for all Federal Loan recipients prior to separation from Thunderbird

- A group exit session is held during your final residence week prior to graduation at which time information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. is provided

- 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 Representative with questions regarding repayment options, estimated monthly payments, etc. if needed prior to the group sessions

MY THUNDERBIRD (MTB)

See the Financial Aid department page on MTB for announcements, published cost of attendance budgets for Glendale, overseas and off-site study, campus & off campus job postings, current scholarship and grant information, forms, policies and procedures, conditions of awards, student loans and related topics and more.

THE FINANCIAL AID OFFICE TEAM IS HAPPY TO ASSIST YOU WITH ANY QUESTIONS.

CAREER MANAGEMENT CENTER REGULATIONS

PROFESSIONAL CONDUCT DURING THE JOB SEARCH PROCESS

Thunderbird observes the standards set forth in the Principles of Professional Conduct of the National Association of Colleges and Employers. A complete copy of the standards is available in the Career Management Center or online at www.naceweb.org. The purpose of these standards is to assure that both students and employers appropriately conduct their employment-related activities.

All students are responsible for following these standards and conducting their job search in a professional and ethical fashion at all times. When in doubt, a student should seek the assistance of a Career Management Center staff member to ensure that their choices are consistent with these standards.

Any breach of these standards will automatically lead to a temporary suspension of recruiting privileges for a student, and a timely review of the situation by the Vice-President 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 standards, the Vice-President and/or the Associate Vice-President will have the authority to impose appropriate sanctions, including the permanent suspension of future recruiting privileges for the student.

Examples of offenses that may lead to such a suspension include, but are not limited to, the following:

- Declining an internship or full-time job offer after accepting the initial offer

- Engaging in any act of intentional misrepresentation designed to convey false information to an employer concerning job-related qualifications

- Engaging in any unprofessional conduct which intentionally seeks to defame, disqualify, or otherwise harm the job prospects of other Thunderbird students or alumni in the job-search process

- Engaging in any unprofessional conduct which harms or damages the employer relationship with Thunderbird or the CMC

- Failure to attend confirmed initial interviews

- Failure to attend confirmed 2nd (or fly back) interview

- Failure to attend required CMC sponsored workshops or presentations

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Senior Vice-President for Academic Programs and Services and Program Support. Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace.

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, NBMBAA, 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 focus area, 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. No excused absences for Monday courses due to NCCs.

The CMC will track student attendance at NCCs and will verify 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.

TREKS

TREKs are school sponsored 2-3 day events which take up to 15 students focused on a common industry or work objectives. They are important to students and to the School. TREKs can be held in the Fall or Spring and students meet with 8 to 12 companies during the TREK at the company location. Students must apply to a TREK, are competitively selected and must participate in the organization and logistics for all aspects of the TREK. TREKs are an important venue to show off high potential students and develop relationships with companies that may not recruit at Thunderbird.

Students traveling on a TREK may miss a maximum of one class period per course (one Wednesday and Thursday class OR one Monday and Tuesday class per course, and two language class periods).

Students must request an excused absence from the Faculty member in advance.

The CMC will notify Faculty in advance of a TREK and will verify student's attendance upon request for any Faculty member.

Students are eligible for only one TREK per academic year.

JOB SEARCH POLICY

Although Thunderbird does not guarantee jobs to graduates upon their program/course completion or upon graduation, the Career Management Center provides tools and services to help students conduct their own job searches. It is the responsibility of each student to determine the value and use of those tools and to initiate services of the available staff of the Career Management Center.

JOB SEARCH OPTIONS FOR STUDENTS NOT ON THE GLENDALE CAMPUS

Students studying off the Glendale campus cannot be guaranteed an interview slot for a job posting when selected for an interview. Interviewing options for non-Glendale campus students will be discussed with the employer (video conference, telephone, deferral interview). Ultimately, interviews are at the discretion of the employer and not the Career Management Center.

WORK AUTHORIZATION

It is the responsibility of the student and the employing company to identify and obtain proper work permits, visas, and authorizations for internships and full-time employment.

MERLE A. HINRICHS 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 newspapers, books, videos and journals from all over the world is available as well as almost 50 databases that provide financial and market data, thousands of full-text journals, electronic books, country information and other business resources. With over 40 computer and AV workstations and 222 data ports for laptop connections, IBIC is a model electronic library with many paperless services. Students at the Glendale campus as well as those who are on internships, enrolled at Thunderbird Europe, in Latin America and elsewhere in the world have library support through extensive remote access capabilities. 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 will have a machine-readable ID number, and without it the computer system will not recognize you 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. There is no limit on the number of books that can be checked out at any given time. Only 2 reserve items may be checked out at the same time, however. 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 MAPS

Circulate for two (2) weeks; fine is $1/ per day.

