THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

Najafi Global Mindset Institute

Student Catalog
Fall 2012 – Summer 2013

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT

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ACCREDITATION

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

SCHOOL NAME CHANGE

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

DEGREES CONFERRED

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

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

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

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FINANCIAL ASSISTANCE

THUNDERBIRD GOVERNANCE

WELCOME TO THUNDERBIRD

It is my pleasure to welcome you to Thunderbird School of Global Management.

You join the school during a fascinating time in the evolution of our global economy. At no other point in history has there been a greater need for professionals who possess the international management skills and global mindset needed to lead organizations to the next level of effectiveness, sustainability and positive impact.

For more than 65 years, Thunderbird graduates have been at the leading edge of every global paradigm shift. They are those rare individuals who possess the ability to navigate change, and they are global leaders who consistently transform challenges into opportunities.

Over the course of your study with us, our faculty will prepare you to become the next generation of T-birds who make a difference in the world. They will encourage you to grow as individuals. They will help you develop not only the skills needed to create innovative solutions to complex problems, but also the knowledge, character, and commitment that is required of those who create sustainable prosperity worldwide.

We live in a world that has never been more interconnected. Barriers of time, distance, language, culture, and belief systems hinder our collective progress. But the skills and global mindset you hone at Thunderbird will equip you to transcend these barriers and make a positive impact in the world.

Since 1946, Thunderbird has guided exceptional individuals like you to shape meaningful careers in global management. You are now a part of that grand tradition, which draws together the unparalleled expertise of our world-class faculty and the knowledge and personal experiences of fellow students who join you from virtually every corner of the world. I urge you to get involved and learn from this unique combination of resources at Thunderbird. Many of your professors and fellow students will be lifelong colleagues, business partners, friends, and sources of inspiration.

In short, there has never been a better time to be a Thunderbird. You have chosen to take part in an extraordinary education and life experience that will help you forge new pathways in your career and personal life. At the same time, you have joined a worldwide network of like-minded global citizens committed to the highest ethical standards and dedicated to creating real long-term value for their organizations and the communities in which they work and live.

Congratulations on your decision to become a T-bird, and best of luck with the hard work ahead. I look forward to our time together.

Dr. Kay Keck
Vice President, Full-Time Programs

THUNDERBIRD MISSION STATEMENT

The Thunderbird Mission Statement

We educate global leaders who create sustainable prosperity worldwide.

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

The Thunderbird Vision

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

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

Our Beliefs

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

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

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

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

THUNDERBIRD CODE OF HONOR AND CONDUCT

"Ethics, Value Systems, and Honor as a Way of Life"

I commit to live by these principles

Develop Trust through Honesty

- *Perform at the highest levels of excellence, as a member of the Thunderbird community, in my studies, research, and learning and in my personal, professional, and extra-curricular activities*

- *Maintain standards of exemplary integrity so that no place exists for lying, cheating, stealing, plagiarizing, piracy, or violating intellectual property rights, or for diminishing the personal liberties of fellow students, professors, or other persons or entities*

Respect All Members of the Community

- *Value diversity among colleagues and encourage cooperation by emphasizing positive human relationships and the honor of all people, whether pursuing personal or group results*

- *Behave in a professional manner, both on and off Thunderbird campuses, in order to secure my personal reputation and enhance that of the Thunderbird community*

Lead by Example

- *Have the courage to express disagreement respectfully, the strength to lead, and the wisdom to follow as essential parts of outstanding and mature character, always aiming to excel*

- *Confront all forms of unethical behavior or any inappropriateness including physical and emotional harassment; hold my colleagues and myself accountable, and, if necessary, report adverse issues to the Honor Council or appropriate administrative offices*

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ACADEMIC DEGREE AND CERTIFICATE PROGRAMS

Thunderbird offers six Masters-level degrees in the Full-Time Program:
- Master of Business Administration in Global Management (MBA-GM)
- Master of Global Management (M-GM) for select Post-MBA and Dual (partner) MBA students
- Master of Science in Global Management (MS-GM)
- Master of Science in Global Finance (MS-GF)
- Master of Science in Global Marketing (MS-MKT)
- Master of Arts in Global Affairs and Management (MA-GAM)

The Thunderbird/Peace Corps partnership provides an opportunity for students to combine academic course work with practical field experience in the business development sector to earn one of the degrees listed above. The degree program will consist of 3-4 trimesters of academic study, depending on the program pursued, including 3.0 credit hours for Peace Corps Service. Participants must apply to Peace Corps and Thunderbird School of Global Management separately.

Thunderbird provides an opportunity to earn the following Dual-Degrees listed below in partnership with the Vermont Law School:
- JD/MBA in Global Management
- JD/MS in Global Management
- JD/MA in Global Affairs and Management
- MBA in Global Management / Master of Environmental Law & Policy (MELP)
- MS in Global Management / Master of Environmental Law & Policy (MELP)
- MA in Global Affairs and Management/Master of Environmental Law & Policy (MELP)

Thunderbird offers eight certificates through the Full-Time Program:
- Certificate of Post-Graduate Study in Global Development
- Certificate of Post-Graduate Study in Global Entrepreneurship
- Certificate of Post-Graduate Study in Global Finance
- Certificate of Post-Graduate Study in Global Management
- Certificate of Post-Graduate Study in Global Marketing
- Certificate of Advanced Study (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.

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

ASSURANCE OF LEARNING

Thunderbird School of Global Management is committed to achieving the learning goals that correspond to the School's mission and values. Thunderbird directly measures student learning in 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. The Oral Proficiency Interview (OPI) exams taken at the end of language courses (ML-4020/4022) are mandatory and are administered at no cost to the student. Students are, however, responsible for any fees incurred for failure to take the OPI at the appointed time (no-show).

SCHEDULE CHANGES

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

STUDENT COHORTS

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

E-MAIL COMMUNICATIONS WITH STUDENTS

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

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

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

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

BARTON KYLE YOUNT

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

ALFRED K. KNIGHT

This award, presented in the name of Alfred K. Knight, one of the founders and officers of the American Institute of Foreign Trade, is conferred upon the MBA in Global Management student (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.

HONOR SOCIETY MEMBERSHIPS

BETA GAMMA SIGMA www.betagammasigma.org
The International Honor Society Beta Gamma Sigma recognizes the outstanding academic achievements of students enrolled in collegiate business and management programs accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

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

PI SIGMA ALPHA—THE NATIONAL POLITICAL SCIENCE HONOR SOCIETY
Each semester, a select number of graduating students are recognized for academic excellence in their coursework in the Global Development area. These students are honored with lifetime membership in Pi Sigma Alpha (www.pisigmaalpha.org).

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

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

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

ALUMNI DISCOUNT

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

SUMMARY OF ADMISSION REQUIREMENTS

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

MATRICULATION

Program	Fall	Spring	Summer
MBA Global Management	Yes	Yes	Only Immersion Language or Pre-Masters English
Masters in Global Management	Yes	Yes	Only Immersion Language or Pre-Masters English
Master of Arts in Global Affairs & Management	Yes	N/A	Only Immersion Language or Pre-Masters English
Master of Science Global Management Global Finance Global Marketing	Yes	N/A	Only Immersion Language or Pre-MBA
MA-GAM/MBA Articulation	N/A	Yes	Yes
MS-GM/MBA Articulation	Yes	Yes	Yes
MS-GF/MBA Articulation	N/A	Yes	Yes
MS-GMKT/MBA Articulation	N/A	Yes	Yes
Certificate of Global Studies Certificate of Advanced Global Studies	Yes	N/A	N/A
Certificate of Advanced Studies	Yes	Yes	N/A
Certificate of Post-Graduate Studies	Yes	Yes	N/A
Pre-Masters English	Yes	N/A	Yes

GENERAL PROGRAM REQUIREMENTS

MACRO/MICRO ECONOMICS

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

- Completed undergraduate courses in both Microeconomics and Macroeconomics with a grade of "B" or better
- Successfully completed the CLEP exam
- Successfully completed Thunderbird's Online Economics Boot Camp.

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

GMAT/GRE

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

ENGLISH LANGUAGE PROFICIENCY

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

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

English Language Proficiency Exam Requirements

	TOEFL				
	IBT	CPT	PBT	IELTS	PTE
Direct entry	100+	250+	600+	7.5+	68+
English Boot Camp	98-99	247	597	7.0	67
Pre-MBA/Masters Intensive English Program	79-97	213-243	550-593	6.5	53-66
*GMAT verbal score is also considered, and certain scores may require enrollment in English programs.					

Prospective students with 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.

SPECIFIC PROGRAM REQUIREMENTS

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

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

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

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

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

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

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

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

MBA IN GLOBAL MANAGEMENT

Students matriculating under this Student Catalog 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 AND ACCELERATED PROGRAMS OVERVIEW

Credit Requirements	Traditional	Accelerated
Core	36 credits	28.5 credits
Total Electives	12-18 credits	6-12 credits
Concentration	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 a GF or Language course 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 Academic Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

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 online economics course. 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 is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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 CONCENTRATION 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 may choose not to elect a concentration by taking any combination of electives. All concentrations require a minimum of 12 credit hours of designated electives. Students are allowed only one concentration per degree during the completion of their graduation requirements.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

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

- An approved <u>Winterim or Summerim</u> course outside the student's country of primary citizenship or permanent residence.
- An approved <u>Thunderbird 3-credit-hour internship</u> 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 <u>Thunderbird Exchange Program</u> 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 three 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 <u>Thunderbird Module Abroad</u> 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, course packs, materials, travel, and living expenses related to the program.
- Successful completion of a <u>Thunderbird Language Immersion Program</u> outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.
- Successful completion of a Thunderbird Emerging Markets Laboratory (TEM Lab) outside of the student's country of primary citizenship or permanent residence.

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. The 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   Organizational Consulting: Basics and Practicum
- GF 5280   Corporate Partners
- GF 5524   Analysis for Strategic Marketing
- GST 5430   Technology Policy and Entrepreneurship
- GF 5250   Multinational Corporate Finance (FORAD)
- GF 5712   Business Intelligence and Competitive Assessment
- GF 5422   Global Business Plan Development
- CP-5006   TEM lab

If a student completes a TIE II elective that is approved for their declared concentration, the three credit hours will be counted toward the concentration requirement, and the TIE II 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 (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, Business Report Writing, and Career Action Networking Lab. 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 included in the first trimester tuition 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 Program must 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 six 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 three credits of language and three 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 concentration. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take three credits of language and nine additional elective credits. Accelerated students required to take three or more language credits may not be eligible to complete a concentration.

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

Students can apply a maximum of six 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 Academic 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 twelve months 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 Workshop.

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 concentration/TGE or language/TGE. However, only three credit hours may be counted toward the degree requirements. The total number of credit hours to complete the degree will not be reduced by simultaneously completing two requirements.

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

- 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 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 graduation requirements only once: (1) concentration, (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 Academic 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 catalog for more information and eligibility criteria.

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

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

MODULE(S) ABROAD

- **TRADITIONAL STUDENTS**
  Traditional students may be eligible to participate in the Module(s) Abroad Program (i.e., Peru, 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 catalog for more information and eligibility criteria.

- **ACCELERATED STUDENTS**

  The Accelerated Program is not designed for students to participate in a Module Abroad. Alternative off-campus options may be available for Accelerated students. Students should consult with an Academic Advisor for more information.

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 Program" section of this catalog 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 Academic 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 credits of concentration coursework, three Thunderbird Global Experience (TGE) credits, three Thunderbird Integrative Experience (TIE II) credits, and six language/elective credits. Students are also required to complete Foundations and at least three Professional Development Workshops 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., concentration 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 Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Trimester 1—Modules 1 & 2 (15.0 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)
GM 4405 Ethics and Governance for the Global Enterprise (1.5)	GM 4501 Global Marketing Strategy (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 (15.0 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 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
GM 4502 Global Marketing Management (1.5)	GM 4210 Global Economics (1.5)
GM 4800 Cross-Cultural Communication (1.5)	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 Workshops 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 4801 Global Negotiations (1.5)	GM 4404 Global Enterprise: Entrepreneurship & Family Business (1.5)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
Language OR concentration course	Language OR concentration course
Concentration course or elective	Concentration course or elective
Concentration course or elective	Concentration course or elective

Module 7—First Module	Module 8—Second Module
GF 5XXX Thunderbird Integrative Experience (TIE II) (3)	GF 5XXX Thunderbird Integrative Experience (cont.)
Concentration courses (3 credits)	Concentration courses (cont.)
Concentration courses (3 credits)	Concentration courses (3 credits)
Language OR concentration course(s) (3)	Language OR concentration 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 concentration/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 concentration/elective/language credits, three Thunderbird Global Experience (TGE) credits, and three 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., concentration 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 Academic 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 and 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 4405 Ethics and Governance for the Global Enterprise (1.5)	GM 4404 Global Enterprise: Entrepreneurship and Family Business (1.5)
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)
Concentration course	GM 4210 Global Economics (1.5)
Language OR concentration course	Language OR concentration 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 Workshops 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 concentration course	Language OR concentration course
Concentration course	Concentration course
Concentration 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 three-credit internship
Winterim or Summerim	Thunderbird Global Experience (TGE) OR concentration/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 an MBA degree from another qualified institution (Post).

The Master of Global Management is a 42-credit program, with 12 credits transferred from the partner institution and the remaining 30 credits completed in residence at Thunderbird. The Thunderbird portion of the program is designed for a Dual-Degree or Post-MBA student to successfully complete a minimum requirement of 30 credit hours of 4000- and 5000-level course work above the fundamental business core level in two trimesters and a Winterim/Summerim, excluding an internship. Fifteen of the 30 credit hours are required Thunderbird core courses, and the remaining 12 credit hours are a combination of elective courses, language courses, and the three-credit Thunderbird Global Experience (TGE) requirement. Students who meet the language requirement through the TOEFL/IELTS/PTE 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 Thunderbird. Students in the full-time Dual-Degree Program must start at the partner school and finish at Thunderbird unless otherwise specified per the agreement of Thunderbird and the partner school.

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

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

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

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

PROGRAM PREREQUISITES

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

- **REQUIRED FUNDAMENTAL BUSINESS COURSES**

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

  - o 3 credit hours of Accounting
  - o 3 credit hours of Finance
  - o 3 credit hours of Marketing

- o 1.5 credit hours of Organizational Behavior
- o 1.5 credit hours of Data Analysis or equivalent
- o 1.5 credit hours of Operations Management

Students who have not completed the requisite coursework for waivers will be expected to complete the outstanding course(s) at Thunderbird. Students will be responsible for all costs associated with additional coursework, and acknowledge that their anticipated date of completion may be affected as well.

- **TRANSFER CREDIT**

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

FOUNDATIONS

Foundations is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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 CONCENTRATION 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 choose not to have a concentration by taking any combination of designated electives. All concentrations require a minimum of 12 credit hours of electives. Students are allowed only one concentration during the completion of their graduation requirements. Students who have not waived their language requirement prior to beginning their program at Thunderbird may not be eligible to declare a concentration.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the Master of Global Management 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 six 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 three credits of language and three additional elective credits.

Students can apply a maximum of six 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 Academic 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 12 months of matriculation.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

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

- 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. Approved Winterim/Summerim courses may be used to satisfy more than one graduation requirement such as a concentration 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 concentration, the three credit hours will be counted toward the concentration 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 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-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.
- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.

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 Workshops are Business Report Writing, Business Presentations and Public Speaking, Career Action Network Lab, and Multicultural Teams and Leadership. The fee for these courses is included in the first trimester tuition charges.

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. A Winterim, Summerim, TEM Lab, and Immersion Language Program is considered as in residence.

OVERVIEW OF THE DUAL- AND POST-MBA PROGRAMS

The Dual-Degree and Post-MBA Programs are designed to be completed in two 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 or the need to complete fundamental business courses may extend the student's anticipated graduation date and may have an adverse effect on financial aid eligibility and/or visa status. Students must consult with both their Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

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 4404 Global Enterprise: Entrepreneurship and Family Business (1.5)	GM 4405 Ethics and Governance for the Global Enterprise (1.5)
Language OR concentration course (3)[1]	GM 4210 Global Economics (1.5)
Concentration course(s) (4.5)	Language OR concentration course (cont.)
CS 1000 Career Management Seminar[2]	Concentration course(s) (cont.)

[1] *If the student owes 6 credits of language, language coursework must begin in Trimester 1. If the student owes 3 language credits, s/he may choose to register the remaining 3 credits in either Trimester 1 or Trimester 2.*
[2] *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)
Concentration courses (4.5)	GM 5486 Global Leadership (1.5)
Language OR concentration course (3)	Concentration courses (cont.)
	Language OR concentration course

Additional Activities

Activity	Method
Thunderbird Integrative Experience (TIE) I	Foundations
Thunderbird Global Experience (Required—3 credits)	Approved Winterim/Summerim Approved and registered three-credit Internship
Winterim/Summerim[3]	Thunderbird Global Experience (TGE) OR concentration/elective OR language
Internship[4]	Elective

[3] *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: concentration, language, or elective/TGE.*
[4] *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/MASTER OF ARTS

Thunderbird offers four Master of Science/Master of Arts degrees: MS in Global Management, MS in Global Finance, MS in Global Marketing, and MA in Global Affairs and Management. These programs are designed for candidates with or without work experience to develop skills for careers in global business and global affairs. All four programs require students to complete a minimum of 45 credit hours of core and elective credit, or a maximum of 51 credit hours if language training is required. The core program components of each of these programs parallel the full-time MBA Program, and select students in each of these programs may articulate into the MBA-GM after completion of their program.

MASTER OF SCIENCE/MASTER OF ARTS PROGRAMS OVERVIEW

Credit Requirements	MS-GM	MS-GF MS-GMKT	MA-GAM
Core	36 credits	27 credits	27 credits
Concentration	N/A	12 credits	12 credits
Thunderbird Global Experience	3 credits	3 credits	3 credits
Free Electives	6 credits	3 credits	3 credits
Language	0-6 (*Waivable*)	0-6 (*Waivable*)	0-6 (*Waivable*)

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 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, three Thunderbird Global Experience (TGE) credits, and six free elective credits and six hours of language credits if needed. 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, or 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 Academic Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

MS-GM Schedule

Summer 2012	Fall 2012	Winterim 2013	Spring 2013	Summerim 2013	Summer 2013	Fall 2013
Intensive/Immersion language and/or Boot Camps[1] 0-6 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 language program and/or online Boot Camps.
[2] Required if the TGE was not completed in Winterim.

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 is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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) provides a broad-based core curriculum across all business disciplines, including accounting, finance, management, marketing, statistics, global political economy, regional business environment, and cross-cultural communication and negotiations.

ELECTIVE COURSES

Students in the MS-GM Program must complete six credit hours of electives. Please refer to the course descriptions for eligible courses.

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

  Elective courses taken during the MS-GM Program can be used to satisfy individual concentration requirements in the MBA Program, but will not reduce the total number of credit hours required for the MBA concentration. 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 recorded by the first day of Foundations. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students have the following options to satisfy the TGE graduation requirement:

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

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 included in the first trimester tuition 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 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), total credit hours for the program are reduced to a minimum of 45 credits. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), total credit hours are reduced to 48 credits. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

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

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.

- 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 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 Program.

INTERNSHIPS

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

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

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

NOTE: Students are allowed a maximum combined total of 6.33 Winterim, 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 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 Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Trimester 1 (15 credits)

Module 1—First Module	Module 2—Second Module
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
ACT 4000 Accounting from a Global Perspective I (1.5)	FIN 4000 Finance from a Global Perspective I (1.5)
QUA 4000 Quantitative Methods (1.5)	QUA 4002 Decision Science (1.5)
MGT 4001 Managing People from a Global Perspective (1.5)	MGT 4002 Strategic Management I (1.5)
MKT 4001 Marketing from a Global Perspective I (1.5)	MGT 4405 Ethics and Governance for the Global Enterprise (1.5)
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 (15 credits)

Module 3—First Module	Module 4—Second Module
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3)	CCC 4000 Communication & Negotiations Across Cultures (cont.)
ACT 4001 Accounting from a Global Perspective II (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
FIN 4001 Finance from a Global Perspective II (1.5)	FIN 4002 Finance from a Global Perspective III (1.5)
ECN 4000 Global Economics (1.5)	MKT 4002 Marketing from a Global Perspective II (1.5)
PD 1001 Business Presentations and Public Speaking Workshop[2]	PD 1000 Business Report Writing[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 Workshops; students may take the remaining course at no additional charge.

Trimester 3 (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)
ENT 4001 Global Entrepreneurship (1.5)	OPS 4000 Operations from a Global Perspective (1.5)
Elective (3)	Elective (cont.)
Elective (3)	Elective (cont.)

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Thunderbird Intensive/Immersion Language	Summer
Internship	Summer
Independent Studies[3]	

[3] 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 SCIENCE IN GLOBAL FINANCE

The curriculum for the Master of Science in Global Finance (MS-GF) is designed for a student to complete the program in three trimesters (Fall, Spring, Fall) and a Winterim or Summerim unless language requirements have not been met. MS-GF courses are not offered in the Summer trimester; students may choose to do an internship, intensive language study, or gain additional work experience during the summer months.

Students in this program are required to successfully complete a minimum of 45–51 credit hours of course work depending on language waivers: 27 core credits, three Thunderbird Global Experience (TGE) credits, 12 credits of electives in Global Finance, three credits of free electives, and six language credits if required. 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 (45–51 credits) may take a GF or Language course 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 Academic Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

MS-GF Schedule

Summer 2012	Fall 2012	Winterim 2013	Spring 2013	Summerim 2013	Summer 2013	Fall 2013
Intensive/Immersion language and/or Boot Camps[1] 0-6 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 language program and/or online Boot Camps.
[2] Required if the TGE was not completed in Winterim.

SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF SCIENCE IN GLOBAL FINANCE

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 online economics course. 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 in Global Leadership is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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 Finance (MS-GF) provides a core curriculum in finance along with additional coursework in accounting, management, marketing, statistics, global political economy, regional business environment, and cross-cultural communication and negotiations.

ELECTIVE COURSES

Students in the MS-GF Program must complete 12 credit hours of electives in Global Finance. Please refer to the course descriptions for eligible courses.

- **NOTE TO MS-GF STUDENTS PLANNING TO ARTICULATE INTO THE MBA-GM PROGRAM**
  Elective courses taken during the MS-GF Program can be used to satisfy individual concentration requirements in the MBA Program, but will not reduce the total number of credit hours required for the MBA concentration. Students planning to articulate should meet with an Academic Advisor early in their MS-GF 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 as recorded on the first day of Foundations. Students with dual citizenship will not receive TGE credit for coursework completed in either country of citizenship. Students should also factor in the cost of travel and living expenses when considering one of the options below for their academic/professional needs. 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.
- A registered Thunderbird 3-credit-hour internship outside the student's country of primary citizenship or permanent residence as recorded on the first day of Foundations. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and all second trimester courses. Students are responsible for paying the tuition, insurance charges, and all other expenses related to the internship.
- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.

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 included in the first trimester tuition 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-GF degree. Non-native English speakers who meet the admission requirements for the MS-GF 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-GF 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 program is reduced to 45 credit hours total. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the student must take three credits of language for a total of 48 credit hours total to complete their program. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

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

OPTIONAL ACTIVITIES: MASTER OF SCIENCE IN GLOBAL FINANCE

WINTERIM/SUMMERIM

MS-GF 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.

- 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 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 articulating into the MBA-GM Program.

INTERNSHIPS

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

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

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

NOTE: Students are allowed a maximum 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-GF Program may only register an internship for .33 credits.

OPTIONAL EXCHANGE PROGRAM

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

OVERVIEW OF THE MS-GF PROGRAM

The MS-GF Program is designed to be completed in three trimesters (Fall, Spring, Fall) and a Winterim or Summerim with language waivers. Following the schedule below will allow students to satisfy graduation requirements within this timeframe. It is highly recommended that students who need the full language requirement complete their language requirements through the Thunderbird Language Immersion Program during the summer prior to beginning their program. 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 Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Trimester 1 (15 credits)

Module 1—First Module	Module 2—Second Module
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
FIN 4000 Finance from a Global Perspective I (1.5)	FIN 4001 Finance from a Global Perspective II (1.5)
QUA 4000 Quantitative Methods (1.5)	QUA 4002 Decision Science (1.5)
ACT 4000 Accounting from a Global Perspective I (1.5)	MGT 4466 Managing the Global Business (1.5)
MKT 4001 Marketing from a Global Perspective I (1.5)	MGT 4405 Ethics and Governance in the Global Enterprise (1.5)
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 (15 credits)

Module 3—First Module	Module 4—Second Module
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3)	CCC 4000 Communication & Negotiations Across Cultures (cont.)
ACT 4001 Accounting from a Global Perspective II (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
ECN 4000 Global Economics (1.5)	Concentration/Elective (1.5)
FIN 4002 Finance from a Global Perspective III (1.5)	Concentration/Elective (1.5)
PD 1001 Business Presentations and Public Speaking Workshop[2]	PD 1000 Business Report Writing[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 Workshops; students may take the remaining course at no additional charge.*

Trimester 3 (12 credits)

Module 5—First Module	Module 6—Second Module
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration/Elective (1.5)	Concentration/Elective (1.5)

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Thunderbird Immersion Language	Summer
Internship	Summer
Independent Studies[3]	

[3] 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 SCIENCE IN GLOBAL MARKETING

The Master of Science in Global Marketing (MS-GMKT) is a 45–51-credit-hour program, depending on language waivers. The curriculum with language waivers is designed to be completed in three trimesters (Fall, Spring, Fall) and a Winterim or Summerim. MS-GMKT core 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 45–51 credit hours of course work depending on language waivers: 27 core credits, three Thunderbird Global Experience (TGE) credits, 12 credits of electives in Global Marketing, three credits of free electives, and six language credits if required. 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 (45–51 credits) may take a GF or Language course 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 Academic Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

MS-GMKT Schedule

Summer 2012	Fall 2012	Winterim 2013	Spring 2013	Summerim 2013	Summer 2013	Fall 2013
Intensive/Immersion language and/or Boot Camps[1] 0-6 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 language program and/or online Boot Camps.
[2] Required if the TGE was not completed in Winterim.

SUMMARY OF INSTITUTIONAL REQUIREMENTS:
MASTER OF SCIENCE IN GLOBAL MARKETING

PROGRAM PREREQUISITES

Students must have either completed undergraduate course work in Microeconomics and Macroeconomics with a grade of "B" or better, successfully completed the CLEP exam, or successfully completed Thunderbird's online economics course. 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 is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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 Marketing (MS-GMKT) provides a core curriculum in marketing along with additional coursework in accounting, finance, management, statistics, global political economy, regional business environment, and cross-cultural communication and negotiations.

ELECTIVE COURSES

Students in the MS-GMKT Program must complete 12 credit hours of electives in Global Marketing. Please refer to the course descriptions for eligible courses.

- **NOTE TO MS-GMKT STUDENTS PLANNING TO ARTICULATE INTO THE MBA-GM PROGRAM**
  Elective courses taken during the MS-GMKT Program can be used to satisfy individual concentration requirements in the MBA Program, but will not reduce the total number of credit hours required for the MBA concentration. Students planning to articulate should meet with an Academic Advisor early in their MS-GMKT 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 should also factor in the cost of travel and living expenses when considering a course that is appropriate for their academic/professional needs. 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 registered Thunderbird 3-credit-hour internship outside the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and all second trimester courses. Students are responsible for paying the tuition, insurance charges and all other expenses related to the internship.
- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.

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 included in the first trimester tuition 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-GMKT Program. Non-native English speakers who meet the admission requirements for the MS-GMKT 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-GMKT 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 program is reduced to a minimum of 45 credit hours. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the program is reduced to a minimum of 48 credit hours. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

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

OPTIONAL ACTIVITIES: MASTER OF SCIENCE IN GLOBAL MARKETING

WINTERIM / SUMMERIM

MS-GMKT 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.

- 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 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 Program.

INTERNSHIPS

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

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

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

NOTE: Students are allowed a maximum 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-GMKT Program may only register an internship for .33 credits.

OPTIONAL EXCHANGE PROGRAM

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

OVERVIEW OF THE MS-GMKT PROGRAM

The MS-GMKT Program is designed to be completed in three 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 Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Module 1—First Module	Module 2—Second Module
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
MKT 4001 Marketing from a Global Perspective I (1.5)	MKT 4002 Marketing from a Global Perspective II (1.5)
QUA 4000 Quantitative Methods (1.5)	QUA 4002 Decision Science (1.5)
ACT 4000 Accounting from a Global Perspective I (1.5)	MGT 4466 Managing the Global Business (1.5)
FIN 4000 Finance from a Global Perspective I (1.5)	MGT 4405 Ethics and Governance in the Global Enterprise (1.5)
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.*

Module 3—First Module	Module 4—Second Module
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3)	CCC 4000 Communication & Negotiations Across Cultures (cont.)
FIN 4001 Finance from a Global Perspective II (1.5)	GF 4531 Global Marketing Research (1.5)
ECN 4000 Global Economics (1.5)	ACT 4002 Accounting from Global Perspective III (1.5)
PD 1001 Business Presentations and Public Speaking Workshop[2]	Concentration/Elective credit (1.5)
	PD 1000 Business Report Writing[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 Workshops; students may take the remaining course at no additional charge.*

Module 5—First Module	Module 6—Second Module
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration/Elective (1.5)
Concentration/Elective (1.5)	

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Thunderbird Immersion Language	Summer
Internship	Summer
Independent Studies[3]	

[3] *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 a 45–51-credit-hour program designed for a student to complete the program in three 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 45–51 credit hours of course work depending on language waivers: 27 core credits, three Thunderbird Global Experience (TGE) credits, 12 credits of electives in Global Affairs, three credits of free electives, and six language credits if required. 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 a GF or Language course 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 Academic Advisor and their Financial Aid Advisor before adding additional credits to their schedule.

MA-GAM Schedule

Summer 2010	Fall 2010	Winterim 2011	Spring 2011	Summerim 2011	Summer 2011	Fall 2011
Intensive/Immersion language and/or Boot Camps[1] 0 or 6 credits	Trimester 1 15 Credits	TGE 3 Credits	Trimester 2 12 Credits	TGE (optional)[2] 3 Credits	Off or Intern	Trimester 3 15 Credits

[1] Students may or may not be required to attend the language program and/or online Boot Camps.
[2] Required if the TGE was not completed in Winterim.

SUMMARY OF INSTITUTIONAL REQUIREMENTS: MASTER OF ARTS IN GLOBAL AFFAIRS AND 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 online economics course. 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 is a graduation requirement. All degree-seeking students are expected to attend Foundations the week prior to the first week of classes. 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 and Management (MA-GAM) provides a core curriculum in global affairs, regional business environment, and cross-cultural communication and negotiations, along with additional coursework in accounting, finance, management, marketing, and statistics.

ELECTIVE COURSES

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

- **NOTE TO MA-GAM STUDENTS PLANNING TO ARTICULATE INTO THE MBA PROGRAM**
  Elective courses taken during the MA-GAM Program can be used to satisfy individual concentration requirements in the MBA Program, but will not reduce the total number of credit hours required for the concentration. 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.
- A registered Thunderbird 3-credit-hour internship outside the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and all second trimester courses. Students are responsible for paying the tuition, insurance charges and all other expenses related to the internship.
- 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 three 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, course packs, materials, travel expenses, and living expenses related to the program.
- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Thunderbird offers the following Professional Development Workshops: Career Management Seminar (required*), Business Presentations and Public Speaking, Business Report Writing, and Career Action Networking Lab. Students are required to complete at least two of these 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 included in the first trimester tuition 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 Program. Non-native English speakers who meet the admission requirements for the MA-GAM 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 total credit hours in the program is reduced to 45 credits. If the language requirement is partially satisfied through the OPI exam (ML 4015 level), the total credit hours for the program is reduced to 48 credits. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

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

OPTIONAL ACTIVITIES: MASTER OF ARTS IN GLOBAL AFFAIRS AND 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.

- 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 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 Program.

INTERNSHIPS

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

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

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

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

OVERVIEW OF THE MA-GAM PROGRAM

The MA-GAM Program is a 45–51-credit-hour program designed to be completed in three trimesters (Fall, Spring, Fall) and a Winterim or Summerim with language waivers. 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 Academic Advisor and their Financial Aid Advisor before opting to deviate from this schedule.

Trimester 1 (15 credits)

Module 1—First Module	Module 2—Second Module
GST 4001 States & Markets in the Global Political Economy (3)	GST 4001 States & Markets in the Global Political Economy (cont.)
MGT 4002 Strategic Management I (1.5) ACT 4000 Accounting from a Global Perspective I (1.5) GST 4003 Global Affairs Theory: Power and Principle I (1.5)	MGT 4001 Managing People from a Global Perspective (1.5)
	FIN 4000 Finance from a Global Perspective I (1.5)
	QUA 4000 Quantitative Methods (1.5)
MKT 4001 Marketing from a Global Perspective I (1.5) CS 1000 Career Management Seminar[1]	MGT 4405 Ethics and Governance in the Global Enterprise (1.5)

[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 (12 credits)

Module 3—First Module	Module 4—Second Module
GM 46XX Regional Business Environment (3)	GM 46XX Regional Business Environment (cont.)
CCC 4000 Communication & Negotiations Across Cultures (3)	CCC 4000 Communication & Negotiations Across Cultures (3)
ECN 4000 Global Economics (1.5)	MKT 4002 Marketing from a Gl. Perspective II (1.5)
PD 1001 Business Presentations and Public Speaking[2]	GST 4004 Global Affairs Theory: Power and Principle II (1.5)
	GST 4002 Global Affairs Methods (1.5)
	PD 1000 Business Report Writing[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 Workshops; students may take the remaining course at no additional charge.

Trimester 3 (15 credits)

Module 5—First Module	Module 6—Second Module
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration (1.5)	Concentration (1.5)
Concentration/Elective (1.5)	Concentration/Elective (1.5)

Additional Activities

Activity	Period
Thunderbird Global Experience (TGE)	Winterim/Summerim
Thunderbird Intensive/Immersion Language	Summer
Internship	Summer
Independent Studies[3]	

[3] 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.

ARTICULATION BETWEEN MASTER OF SCIENCE/MASTER OF ARTS DEGREES AND MBA-GM

SUMMARY OF ADMISSIONS REQUIREMENTS

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

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

GRADE POINT AVERAGE

Eligible students are those who maintain at least a 3.200 cumulative grade point average in the Master of Arts or Master of Science Programs.

MA and MS 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 and MA 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:

- Students without any post-baccalaureate work experience prior to the MS or MA Program
  - o 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.
- Students with some (less than one year) post-baccalaureate work experience prior to the MS or MA Program
  - o 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.
- Students with at least one year of post-baccalaureate work experience prior to the MS or MA Program may articulate 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/MA credit hours. Students will not receive credit toward the MBA degree for coursework taken prior to or during the completion of the MS/MA degree.

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

Courses completed as elective coursework in the MS/MA Programs may satisfy individual concentration requirements in the MBA-GM Program, but the credit hours will not reduce the total number of credit hours required for concentration or the degree. Students must still complete 12 post-MA/MS credit hours in the MBA Program to earn the concentration. In addition, TIE II-eligible coursework completed in the MS/MA 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   Organizational Consulting: Basics & Practicum
- GF 5820   Corporate Partners
- GF 5524   Analysis for Strategic Marketing
- GST 5430   Technology Policy and Entrepreneurship
- GF 5250   Multinational Corporate Finance (FORAD)
- GF 5712   Business Intelligence and Competitive Assessment
- GF 5422   Global Business Plan Development
- CP-5006   TEM Lab

If a student completes a TIE II elective that is approved for their declared concentration, the three credit hours will be counted toward the concentration 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).

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.

CONCENTRATION 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 choose not to have a concentration by taking any combination of designated electives. All concentrations require a minimum of 12 credit hours of electives. Students are allowed only one concentration during the completion of their graduation requirements per program.

If the student completes a TIE II course that will also satisfy a concentration requirement, the three credit hours will be applied toward the concentration 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 concentration 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 include additional expenses such as costs for travel, meals, lodging, etc., in addition to tuition.

INTERNSHIPS

Articulating MS and MA 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).

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 (OPT)

International students are limited to one period of Optional Practical Training 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), 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 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
GF 5XXX Thunderbird Integrative Experience (TIE II) (3) or Elective	GF 5XXX Thunderbird Integrative Experience (TIE II) (3) or Elective (cont.)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)

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)

Module 3—First Module	Module 4—Second Module
GF 5XXX Thunderbird Integrative Experience (TIE II) or elective (3)[1]	GF 5XXX Thunderbird Integrative Experience or elective (cont.)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)
Concentration course or elective(1.5)	Concentration course or elective(1.5)

[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-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 4404 Global Enterprise (1.5)	GM 4319 Global Operations Management (1.5)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
Elective (1.5)	Elective (1.5)

Optional Activities (0-6 credits)

Activity	Period
Elective	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
GF 5XXX Thunderbird Integrative Experience (TIE II) (3)[1]	GF 5XXX Thunderbird Integrative Experience (cont.)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)

[1] *Courses taken in the MA-GAM Program cannot satisfy this requirement. Previous coursework cannot be repeated in the MA-MBA Program.*

OVERVIEW OF THE MS-GF TO MBA-GM PROGRAM
Trimester 1 (12-15 credits)

Module 1—First Module	Module 2—Second Module
GM 4404 Global Enterprise (1.5)	Elective (1.5)
GM 5470 Global Strategy (1.5)	GM 5486 Global Leadership (1.5)
GM 4502 Global Marketing Management (1.5)	GM 4319 Global Operations Management (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)

Optional Activities (0-6 credits)

Activity	Period
Elective	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
GF 5XXX Thunderbird Integrative Experience (TIE II)[1]	GF 5XXX Thunderbird Integrative Experience (cont.)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)
Elective (1.5)	Elective (1.5)

[1] *Courses taken in the MS-GF Program cannot satisfy this requirement. Previous coursework cannot be repeated in the MS-MBA Program.*

OVERVIEW OF THE MS-GMKT TO MBA-GM PROGRAM
Trimester 1 (12-15 credits)

Module 1—First Module	Module 2—Second Module
GM 5470 Global Strategy (1.5)	GM 4404 Global Enterprise (1.5)
Elective (1.5)	GM 5486 Global Leadership (1.5)
Elective (1.5)	GM 4102 Managerial Decision Making (1.5)
Elective (1.5)	GM 4319 Global Operations Management (1.5)
Elective (1.5)	GM 4203 Global Financial Management (1.5)

Optional Activities (0-6 credits)

Activity	Period
Elective	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
GF 5XXX Thunderbird Integrative Experience (TIE II) (3)[1]	GF 5XXX Thunderbird Integrative Experience (cont.)
Concentration/ Elective (1.5)	Concentration/ Elective (1.5)
Concentration/ Elective (1.5)	Concentration/ Elective (1.5)
Concentration/ Elective (1.5)	Concentration/ Elective (1.5)
Concentration/ Elective (1.5)	Concentration/ Elective (1.5)

[1] *Courses taken in the MS-GMKT Program cannot satisfy this requirement. Previous coursework cannot be repeated in the MS-MBA Program.*

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.

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

SUMMARY OF ADMISSION REQUIREMENTS TO THUNDERBIRD

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

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.

GLOBAL PROFESSIONAL DEVELOPMENT WORKSHOPS

Thunderbird offers the following Professional Development Workshops: Career Management Seminar (required*), Business Presentations and Public Speaking, and Business Report Writing. These "soft skills" workshops are designed to enhance students' competitiveness in the market. The fee for these courses is included in the first trimester tuition charges.

- MBA students are required to complete a minimum of two Professional Development Workshops.
- MA-GAM and MS-GM students are required to complete a minimum of one Professional Development Workshop.

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.

THUNDERBIRD GLOBAL EXPERIENCE (TGE)

TGE courses purposely aim to contribute meaningfully to the student's development of a global mindset. 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 concentration/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 concentration, the three credit hours will be counted toward the concentration 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 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 registered Thunderbird 3-credit-hour internship outside of the student's country of primary citizenship or permanent residence. This option is available provided the student is in good academic standing and has successfully completed all program prerequisites, Foundations, and required coursework. Students are responsible for paying the tuition and insurance charges and other expenses related to the internship.

- Successful completion of a Thunderbird Language Immersion Program outside of the student's country of primary citizenship or permanent residence. Students should contact language@thunderbird.edu for more information about these programs.

*Accelerated students requiring six credits of language are not eligible to partake in a Thunderbird Global Experience.

LANGUAGE REQUIREMENT

Proficiency in a second language is required for graduation from the Thunderbird/VLS Dual-Degree Program. Non-native English speakers who meet the admission requirements for the Dual-Degree Program satisfy the graduation requirement for language.

- **TRADITIONAL STUDENTS**
  The Dual-Degree 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 six 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 three credits of language and three additional elective credits. For more information about the OPI or to schedule an exam, please contact language@thunderbird.edu.

- **ACCELERATED STUDENTS**
  Students in the Accelerated Program have two options to satisfy their language requirement:
  o Waive the requirement through the OPI prior to beginning their program
  o Enroll in a 6-credit Summer Language Immersion Program prior to beginning their program

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

FUNCTIONAL CONCENTRATION COURSES

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

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 the requisite number of Professional Development Workshops (two for MBA Programs, one for MA/MS Programs).

J.D. DEGREE REQUIREMENTS

- Students must complete 87 semester credits, including a minimum of 72 JD-only credits.
- Minimum cumulative grade point average of 2.200 required for successful completion of the JD degree from VLS.
- Students must satisfactorily complete all required JD courses at VLS (for specifics related to required courses in the JD degree, please refer to the VLS catalog or contact Assistant VLS Dean Clara Giménez).
- 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-month requirement for JD Dual-Degree Program students.

MASTER OF ENVIRONMENTAL LAW & POLICY (MELP) DEGREE REQUIREMENTS

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

OVERVIEW OF CREDIT/COMPLETION REQUIREMENTS

	Original # of credits required for the Thunderbird (T-bird) degree	# of Vermont Law School (VLS) credits accepted by Thunderbird	Total # of credits required for the T-bird degree (post-transfer)	Original # of credits required for the VLS degree	# of T-bird credits accepted by VLS	Total # of credits required for the VLS degree (post-transfer)	Total # of credits required for dual-degree	Completion Limit
Traditional MBA/JD	60	15	**45**	87	15 (post-JD matriculation)	**72**	117	84 months
Accelerated MBA/JD	46.5	13.5	**33**	87	15 (post-JD matriculation)	**72**	105	84 months
Traditional MBA/MELP	60	15	**45**	30	9	**21**	66	60 months
Accelerated MBA/MELP	46.5	13.5	**33**	30	9	**21**	54	60 months
MA/JD	45	0	**45**	87	15 (post-JD matriculation)	**72**	117	84 months
MS/JD	45	0	**45**	87	15 (post-JD matriculation)	**72**	117	84 months
MA/MELP	45	0	**45**	30	9	**21**	66	60 months
MS/MELP	45	0	**45**	30	9	**21**	66	60 months

DUAL-DEGREE POLICIES AND PROCEDURES

ACADEMIC PERFORMANCE

- Students must be in good academic standing at both schools to remain in the Dual-Degree Program. VLS requires a cumulative GPA of 2.200 or better in courses completed at VLS and Thunderbird requires a cumulative GPA of 3.000 or better and no grade below "C-" to remain in good academic standing.
- If a student leaves the program or fails to complete the program requirements for either school's degree, the student will no longer be considered a Dual-Degree student. If the student chooses to proceed with coursework at only one of the two schools, s/he will be required to meet that school's graduation and residence requirements. Credits earned at Thunderbird will not be transferred to the VLS transcript, nor will VLS credits be transferred to the Thunderbird transcript.
- A Dual-Degree student must confer with the VLS Assistant Dean Clara Giménez and receive her approval for the proposed course of study and the Registrar's Office at Thunderbird for an academic contract.

TRANSFERABLE COURSES

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

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

TRANSFER OF CREDITS FROM VLS TO THUNDERBIRD (MBA programs only)

- Thunderbird transcripts will only reflect the total number of credit hours transferred from VLS (15 for Traditional MELP or JD Programs, 13.5 for Accelerated MELP or JD Programs).
- Grades earned at VLS will not appear on the Thunderbird transcript and will not be included in the grade point average.
- Thunderbird will accept 15 MELP or JD credits as electives from VLS for the Traditional Program and 13.5 MELP or JD credits for the Accelerated Program; students are therefore required to complete 45 MBA credits at Thunderbird for the Traditional Program and 33 credits for the Accelerated Program.
- Thunderbird will not accept any transfer credits from VLS for the MA-GAM or MS-GM Programs. Students in these programs must complete 45 credit hours in residence at Thunderbird.

TRANSFER OF CREDITS FROM THUNDERBIRD TO VLS

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

TUITION AND BILLING

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

FINANCIAL AID

Financial aid will be handled by the respective institution at the time the student is attending courses for that institution. Please contact finaid@thunderbird.edu 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.

CORE COURSEWORK AT THUNDERBIRD

THE MBA IN GLOBAL MANAGEMENT CORE

The Traditional MBA Program requires 60 credit hours of coursework and the Accelerated MBA Program requires 46.5 credit hours of coursework. Thunderbird requires successful completion of the following courses for students in the JD/MBA and MELP/MBA Dual-Degree Programs with the Vermont Law School. The remaining credits for the MBA Programs (15 for Traditional, 13.5 for Accelerated) will be transferred from VLS as elective credits.

TRADITIONAL MBA PROGRAM

Course Title	Course #	Credits	Course Title	Course #	Credits
Global Political Economy	GM 4000	3	Regional Business Environment	GM 46XX	3
Fundamentals of Accounting	GM 4100	1.5	Cross Cultural Communications	GM 4800	1.5
Financial Accounting	GM 4101	1.5	Global Negotiations	GM 4801	1.5
Managerial Decision Making	GM 4102	1.5	Global Economics	GM 4210	1.5
Fundamentals of Finance	GM 4201	1.5	Global Operations Management	GM 4319	1.5
Financial Management	GM 4202	1.5	Global Leadership	GM 5486	1.5
Global Financial Management	GM 4203	1.5	Global Strategy	GM 5470	1.5
Data Analysis	GM 4300	3	Global Enterprise:	GM 4404	1.5
Competing Through People	GM 4464	1.5	Ethics and Governance	GM 4405	1.5
Competitive Strategy	GM 4468	1.5	Language	Varies	0-6
Global Marketing Strategy	GM 4501	1.5	Electives	Varies	0-6
Global Marketing Management	GM 4502	1.5	Thunderbird Global Experience (TGE)	Varies	3

TOTAL HOURS—TRADITIONAL PROGRAM = 45

ACCELERATED MBA PROGRAM—LANGUAGE WAIVED

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 4404	1.5
Managing Global Business	GM 4466	1.5	Ethics and Governance	GM 4405	1.5
Global Marketing	GM 4505	3	Global Operations Management	GM 4319	1.5
Regional Business Environment	GM 46XX	3	Elective	Varies	1.5
Cross Cultural Communications	GM 4800	1.5	Thunderbird Global Experience (TGE)	Varies	3

TOTAL HOURS—ACCELERATED PROGRAM = 33

ACCELERATED MBA PROGRAM—LANGUAGE IMMERSION REQUIRED

Course Title	Course #	Credits	Course Title	Course #	Credits
Global Political Economy	GM 4000	3	Cross Cultural Communications	GM 4800	1.5
Global Accounting	GM 4105	3	Global Economics	GM 4210	1.5
Global Finance	GM 4213	3	Global Leadership	GM 5486	1.5
Decision Tools	GM 4304	1.5	Global Strategy	GM 5470	1.5
Managing Global Business	GM 4466	1.5	Global Enterprise:	GM 4404	1.5
Global Marketing	GM 4505	3	Ethics and Governance	GM 4405	1.5
Regional Business Environment	GM 46XX	3	Immersion Language	GM XXXX	6

TOTAL HOURS—ACCELERATED PROGRAM = 33

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

The MS-GM degree requires 45 credit hours of coursework. Thunderbird requires successful completion of the following courses for students in the JD/MS-GM and MELP/MS-GM Dual-Degree Program with Vermont Law School.

MASTER OF SCIENCE IN GLOBAL MANAGEMENT (MS-GM)

Course Title	Course #	Credits	Course Title	Course #	Credits
Accounting from a Global Perspective I	ACT 4000	1.5	Finance from a Global Perspective III	FIN 4002	1.5
Finance from a Global Perspective	FIN 4000	1.5	Marketing from a Global Perspective	MKT 4000	3
Global Entrepreneurship	ENT 4000	3	Regional Business Environment	GM 46XX	3
Quantitative Methods	QUA 4000	1.5	Communication & Negotiations Across Cultures	CCC 4000	3
Decision Science	QUA 4002	1.5	Strategic Management II	MGT 5001	1.5
Managing People from a Global Perspective	MGT 4001	1.5	Leadership from a Global Perspective	MGT 5002	1.5
Strategic Management I	MGT 4002	1.5	Operations from a Global Perspective	OPS 4000	1.5
States & Markets in the Global Political Economy	GST 4001	3	Accounting from a Global Perspective III	ACT 4002	1.5
Accounting from a Global Perspective II	ACT 4001	1.5	Language	Varies	0-6
Global Economics	ECN 4000	1.5	Electives	Varies	0-6
Finance from a Global Perspective II	FIN 4001	1.5	Thunderbird Global Experience (TGE)	Varies	3

TOTAL HOURS—MS-GM PROGRAM = 45

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

Thunderbird requires successful completion of the following courses for students in the JD/MA-GAM and MELP/MA-GAM Dual-Degrees with Vermont Law School.

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

Course Title	Course #	Credits	Course Title	Course #	Credits
Accounting from a Global Perspective I	ACT 4000	1.5	Finance from a Global Perspective II	FIN 4001	1.5
Finance from a Global Perspective	FIN 4000	1.5	Marketing from a Global Perspective	MKT 4000	3
States & Markets in the Global Political Economy	GST 4001	3	Regional Business Environment	GM 46XX	3
Quantitative Methods	QUA 4000	1.5	Communication & Negotiations Across Cultures	CCC 4000	3
Decision Science	QUA 4002	1.5	Strategies in Global Development	GST 5000	3
Managing People from a Global Perspective	MGT 4001	1.5	Technology Policy & Entrepreneurship	GST 5430	3
Strategic Management I	MGT 4002	1.5	Language	Varies	0-6
Global Affairs Theory: Power & Principle	GST 4000	3	Electives (if eligible)	Varies	1.5-7.5
Accounting from a Global Perspective II	ACT 4001	1.5	Thunderbird Global Experience (TGE)	Varies	3
Global Economics	ECN 4000	1.5			

TOTAL HOURS—MA-GAM PROGRAM = 45

SCHEDULING OPTIONS

- Students must begin the JD Program in the Fall semester at VLS.
- Students may begin the MELP in the Fall or Summer semesters at VLS.
- Students may begin the MBA Program at Thunderbird in the Fall or Spring semesters.
- Students may begin the MS-GM or MA-GAM Program at Thunderbird in the Fall semester.

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 Giménez at VLS or the Academic & International Services 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—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/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/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			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			9

MELP/MS or MELP/MA

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			12	9 or 12

ACADEMIC CERTIFICATE PROGRAMS

Thunderbird offers eight certificates through the Full-Time Program:

- Certificate of Advanced Study (post-baccalaureate)
- Certificate of Global Studies
- Certificate of Advanced Global Studies
- Certificate of Post-Graduate Study in Global Development
- Certificate of Post-Graduate Study in Global Entrepreneurship
- Certificate of Post-Graduate Study in Global Finance
- Certificate of Post-Graduate Study in Global Management
- Certificate of Post-Graduate Study in Global Marketing

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

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

SUMMARY OF INSTITUTIONAL REQUIREMENTS

TUITION AND FEES

All financial information is determined by the Finance and Accounting Department at Thunderbird. Information is listed under "Tuition and Fees" in this Catalog and is also posted on the Thunderbird website at http://www.thunderbird.edu/graduate_degrees/full_time_mba/admissions/tuition_fees.htm.

IDENTIFICATION CARD AND RESOURCE ACCESS

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

SCHOLARSHIPS

Certificate students are not eligible for scholarships.

CAREER MANAGEMENT SERVICES

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

ALUMNI STATUS

Students who earn either a Certificate of Advanced Study or Certificate of Postgraduate Study are recognized as Thunderbird alumni and are therefore eligible for limited alumni services.

APPLYING CREDITS TO DEGREE PROGRAMS

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

Winterim 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 three credit hours towards the Certificate of Advanced Study and the Certificate of Post Graduate Study requirements.

GRADUATION REQUIREMENT

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

CERTIFICATE OF ADVANCED STUDY (15 CREDITS)

Certificate of Advanced Study students must have a four-year degree, the microeconomics and macroeconomics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird. Students successfully completing the certificate may apply for admission into Thunderbird's MBA in Global Management Program. Admission would be conditional upon applicants meeting regular admission requirements. The 15 credit hours of coursework awarded in the Certificate Program would be transferred for those students accepted into the MBA in Global Management.

The following courses are required for the Certificate of Advanced Study:
- GM 4000   Global Political Economy (3.0)
- GM 46XX   Regional Business Environment (3.0)
- GM 4800   Cross Cultural Communications (1.5)
- GM 4801   Global Negotiations (1.5)
- GM 4210   Global Economics (1.5)
- GM 5470   Competitive Strategy (1.5) or Global Strategy (1.5)
- Plus three (3) credit hours of GF elective courses

CERTIFICATE OF GLOBAL STUDIES (9 CREDITS)

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

Students will choose nine 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 4001   Global Entrepreneurship (MS-GM) (1.5)
- GST 4003   Global Affairs Theory (MA-GAM) (1.5)
- 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)
- MKT 4001   Marketing from a Global Perspective I (1.5)

CERTIFICATE OF ADVANCED GLOBAL STUDIES (12 CREDITS)

The Certificate of Advanced Global Studies offers qualified students from partner schools the opportunity to enroll in 12 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 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 4001   Global Entrepreneurship (1.5)
- GST 4003   Global Affairs Theory I (1.5)
- 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)
- MKT 4001   Marketing from Global Perspective I (1.5)

CERTIFICATE OF POST-GRADUATE STUDY (12 CREDITS)

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

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

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

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

NON-DEGREE STUDENTS

Thunderbird admits as non-degree students a limited number of highly qualified individuals who wish to gain advanced training by taking specific courses but who do not intend to become degree candidates. Individuals must apply for admission through the Admissions Department 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.

POLICIES

- A non-degree application should be completed and submitted to the Director of Admissions at Thunderbird four weeks before the start of the desired trimester/program.
- Courses and seminars offered at Thunderbird are graduate-level courses.
- Courses and seminars at the 1000 level require completion of a four-year degree.
- Courses offered during Winterim/Summerim sessions require completion of a four-year degree, economics admission prerequisites, and graduate-level course work that meets the prerequisites for courses offered at Thunderbird.
- 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 100 is required for the Internet-based exam; 250 on the computer-based exam, and 600 on the paper-based exam. The test must be taken with the past two years. Scores below those listed above will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

  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.

  Also accepted is the Pearson Test of English (PTE Academic). Students must achieve a score of 67 or above to be accepted into the Full-Time Program. Scores of 52-66 will be referred to the Pre-MBA/Masters Intensive English Program to be completed the term immediately preceding graduate program matriculation.

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

REGISTRATION

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

- Individuals may enroll in a total of nine credit hours as a non-degree student.
- Non-degree registration takes place the Friday preceding the start of the upcoming trimester through the Registrar's Office.
- 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 Catalog and is also available online 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. ID cards are available through the Information & Instructional Technology Help Desk located in the Computer Center Building. ID cards provide students access to the International Business Information Centre (IBIC), lounges, Thunderbird Student Government (TSG) offices, and computer and e-mail accounts through the Information & Instructional Technology Department.

SCHOLARSHIPS

Non-degree students are not eligible for scholarships.

CAREER MANAGEMENT SERVICES

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

ALUMNI STATUS

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

SPOUSE/DOMESTIC PARTNER ENROLLMENT

A spouse or domestic partner of a full-time student is welcome to enroll as a non-degree seeking student for a maximum of nine credit hours of study and within the benefits of their visa status.

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

Please contact the Academic & International Services Office for more information at ais.thunderbird.edu.

APPLYING CREDITS TO DEGREE PROGRAMS

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

WINTERIM/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. Winterim/Summerim courses include additional expenses (travel, meals, lodging, etc.) in addition to tuition.

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 in Executive Education, 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 (below) and intermediate-low for languages in Group 2 on the ACTFL oral proficiency scale for native English speakers. Additional languages for each group may be found at www.languagetesting.com.

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:

- 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.

  o A waiver in language does not reduce the total number of credit hours for the MBA-GM students.
  o A waiver in language does reduce the total credit hours in the MA and MS Program from 51 to 45 credit hours.

- Take a six-credit Thunderbird Language Immersion Program. Immersion Programs are offered during the summer months and may be taken before or during the student's program. These eight-week programs begin on the Glendale campus and move to an overseas location for the remainder of the session. The student's success is assessed through written and oral exams and performance scenarios in which they speak the language.

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

Successful completion of the Thunderbird Language Immersion Program satisfies both the Thunderbird language proficiency graduation requirement and the Thunderbird Global Experience (TGE) graduation requirement. The six credit hours earned will be counted toward the language requirement and the TGE graduation requirement will be satisfied. Students will need to enroll in three credit hours of electives to meet the minimum number of total credit hours.

- Take up to six credits of language courses in lieu of electives during the school year. Two courses (ML 4015, ML 4020) are offered at Thunderbird for three credits each as part of the curriculum to assist students in meeting the language requirements. Courses meet four days a week for 90 minutes each. Arabic, French, German, Japanese, Mandarin Chinese, Portuguese, Russian, and Spanish are offered regularly. Students will be asked to take the OPI exam upon completion of Level II (ML 4020 or ML 4022) as a means of assessing Thunderbird's Language Program. The results of the exam will be used for assessment purposes only and will not affect the student's final grade in the course.

REGISTRATION RESTRICTIONS

Students are required to complete the OPI during the first two months of starting the program if they do not plan to take a language at Thunderbird. For all others, language will be scheduled as part of their program. Students who have not satisfied their language requirement will have a restriction placed on their account that will prevent future course registration. The restriction will remain in place until the student satisfies the language requirement.

The exam is offered by phone at the Garvin Center for Cultures and Languages located in the J.T. Tai Global Studies Building. Please contact the Center's language department at 602-978-7269 or language@thunderbird.edu for more information. **The Oral Proficiency Interview must be taken at Thunderbird.**

LANGUAGE CREDITS APPLIED TO FULL-TIME DEGREES

Students can apply a maximum of six credits of Language coursework (across all Thunderbird programs) toward their graduation requirements. Students may take more credit hours in languages, but these credits will NOT count toward any degree program requirements. Students should be aware that credit hours beyond those that satisfy their degree requirements may not be eligible for Federal Financial Aid, and may also have an adverse effect on their anticipated graduation date and visa status. Students must consult with both their Academic 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 mandatory and scheduled at the end of Level II Language classes at no cost to the student. Individual outcomes will not be used for evaluation of any student.

CONCENTRATIONS

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

Concentration courses provide the opportunity to build depth and sophistication in Global Entrepreneurship, Global Finance, Global Management, Global Marketing, or Global Development. A student may choose not to have a Concentration by taking any combination of electives.

It is highly recommended that students considering not electing a specific Concentration meet with an Academic Advisor, as well as a Career Advisor, to develop a plan that is compatible with their academic and career goals.

Students may apply a maximum of three credit hours of an approved Winterim/Summerim course toward a Concentration.

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

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

GLOBAL DEVELOPMENT

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

Required Course, 3.0 credit hours:
GST 5000   Strategies in Global Development (3)

At least 6.0 credit hours from the following:
GF 4390   Managing Projects (1.5)
GF 4790   Regional Economic Agreements (1.5)
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)

Up to 3.0 credit hours from the following:
GF 4701   Export/Import Management (1.5)
GF 5302   Global Supply Chain Leadership (1.5)
GF 5884   Corporate Social Responsibility (1.5)
GF XXXX   Approved Winterim/Summerim (3);

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

GLOBAL ENTREPRENEURSHIP

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

Required Course, 3.0 credit hours:

GF 5422   Global Business Plan (3)

Plus an additional 9.0 credit hours from the following:

GF 4425   Risk Management for Entrepreneurs (1.5)
GF 5421   Entrepreneurship—Valuation of the Private Firm (3)
GF 5424   Global Family Business (3)
GF 5425   Entrepreneurial Financing and Forecasting (3)
GF XXXX   Approved Winterim/Summerim (3); up to three Winterim/Summerim credits may be
            applied to the Concentration

Students selecting the Global Entrepreneurship Concentration may choose an emphasis in Entrepreneurial Finance by completing the courses below:

Required Course, 6.0 credit hours:

GF 5421   Evaluation of the Private Firm (3)
GF 5425   Financing and Forecasting for the Private Firm (3)

And selecting 3.0 credit hours from the following courses:

GF 5290   Global Private Equity (1.5)
GF 5112   Financial Statement Analysis (1.5)
GF 5211   Investment Banking (3)
GF 4425   Risk Management for the Entrepreneur (1.5)
GF 5307   Country Risk Management (1.5)

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

GLOBAL MANAGEMENT

Students selecting the Global Management Concentration 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 Work Relationships (1.5)

Plus an additional 6.0 credit hours from the following:

GF 4405   Contemporary Topics in Global Management (1.5)
GF 5302   Global Supply Chain Leadership (1.5)
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 5460   Global Energy Industry: Business and Management (1.5)
GF 5712   Business Intelligence (3)
GF XXXX   Approved Winterim/Summerim (3); up to three Winterim/Summerim credits may be
            applied to the Concentration

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

GLOBAL FINANCE

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

Required Courses, 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 5278   Fixed Income Securities (3)
GF 5290   Global Private Equity (1.5)
GF 5700   Global Risk Management (3)
GF XXXX   Approved Winterim/Summerim (3); up to three Winterim/Summerim credits may be applied to the Concentration

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

GLOBAL MARKETING

Students selecting the Global Marketing Concentration 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 4524   Global Pricing (1.5)
GF 5520   Global Brand Management (3)*
GF 5524   Analysis for Strategic Marketing (3)
GF 5542   Global Business Marketing (3)
GF XXXX   Approved Winterim/Summerim (3); up to three Winterim/Summerim credits may be applied to the Concentration

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 Catalog under each course description.

EXPLANATION OF COURSE NUMBERING

1000-LEVEL COURSES
Non-credit/Professional Development or Program prerequisite courses

2000-LEVEL COURSES
Foundations courses

4000-LEVEL COURSES
Provide a common foundation for students to move to 5000-level courses

5000-LEVEL COURSES
Advanced courses

REQUIRED PROFESSIONAL DEVELOPMENT WORKSHOPS

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 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 Workshop.**

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 reregister 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 reregister 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 Workshop.

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 Workshop.**

Prerequisites: None

CS-1003   CAREER ACTION NETWORKING LAB

The unique career opportunities that T-birds seek are not always available through traditional job search channels. This lab is designed to help students become more competent, proactive, and successful in this challenging job search process and is targeted toward students desirous of a more-focused personal effort against their career goals. This hands-on lab builds on the CMC Seminar and relies on individual and team goal setting to help students progress through the process. During this course, the students will: (1) set and track progress on specific job search goals; (2) create a personalized description of ideal career opportunities; (3) develop a list of target companies; (4) learn how to research a particular career opportunity and tailor the resume and cover letter for that specific opportunity; (5) develop and practice delivering a 30-second personal commercial; (6) engage in networking activities including requesting informational interviews; (7) practice responding to interview questions using STAR and other techniques; and (8) learn to manage a social networking presence.

Prerequisite: CS-1000 and Instructor/Faculty permission required

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, 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 presentation skills: nonverbal communication, connecting with their audience, facilitating question-and-answer sessions, developing and using visuals effectively (including PowerPoint), etc.

Prerequisites: None
Note: Thunderbird Certificate in Global Management Communication—This certificate is not-for-credit and is not maintained by the Registrar's Office. You can acquire this certificate by (1) successfully completing both Business Communication Workshops: PD 1000 and PD 1001, 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. Please contact Elizabeth Macdonald at elizabeth.macdonald@thunderbird.edu for more information.