VIDEOS, DVDS AND AUDIO CASSETTES

Circulate for seven (7) days; fine is $1/per day.

RESERVES

Circulate for two (2) hours; fine is $1/per hour per item.

A courtesy reminder is sent to borrowers by e-mail 3 days before books are due. No reminder is sent for videos because of the short loan period. 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, maps, videos, and audio cassettes may be renewed by calling 602-978-7232 or by bringing your items in to the Circulation Desk on or before the due date. Online renewal from on-campus and off is available via the "My Account" button on THOR. Books can be renewed up to six times, and videos/DVDs for 3 times unless a hold is played 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

- Fines can be paid through work performed in the IBIC at a rate of $9/hr.

- Appeals to reduce or cancel fines should be made *in writing* to the IBIC Associate Vice-President for Information Services. 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 Associate Vice-President 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. We enforce quiet in quiet areas; please do your talking elsewhere so it does not disturb others.

- To protect our materials and computers, please eat food outside of the IBIC and do not bring drinks inside unless they are in a permanent cup with a sturdy snap-on lid. Drinks in cans and paper cups can be left on the shelves by the entrance and picked up when you leave.

- We have a limited number of carrels and workstations; leaving belongings or programs open on computers to "hold" a seat is not permitted. 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. Please turn your cell phones off and make calls outside the building or in the copy alcoves where sound will be behind a door.

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THUNDERBIRD COMMUNITY REQUIREMENTS

THUNDERBIRD CODE OF HONOR AND CONDUCT

Upon matriculating at Thunderbird, each student <u>must actively abide by and support</u> 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 My Thunderbird (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, <u>expected</u> 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 the School 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 the behavior of students, faculty, or staff should submit a written letter or electronic communication to the Vice-President Full-Time programs. Students may also submit concerns anonymously through an ethical hotline which can be found either as a button on the left hand side of your 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. **The School 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 the School may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The Thunderbird Honor Council provides a method for adjudication of disciplinary/Honor Code violations that will be used in most situations. The Vice-President for Full-Time Programs 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.

BEHAVIORAL WITHDRAWAL POLICIES

RESTRICTED ACCESS / IMMEDIATE-ACTION WITHDRAWAL

If it is determined that a student's condition or behavior and continued presence on the School's campus or overseas modules pose an immediate threat to any individual (including the student in question), School property or School function, the Provost 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 Vice-President responsible for the program 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 Vice-President responsible for the academic program no later than three (3) 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 Provost 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 <u>voluntary withdrawal</u> 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 effected, 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 other's 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 Provost, designee, or Thunderbird Legal Counsel.

WITHDRAWAL PROCEDURES

Upon notification of a potential behavioral withdrawal, the Vice-President responsible for the academic program or designee will:

- arrange for an appropriate review process

- receive, investigate, and examine appropriate records and documentation

- provide an opportunity for the student to confer with the Vice-President for the academic program or designee to discuss the circumstances of the incident

- consult with the Behavioral Intervention Team, Honor Council officers, school faculty/staff and community agencies, as appropriate

- 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 hold 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 Vice-President responsible for the academic program or designee is final unless the student appeals the decision in writing within three (3) 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 School's 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 shall be based on the effective date of the withdrawal determined by the Registrar or designee.

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 Vice-President responsible for the program, or designee, and the Registrar will:

- consult with the Behavioral Intervention Team, including the Health Center

- consult with appropriate faculty, staff and community agencies

- contact parents, if appropriate

- 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 are defined by schedules in 21 U.S.C Chapter 13 (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, the School 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 that can be inhaled:

- can lead to stimulation

- reduced inhibition

- ultimately loss of consciousness

- heart failure and death

- cause 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 the School's own policies that reflect its concern for the health and well-being of its students.

Participants in Module Abroad Programs and Exchange Programs are bound by the policies set forth in this Bulletin 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 involves more than 10 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 (gym, rugby pitch, volleyball/tennis/racquetball/basketball courts, etc.).