PD 1002   MULTICULTURAL TEAMS AND LEADERSHIP

(0 credits) This 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 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 others' 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 Workshop, MBA-GM Program. Not required for Masters Programs.**

Prerequisites: None

REQUIRED THUNDERBIRD INTEGRATIVE EXPERIENCE II (TIE II)

(3 credits) The TIE II is required of all students in the MBA in Global Management Program. It entails a range of courses that afford students another opportunity during the program to integrate what they have learned earlier in functional business, Global Studies, and modern language (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 approved the following eight courses to fulfill the TIE II requirement:

GF 5250	Multinational Corporate Finance (FORAD)
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
GF 5820	Corporate Partners
CP 5006	TEM Lab

Prerequisites: Prerequisites are dictated by the specific TIE II course. A TIE II course may be 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 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 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 intercorporate 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 nonfinancial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management, and the analysis of customer profitability. 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 focuses on the building blocks and the basic theories of Finance and is the first of three modules. 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 crises. 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. The use of 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 production 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 4404   GLOBAL ENTERPRISE: INNOVATION AND ENTREPRENEURIAL THINKING

(1.5 credits) Global Enterprise is a cornerstone of the curriculum at Thunderbird. In global economies, entrepreneurship and family business are the engines of economic growth and prosperity. As emerging global leaders, it is important for students to understand the underlying principles and concepts of entrepreneurship and family enterprise. This course covers the personal characteristics and qualities of the entrepreneur, the business plan, opportunity analysis, and the role of entrepreneurship in developed and developing economies. The idiosyncratic competitive advantages of family businesses and the challenges posed by succession and continuity are also covered to provide an understanding of the unique role family enterprises play in developed and emerging economies.

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

GM 4405   ETHICS AND GOVERNANCE FOR THE GLOBAL ENTERPRISE

(1.5 credits) In recent years, the business world has become increasingly sensitized to the presence of institutional governance and defining the culture of a corporation and its core values. Stated explicitly or not, these issues not only impact the reputation of the venture or corporation, but also its sustainability and financial bottom line. As emerging global leaders, it is important to understand the underlying principles of this trend and its impact on the entrepreneurial process, including 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 and in a socially responsible manner. The course focuses on corporate governance, stakeholder analysis, and social responsibility. Participants will gain insight and practical skills for corporate organization and venturing, decision-making tools and perspectives, and models of nonprofit and for-profit social enterprise. 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 4650 REGIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN AFRICA
GM 4660 REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA
GM 4670 REGIONAL BUSINESS ENVIRONMENT: MIDDLE-EAST/ NORTH AFRICA

(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 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, the course covers economic policies, current economy patterns, and major industries. Under legal environment, the course covers major regional trade barriers, investment policies, and intellectual property protection issues. There are also discussions on major current issues. Required core course for all full-time degree programs. **These courses are not offered every trimester.**

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 students with an effective framework for achieving 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 future 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 focuses 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 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 nonfinancial performance measures, in making long- and short-run decisions. Topics include cost-profit-volume analysis, cost behavior, relevant costs, job-order and processes costing, activity-based cost management and the analysis of customer profitability. Required core course in the MS-GM Program.

Prerequisites: ACT 4001
MA-GAM and MBA students are not eligible for this course

CCC 4000 COMMUNICATION AND NEGOTIATIONS ACROSS CULTURES

(3 credits) This dynamic and interactive course provides students with an effective framework for achieving their goals in global management settings. The course will assist students to prepare for and execute time-tested strategies for achieving communication competence with persons from different cultures. This course will 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 future 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 4001 GLOBAL ENTREPRENEURSHIP

(1.5 credits) In global economies, entrepreneurship is the engine of economic growth and prosperity. As emerging global leaders students will need to understand the underlying principles and concepts about entrepreneurship and the entrepreneurial process. This course covers the personal characteristics and qualities of the entrepreneur, innovation, creativity, the business plan, opportunity analysis, and the role of entrepreneurship in developed and developing economies. Aspects of the family business, an important part of every economy, are also covered to provide an understanding of their role in a developed or emerging economy.

Prerequisites: None
                   MA-GAM and 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 basic theories of Finance. Topics will include: Present value (and Net Present Value) concepts; the basics of stock and bond valuation (including the NPVGO model); capital budgeting (various tools of capital budgeting, and derivation of cash flows for capital budgeting); working capital management. 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
                   MA-GAM and 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 4650   **REGIONAL BUSINESS ENVIRONMENT: SUB-SAHARAN AFRICA**
GM 4660   **REGIONAL BUSINESS ENVIRONMENT: NORTH AMERICA**
GM 4670   **REGIONAL BUSINESS ENVIRONMENT: MIDDLE-EAST AND NORTH AFRICA**

(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. 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. Economic environment covers economic policies, current economy patterns, and major industries. Under legal environment, the course covers major regional trade barriers, investment policies, and intellectual property protection issues. 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 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
                 MS-GM and MBA students are not eligible for this course

GST 4003   GLOBAL AFFAIRS THEORY: POWER AND PRINCIPLE I

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

Prerequisites: None

GST 4004 GLOBAL AFFAIRS THEORY; POWER AND PRINCIPLE II

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

Prerequisites: GST 4003

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 of analytical tools and frameworks to understand complex strategy issues. Required core course in the MS-GM and MA-GAM Programs.

Prerequisites: None
           MBA students are not eligible for this course

MGT 4405 ETHICS AND GOVERNANCE FOR THE GLOBAL ENTERPRISE

(1.5 credits) In recent years, the business world has become increasingly sensitized to the presence of institutional governance and defining the culture of a corporation and its core values. Stated explicitly or not, these issues not only impact the reputation of the venture or corporation, but also its sustainability and financial bottom line. As emerging global leaders, it is important for students to understand the underlying principles of this trend and its impact on the entrepreneurial process including 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 and act in a socially responsible manner. The course focuses on corporate governance, stakeholder analysis and social responsibility. Participants will gain insight and practical skills for corporate organization and venturing, decision-making tools and perspectives, and models of nonprofit and for-profit social enterprise.

Prerequisites: None

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 the framework, contemporary developments in joint ventures, strategic alliances, cross-border mergers and acquisitions, and the management of the globally diversified organization will be addressed. Required core course in the MS-GM Program.

Prerequisites: MGT 4001 and MGT 4002
  MA-GAM and 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
  MA-GAM and MBA students are not eligible for this course

MKT 4001 MARKETING FROM A GLOBAL PERSPECTIVE I

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

Prerequisites: None

MKT 4002 MARKETING FROM A GLOBAL PERSPECTIVE II

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

Prerequisites: MKT 4001

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)
  MA-GAM and 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
　　　　　　　MA-GAM and MBA students are not eligible for this course

CONCENTRATION AND ELECTIVE COURSE DESCRIPTIONS

GF 4110 CORPORATE FINANCIAL REPORTING

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

Prerequisites: Traditional GM 4101
Accelerated GM 4105
MS-GM/GF FIN 4002
MS-MKT/MA students are not eligible for this course

Concentration(s): Global Finance

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)

Concentration(s): Global Development

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

Concentration(s): Global Management

GF 4425 RISK MANAGEMENT FOR ENTREPRENEURS

(1.5 credits) This is a practical-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 websites that can be used for years to come. **This course is not offered every trimester.**

Prerequisites: Traditional None
Accelerated None
MS/MA None

Concentration(s): Global Entrepreneurship

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 or MKT 4001 and MKT 4002

*Concentration(s):*Global Marketing

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 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

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 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

GF 4513   GLOBAL SALES MANAGEMENT

(1.5 credits) The primary objective of this course is to expand the student's understanding of the process of managing the customer interface. After completion of this course the student will have a basic understanding of sales management (including cross-cultural dimensions of sales force recruitment, selection, training, evaluation and compensation), sales territory design, and the interface between marketing and sales. Students learn from discussions centered on cases, assigned readings, lectures, and interaction with guest speakers, as well as an applied project. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4501 and GM 4502
                    Accelerated   GM 4505
                    MS/MA   MKT 4000 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

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 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

GF 4518   STRATEGIC SERVICES MARKETING

(1.5 credits) This course provides an understanding of the unique aspects of the strategic marketing of services at a global level. Key topics include the growing role of services in the global economy, and the differences between the strategic marketing of products and services. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4501 and GM 4502
                    Accelerated   GM 4505
                    MS/MA   MKT 4000 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

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 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

GF 4524   GLOBAL PRICING

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

Prerequisites: Traditional   GM 4501 and GM 4502
                    Accelerated   GM 4505
                    MS/MA   MKT 4000 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

GF 4531   GLOBAL MARKETING RESEARCH

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

Prerequisites: Traditional   GM 4501 and GM 4502
                   Accelerated   GM 4505
                   MS/MA   MKT 4000 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing

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 countertrade 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/MKT   QUA 4000 and QUA 4002 and MKT 4000 or MKT 4001 and MKT 4002
                   MA-GAM   QUA 4000 and GST 4002 and MKT 4000 or MKT 4001 and MKT 4002

Concentration(s): Global Marketing, Global Development

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 46XX (RBE)
                   Accelerated   GM 4000 and GM 46XX (RBE)
                   MS/MA   GST 4001 and GM 46XX (RBE)

Concentration(s): Global Development

GF 5112   FINANCIAL STATEMENT ANALYSIS

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

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

Concentration(s): Global Finance

GF 5211   INVESTMENT BANKING

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

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

Concentration(s): Global Finance

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-GM/GF   FIN 4002
                    MA students are not eligible for this course

Concentration(s): Global Finance

GF 5260   FINANCIAL ENGINEERING & DERIVATIVE PRODUCTS

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

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

Concentration(s): Global Finance

GF 5271   GLOBAL SECURITIES INVESTMENT

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

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

Concentration(s): Global Finance

GF 5273   GLOBAL PORTFOLIO MANAGEMENT

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

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

Concentration(s): Global Finance

GF 5302   GLOBAL SUPPLY CHAIN LEADERSHIP

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

Prerequisites: 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

Concentration(s): Global Management, Global Development

GF 5278   FIXED INCOME SECURITIES

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

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

Concentration(s): Global Finance

GF 5290   ADVANCED TOPICS IN FINANCE: GLOBAL PRIVATE EQUITY

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

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

Concentration(s): Global Finance

GF 5401   STRATEGIC MANAGEMENT OF TECHNOLOGY AND INNOVATION

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

Prerequisites: Traditional   GM 4464 and GM 4468
                    Accelerated   GM 4466
                    MS/MA   MGT 4001 and MGT 4002
Concentration(s): Global Management

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
Concentration(s): Global Management

GF 5412   LEADING CHANGE AND TRANSFORMATION

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

Prerequisites: Traditional   GM 4464 and GM 4468
                    Accelerated   GM 4466
                    MS/MA   MGT 4001 and MGT 4002
Concentration(s): Global Management

GF 5414   MANAGING WORK RELATIONS IN A GLOBAL CONTEXT

(1.5 credits) This course covers concepts and skills essential to managing work relationships in organizations of increasing cross-cultural complexity. Relationships examined include those with direct reports, supervisors or bosses, and peers. Concepts and skills associated with self-management, interpersonal one-on-one management, and group/team management are covered and practiced. The course will use discussion, self-reflection, experiential exercises, and lecture to help build hands-on self-awareness and relationship management competencies. **This course is not offered every trimester.**

Prerequisites: Traditional   GM 4464 and GM 4468
                    Accelerated   GM 4466
                    MS/MA   MGT 4001 and MGT 4002
Concentration(s): Global Management

GF 5421   ENTREPRENEURSHIP—VALUATION OF THE PRIVATE FIRM

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

Prerequisites: 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   QUA 4000 and QUA 4002 or GST 4002, and MKT 4000 or
                                   MKT 4001 and MKT 4002
Concentration(s): Global Entrepreneurship

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 and leadership and systems and 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. **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 4501 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
Concentration(s): Global Entrepreneurship

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 the family-owned business. 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
              MA/MS   MGT 4001 and MGT 4002 or MGT 4466

Concentration(s): Global Entrepreneurship

GF 5425 ENTREPRENEURIAL FINANCING & FORECASTING

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

Prerequisites: Traditional   GM 4102 and GM 4203
              Accelerated   GM 4105 and GM 4213
               MS/MA students are not eligible for this course

Concentration(s): Global Entrepreneurship

GF 5460 THE GLOBAL ENERGY INDUSTRY: BUSINESS AND MANAGEMENT

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

Prerequisites: Traditional   GM 4000 and GM 4100 and GM 4201 and GM 4210 and GM 4300 and GM 4464 and GM 4468
            Accelerated   GM 4000 and GM 4105 and GM 4213 and GM 4304 and GM 4466 and GM 4505
            MS-GM   ACT 4000 and ENT 4000 and FIN 4000 and GST 4001 and MGT 4001 and MGT 4002 or MGT 4466 and QUA 4000 and QUA 4002
            MA-GAM   ACT 4000 and FIN 4000 and GST 4000 and GST 4001 and GST 4002 and MGT 4001 and MGT 4002 and QUA 4000

Concentration(s): Global Management

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-MKT   MKT 4002, GF 4508 and GF 4531 (both must be successfully completed prior to GF 5520)
MS-GM and MS-GF/MA students are not eligible for this course

Concentration(s): Global Marketing

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-MKT   MKT 4002
MS/MA students are not eligible for this course

Concentration(s): Global Marketing

GF 5542 GLOBAL BUSINESS MARKETING

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

Prerequisites: Traditional   GM 4501 and GM 4502
Accelerated   GM 4505
MS-MKT   MKT 4002
MS/MA students are not eligible for this course

Concentration(s): Global Marketing

GF 5700 GLOBAL RISK MANAGEMENT

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

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

Concentration(s): Global Finance

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 46XX (RBE)
                Accelerated   GM 4000 and GM 46XX (RBE)
                MS/MA   GST 4001 and GM 46XX (RBE)

Concentration(s): Global Development

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 46XX (RBE)
                Accelerated   GM 4000 and GM 46XX (RBE)
                MS/MA   GST 4001 and GM 46XX (RBE)

Concentration(s): Global Development

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

Concentration(s): Global Management

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

Concentration(s): Global Development

GF 5820   CORPORATE PARTNERS

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

Prerequisites: 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

Concentration(s): None

GF 5884   CORPORATE SOCIAL RESPONSIBILITY: STRATEGIES AND TOOLS

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

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

Concentration(s): Global Development

GF 5915   TOPICS IN INDEPENDENT RESEARCH (1.5 CREDITS)
GF 5903   TOPICS IN INDEPENDENT RESEARCH (3 CREDITS)

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

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

Prerequisites: Appropriate course work completed for a 5000-level course in the topic of research
Permission of the instructor and concurrence of the Academic Director and Registrar

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 46XX (RBE)
Accelerated (elective)   GM 4000 and GM 46XX (RBE)
MA-GAM (required)   GST 4001 and GM 46XX (RBE)
MS-GM (elective)   GST 4001 and GM 46XX (RBE)

Concentration(s): Global Development

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 46XX (RBE)
                  Accelerated (elective)   GM 4000 and GM 46XX (RBE)
                  MA-GAM (required)   GST 4001 and GM 46XX (RBE)
                  MS-GM (elective)   GST 4001 and GM 46XX (RBE)

Concentration(s): Global Development, Global Management

CP 5006 THUNDERBIRD EMERGING MARKETS LABORATORY (TEM LAB)

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

Prerequisites: Traditional   GM 4000 and GM 4102 and GM 4203 and GM 4300 and GM 4464 and GM 4468 and GM 4501 and GM 4502 and GM 46XX (RBE)
                  Accelerated   GM 4000 and GM 4105 and GM 4213 and GM 4304 and GM 4466 and GM 4505 and GM 46XX (RBE)
                  MS/MA students are not eligible for this course
                  Students must have satisfied their language requirements.

Concentration(s): None

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

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

Prerequisites: To be determined by the subject matter

LANGUAGE COURSE DESCRIPTIONS

ML 4015 FUNDAMENTALS I

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

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

Prerequisites: None

ML 4020 FUNDAMENTALS II

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

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

Prerequisites: ML 4015 or waiver

ML-4022 LANGUAGE FOR BUSINESS: AN INTRODUCTION

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

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

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

ML 4100 BUSINESS LANGUAGE

(3 credits) Offered in Spanish (SP). This course emphasizes the use of the target language in context, especially the lexicon of business. Readings from newspapers, journals, and books 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 credits) Offered in 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. **This course has a minimum enrollment of five students before it will be offered.**

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				
6				
7	• Exams • Deadline to complete OPI exam to avoid registration restriction (Accelerated, MA/MS students)	• Exams • Deadline to complete OPI exam to avoid registration restriction (Traditional students)	• 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 to Withdraw from Full-Trimester Courses • Drop/Add Week for 2nd Module Courses • Deadline to Change concentration (Accelerated Students)	• Deadline to Withdraw from Full-Trimester Courses • Drop/Add Week for 2nd Module Courses • Deadline to Change concentration (Traditional Students)
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 • Deadline to record Incomplete Grades from the previous trimester in the Registrar's Office	• EXAMS • Deadline to record Incomplete Grades from the previous trimester in the Registrar's Office	• EXAMS • Deadline to record Incomplete Grades from the previous trimester in the Registrar's Office

ACADEMIC REGULATIONS

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

CREDIT HOURS AND COURSE LOAD

The maximum number of credit hours per trimester that a student may take is 15 hours in the Fall, Spring, and Summer trimesters, and three hours in the Winterim/Summerim periods. The maximum number of credit hours per module (half-trimester) is nine 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. Students will be charged the full-time per-credit-hour tuition rate for the additional 1.5 credit hours.

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

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

FIVE-YEAR RULE

Degree programs must be completed within 60 months from the first day of class. All courses completed or transferred in for graduation credit (in accordance with agreements with partner institutions) must be completed within five calendar years to satisfy graduation requirements. Breaks in enrollment are included in the five calendar years but must be registered with and approved by the Registrar's Office.

CROSS-REGISTRATION

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

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

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

Per U.S. immigration policies, international students are limited to three credits of online courses per trimester. A student considering registering for an online course must consult with an

Academic Advisor prior to registering to ensure adherence to academic and immigration guidelines.

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

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

Concurrent Enrollment Restrictions

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

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

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

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

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

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

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

TRANSFER CREDITS

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

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

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

WAIVERS

- The Thunderbird waiver policy applies to all credit-bearing programs (degrees, certificates, etc.).
- All waiver documentation must be submitted and approved before or during Foundations Week.
- Students may be eligible for the following type(s) of waivers:
  - Language
  - Microeconomics/Macroeconomics
  - Challenge Exam (Accounting/Finance)
  - Documentation (CPA/CFA Certification)
  - Dual-Degree/Post-MBA Coursework
- 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 core 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 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.
- Waived courses must be replaced with an equal number of elective credits or an approved core course from another Thunderbird program that does not duplicate a course already completed.
- Students may only use a maximum of nine credit hours of course waivers to satisfy core graduation requirements.
- **Waivers do not constitute a reduction in the minimum hours required in a Thunderbird degree or certificate program.**

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.

MICROECONOMICS/MACROECONOMICS WAIVERS

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

- 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.
- Successful completion of GM 1200 Fundamentals of Economics
  Thunderbird offers a non-credit course that focuses on the principles of economics needed to successfully complete the degree. GM 1200 is offered prior to or during the Spring and Fall trimesters each year. There is a charge for this Boot Camp.
- Conferred Bachelor of Arts in Economics or Bachelor of Science in Economics from an accredited institution

CHALLENGE EXAMINATION WAIVERS—ACCOUNTING AND FINANCE

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

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

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 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.

ACCOUNTING CHALLENGE EXAMS—MS-GM 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 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.

ACCOUNTING CHALLENGE EXAMS—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 CHALLENGE EXAM—MBA-GM STUDENTS

Finance Challenge Exam: Successful completion waives GM 4201 and GM 4202 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

FINANCE CHALLENGE EXAM—MS-GM STUDENTS

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

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

FINANCE CHALLENGE EXAM—MA-GAM STUDENTS

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

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

DOCUMENTATION WAIVERS—CPA/CFA CERTIFICATION

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

Accelerated students must meet with the Registrar's Office during Foundations Week to determine the potential effect on their program.

CPA CERTIFICATION WAIVERS

- In order to receive a waiver, students must present the CPA Certificate or a letter from the State or National Board of CPAs/CAs to the Registrar prior to the first day of their Thunderbird program.

- Students who hold a CPA/CA certification from the U.S., the U.K., Canada, and Australia are eligible to waive the first- and second-level accounting courses in their program:
  - MBA students   GM 4100 and GM 4101
  - MS-GM students   ACT 4000 and ACT 4001
  - MA-GAM students   ACT 4000 and ACT 4001

  Students with a CPA/CA certification are not eligible to waive any additional accounting courses at Thunderbird.
- MBA-GM (Traditional <u>and</u> 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:
  - MBA students   GM 4102
  - MS-GM students   ACT 4002

CFA CERTIFICATION WAIVERS

- In order to receive a waiver, students must present the CFA Certificate or a letter from the AIMR indicating a pass of the CFA Level I, Level II, and Level III certificate exams to the Registrar prior to the first day of their Thunderbird program.
- Students who hold a Level III CFA certification are eligible to waive the first- and second-level finance courses in their program:
  - MBA students   GM 4201 and GM 4202
  - MS-GM students   FIN 4000 and FIN 4001
  - MA-GAM students   FIN 4000 and FIN 4001

  Students with a CFA certification are not eligible to waive any additional finance courses at Thunderbird
- MBA-GM (Traditional <u>and</u> 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:
  - MBA students   GM 4203
  - MS-GM students   FIN 4002

DUAL-DEGREE AND POST-MBA STUDENTS

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

GRADING REGULATIONS

GRADING SYSTEM

GRADES ARE RECORDED AS FOLLOWS:

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 are eligible to receive Federal Financial Aid for up to two repeated courses. Students should be aware that this may also have an adverse effect on future Federal Aid, their anticipated graduation date, and visa status.
- Students must consult with both their Academic Advisor and their Financial Aid Advisor so they are fully aware of their situation and are able to plan accordingly.

GRADE CHANGES

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

DISCHARGING INCOMPLETE GRADES

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

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

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

ACADEMIC/GRADE APPEALS

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

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

- Student acted in good faith per their Thunderbird Catalog and the faculty's instructions to the class.
- Professor did not follow the grading process and criteria presented in the course syllabus. Any changes to the syllabus should be made by the beginning of the 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. If the faculty member has not responded with 14 school days after being contacted by electronic mail or request for an appointment, the student may move to Step 2.

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

Step 3: If still unresolved, the student should submit a formal appeal to the 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 seeking a grade change must make the formal appeal within 45 days of the beginning of the next term.**

The Vice-President of Full-time Programs or designee 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 will appoint three faculty members to the Academic Appeals Committee as voting members of this committee. In selecting the faculty, care should be taken to avoid conflicts of interest. The Dean of Faculty, Vice-President of Full-Time Programs, and all other staff members involved are nonvoting members. The committee will review the appeal, and the Vice-President of Full-Time Programs will send a written decision to the student within ten school days after the conclusion of the hearing.

Potential Outcomes

- Student's appeal is denied because it did not substantiate one of the conditions for an appeal.
- Faculty may be required to give full or partial credit for the project/exam/assignment challenged.
- Committee changes the grade based on evidence supporting one or more of the conditions above.

NOTE: Neither the Dean of Faculty nor the Academic Appeals Committee can change a disputed grade before the exhaustion of the Thunderbird appeals process.

Step 4: If, after receiving the written decision from the Vice President of Full-Time Programs or designee, the student or faculty believes a procedural error was made by the Academic Appeals Committee, the student/faculty may submit an appeal to the Chief Academic Officer and Provost. The role of the Chief Academic Officer and Provost in the appeal process is to rule on the validity of purported procedural errors only.

Potential Outcomes

- The Chief Academic Officer and Provost determines that no procedural error occurred; the ruling of the Academic Appeals Committee will stand.
- The Chief Academic Office and Provost determines a procedural error has occurred and remands the case back to the Appeals Committee or requests a new Appeals Committee.

If the appeal cannot be resolved after exhausting Thunderbird's appeals procedure, the student may file an appeal with the Arizona State Board of Private Post-Secondary Education. The student must contact the State Board for further details at the address below:

Arizona State Board for Private Postsecondary Education
1400 W. Washington, Room 260
Phoenix, AZ 85007
602-542-5709
Fax: 602-542-1253
http://www.azppse.state.az.us

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 12 or more hours of graded course work with a cumulative grade point average of 3.000 or higher. A student may not have any institutional or judicial disciplinary action pending to continue in good academic standing. Please note that Financial Aid Satisfactory Academic Progress is defined per Federal regulations and reviewed and administered separately by the Financial Aid Office. For any questions, please consult a Financial Aid Counselor.

ACADEMIC PROBATION

A student in good standing is placed on academic probation when, at the conclusion of a trimester, the student:

- Fails to achieve a cumulative grade point average of 3.000; or
- Receives a grade of incomplete ("I") in nine or more credit hours; or
- Receives a failing grade ("D+" or lower) in one or more courses; or
- Receives a grade of no-credit ("NC") in a requirement for graduation; or
- Receives a sanction from judicial, disciplinary, or honor council proceedings.

A student on academic probation:

- May be required to repeat course(s).
- May be restricted to a maximum course load.
- Must meet with the Registrar or designee to sign an Academic Standing Enrollment Contract indicating the courses in which he/she must/will enroll for the probationary term. By signing the Academic Standing Enrollment Contract, the student indicates an explicit understanding that failure to comply with terms of the contract, including the attainment of a minimum cumulative grade point average of 3.000, may result in academic suspension.
- Is not eligible for an overseas program (FS0707).
- Is not eligible for an exchange program.
- May jeopardize his/her Financial Aid eligibility.
- Forfeits scholarship support for the trimester on probation.
  - Students who do not maintain the applicable GPA stated in the Scholarship Governing Policies Form or who are placed on probation forfeit scholarship support for the trimester with the lower GPA or on probation.
- Is not eligible to work on campus.
- Is not eligible to hold office in the TSG.
- Is not eligible to participate in school-sponsored activities, including but not limited to, TREKs, Leadership EDGE, etc.
- Is not eligible to apply for cross-registration or program transfer.
- Is still eligible to be accepted for Winterim/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), TLE, Access Thunderbird, and IBIC resources.
- Scholarships/grants are voided in the case of academic suspension and will not be reinstated.
- Students who are on academic suspension are not eligible for Federal Financial Aid.
- Students on academic suspension are not eligible for employment at the school.
- Students on suspension shall not be allowed enrollment in a Winterim 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 three school days of the date on the suspension notification letter. The ASC will not consider an appeal unless the student has resolved all incomplete "I" grades.

In the appeal, the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documentation, i.e., note from a physician, death certificate, etc.) and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer and Provost. The role of the Chief Academic Officer and Provost in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer and 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 e-mail), TLE, Access Thunderbird, and IBIC resources.
- Awards are voided in the case of dismissal and will not be reinstated.
- Students who are on dismissal are not eligible for Federal Financial Aid.

- Students who are on dismissal are not eligible to maintain scholarships.

Students who are dismissed may appeal the decision by submitting a letter to the Registrar's Office addressed to the Academic Standing Committee within five school days of the date on the dismissal notification letter.

In the appeal, the student should address any mitigating circumstances that may have caused them to do poorly in the course (the ASC reserves the right to require supporting documentation, i.e., note from a physician, death certificate, etc.) and what the student would do in the future to increase their chances of success at Thunderbird. The student may make a recommendation to the committee referencing sanctions or why the student should be given an exception to policy.

The student will be notified by the Registrar's Office of the Academic Standing Committee's final decision. If, after receiving the written decision from the ASC, the student feels that a procedural error was made by the committee, the student may submit a final appeal to the Chief Academic Officer and Provost. The role of the Chief Academic Officer and Provost in the appeal process is to rule on the validity of purported procedural errors only. If the Chief Academic Officer and 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 PERIOD

- The Drop/Add period begins the first day of the trimester for 1st module and full-trimester courses and the first day of the 2nd module for 2nd module courses. Each Drop/Add period ends at 10:30pm (Arizona time) on the Thursday of the same week.
- Initial registrations can be changed during the Drop/Add period for full-trimester, 1st module, and 2nd module courses, and the first day of Winterim/Summerim courses.
- Course material fees for courses dropped from the student's schedule after the Drop/Add period has ended may be nonrefundable.

WITHDRAWAL PERIOD

- The Withdrawal period begins the first day of the second week of all courses (schedule changes made during the first week fall under the Drop/Add policy).
- Students are permitted to withdraw from courses up to the end of the fourth week of a 1.5-hour course, and the end of the eighth week of the trimester for full-term courses. Courses of nonstandard length will have withdrawal deadlines set by the Registrar.
- The appropriate notation ("W") will be entered on the official transcript of the student's record. A grade of "W," however, does not affect the Grade Point Average (GPA).
- Withdrawn courses are subject to forfeiture charges. Please see the Tuition & Fees section of this Catalog for more detailed information.
- Entering Student Merit Scholarship recipients who withdraw from courses are responsible for forfeiture charges.
- Course material fees for courses withdrawn from the student's schedule will be nonrefundable.
- Students who withdraw from a Winterim/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 graduation requirements or improving a grade point average.

- The retake must be the identical course number and no substitutes are allowed.
- Only one retake per course is permitted.
- The original enrollment and grade remain permanently on the transcript, noted as repeated. The grade assigned for the second enrollment will also appear on the transcript, and is used in calculating grade point averages.
- No course with a grade of B or higher may be repeated.
- Federal Financial Aid is available to repeat one course that a student has passed with a grade of B- or below. This will count in the overall total hours attempted and completed but will only count in hours completed for progress toward renewal of Federal Aid eligibility.
- A student that receives a failing grade on the second attempt of a course will be automatically dismissed from Thunderbird.
- Students are eligible to repeat up to two courses in which they have not received a passing grade and receive Federal Financial Aid. The hours will count as attempted in the calculation for progress toward renewal of Federal Aid eligibility.

EXAM SCHEDULE

The exam schedule is posted on MTB by the end of the 2nd week of each trimester.

Students shall not schedule personal activities during the days designated on the calendar as an exam week until the exam schedule is officially published.

Exams may not be administered prior to the exam time assigned to the course; the instructor may only allow the student to take the exam <u>after</u> the scheduled exam has been administered.

The exam schedule is designed to accommodate the schedules of those students who are following the proposed outline of courses for their program. While every effort is made to avoid conflicts, students who choose to deviate from their program, or who have not yet declared a concentration may encounter conflicts in their exam scheduling.

Students who encounter a conflict should consult with the exam instructor or Registrar about an individual schedule adjustment.

Please note that faculty are not obligated to administer exams for students who miss exams for reasons other than those deemed "excused" by the Registrar's Office per the Course Attendance Policy outlined in this Catalog.

COURSE ATTENDANCE POLICY

In accordance with the standards of the school's accreditation body, which charges that students have a responsibility to "engage the learning materials with appropriate attention and dedication," regular course attendance is expected of all students as established by the academic program under which they are enrolled in course work. Missing classes detracts from the quality of the student's graduate school experience and from his/her learning.

- A student must be officially registered for a course in the academic system to receive credit for the course.
- Course attendance policies for officially registered students are set by the assigned faculty or instructor at the beginning of the course and/or in the course syllabus.
- Excused <u>and</u> unexcused absences, including those for CMC-related activities, which exceed 25% of instruction time (10% for Language courses) will be considered grounds for dismissal from the course.

  NOTE: Individual faculty members may have more stringent absence policies for their courses, in which case the faculty member's absence policy will supersede this 25% policy.

- All students are expected to attend the first scheduled week of courses. The faculty member has the option of dropping the student from the course if s/he does not hear from the student by the end of the Drop/Add period.

AUDITING

- Thunderbird policy, as established by the Faculty Senate and the Thunderbird Student Government (TSG), does not allow auditing of courses.
- Violations should be reported to the Registrar's Office.

MISCONDUCT

- Misconduct in the classroom is grounds for dismissal from the course and/or institution.
- Violations should be reported to the Registrar's Office.

VISITORS

- Visitors (nonregistered students, visitors to campus, and guests) are welcome to attend a limited number of course sessions in which they are not enrolled; however, explicit permission of the instructor is required.
- Visitors are required to comply with the faculty member's instructions. A faculty member may prohibit or limit visitors under any circumstances.

EXCUSED ABSENCES

ABSENCES DUE TO FAMILY/MEDICAL EMERGENCIES

- Thunderbird considers absence for reasons of a medical or family emergency as excused.
- Students who have a medical/family emergency shall contact the Registrar's Office before leaving the campus.
- Upon receipt of the appropriate documentation, the Registrar's Office will notify the student's instructor that the student will be absent and when the student is expected to return.
- Students should be prepared to provide documentation upon request before returning to class.
- Students must have documentation to support their absence from an exam.
- Under most circumstances, the student will still be responsible for academic work due during their absence.
- If the absence will be longer than one week, the Registrar's Office will work with the student to determine which options are in the student's best interest

ABSENCES RELATED TO CAREER MANAGEMENT CENTER (CMC) ACTIVITIES

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

UNEXCUSED ABSENCES

- Absences will be deemed unexcused when any of the following occurs:
  - Student fails to provide documentation to the Registrar's Office <u>prior</u> to leaving campus for a non-emergency absence.
  - Student fails to provide sufficient documentation to the Registrar's Office to support family/medical absence.
  - Student chooses to participate in a non-school-sanctioned event that requires the student to miss class(es).
- The Registrar's Office will <u>not</u> notify the faculty of unexcused absences.
- Faculty are not obligated to provide special arrangements for students with unexcused absences or those that do not adhere to policy.

GRADUATION REGULATIONS

PETITION TO GRADUATE

- To be approved for graduation, students must petition to graduate by the end of the 11th week of the trimester before they intend to graduate.
- Upon receipt of the petition, a degree audit will be completed by the Registrar's Office. The student will either be notified of insufficiencies or advised that s/he is on track to graduate (provided no changes are made to their current schedule and the minimum 3.000 GPA is maintained).
- Once approved for graduation, the process cannot be reversed unless an academic requirement is not met in the final trimester.

MINIMUM GRADUATION REQUIREMENTS

- In addition to program requirements, students must also have a cumulative GPA of 3.000 or better and have all courses graded to qualify for graduation.
- A student cannot graduate with an incomplete in any course.
- Only courses completed with a grade of C- or better are acceptable in satisfaction of graduation requirements for all degree and certificate programs.
- The Registrar's Office holds the right to move a student's petition to graduate to the next official graduation date if degree requirements have not been satisfied. Students will be notified by the Graduation Officer if this occurs.

GRADE CHANGES IN THE FINAL TRIMESTER

- Incomplete grades ("I") received in the trimester in which a student intends to graduate must be resolved no later than 30 days following the last day of the trimester.
- Students who do not resolve Incomplete grades within this timeframe will not have their degree conferred until the next official graduation date.
- Once a degree is conferred, no grade change will be accepted.

RECOGNITION IN THE GRADUATION PROGRAM

Students must demonstrate that they will meet graduation requirements 30 days prior to their intended graduation date in order to have their name listed in the graduation program (i.e., students intending to take the Oral Proficiency Interview (OPI) must have results recorded in the Registrar's Office by the 30-day deadline, core/elective/professional development courses must be completed or in-progress, etc.).

OFFICIAL DEGREE CONFERRAL

Thunderbird will not confer a student's degree until:

- All graduation requirements are successfully completed.
- The student's account balance is paid in full.
- All official and final admissions documents are recorded.
  - Final transcripts
  - Certified English translations (if needed)
  - Diploma or certificate validating degree awarded
  - Official test scores
- All academic and disciplinary appeals are resolved.
- No criminal offense is being investigated.

Thunderbird will confer a student's degree but withhold transcripts and diplomas until:

- The Federal Financial Aid Exit Counseling is completed.
- Any fines levied by IBIC, Security or any fines not indicated on the student account are paid.

Thunderbird's policy is to confer degrees after all grades for all courses in the term have been recorded in the Registrar's Office and upon final review of the student's degree audit. Official transcripts cannot be provided stating graduation requirements have been met until the conferral of the degree.

It is possible that an act of academic misconduct will remain undiscovered until after a degree is conferred. Thunderbird reserves the right to revoke any degree based on evidence of misconduct concerning, but not limited to, admission credentials, all forms of coursework, research, or final projects. In addition to academic misconduct, the school reserves the right to revoke any degree, certificate, or other school recognition for just cause. This could include but is not limited to the discovery that an individual is convicted of a criminal offense while attending the institution and the institution was not aware of the offense.

DIPLOMAS

Upon conferral of the degree, students will be mailed their diploma to the address specified on their petition to graduate. Diplomas are mailed free of charge by First Class Mail. If a student wishes to mail their diploma by courier, they need to contact the Registrar's Office prior to graduation to make arrangements for shipping charges. Thunderbird is not responsible for diplomas lost or damaged in transit. If the diploma is lost or damaged in transit, it is the responsibility of the student to pay for a replacement diploma. More detailed information about replacement diplomas can be found on the Registrar's page on MTB.

NAME CHANGE REQUEST ON A PREVIOUSLY ISSUED DIPLOMA

The following documentation is required for a name change on a previously issued diploma:

- U.S. Citizens: Certified copy of a marriage license, court order, or dissolution decree reflecting the new name in full
- Non-U.S. Citizens: Current passport or official proof of identity certified by U.S. Embassy abroad or by the appropriate Foreign Embassy in the United States

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

GRADUATION WITH DISTINCTION OR WITH HONORS

- A numerical score is used to determine which candidates will graduate with special recognition:
  - A computed average of 3.800 must be attained for graduation "With Distinction."
  - A computed average of 3.700 must be attained for graduation "With Honors."
- The numerical score is computed at the time the degree is conferred and will not change with a subsequent change in grade.
- In the graduating trimester, grade changes must be recorded in the Registrar's office within 30 days of the graduation date for the grade change to be accepted and processed.
- Students found in violation of the Honor Code are not eligible to graduate with Distinction, Honors, or any other award.

GRADUATION CEREMONY

Commencement ceremonies are held at the end of the Spring, Summer, and Fall trimesters. Diplomas reflect the actual date of degree conferral.

REGISTRAR'S OFFICE REGULATIONS

TRANSCRIPTS

Two complete transcripts of record are provided to the student, free of charge, upon graduation. Additional transcripts may be obtained for a fee. The application for additional transcripts of record must be made by the student online, on the paper request form available in the Registrar's Office, or by written request. No diplomas or transcripts will be released for students who have not met their financial obligations to the school.

Transcripts and other documents from other institutions are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar's Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird does not provide copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions. Students wishing to acquire documents from previous institutions should contact the previous institution directly.

NAME CHANGE REQUEST FOR TRANSCRIPT PURPOSES

The following documentation is required for a name change for transcripts:

- U.S. Citizens: Certified copy of a marriage license, court order, or dissolution decree reflecting the new name in full
- Non-U.S. Citizens: Current passport or official proof of identity certified by U.S. Embassy abroad or by the appropriate Foreign Embassy in the United States

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

LEAVES OF ABSENCE

The school does not have a formal Leave of Absence policy as defined by Federal Financial Aid regulations. All Leaves of Absence are official and must be requested in writing and approved by the Registrar. International students must also consult with an Academic Advisor prior to leaving Thunderbird. The Leave of Absence may not exceed one year (12 months) and students are cautioned that the official Leave of Absence does not extend the Five-Year Rule.

Students are required to satisfy the graduation requirements in effect when they matriculate to Thunderbird. Students returning after an absence of more than one trimester (excluding Winterim/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.

Students who do not submit an official Leave of Absence will lose access to MTB, TLE, Access Thunderbird, and their global e-mail account 90 days from their last date of attendance.

WALKAWAY POLICY

Students who do not register for classes and fail to submit a Semester Stop-Out form (for a one-trimester absence) or a Leave of Absence form (for an absence of two or more trimesters, up to a 12-month maximum) to the Registrar's Office will lose access to their global e-mail account, MTB, TLE, IBIC, and other services 120 days from their last date of enrollment. Once a student has registered for an upcoming trimester, reinstatement will occur within 2-4 business days.

REQUEST FOR REINSTATEMENT

Students who have not officially enrolled in courses at Thunderbird for more than 12 months will have their program ended. In order to return, students must apply for reinstatement through the Registrar's Office.

- Students should request a reinstatement the trimester before they intend to return to Thunderbird.
- A formal request for reinstatement must include a record of the candidate's activities since their last registration and a nonrefundable deposit of $200.00 to be applied to tuition for the trimester the candidate intends to return.
- International students should contact the Academic & International Services Office to request the appropriate immigration documents to resume study at Thunderbird
- U.S. citizens and permanent residents wishing to apply for Federal Financial Aid should contact the Financial Aid Office to discuss how to proceed
- Candidates returning will be subject to the graduation requirements and tuition and fees of the Catalog in effect at the time of re-entry

STUDENT RECORD REGULATIONS

"Student Record" means all material concerning an individual student maintained in any form by the President of Thunderbird School of Global Management or its employees, or Board of Trustees, except personal notes maintained by academic or other school personnel solely for their own individual use and not communicated to any other person. If these personal notes are transmitted to any dean, department, chairperson, academic program director, advisor, or administrator, they become student records to be treated in accordance with these rules and regulations. "Student" means any individual currently or previously enrolled in any academic offering of Thunderbird.

Transcripts and other documents in a student's file from other institutions, organizations or individuals are the property of Thunderbird School of Global Management, and as such are under the control of the Registrar's Office. Under Federal policy, the student has the right to view the documents in their file; Thunderbird does not provide copies of these documents. Transcripts submitted to Thunderbird for admission or credit transfer become the property of Thunderbird, and cannot be returned to the student or forwarded to other institutions.

RETENTION AND SECURITY OF RECORDS

Records managers shall have the overall responsibility for maintaining and preserving the confidentiality and security of student records. The records managers may, however, designate another professional employee of the school to perform the duties of records manager.

- The Director of Human Resources shall be the records manager for records maintained regarding on-campus employment
- The Registrar shall be the records manager for academic records maintained by the central administration of the school
- The Registrar shall be the records manager concerning discipline
- The Director of Alumni Relations shall be the records manager for the records maintained by the Alumni Office
- The Director of Operations of the Career Management Center shall be the records manager for records maintained by the Career Management Center
- The Controller shall be the records manager for records maintained by the Accounting Office
- The Director of Financial Aid shall be the records manager for the records maintained by the Financial Aid Office
- The 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 & International Services shall be the records manager for the records maintained by the Academic & International Services office

STUDENT RECORD CONFIDENTIALITY

In accordance with Federal guidelines for the implementation of the law on Student Record Confidentiality formulated by the U.S. Department of Education, Thunderbird School of Global Management shall adhere to the following policy regarding student record confidentiality:

The Family Educational Rights and Privacy Act of 1974, a part of the Education Amendments of 1974, became law on November 19, 1974. This law permits students in post-secondary institutions to have access to their records, to challenge anything in the record that they consider inaccurate or misleading, and to limit the release of such information without consent.

Persons who are attending, or have attended, Thunderbird have the right to inspect and review certain official records, files, and data directly related to themselves in accordance with the school guidelines on access to student records.

Note: In no case will letters of recommendation and other information obtained or prepared before January 1, 1975, which were written on the assumption or expressed promise of confidentiality to the authors, be available for inspection, disclosure, or challenge.

FERPA: DIRECTORY INFORMATION

The school reserves the right to make available the following directory information regarding students without their prior consent and considers this part of the public record of their attendance:

- Name
- Date and address (local, permanent home address and campus box number)
- Local telephone number
- E-mail address
- MTB photo
- Hometown (for graduation)
- Citizenship (for graduation)
- Dates of attendance
- Thunderbird degree and awards received
- Course schedules

The student is entitled to request that this information not be made publicly available by a request, in writing, to the Registrar prior to the end of the first week of courses in a given term.