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&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 alcohol event registration sheet available for Security at all times

- must not furnish alcohol to any obviously intoxicated person

- 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:

    o Zero (0) drinks for individuals who are under twenty-one (21), driving, chemically dependent, or pregnant

    o One (1) drink per hour for moderate drinking

    o No more than three (3) 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

- 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 10 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 non-compliant 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 the School's liquor license, personal consumption is allowed in, or immediately adjacent to, the following four (4) residential areas on campus:

Residential Area Approved for Personal Consumption	Adjacent Area Approved for Personal Consumption
A & B Dorms	The Fish
East Dorms	Coleman Lounge & adjacent barbeque area
West Dorms	Sobo Lounge & 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 & 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 Vice-President responsible for the program, or designee, and appropriate action will be taken.

- "Last Call" at the Pub is at 1:30 a.m.

- State law requires patrons to be outside the Pub by 2 a.m. and outside the patio by 2 a.m.

- Smoking is prohibited inside the Pub and within 20 feet of the entrance.

STATE SANCTIONS FOR ALCOHOL-RELATED OFFENSES

- The State of Arizona sets twenty-one 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:

  o shall be sentenced to serve not less than ten consecutive days in jail

  o shall pay a fine of not less than $250.00

  o may be ordered by a court to perform community restitution

  o shall pay additional assessments totaling $1000.00

  o 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 are defined by schedules in 21 U.S.C Chapter 13 (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. 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 PROGRAMS AND EXCHANGE PROGRAMS

Participants in Module Abroad Programs and Exchange Programs are bound by the policies set forth in this Bulletin regarding the possession and/or use of controlled substances, as well as the laws and regulations of the host nation.

FEDERAL AND STATE SANCTIONS FOR CONTROLLED SUBSTANCE-RELATED OFFENSES

- The following information concerns state and federal criminal penalties related to drug possession or use:
  - o 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.
  - o 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.

The School 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 Student Affairs. Please see the chart below for emergency help.

CONTACT NUMBERS FOR EMERGENCIES & CONFIDENTIAL ASSISTANCE

Service	Phone Number
Emergency 9-1-1	9-9-1-1 (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, firecrackers, 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 Student Affairs office, the School's Judicial Board, or the appropriate law enforcement agency.

SEXUAL ASSAULT, HARASSMENT AND RAPE PREVENTION

Thunderbird will not condone any form of sexual assault or harassment and is committed to educating the campus community in ways to prevent rape, acquaintance rape and other sexual offenses.

Thunderbird defines sexual assault 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.

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).

SEXUAL ASSAULT PROCEDURES AND REPORTING

Any student, employee, or visitor who is the victim of a sex offense, forcible or non-forcible, is encouraged to report the assault to campus authorities or the Glendale Police Department.

If a victim so chooses, s/he may be assisted by campus authorities in reporting the assault to the proper law enforcement authorities.

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.

After making the report, the victim is not obligated to continue with legal or school disciplinary action. The assault may be reported in person at:

- Thunderbird Security & Safety Department, or by calling 602-978-7223

- A Glendale Police Department precinct, or by calling 623-930-3000

- The Office of Student Services, or by calling 602-978-7332

After a sexual assault, 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 assault may also receive free, confidential, twenty-four hour, counseling by calling the 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.

Sexual assault is a criminal act, which subjects the perpetrator to criminal and civil penalties in state and federal courts. 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.

Students and employees are subject to applicable policies and disciplinary procedures, including policies prohibiting sexual harassment. Sanctions may include suspension or expulsion for student offenders or termination of employment for employees. Victims may commence a disciplinary action by submitting a written, signed statement detailing the incident to the Office of the Provost. The accuser and accused are entitled to the same opportunities to have others present during the disciplinary hearing, and in the case of sexual assault, both the accuser and accused shall be informed of the outcome.

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 Security & Safety Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

DISABILITIES AND SPECIAL ACCOMMODATIONS

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 non-discrimination 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, Title IX and Section 504 Coordinator
> Thunderbird School of Global Management
> Glendale, AZ 85306-6000; Telephone 602-978-7164

Inquiries regarding Federal Laws and Regulations concerning non-discrimination 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
> Tel: (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 Vice-President for Student Services and Program Support, the Associate Vice-President for Admissions and Financial Aid, and the Chairperson/Manager of the department involved, with the compliance officer serving as non-voting 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
> Web site: http://azppse.state.az.us

INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

The seal, logo and all other Thunderbird trademarks may not be used on marketing materials, Web sites, or any other medium, without the express written permission of the Marketing and Communication Department.

INTELLECTUAL PROPERTY

Students agree that all inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any related intellectual property rights, produced by the Student based upon a Student's work for, or exposure to, a Thunderbird course, project, materials, club, professor, employment or activity, shall be owned by Thunderbird. Students hereby assign such items to Thunderbird. If Students wish to retain any ownership or license rights to such items, it is the Student's responsibility to submit a prior written request to the Vice-President of Full-Time Programs and obtain appropriate approvals.