Note: It is still permissible for the school to release information to lenders, guarantee agencies, or the Department of Education concerning the enrollment status or address of any student or previous student who has obtained a loan under the Federal Perkins Loan, Federal Stafford Student Loan, Federal Graduated PLUS Loan and/or Private Education/Alternative Loan Programs.

International students should be aware that the Patriot Act, as implemented by 8 USC 1372, overrides FERPA, allowing the U.S. Department of Homeland Security (DHS) access to obtain from the school any information needed to carry out its student/exchange visitor information collection program.

ACCESS TO STUDENT RECORDS

No unauthorized person shall have access to inspect and review records concerning a student, with the following exceptions:

- Anyone who has the written, notarized permission of the student
- School officials, including faculty members, who have been assigned classroom or advising responsibility to the student
- Members of the Board of Trustees, school officials and teachers and their subordinates, including part-time and temporary, as long as the intended use of the data is consistent with their respective powers and responsibilities.
- Officials of other colleges or universities in which the student intends to enroll, upon the condition that the student be notified of the transfer, receive a copy of the record if desired, and have an opportunity to challenge the contents of the record according to the procedures set forth in this document
- Bona fide researchers who explain in writing the nature of the research project and the relevance to it of the records sought, and who assure the Registrar or designee, in writing, that the records will be used under such conditions of anonymity and confidentiality that the identity of individual students cannot be discovered.

- Subpoenas or orders from any court of law or any government agency provided a reasonable effort is made to notify the student in advance. However, the Department of Homeland Security's Immigration and Custom Enforcement does not require that international students be notified in advance.
- Specifically designated educational and governmental officials as required by Public Law 93-380 (Educational Amendments of 1974)
- Persons considering a student's application for receipt of financial aid
- Such other persons as may be required by law
- Information from school records may be released without consent to appropriate persons in connection with an emergency necessary to protect the health or safety of the student or other individuals. Factors to be considered in determining an emergency include:
  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 days after the request has been made. Records will be inspected by the student or other authorized individual in the presence of the records manager or designee.
- A notation will be placed in the file each time it is inspected by anyone other than authorized school personnel

PROCEDURES FOR CHALLENGE OF RECORDS

Step 1: In the event that a student objects to any decision of a records manager regarding the retention of any student data, in whole or in part, such student shall make the objection known in writing to the records manager of those records.

Step 2: If the objection is not satisfied by discussion with the records manager, the student shall have the right to appeal to the Vice President of Full-Time Programs. The student may challenge the retention of any data in the student record on the basis that it is inaccurate, misleading, or otherwise a violation of the privacy or other rights of the student. Request for appeal shall be in writing and must identify the specific portion(s) of the record to be challenged and state the reason for the challenge. Grades may be challenged under this procedure only on the basis of the accuracy of their transcription.

Step 3: The Vice-President of Full-Time Programs, or designee, shall create a review panel composed of the Dean of Faculty and two faculty members. Additional staff members may be involved, but will not be voting members of the committee. The review panel shall decide, upon appeal of the student, whether the challenged student data should be destroyed or amended.

Step 4: The review panel shall, within four weeks after being notified of such appeal, or longer should the appellant request delay, conduct a fair hearing to decide the issues presented by the appellant.

- The records manager shall have the burden of proof with regard to the issues presented by the appellant
- The appellant and the records manager shall have the right to be represented by an advocate of his or her choosing, cross-examine witnesses, present evidence, make a tape recording of the proceedings, and request a written decision supported by reasons

Potential Outcomes

- If the student appeals according to the provisions set forth above and obtains a favorable ruling, the contested data shall be expunged from the student's record or corrected

- If the student receives an unfavorable ruling upon appeal, then the objection must be noted in the student's record and the student be given the opportunity to insert a written rebuttal into the record

The Department of Education has designated the following office to investigate, process and review violations and complaints. Any student who feels, after a hearing, that the school has not acted in accordance with the law may contact this office:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, SW
Washington, D.C. 20202-4605

PROCEDURE FOR INSPECTION OF FINANCIAL AID RECORDS

- The general procedure for inspection of records also applies to financial aid records and follows the same procedure for inspection

- The records and conversations between any aid applicant, his/her family, and the staff of the Financial Aid Office are confidential

- As a rule, all currently enrolled and former students have the right to review their financial aid records to determine their content and accuracy with the exception of those records including parental information and confidential references or recommendations for scholarships received from prior institutions attended, other individuals or from faculty and staff of Thunderbird

- A student who wishes to obtain access to his/her financial aid records is able to do so in the presence of a Financial Aid Office full-time employee

- Information may be disclosed to other institutional employees, if deemed appropriate, and representatives of Federal and state agencies, auditors and accrediting organizations

ACADEMIC & INTERNATIONAL SERVICES

Thunderbird's Academic & 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 Academic Advisor throughout their program. Advisors are accessible via scheduled appointments, office walk-ins, telephone, and e-mail. 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 concentration.
- **Students should follow the recommended course sequence for their program in order to be eligible for Winterims, Summerims, Modules Abroad, Internships. and Exchange Programs**.
- Students should declare a Concentration prior to the registration period for the trimester in which they become eligible to register for elective courses. Concentrations may be changed through the eighth week of the final trimester.
- Students admitted provisionally must meet with an Advisor for support and guidance.

The Academic 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 Academic Advisors and the students are expected to develop a professional and confidential partnership to foster a collaborative advising process leading to success at Thunderbird. The following is a list of responsibilities both for the advisor and student to be mindful of to effectively facilitate this partnership.

ADVISOR RESPONSIBILITIES

- Assist students with developing a realistic educational plan that is consistent with their abilities and interests.
- Monitor and document student progress toward program completion.
- Maintain student advising files.
- Review a student's eligibility to engage in a registered Internship/Module Abroad/Exchange Program.
- Inform and/or refer students to resources, services, and opportunities to enhance their learning experience.
- Treat students with courtesy, dignity, and respect.
- Uphold the integrity of Thunderbird by enforcing all school and department policies and procedures.

STUDENT RESPONSIBILITIES

- Read the Catalog and become knowledgeable about and adhere to institutional policies, procedures, and requirements.
- Clarify personal values, abilities, career interests. and goals.
- Make an appointment with an Advisor when required or when in need of professional advising.
- Notify an Advisor when you cannot make your appointment.
- Prepare for your advising session and bring appropriate materials.
- Follow through on actions identified during your advising session.
- Accept final responsibility for all decisions.
- Attend and participate in courses, workshops, advising seminars, etc.
- Meet with an Advisor to determine eligibility for an Internship/Module Abroad/Exchange Program.
- Obtain the necessary visa documents to travel to other countries.

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.
- The 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 reasons. The deadline to apply for a Term of Non-Enrollment (TNE) or a Reduced Course Load (RCL) is the last day of the first Drop/Add week of the trimester.
- Students are not permitted to work in the U.S. without receiving work authorization. Students may work on campus for up to 20 hours per week while enrolled in courses, and up to 40 hours per week during breaks between trimesters or on an approved TNE in the U.S. J-1 students not sponsored by Thunderbird should request work permission from their program sponsor.
- F-1 visa holders must receive approval for Curricular Practical Training (CPT) prior to engaging in an internship in the U.S. Failure to do so will result in working illegally in the U.S., which is a deportable offense. CPT approval is granted by an Advisor. Prior to extending an internship, international students must request a CPT extension.
- F-1 visa holders desiring to work in the U.S. after graduating from Thunderbird must apply for Optional Practical Training (OPT). OPT is granted by the U.S. Citizenship and Immigration Services. A processing fee is required with the application to request work authorization. OPT is granted for one year.
- J-1 visa holders must receive approval for Academic Training (AT) or employment from their program sponsor. Failure to do so will result in working illegally and the student or scholar will be subject to deportation.

- J-1 visa holders wanting to work in the U.S. after completing their program must request AT prior to completing their degree. AT is granted by the program sponsor. The amount of AT time is granted based on the amount of time the student or scholar has engaged in academic activities at Thunderbird. AT cannot be extended.
- Students are permitted to travel outside of the U.S. during their study at Thunderbird. Students remaining outside of the U.S. for five months or longer have broken their continuous visa status and must reestablish their status with a new I-20 or DS-2019 form to enter the U.S.
- Students 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 Academic Advisors. Students are strongly urged to be proactive by making a visit to meet with an Advisor to discuss immigration matters before problems arise.

REGISTERED INTERNSHIPS

The Thunderbird Graduate Management Internship Program is designed to provide graduate-level practical experience that serves as an extension of the student's academic program at Thunderbird. The decision to seek an internship should be based on careful self-evaluation of an individual's previous work experience and career goals. Many employers often hire MBA/Masters interns for full-time employment. It is increasingly important for students to identify and pursue preferred employers early in their MBA/Masters studies. It is not Thunderbird's responsibility to find internships for students.

The Internships page on MTB provides important information relating to Academic & International Services, Financial Aid, Accounting, and the Career Management Center.

ELIGIBILITY

Students cannot register their internships in the same trimester in which they plan to graduate. Students must have a minimum of three credits of graduation requirements remaining after the completion of the internship.

All academic regulations and internship requirements remain in effect for students enrolled in an internship course. Before registering for an internship, a student must, without exception:

- Be an officially admitted MBA in Global Management, Master of Global Management, MS-GM, or MA-GAM degree-seeking student in good academic standing (no honor code/probation issues).
- Have met program prerequisites for Micro- and Macroeconomics.
- Have successfully completed Foundations.
- Have a minimum 3.000 cumulative GPA.
- Be a current student who has not completed graduation requirements.
- Hold or be able to obtain proper work authorization for the employment location. (See Academic & International Services Internship Coordinator and/or Career Management Advisor(s) for assistance in identifying work authorization.)
- Must have a minimum of three credits of graduation requirements remaining after completion of the internship, in addition to any outstanding "Incomplete" grades (FS0409).
- Be aware that students must be enrolled in a minimum of six credit hours of degree requirements following their internship in order to qualify for Federal Financial Aid. Additionally, scholarships and grants may only be applied toward tuition for credits to complete degree requirements.

- Have completed the following courses:

  Traditional Students

GM 4000	Global Political Economy
GM 4464	Competing through People
GM 4468	Competitive Strategy
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/Dual- and Post-MBA Students

GM 4000	Global Political Economy
GM 4466	Managing Global Business
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
MGT 4001	Managing People from a Global Perspective
MGT 4002	Strategic Management I
MKT 4000	Marketing from a Global Perspective
FIN 4001	Finance from a Global Perspective II
ACT 4001	Accounting from a Global Perspective II
QUA 4002	Decision Science (MS Only)
GST 4002	Global Affairs Methods (MA Only)

REGISTRATION AND LIMITATIONS

- Students may register <u>one internship</u> per academic program.
- Students should be aware that, per Career Management Center policy, declining an internship after accepting the initial offer may lead to the permanent suspension of recruiting privileges.
- Students are not allowed to change employers once the initial registered internship has begun. It is unethical and wrong on many levels to decline an offer that you previously accepted because:
  - It burns a gigantic bridge for you and your future career since recruiters and employers do talk with one another.
  - It damages the reputation for all future Thunderbirds and hurts our brand in the eyes of the recruiter.
  - It is a violation of the Student Ethics in the Thunderbird Student Catalog.
  - It is contrary to policies and practices outlined by the National Association of Colleges and Employers Professional Code of Conduct.
- 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 consisting of 10-12 weeks.
- Students may not begin working until the internship registration process has been completed and the internship has been officially approved.
- International students on an F-1 or J-1 visa may not begin an internship inside the U.S. prior to the first day of the trimester in which the internship is registered.
- Students are advised to register for classes during the trimester in which an internship is expected.

- o When the internship offer is finalized, then the internship can be registered by an AIS Advisor.
- o Students can have their internship registered up to two weeks after the start of the trimester without incurring tuition penalties or fees.
- o Once the internship is registered, all scheduled courses will be dropped.
- Students cannot participate in an internship in their final trimester of study. Upon completion of their internship, students must return to complete a minimum of three credits of remaining graduation requirements. The remaining three credits may be completed through:
  - o On-campus coursework
  - o Winterim (internship deliverables must be submitted no later than 30 days following the last day of the Winterim in order to be eligible for Winterim degree conferral)
  - o Summerim
  - o On-Demand Program (online)

  NOTE: International students intending to take advantage of their OPT benefits are not eligible to complete their degree requirements through online coursework

  The remaining three credits may <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.
- 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 ten 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 Academic Advisor immediately of any changes in their employment.
- International students on an F-1 visa are required, according to U.S. Immigration Regulations, to apply for Curricular Practical Training (CPT) and register for internship credit for work authorization.
- International students on a J-1 visa should consult with an Academic Advisor and their program sponsor regarding internship eligibility.
- Accelerated international students who begin their degree program in the Spring trimester may engage in an internship in the U.S. after successfully completing their first trimester only if the internship is registered for three credits to satisfy the required Thunderbird Global Experience (TGE) component of their academic program.
  - o Students who have already completed a TGE-eligible course (i.e., Summerim) prior to beginning their internship will not be eligible to register the internship.
- Students <u>may</u> be eligible for late internship registration:
  - o If they are not enrolled in classes.
  - o If they are on a vacation break (Semester Stop Out) or an approved Term of Non-Enrollment/Reduced Course Load (TNE/RCL—international students only).
  - o If they are not already working for the intended company at the time the registration/approval process is initiated.
  - o If there is still enough time remaining in the trimester to allow for a 10-12 week internship ending on or before the last day of the trimester.

  All students must contact the AIS Internship Coordinator to determine additional eligibility for late registration.

- Students engaging in an internship outside of the U.S. <u>must secure their own travel/work visa if required</u>. Refunds will not be issued to students who are unable to secure their visa in a timely manner.
- Students registered for a local internship may receive approval from the AIS Internship Coordinator to:
  - Register for additional courses (maximum three credits) as long as three credits of graduation requirements remain to be completed in the student's program immediately following the internship.

  <u>OR</u>
  - Work up to five hours per week on-campus (including TA or GA position).

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 concentration requirements.
- A registered intern must comply with all regulations pertaining to health insurance, including payment or waiver of coverage (contact Human Resources for more information). Both health insurance coverage and any tuition payments must be made with the Accounting Office prior to leaving campus for an internship.
- Internship registration fees are subject to change without notice.

EVALUATION AND GRADING

All internships are "full time" and graded as Pass/Fail. All students will receive a grade of Incomplete ("I") after the trimester has ended. Upon completion of the .33, 1.5, or 3-credit requirements (see below), a grade of Pass will be entered in the student's record. Students must turn in all deliverables by the fourth week of the next trimester. Otherwise, the "I" will automatically change to an "F" grade through the Registrar's Office in accordance with academic regulations.

- Prior to completing the internship, the intern will provide an Employer Evaluation form to their supervisor. The form must be returned to the AIS Internship Coordinator with a "Satisfactory" evaluation to receive a grade of Pass. An internal evaluation form by the company is also acceptable.
- All students taking the internship for .33, 1.5, or 3 credits must submit a paper proposal to the Faculty Advisor prior to registration of the internship.
- Students registered for the .33-credit internship course must consult with the Faculty Advisor for a minimum of one session during the internship and complete a 4–5-page academic paper documenting the experience.
- Students registered for the 1.5-credit internship course must consult with the Faculty Advisor for a minimum of two sessions during the internship, and complete a 7–10-page academic paper documenting the experience.
- Students registered for the 3.0-credit internship course must consult with the Faculty Advisor for a minimum of three sessions during the internship and complete a 15–20-page academic paper documenting the experience.
- All interns (registered and unregistered) will be asked to provide information about their internship to the Career Management Center.
- 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.

INTERNSHIP COURSE DESCRIPTIONS

IF 5913   .33 CREDIT INTERNSHIP

The learning program of this internship is largely supported by the sponsoring organization with some faculty involvement. Since academic credit is granted, it is required for the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss with the Faculty Advisor regarding the academic paper (minimum 4-5 pages of a special internship topic) and the progress of the work during the internship (at least one session during the trimester).

IF 5901   1.5 CREDIT INTERNSHIP

This internship is typically academic in focus and requires the student to coordinate with the Faculty Advisor who facilitates the learning process throughout the internship. The student must discuss the academic paper (minimum 7-10 pages) periodically with the Faculty Advisor (minimum of 2 sessions during the trimester), regarding the progress of the work.

IF 5902   3.0 CREDIT INTERNSHIP

This internship is structured as an independent study internship and requires a close working relationship with the Faculty Advisor. The 3.0-credit internship paper (minimum 15-20 pages) includes a detailed assessment plan and conference with the Faculty Advisor (minimum 3 sessions per trimester). It should be organized as a field studies paper or a consulting paper.

IF 5914   3.0 CREDIT INTERNSHIP

Same as IF 5902 but satisfies TGE requirement.

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 at no tuition charge.
- Students must provide a new offer letter from the existing employer showing the new employment dates and any changes to the job description.
- Students must complete Internship Extension Form.
- 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.

UNREGISTERED INTERNSHIPS

- An individual who chooses to participate in an internship not officially registered with the school will forfeit his/her student status until their next term of enrollment.
- AIS will not provide supplemental documents to support unregistered internships.
- U.S. students in an unregistered internship must submit a Semester Stop Out Form to the Registrar's Office.
- International students engaging in an unregistered internship outside of the U.S. must complete both the Semester Stop Out Form and the Term of Non-Enrollment/Reduced Course Load Form.
- All interns (registered and unregistered) will be asked to provide information about their internship to the Career Management Center.

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 Experience 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.

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.

PROCEDURES

- Complete or waive course prerequisite(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 preorientation meetings, and complete assignments.

- Pay tuition and program costs, which will be billed to the student's account, no later than the first day of class.

MODULES ABROAD

Thunderbird's Modules Abroad Program allows students to study core courses for six weeks at a partner institution overseas during the student's second trimester. The experience includes intensive study paired with company visits and cultural events for a truly global experience.

ELIGIBILITY

In order to participate in a Module Abroad, students must:

- Have successfully completed all of their first trimester coursework.
- Be in good standing at Thunderbird—that is, no honor code violations, academic probation (minimum 3.000 GPA), no financial or academic restrictions on his/her account, etc. (FS0707).
- Complete the application and participate in an interview process.
- Pay the administrative and activity fee(s).
- Meet with an Academic Advisor to determine course schedule
- Be in the Traditional MBA Program (Accelerated MBA, 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 the Thunderbird Exchange Program Advisor in the Academic & International Services Office during their first trimester. 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.
- Be in good standing at Thunderbird (no honor code violations, no academic probation, no financial or academic restrictions on his/her account, etc.) at the time the Exchange Program begins.
- Traditional MBA students must complete the following courses prior to participation in an Exchange Program:

GM 4000 Global Political Economy	GM 46XX Regional Business Environment
GM 4464 Competing Through People	GM 4102 Managerial Decision Making
GM 4468 Competitive Strategy	GM 4203 Global Financial Management
GM 4501 Global Marketing Strategy	GM 4300 Data Analysis
GM 4502 Global Marketing Management	

- The Accelerated MBA Program is not designed for a student to participate in an Exchange Program.
- Students in the MS-GM and MA-GAM Programs may have limited opportunities for participation in an Exchange Program. Interested students should contact the Exchange Program for more information.

- Dual-Degree, Post-MBA, and non-degree-seeking students are not eligible to participate in an Exchange Program.
- 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.
- International students completing their degree requirements while on an exchange must be willing to forfeit their OPT benefit.

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 MTB).
- Pay the required deposit upon acceptance.
- A committee selects qualified candidate(s) for the Exchange Program.
- Selected candidates meet with an Academic Advisor to select preapproval courses. Credit for courses not preapproved may not be eligible for course equivalencies or GF (electives) credit. No credit will be given for equivalent GM (core) courses.

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.
  - *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 registered credits at the partner institution.
  - Students will not receive a financial credit or refund for courses completed with grades less than "B" or its equivalent.

LANGUAGE COURSES/CREDITS

- Language credits earned at the exchange institution cannot be applied toward Thunderbird degree requirements.
- Students may choose to take language courses at the partner institution in an effort to improve their language skills.
  - Students choosing to take language courses will be responsible for paying the exchange institution directly for the tuition/fees associated with these courses.
  - 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/RESPONSIBILITIES

- Courses must be vetted and approved by Thunderbird 45 days prior to the first day of classes at the partner school. Credits for courses that are registered without the proper approval from Thunderbird will not be eligible for transfer.
- Thunderbird cannot guarantee the availability of approved courses at the partner institution. Students should be prepared to select other vetted and approved courses as alternates.

- Students are responsible for submitting their final course registration at the partner school to the Thunderbird Exchange Program Advisor no later than one week following the close of registration at the partner school. Failure to do so may result in the delay of financial aid or may incur late fees.
- Students are required to immediately notify the Thunderbird Exchange Program Advisor of any changes in their schedule, number of registered credits, etc.
- Students must receive the equivalent of a grade of "B" (3.000 on a 4.000 scale) or better in all coursework in order for credits to be applied toward their Thunderbird degree. Transfer credits will not be computed for the purposes of GPA calculation.
- At the end of the exchange term, the student must arrange to have their transcript from the exchange partner school sent to the Thunderbird Exchange Program Advisor.
  - Students graduating at the end of an exchange term must arrange to have their final transcripts sent to Thunderbird within 30 days of the graduation date for their degree to be conferred and their diploma ordered. Degrees for students whose transcripts are received after this 30-day deadline will be conferred with the next available graduation date.
- Students are responsible for maintaining proper medical insurance.
- Students are responsible for the visa procurement, tuition and fees, materials, travel and living expenses, etc., associated with the Exchange Program.
- Students are responsible for maintaining awareness of situations, events, etc., that may be taking place in the host country that could potentially affect their ability to engage in the Study Abroad Program. U.S. citizens should register with the Department of State prior to leaving the U.S. (https://step.state.gov/step/).
- Students participating in an Exchange Program are required to meet the minimum Thunderbird standards and credits for graduation.
- Students are responsible for successfully completing the required number of credits and core courses for their degree.
- The student's remaining core courses not referenced above (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).

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) ESSEC Business School
Finland	~ Aalton University (Fall/Spring/Summer)
Germany	~ Mannheim Business School (Summer) ~ European Business School
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, IELTS, or PTE score for admissions (FS0407).

BURSAR'S OFFICE REGULATIONS

TUITION AND FEE SCHEDULE

Costs are in U.S. dollars, unless otherwise noted. This applies to any and all Thunderbird communications.

Tuition and Fees	Fall 2012–Summer 2013
AMOUNT DUE AT REGISTRATION	
Housing *(per person per trimester)*	
A and B Residence Halls	$1,535
West A Residence Hall	$1,350
West B Residence Hall	$1,535
East Residence Hall	$1,435
Board *(Campus Residents Only)*	$695 (fall/spring) / $400 (summer)
Tuition	
Per Credit Tuition	$1,436
Spouses of Students per Credit Tuition	$1,436
Foundation Fee (Full-Time Programs)	$700
Internships: Charged at Regular Tuition Rate	
0.333 credits	$478
1.5 credits	$2,154
3.0 credits	$4,308
Other Fees	
Student Health Insurance	$583
T-Bird Student Government Fee	$150[1]
Off-Campus Administrative Fee (in addition to tuition) for each Module Abroad, Language Programs, Exchange Programs, and Winterims/Summerims	$350
Activity Fee per Module Abroad	$350
Housing Fee per Night in Excess of Trimester	$15
TEM Lab Fee	$1,100
Textbooks (first trimester only)	Vary
Materials Copyright Fee (per credit hour)	$22[2]
Credit Card Convenience Fee	2.5% of Transaction Amount[3]

[1] *This $150 per-trimester 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. The Materials Copyright Fee is nonrefundable after the Drop/Add period has ended.*

[3] *This fee is only assessed on credit card payments .Minimum processing fee of $3.95 per transaction*

All non-tuition charges and fees are subject to Bursar's Office verification, and are subject to change without notice. Tuition schedule is guaranteed for one academic year, with new rates applicable beginning every Fall trimester. Students should refer to MTB/Finance and Accounting/Full-Time MBA and MA/MS Programs for a current schedule of tuition and fees. All communications from the Bursar's Office will be sent to each student's Thunderbird-assigned (lifetime) e-mail account.

NOTE: The statements above are provided in accordance with the institution's business license agreement with the Arizona State Board for Private Post-Secondary Education. The school reserves the right at any time to amend its tuition, fees, and methods of payment, in addition to any policies regarding such tuition, fees, and payment methods. The Tuition and Fees Schedule above has been set forth by the Thunderbird Finance and Accounting Office and approved by the Thunderbird Board of Trustees.

For questions, please contact:

> Thunderbird School of Global Management
> 1 Global Place
> Glendale, AZ 85306-6000
> Bursar's Office
> PH: 602-978-7140
> FAX: 602-978-7787

STUDENT HEALTH INSURANCE

- All registered students (including students on registered internships, students cross-registered with other programs, and students taking only Professional Development Workshops during any given trimester) are required to carry adequate health insurance
- All full-time students are eligible to participate in the school's plan.
- Students may waive the cost of the school's plan by completing the Student Health Insurance Waiver Form and presenting evidence of comparable or superior insurance coverage to Human Resources at the start of his/her program, no later than Friday of the first week of classes. No travel policies will be accepted.
  - o The following deadlines for student health insurance waiver submission are in effect for the 2012-13 academic year:

    > Fall 2012: September 7, 2012
    > Spring 2013: February 1, 2013
    > Summer 2013: May 24, 2013

    No insurance waivers will be accepted past these deadlines
- Once a waiver is granted, students may not obtain coverage during the remainder of the trimester unless their plan terminates or their life circumstances change (i.e., new baby, marriage, etc.).
- Students who are not registered for one trimester are eligible to 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 (please see waiver requirements and deadlines above)
- 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 published deadline each trimester as communicated by the Bursar's Office and published on MTB (which includes payment for both Module 1 and Module 2 courses).
- Tuition and fees billed to the student account after the start of a term are due and payable immediately. Students who register during Drop/Add Week must make a payment in full within 24 hours of registration.
- Only prepayment of tuition and fees not covered by financial aid is permissible. Refunds due to excess student account payments may be assessed a $30 refund processing fee.
- Additional fees associated with Winterim/Summerim courses (i.e., hotel, transportation, airfare, excursion fees, etc.) are due as communicated by Student Affairs Office. Students who withdraw from the off-campus program past the communicated deadline will forfeit all or part of these additional fees.
- Employer/organization-sponsored students are required to submit appropriate documentation to accounting@thunderbird.edu at least 30 days prior to the payment due date. Bursar's Office requires a minimum of ten business days to prepare sponsorship invoices. Should the company fail to make payment, the student will be required to do so by the published payment due date, and seek reimbursement from their employer for these funds

ACCEPTABLE FORMS OF PAYMENT

Money orders, personal, cashier's or traveler's checks (payable to "Thunderbird"), E-check MasterCard, Discover, and American Express credit cards as well as Electronic funds transfers are all acceptable methods of payment of tuition, fees, room, and board. . All checks must be in U.S. funds. Thunderbird will not accept cash payments.

Effective August1, 2012, students paying by credit card will now be responsible for covering the credit card processing fee. Credit card payments made using Access Thunderbird will be assessed a credit card processing fee of 2.5% of the total charge, with a minimum processing fee of $3.95 per transaction. Access Thunderbird will accept the following credit cards for payment: MasterCard, American Express, and Discover. Thunderbird will be offering, at no cost, an option to pay tuition and fees via ACH/e-check from a US bank account.

To pay online via credit card or e-check, students can log into "Access Thunderbird" on MTB.

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.

Electronic funds transfers submitted for any fees must have the student I.D. number noted. A copy of the electronic payment confirmation must be sent to the Bursar's Office at accounting@thunderbird.edu to ensure timely application of payment to student accounts. The student ID, amount of payment in U.S. dollars, and reason for payment must be noted in the e-mail notification.

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 insufficient funds are not resubmitted a second time for payment. The student will be assessed a $25 Return Check Fee and will be required to make payment using a different method (please see Acceptable Forms of Payment above).

LATE PAYMENT POLICY

Payment of tuition and fees is due by the published payment deadline each trimester/interim, as communicated by the Bursar's Office and published on MTB. Students who <u>fail to make payment in full will be dropped from some or all classes.</u> New students (who have never been enrolled in a Thunderbird academic program) will be allowed a ONE-TIME, 30-day grace period to make payment in full. This grace period is provided for the first trimester only. Upon expiration of the 30-day grace period, these students will be dropped from all classes if outstanding tuition and fees are not paid in full.

Students are expected to apply for financial aid in a timely manner in order to pay tuition and fees, in full, upon the stated due date. The late payment policy applies to all students, including financial aid recipients.

All balances must be paid before a student will be permitted to register for any subsequent classes. Failure to make full restitution on any unpaid balance will result in student account restrictions that prevent registration for classes, access to MTB/Lifetime Thunderbird e-mail, as well as the withholding of transcripts and diplomas. Additionally, Thunderbird will not confer a student's degree until the student's account balance is paid in full.

Should a degree conferral be delayed due to nonpayment of account balances, the student must wait for the next conferral date for the degree to be conferred once the account has been paid in full.

Thunderbird will pursue, if necessary, any or all legal means of collecting unpaid balances including charging, to the student, collection costs and legal costs incurred by the school in the process of collecting funds from the student.

REFUND POLICY/SCHEDULE

- The applicant may cancel the enrollment agreement and receive a full refund of all monies, except for a $700 nonrefundable administrative fee (see below) paid to date if cancellation is made in writing to the Registrar's Office and mailed/delivered to the institution at the address stated herein within three business days after the date of signature on the enrollment agreement. Tuition deposits include a $700, nonrefundable administrative fee. This fee will not be refunded for any reason (AAC R4-39-404 (D4).
- 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 Bursar's Office requires five business days to process a refund request once the funds are posted to the student account and any necessary supporting documentation has been received. Refunds are processed via ACH electronic funds transfer or via paper check. Checks are sent to a student's campus mailbox or a forwarding address on record. A bank service fee of $25 will be assessed to the student's account for any stop payment issued through the bank upon request by student. Thunderbird does not charge students to process a refund via domestic ACH transfer into a checking account. Further, the school reserves the right to assess a $25 fee for any credit card refunds on account overpayments.

The fee schedule for other electronic funds transfers (i.e., wire transfers) is as follows:
Outgoing Domestic Wire Transfer Fee $25
Outgoing International Wire Transfer Fee $40

- Tuition for Winterim/Summerim programs, as well as Intensive Language courses is not refundable after the first day of classes.
- TEM Lab Fee of $1,100 is not refundable if student drops the course after the communicated deadline/
- If a student withdraws or is dismissed from the school during a trimester, the tuition charge (not including fees) will be refunded according to the refund schedule below:

TRIMESTER TUITION REFUND SCHEDULE	
Student Status from Start of Trimester	**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%
More than six weeks	0%

DEPOSIT/FEE MANAGEMENT POLICY

ADVANCE REGISTRATION DEPOSIT

Each applicant is required to submit a registration deposit of $700 upon acceptance of admission in order to reserve a space in class. Payment of this program registration fee can be made by accessing the online payment form link e-mailed to all admitted applicants. This deposit is nonrefundable and will be applied to the Foundations fee. Students who have been approved for deferred admission must pay an additional $375 registration deposit. If the applicant is not admitted within one year of paying deposit, the full payment amount of $1,075 will be forfeited.

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 and Immersion Language Programs 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, an Immersion Language Program, or a TEM Lab course after the communicated deadline will be responsible for any costs incurred by the school for lodging, transportation, excursions, etc.

ALUMNI DISCOUNTS

A student is not eligible for an alumni discount until his/her degree has been conferred. Once the degree has been conferred, a refund of the discount amount will be applied to the student's account. Please see the Degree Requirements section of the student catalog for additional information.

CROSS-REGISTRATION DEPOSIT

Students who cross-register a course in a different degree program must pay a nonrefundable cross-registration deposit of $75 per trimester to secure a seat in the class. This deposit will be allocated towards tuition charges for the cross-registered courses.

Students who permanently change programs of study must pay a nonrefundable cross-registration deposit of $150. This deposit will be allocated towards tuition charges for the new program of study.

Students may incur additional fees related to cross-registered courses as communicated by the Bursar's Office or Program Departments.

HOUSING SECURITY DEPOSIT

Students who choose to live in the dorms have to pay a security deposit of $300 to the Dorm Management Company. This deposit will be held by Thunderbird for the duration of stay in the dorms. A Housing Deposit Refund Request Form must be completed by the student and submitted to the Housing Office for approval before refund of a housing deposit can be processed. The Bursar's Office requires five business days to process refunds. Students who have an account balance will not receive a refund. Instead, the housing deposit will be allocated to offset the charges on the student's account. Students who check out unsuccessfully (i.e., housing cancellation not received before deadline, no official checkout, room did not pass inspection for cleanliness, damage to room, lounge did not pass inspection for cleanliness) will forfeit the housing security deposit. In case of damage to a room, the student is subject to additional fees for repair.

FINANCIAL ASSISTANCE

The Financial Aid Office assists in administering loans and campus employment, including work-study and other types of financial assistance, such as grants and scholarships **within the framework of Federal, State, institutional, and donor regulations and policies**. The goal in the Financial Aid Office is to assist students in making the cost of attending graduate school as financially feasible as possible, as a complement to their resources, utilizing Federal government, private, and on-campus resources to maximize the financial aid options to students for education-related expenses.

Students may visit the Financial Aid Office at any time with questions or concerns. Staff members are available in person on a walk-in basis, via e-mail, phone, or appointment.

Under guidance from the Department of Education, it is the policy of the Thunderbird Financial Aid Office that students may not receive aid greater than the published cost of attendance. The off- and on-campus cost of attendance is determined based on student surveys, local housing information, figures approved by the Board of Trustees and/or set by the institution, information from other organizations such as the College Board, and are published each year. Financial Aid Representatives are available to help students and to answer questions regarding financial aid eligibility, published cost of attendance, awards, and the application process.

SCHOLARSHIP PROGRAMS

There are two categories of awards: those for entering students prior to matriculation, and those for enrolled students. Scholarship funds are only applied toward per-credit tuition charges unless indicated in the criteria when scholarships are published or announced.

ENTERING-STUDENT MERIT SCHOLARSHIPS

Entering-student merit, affiliation, and donor-directed scholarships are available to admitted applicants for all full-time programs: MBA in Global Management, MA in Global Affairs and Management, MS in Global Management, MS in Global Finance, and MS in Global Marketing. As part of the admissions process, all highly qualified entering students who submit the scholarship essay are evaluated for scholarships. Award decisions are based on the documentation included in the Admission Application material and the scholarship essay. **Thunderbird strategically and carefully plans its funds management to maximize its resources annually.** Recipients are notified in advance of matriculation, and decisions are final.

ENROLLED-STUDENTS SCHOLARSHIP OPPORTUNITIES

THUNDERBIRD SCHOLARSHIP OPPORTUNITIES FOR FULL-TIME MBA, FULL-TIME MASTER OF SCIENCE IN GLOBAL MANAGEMENT, FULL-TIME MASTER OF GLOBAL FINANCE, FULL-TIME MASTER OF GLOBAL MARKETING AND FULL-TIME MASTER OF ARTS IN GLOBAL AFFAIRS AND MANAGEMENT STUDENTS

At the start of each term, the Financial Aid Office announces prestigious, competitive scholarship opportunities for enrolled students (minimum six credits or more) in the various Full-Time Programs. These awards, made possible by donors, may range from $1,000 and up (generally $1,000–$6,000). Students need to be enrolled for a minimum of 12 credits hours, although, on occasion, some scholarships do allow for six credit hours of enrollment. The announcement is made via MTB and/or TLE and e-mail and is also posted on the Scholarships and Grants page on MTB and/or TLE. 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. Donors determine who qualifies to apply and the specific scholarship criteria. Scholarships are applied in relief of tuition charges only to the student's tuition account for the current or subsequent award term(s); this may include an interim (Winterim or Summerim) and/or Internship.

CONTINUING STUDENT GRANTS

Continuing student grants are awarded on a competitive basis to continuing full-time students who have completed at least one full trimester of study (minimum 12 credit hours). Approximately 45-70% 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 term.
- Thunderbird cumulative GPA of 3.600 for a minimum of 12 credit hours.
- The application deadline is 4:30pm on the second Friday of each term.
- **This is the only time that students on Internships or not currently enrolled for the application term to apply. These students would include their involvement in the activities from the prior term.**
- Amounts range from $1,000–$8,000 in relief of tuition, based on funding availability. The majority of students fall into the $1,000–$3,500 range.
- The Continuing Student Grant Application is submitted online and is located on the Financial Aid Department page of MTB under the Scholarship and Grants section. It is available about two weeks prior to the deadline.
- Decisions are usually made around the sixth week of the term and notifications are sent to all applicants.

Grants are applied to student accounts specifically for tuition for current or subsequent terms of enrollment. This may include an interim (Winterim or Summerim) and/or Internship.

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

The B. F. Brown Fellowship for Thunderbird Global Experience
Funds may be available through a competitive process to assist with non-tuition expenses related to a Thunderbird Global Experience completed by doing an Internship, Winterim or Summerim overseas. An application must 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 Fellowship may be 100% taxable to recipients.

INFORMATION AND TIPS ON APPLYING FOR ENROLLED STUDENT SCHOLARSHIPS

Applicants will be primarily assessed on originality of essay/statement content and how well requirements for 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 scholarship application. Be reflective; consider: What makes you unique? Why should you be selected over another applicant?
- Proofread all information that will be submitted; review the application for grammar and spelling. Give the application a final "once-over." Ask someone to review the application.
- Work with the Thunderbird Writing Center.
- The cover letter, at a minimum, should address an interest in being considered for the award, why the student is applying, and be customized for each scholarship application. The Instructions to Apply section of the spreadsheet will indicate if further discussion in the cover letter is requested. See sample cover letter in the Helpful Hints section under Scholarship and Grant Opportunities of the Financial Aid MTB page.
- Follow the instructions carefully.

- Resume should include all work and education-related items discussed in statements or essays.
- Deadlines and decisions are final.

<u>The same essay or cover letter should not be</u>
<u>submitted for more than one scholarship.</u>

Prewrite > Write > Edit > Submit

OUTSIDE SCHOLARSHIP OPPORTUNITIES

There are organizations, not affiliated with Thunderbird, that provide information to the school about scholarships they offer that help students through those organizations' philanthropic activities. When this information is received from these organizations, it is posted in the Outside Scholarship Opportunities area under the Scholarship and 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
  Eligibility: MBA, MS, and MA Programs

- **NATIONAL SOCIETY OF HISPANIC MBAS**
  Website: www.nshmba.org and select the Scholarship box
  The NBMBAA National MBA Graduate Scholarship Program awards scholarships to the top 25 candidates identified through its annual essay competition. Recipients are selected based on academic achievement, work experience, personal statement of goals and aspirations, community service, letters of recommendation, and NSHMBA ambassadorship essay. The scholarship package includes assistance for travel and registration to their annual conference; scholarships range between $2,500 and $10,000. Candidates may usually begin applying for this scholarship in January, and the application deadline is in late April.
  Application Period: February 1–April 30
  Eligibility: MBA in Global Management only

- **NBMBAA NATIONAL MBA SCHOLARSHIP PROGRAM**
  The NBMBAA National MBA Graduate Scholarship Program awards scholarships to deserving graduate students. Applicants are evaluated on academic excellence, strong communication skills, community involvement, and leadership ability. Scholarships range from $1,000 to $15,000. The application period is generally April 15–May 31.
  Website: http://www.nbmbaa.org—you may need to register as a member
  Eligibility: MBA in Global Management only

STUDENT LOANS—AID THAT MUST BE REPAID

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

U.S. GOVERNMENT PROGRAMS—U.S. CITIZENS AND U.S. PERMANENT RESIDENTS

The U.S. government has three types of Federal student loan programs in which Thunderbird participates. The Financial Aid Office will determine eligibility for these loans based on the

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 receive any loan processed through the Thunderbird Financial Aid Office, a student must understand that the funds are submitted to Thunderbird, applied toward the student account and eligible charges, and disbursed term-by-term per Federal regulations.

FEDERAL PERKINS LOAN (NEED-BASED AID—FAFSA REQUIRED)

- Fixed 5% interest rate
- $8,000 maximum per year; $60,000 aggregate loan limit (undergraduate and graduate)
- Nine-month grace period upon graduation, withdrawal, or less-than-half-time enrollment
- Interest begins to accrue at end of the grace period. Government pays interest during the in-school (at least six 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 is subject to:
  - Availability of Perkins Funds based on graduates in repayment
  - Annual funding level as determined by the Department of Education
  - Completion of Perkins Entrance Counseling
  - Timeliness in returning required documents
  - Disbursement might occur in the middle of the trimester and affect other aid
- Applicants must be enrolled at least half-time (minimum six credit hours) in the full-time MBA in Global Management, Dual-Degree, Post-MBA, Masters in Global Affairs and Management, Master of Science in Global Finance, Master of Science in Global Marketing, 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 forms should be received in the Financial Aid Office no later than two weeks prior to the first day of classes or within the timeframe requested when the award is offered.
- First-time Federal Perkins Loan awardees at Thunderbird must complete Perkins Entrance Counseling online a minimum of two weeks prior to the first day of classes.
- Ten-year standard repayment; $40 minimum per month (likely higher based on typical amount borrowed).

FEDERAL DIRECT UNSUBSIDIZED STAFFORD LOAN (NEED-BASED AID—FAFSA REQUIRED)

- Fixed 6.8% interest rate
- $20,500 maximum per loan year
- $138,500 aggregate loan limit, including amount borrowed from the Federal Direct Subsidized Stafford loan (undergraduate and graduate)
- Six-month grace period upon graduation, withdrawal, or less-than-half-time enrollment
- Interest accrues from time of disbursement, on amount disbursed, by the Department of Education. Accrued interest is added to principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be deferred until the end of the grace period. The Federal Direct Unsubsidized Stafford Loan has a 1% origination fee. Because of the fees, **the actual loan amount applied to a Student's Receivables Account will be lower** than that listed on the award notice. The net amount will be 99% of the gross amount. Loan fees are added to the overall cost of attendance.

- First-time Federal Direct Unsubsidized Stafford Loan borrowers at Thunderbird must complete entrance counseling online before the Financial Aid Office will originate or certify any loan awards that the student accepts (done only once for the Direct Stafford Loan Program).
- First-time Federal Direct Unsubsidized Stafford Loan borrowers at Thunderbird must complete a Federal Direct Stafford Loan Application/Master Promissory Note. This is not applicable if one is already on file and not expired with the Department of Education. Ten-year standard repayment; $50 minimum per month (likely higher based on typical amount borrowed).
- Other repayment options may be available.

FEDERAL DIRECT GRADUATE PLUS LOAN (NON-NEED-BASED AID—FAFSA REQUIRED)

- Fixed 7.9% interest rate
- Eligible to borrow up to the published cost of attendance MINUS any other financial assistance (loans, scholarships, grants, work-study)
- **Credit is considered for this loan. The Department of Education must obtain a credit report from at least one national credit bureau to determine if the borrower has adverse credit. Adverse credit is considered:**
  o Accounts currently 90 days or more delinquent on the repayment of any debt
    NOTE: Unpaid collection accounts and charge-offs are considered adverse credit.
  o Bankruptcy (Chapters 7, 11, or 12 within the past five years)
    NOTE: The Department of Education does not consider Chapter 13 bankruptcy as adverse credit.
  o Voluntary surrender within the last five years
  o Repossession within the last five years
  o Foreclosure proceedings within the last five years
  o Foreclosure within the last five years
  o Deed in lieu of foreclosure
  o Wage garnishment within the last five years
  o Defaulted loan that has been paid by claim
  o Lease or contract terminated by default
  o County/State/Federal tax lien within the past five years

  A student meeting any of the above conditions or concerned about other credit issues should be prepared to borrow with a credit-worthy endorser (co-borrower).