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 the School and its multiple programs. It is understood that, by registering as a student, Thunderbird is granted your consent to publish these photographs for publicity-related purposes.

COPYRIGHT

When copyrightable materials are produced by a student in the context of a student's work for a course or project, as a teaching assistant for a professor, or as a full- or part-time employee of any entity of the School, ownership of such materials shall belong to the School regardless of the form in which the work has been or is to be created. If materials are produced using any School facilities such as computers, copiers, typewriters, supplies, etc., the School has the right to use such materials. If students contemplate producing such materials outside of their relationship with the School, 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 confirmation has occurred.

NAME TRADEMARK

The official trademarked name of the School is "Thunderbird School of Global Management." Informally, or in subsequent use in writing, the name should read "Thunderbird," which is also a registered trademark. The logo and seal are also protected by trademark; all trademarks are registered in the U.S. and in several other countries. For address purposes, "Thunderbird" or "Thunderbird Campus" with the street address is acceptable. Checks should be made out to "Thunderbird."

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CAMPUS SAFETY & SECURITY

Thunderbird is concerned 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.*

Every campus building is equipped with both fire & security alarms. In addition, security cameras have been installed in several strategic locations around the campus to enhance security.

Safety & Security officers conduct vehicle, bicycle and foot patrols on-campus around the clock and are responsible for security and emergency response on the Thunderbird Campus. Safety & Security enforces 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 criminal activity to Thunderbird Safety & Security at ext. 7223. You may encounter a momentary silence when you call the Security Office if we are out handling other issues. Please stay on the line while the office phone rolls over to the cell phone we carry at all times. If a security officer is not immediately available, 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.

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:

- Exterior doors to residential areas and office buildings should never be propped open.

- Room doors should be locked even when a student leaves for a short period of time.

- Residents should ask visitors to identify themselves before allowing access to the building or to individual rooms.

- Cars should be locked at all times. Valuables in cars should be concealed.

- Suspicious-looking individuals or unsafe conditions should be reported immediately to Thunderbird Safety & Security.

- No firearms are allowed on campus.

- Personal belongings should be secured at all times.

- If you plan to go off-campus jogging, hiking or bicycling, let someone know where you are going and what time you plan to return.

OTHER SECURITY MATTERS

LOST & FOUND

If you lose something, check with the Thunderbird Safety & Security Office. We are the lost and found bureau for the Thunderbird family. If we don't have the item, we will take your name and contact information so that items recovered at a later date can be returned. Please take all found items to the Security Office as soon as possible so they can be returned to their original owner. You are urged to place your name on all belongings. If your name is present in a book, paper, etc., Safety & Security will contact you. After 30 days, unclaimed items are donated to the Bizarre Bazaar.

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). Report transfer of ownership to the Safety & Security Office.

TRAFFIC REGULATIONS

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. 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.

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 Finance and Administrative Services Department page prior to planning travel.

- 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.

ON-CAMPUS RESIDENCE POLICIES

RESIDENTIAL HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

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:

- TV sets with rabbit ears or built-in antennas (no exterior antennas are permitted)

- Radios

- Microwaves

- Small refrigerators

- Stereos

- Clocks

- Computers

- Coffee Makers

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.

REGULATIONS & 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. 7000 so the alarm can be reactivated.

- Student Responsibility: You should take every precaution against fires.

- Do not cook in your room.

- Do not tamper with smoke/heat detectors or fire alarm panels in some suites.

- Do not burn incense or candles.

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.

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.

THUNDERBIRD ADMINISTRATION

PRESIDENT
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PROVOST
Dr. Robert Widing

CHIEF FINANCIAL OFFICER
Mr. Tim Propp

SENIOR VICE-PRESIDENT, CORPORATE LEARNING
Ms. Beth Stoops

ASSOCIATE VICE-PRESIDENT, EXECUTIVE MBA PROGRAMS
Ms. Barbara Carpenter

DEAN OF FACULTY
Dr. Dale Davison

VICE-PRESIDENT & CHIEF DEVELOPMENT OFFICER
Ms. Joan Neice

VICE-PRESIDENT OF FULL-TIME PROGRAMS
Dr. Kay Keck

VICE-PRESIDENT FOR DISTANCE LEARNING PROGRAMS
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Additional information about Thunderbird faculty is available at:

http://www.thunderbird.edu/about_thunderbird/faculty/faculty_alphabetical/index.htm

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