- **Repayment** of principal and interest begins 60 days after the loan is disbursed; however, student borrowers are automatically placed in an in-school deferment status while enrolled at least half-time.
- Interest accrues from the time of disbursement on the amount disbursed by the Department of Education. Accrued interest is added to the principal at repayment. Borrowers are strongly encouraged to make payments on the accruing interest (or any amount available) to save money over the long term. However, payment of interest can be postponed until repayment begins.
- The Direct Graduate PLUS Loan Program has a 4% origination fee. Because of the fees, **the actual loan amount applied to a Student's Receivables Account will be lower** than that listed on the award notice. The net amount will be 96% of the gross amount.
- Loan fees are added to the Cost of Attendance.
- First-time Federal Direct Graduate PLUS Loan borrowers at Thunderbird must complete Entrance Counseling online before the Financial Aid Office will originate or certify any accepted loan awards (part of Stafford/Graduate PLUS Entrance Counseling).
- First-time Federal Direct Graduate PLUS Loan borrowers at Thunderbird must complete a Federal Direct Gradate PLUS Loan Application/Master Promissory Note (MPN), done

electronically in most cases. **It may be necessary to complete multiple MPNs while attending Thunderbird**.

- Ten-year standard repayment; $50 minimum per month (likely higher based on typical amount borrowed).
- Other repayment options may be available.

STEPS TO FOLLOW WHEN APPLYING FOR FEDERAL STUDENT LOANS

STEP 1:   APPLY FOR A PIN (PERSONAL IDENTIFICATION NUMBER)

Apply for a PIN at www.pin.ed.gov or via link at www.fafsa.ed.gov in order to be able to electronically sign the 2012-13 Free Application for Federal Student Aid (FAFSA) and Master Promissory Notes (loan applications). Borrowers may also begin to complete the FAFSA at www.fafsa.ed.gov and save the data until a PIN is received.

STEP 2:   COMPLETE THE 2012–2013 FREE APPLICATION FOR FEDERAL STUDENT AID (FAFSA) AFTER COMPLETING THE 2011 FEDERAL INCOME TAX RETURN

The FAFSA is the key document for determining eligibility and must be completed online and submitted to the Federal Processor as early as possible using 2011 Federal tax information. It is never too late to apply for the upcoming term. Thunderbird will receive the information electronically as long as the correct school code (G01070) is listed. Within 72 hours, the student applicant will receive an e-mail from the Federal Processor with a link to his/her electronic Student Aid Report (SAR). Review the report and responses carefully. If the SAR letter questions anything on the information submitted, follow the instructions on the form and make the corrections, or contact the Financial Aid Office for assistance. Once the SAR is correct, print/save a copy. If e-mail notification about SAR is not received within two weeks, call 1-800-4FEDAID to check the status.

*FAFSA preferred filing dates: Fall—March 1; Spring—September 15; Summer—February15
The FAFSA is valid for Fall 2012 through Summer 2013 terms.

STEP 3:   FOLLOW UP

All discrepancies or conflicting data indicated on a SAR must be resolved in order to continue the financial assistance process and receive a Financial Aid Award notification e-mail. This may include verification documents. The Financial Aid Office communicates what information and documents are required to resolve any issues. It is always advisable to review the SAR carefully for details. If there are no discrepancies or conflicting data on a SAR, this step may be skipped and the file considered complete.

Please Note: Only admitted students (offered admission) may move beyond this step.

STEP 4:   RECEIVE INTRO E-MAILS

These e-mails introduce the staff, reiterate the financial aid steps, and share additional information that needs to be considered prior to matriculation.

STEP 5:   RECEIVE FILE-COMPLETE E-MAIL

This e-mail outlines tasks to complete in preparation for receiving the Award Notification Letter (eligibility), such as complete entrance counseling and review the Thunderbird Learning Environment (TLE). Recipients will also be sent a user name and password for Access Thunderbird by Thunderbird's I&IT Department, which will allow recipients to view, accept, and/or reject Financial Aid Awards once the Award Notification Checklist e-mail is received. This e-mail is sent about a week after the File Complete e-mail.

STEP 6: RECEIVE FINANCIAL AID AWARD NOTIFICATION INFORMATION E-MAIL

This is the first of two Financial Aid Award Notification e-mails. This e-mail discusses how the grant is awarded and explains why the recipient must take certain actions upon receipt of the Financial Aid Award Notification Checklist e-mail.

STEP 7: RECEIVE FINANCIAL AID AWARD NOTIFICATION CHECKLIST E-MAIL

When notified that the Financial Aid Award Letter is available, the student should review, online, the list of specific awards for which he/she is eligible, through Access Thunderbird using the log-in information sent by Thunderbird's I&IT Department, and follow the instructions in the notification e-mail to accept and/or reject the aid offered for all the awards listed. To ensure receipt of funds by the payment due date or as quickly as possible after the first day of classes, accept the awards within ten days of receipt of this e-mail, and also complete all items noted in the checklist in a timely manner. This should be done at least 30 days prior to the payment due date.

- Accept/reject your Financial Aid.
- Complete Master Promissory Note. If both the Federal Direct Unsubsidized Stafford Loan and the Federal Direct Graduate PLUS Loan are accepted, two separate Master Promissory Notes (MPN), one for each loan/award program, must be completed at https://studentloans.gov/myDirectLoan/index.action.
- Online Student Loan Entrance Counseling. All Federal Financial Aid recipients are required to complete an entrance counseling session (one time per school). Thunderbird will not certify a loan if loan entrance counseling has not been completed. Entrance counseling for the Federal Direct Stafford and Federal Graduate PLUS Loans may be completed via https://studentloans.gov/myDirectLoan/index.action.
- The Scholarship Office will communicate with the recipient separately about the Federal Direct Graduate PLUS Loan as there is timing consideration. The recipient will be asked to complete a credit check by clicking on "Request a PLUS Loan" at https://studentloans.gov/myDirectLoan/index.action. **Please Note**: This is an entirely separate process which is an essential part of obtaining a Federal Direct Graduate PLUS Loan and should not be completed more than 90 days prior to the start of classes as credit checks are only good for 90 days.

The recipient should reject the awards if he/she no longer needs financial aid after receiving the award notification.

STEP 8 FOLLOW-UP—AWARD NOTIFICATION LISTED ON ACCESS THUNDERBIRD

Within 15 days of receipt of the Financial Aid Award Notification Letter, the Financial Aid Office will communicate to the aid applicant what still needs to be completed by him/her before the loan process can be finalized. Should timely action not occur on remaining tasks, the aid applicant may be required to pay his/her Thunderbird bill even if financial aid funds are anticipated.

STEP 9 LOAN APPLICATION PROCESSING (ORIGINATION WITH THE DEPARTMENT OF EDUCATION)

When the Financial Aid Office receives confirmation that recipients have completed all requirements as listed above, loan(s) will be originated/certified and the information shared with the Department of Education. The Financial Aid Office will not originate a Federal Direct Graduate PLUS Loan without first receiving confirmation of approved credit.

The recipient will be notified via e-mail by the Financial Aid office when loans have been originated once all steps are completed.

STEP 10: FUNDS POST

Once the Department of Education approves the loan(s), Thunderbird will post funds to student accounts shortly before classes begin or usually within ten days of processing (originating) the loan(s). Student eligibility is reconfirmed (enrollment, etc.) and the Accounting Office is informed. Students receive a notice from the Financial Aid Office indicating which funds have been received and the amount posted to his/her account. A hold on these funds may occur if there are any new discrepancies that need to be resolved. If this happens, the Financial Aid Office either recalculates eligibility for the financial aid or contacts the recipient to resolve the discrepancies and handling of the funds.

STEP 11: REFUND OF CREDIT BALANCES (EXCESS FUNDS)

If financial aid funds posted to a student account are greater than the allowable charges, a refund will be processed toward the end of the second week of classes. Funds arriving after the second week of classes will be processed within five business days. However, if financial aid funds do not cover all charges, recipients will need to make arrangements with the Accounting Office regarding payment by the published payment due date.

Recipients wishing to have any excess funds sent to their bank account by Thunderbird, must complete the ACH/Wire Transfer Request and Authorization Form and submit it to the Accounting Office via e-mail, in person, or via fax at 602-439-5432. This form is located on the Accounting and Finance MTB page under Student Forms.

NON U.S. GOVERNMENT PROGRAMS (NON-NEED-BASED AID)

PRIVATE EDUCATIONAL LOANS—INTERNATIONAL AND U.S. STUDENTS

Some students may find it necessary to borrow through private education loan programs to help cover a portion of their educational expenses that may not be covered by Federal and institutional aid. The terms and conditions of these loans vary considerably, and students should carefully review all information before choosing a program. These loans are available to U.S. citizens and U.S. permanent residents and to international students with a qualified U.S. citizen or U.S. permanent resident as a co-borrower. The terms and conditions of private loans are determined by private (nongovernment) student-lending organizations—banks and other entities. These lenders make the final decisions on the loans based on credit and/or debt levels. Private loans are still considered educational loans even though they are from a private source, and are not subject to the same Federal Financial Aid regulations, but the cost of attendance per the institution is still considered. Students may borrow from this source as a supplement to other financial assistance, including Federal Financial Aid, up to the published cost of attendance.

- This type of loan could be used for the Foundations fee, Boot Camp(S) Course(s), registered Internships, and/or classes taken that exceed the credits for a program of study, subject to current terms by the lender.
- This type of loan is not usually considered for I-20 purposes.
- Credit history and/or FICO score is considered as part of the approval process.
- Interest rate varies based on lender policy (generally based on LIBOR + or Prime +).
- Interest accrues from time of disbursement by lender. Borrowers are encouraged to make payments on the accruing interest to save money over the long term.
- Repayment period varies by lender and amount borrowed (usually 10–15 years).
- Minimum monthly payment varies based on amount borrowed and length of repayment.
- Maximum loan possible is cost of attendance less any financial aid (if lender approves).
- Loan fees vary. For example: 0%–12% based on lender policy.
- Grace period begins upon graduation, withdrawal, or less-than-half-time enrollment as determined by lender, usually six months.

Additional information on this type of loan may be found on MTB under Loan Information in the Financial Aid area. We provide a neutral list of lenders through whom our students have received funds during the last three award years. The list is located in the Private Loan Information section in the Financial Aid area of MTB. The list includes the lender name and contact information and allows you to visit their websites to do your research and comparison. You may select a lender from this list or select any lender based on your own research, as the choice is entirely yours. Contact the Financial Aid Office with any general questions.

STEPS TO FOLLOW WHEN APPLYING FOR A PRIVATE LOAN

STEP 1: E-MAIL THE FINANCIAL AID OFFICE AT FINAID@THUNDERBIRD.EDU AND INDICATE INTENT TO APPLY FOR A PRIVATE LOAN

To meet the preferred filing date in applying for a Private Education Loan, the e-mail should be received:

- **75** days prior to the period funds are needed to pay Thunderbird tuition or other expenses as discussed with, and approved for disbursement by Financial Aid Staff.

Submitting the e-mail and working with a lender in this timeframe ensures adequate time to process the loan request as long as there are no credit issues. A borrower may apply for assistance later than 75 days prior to the fund due date, keeping in mind that funds may not arrive by the due date.

A student does not need to be admitted to Thunderbird to begin the financial aid process, but must be admitted and pay the deposit for Thunderbird to confirm and certify any loan request.

STEP 2: LENDER RESEARCH AND COMPLETING THE SELF-CERTIFICATION FORM

Review lender information on the Private Lender Information Section on the Thunderbird Financial Aid MTB page and choose a lender from the Neutral Lender List or research other lenders separately and apply for the funds, normally online. Complete the required Self-Certification Form, provided either by the lender or by Thunderbird, and supply details pertaining to your costs and financial aid as required. Students should not apply earlier than 80 days from when the funds would be disbursed as credit is only valid for 90 days.

It is strongly suggested that loan applicants check the loan status with their lender within 5–6 weeks of applying if they have not received notification of approval or denial.

STEP 3: LOAN APPLICATION PROCESSING/CERTIFICATION

Thunderbird will be informed about the approval or the denial of a loan request. If approved, part of the school certification process includes confirmation of eligibility. The school informs the lender of the amount Thunderbird approves, based on the cost of attendance, tells them when to disburse the funds to the school to make the payment to Thunderbird, and also supplies enrollment data.

STEP 4: FUNDS RECEIPT

When the funds are received from the lender, eligibility is reconfirmed (enrollment, etc.) and the Accounting Office is informed. Funds are then electronically transmitted to the student account from the Financial Aid System. The student receives a notice from the Financial Aid Office indicating that the funds have been received and the amount applied to the student's account. If financial aid does not cover all charges, the student must make arrangements to pay the balance due immediately. Payment is required ten days prior to the first day of classes, or the student is subject to being dropped from classes. Funds are applied to charges due for the current term, and then any prior balance before any refund may be made.

STEP 5: REFUND OF CREDIT BALANCES—EXCESS FUNDS

If financial aid funds posted to the student account are greater than the charges, a refund will be processed beginning at the end of the second week of classes. Funds arriving after the second week of classes will be processed within five business days. However, if financial aid funds do not cover all charges, the student will need to make arrangements with the Accounting Office regarding payment by the published payment due date.

Students wishing to have any excess funds sent to their bank account by Thunderbird must complete the ACH/Wire Transfer Request and Authorization Form and submit it to the Accounting Office via e-mail, in person, or via fax at 602-439-5432. This form is located on the Accounting and Finance MTB page under Student Forms.

DOUGHERTY FOUNDATION LOAN—U.S. CITIZENS

The Dougherty Foundation has been an avid supporter of Arizona residents since 1954 for students attending institutions of higher education in Arizona. Mr. and Mrs. Dougherty wanted to help students who were willing to help themselves. At the graduate level, this support is through low-cost loans.

- Maximum $2,000 per calendar year
- Must be a U.S. citizen and resident of Arizona for a minimum of two years prior to enrollment
- Interest rate is 5% for the first five years of repayment and increases to 8% thereafter
- Nine-month grace period begins after full-time enrollment ends
- Interest begins to accrue at the end of the grace period
- Minimum monthly payment is $40
- Preference is given to applicants enrolled for a minimum of 12 credits in any of the Full-Time Programs
- If eligible, application material will be included with the award e-mail. The Financial Aid Office will consider all Arizona residents. Students who believe they are eligible may also contact the Financial Aid Office.

LEO S. ROWE PAN AMERICAN LOAN FUND—OAS MEMBER COUNTRIES

The Leo S. Rowe Pan American Fund, or the Rowe Fund, is an educational loan program of the Organization of American States (OAS). The Rowe Fund helps citizens from Latin America and the Caribbean OAS Member Countries finance their studies or research in accredited universities across the United States by awarding interest-free loans for up to $15,000.

These loans are granted on the understanding that recipients agree to repay the loan in full and return to their home countries to apply their knowledge and training, as well as continue to promote cultural exchange and development in the region. Rowe Fund loans are also available to academics and professionals with support from the university where they work in Latin America or the Caribbean for refresher courses and professional development in the United States. In general, courses or research must last at least one academic semester, and in any event be completed within a period of two years.

Rowe Fund loans include:

- Deferred repayment while in school
- No application or processing fees
- Use of nonprofit guarantor (s)
- No deadlines to submit a loan application. Loan applications are received and reviewed year-round by the Rowe Fund Committee
- Funding is sent directly to the student after approval

For more information, please visit http://www.oas.org/rowe/.

OTHER FUNDING SOURCES

STUDENT EMPLOYMENT ON CAMPUS

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 (when any classes excluding Internships are taken) and up to 40 hours per week during periods of non-enrollment (breaks between terms, approved terms of non-enrollment when no classes are taken) subject to positions and funding availability by departments. Some full-time positions may also be available for qualified spouses. On-campus positions may be in the form of administrative and project support, resident assistants, and positions in student government, Peer Career Advisors for the Career Management Center, Foundations Leaders, as well as assisting professors for specific classes or as research assistants, depending on talents. Most students who work on campus will commit between seven and ten hours per week and can expect to earn between $750 and $1,000 per term. The pay rate for most positions is $9.00 per hour. The Financial Aid Office posts jobs, as positions are submitted, in its Student Employment site on MTB. Access to this information is provided to assist students in reviewing and selecting those positions for which they wish to apply. To view positions, students may log in to MTB*, select Student Employment from the Site Map, click on Open Positions, and click on the applicable term.

There are two programs under which students may be hired: Federal Work-Study and Non-Work-Study. Both programs are discussed in further detail below.

Please review the General Information, Policies, and Procedures for how to apply for campus positions, in this Catalog, to ensure institutional and Federal compliance is maintained.

OFF-CAMPUS EMPLOYMENT

A limited number of positions with local nonprofit agencies (for example, elementary schools) are offered under the Federal Work-Study Community Service program to qualified U.S. citizens and permanent residents. This program fosters the relationship between Thunderbird and the community while providing assistance in areas of reading and math tutoring for grade school children. The pay rate is $11.00 per hour, and the Federal Work-Study Program covers 100% of the funding. Students interested in one of these positions should contact Financial Aid Staff for details.

Local companies and organizations may also provide job opportunities to help Thunderbird students who are U.S. citizens or permanent residents with part-time temporary positions. This information is also posted in the Student Employment section of MTB when available.

WHICH STUDENT EMPLOYMENT PROGRAM DO I QUALIFY FOR?

FEDERAL WORK-STUDY (NEED-BASED AID—U.S. GOVERNMENT PROGRAM)

- U.S. citizens and permanent residents of the U.S.
- To determine eligibility for Federal Work-Study, a Free Application for Federal Student Aid (FAFSA) must be on file and all discrepancies resolved.
- Students who qualify and answered yes to the question "Interested in Work-Study" on the FAFSA will receive a Work-Study Award amount as part of his/her Financial Aid Awards package.
- If the student does not answer yes on the FAFSA, answers NO, or rejects the award, s/he may not necessarily be precluded from qualifying.
- Thunderbird's Federal Work-Study policy requires that students who are Work-Study eligible and whose need is met by other types of funding, including loans, require eligibility to be

recalculated and loan funds returned, if applicable, in order to have the student hired under the Federal Work-Study Program.

- Work-Study wages are need-based aid and partially subsidized by the Federal Government (75%), and therefore are considered a financial aid resource in its entirety and are reportable to the IRS.
- For specific information regarding Work-Study eligibility, contact the Financial Aid Office.
- Earnings are reported to the IRS and are considered taxable.

NON-WORK-STUDY (NON-NEED-BASED AID—THUNDERBIRD STUDENT EMPLOYMENT PROGRAM)

International students and other U.S. citizen and U.S. permanent-resident students who are ineligible based on the FAFSA results or may not have completed the documents to determine Work-Study eligibility may qualify to work under the Non-Work-Study Program at the discretion of the Financial Aid Office in consultation with other departments on campus. U.S. citizen and U.S. permanent-resident students are strongly encouraged to complete the FAFSA (Free Application for Federal Student Aid) to determine eligibility for Federal Work-Study.

- Positions for international students are only available under Non-Work-Study.
- The hiring department pays 100%t of the earnings.
- Earnings are reported to the IRS and are considered taxable.
- International students offered a position on campus for the first time are required to complete a process through the GLACIER System.

International students with:
- Valid F-1 visas are eligible to work on campus in the United States (20 hours per week maximum while enrolled in classes), once approved by the Financial Aid Office and Human Resources if it is the first job on campus; otherwise, only approval by the Financial Aid Office is required.
- J-1 visa holders need written permission from their sponsor on file with the Financial Aid Office prior to beginning work and must be approved to work on campus by the Financial Aid Office and Human Resources if it is the first job on campus; otherwise, only approval by the Financial Aid Office is required.
- J-2 visa holders need INS approval on file with the Financial Aid Office prior to beginning to work and must be approved to work on campus by the Financial Aid Office and Human Resources if it is the first job on campus; otherwise, only approval by the Financial Aid Office is required.
- F-2 visa holders are not permitted to work at all.
- L and H1B visa holders are not permitted to work at all.

GENERAL INFORMATION, POLICIES, AND PROCEDURES FOR STUDENT EMPLOYMENT

The Financial Aid Office posts open positions as they are submitted by the departments on campus, including Teaching Assistant (TA) and Research Assistant (RA) positions with faculty, on its Student Employment page on MTB. Access to this information is provided to assist students in **reviewing and selecting those positions for which they wish to apply.**

> **Students may not begin working until they have been approved by the Financial Aid Office and Human Resources if this is the first paid position on campus, regardless of any other information that may be provided by anyone not in the Financial Aid Office.**

WHAT IS THE PROCESS FOR APPLYING FOR A JOB?

- Visit MTB/Student Employment/Open Positions. Review the posted list of jobs and job descriptions on either the Community Service or Campus Employment sections. Please note that any job not listed on Open Positions is not open for hire.

- o Please inform the Financial Aid Office immediately of any job positions that are NOT online so that we can ensure timely job postings.
- Students should make sure that they meet the qualifications prior to submitting an application to any job. (**NOTE**: A student may only hold a maximum of two jobs for a maximum of 20 hours per week combined.)
- When ready to apply for a job, complete the Student Section of the Job Application and e-mail to the student.jobs@thunderbird.edu with a cover letter and resume.
- Applications will be screened to ensure applicants have the proper eligibility to work and meet the qualifications, if applicable.
  - o Note that only eligible applicants will be recommended to the hiring department for consideration.
  - o Students are not informed if an application will not be recommended.
- If eligible to work, the applicant's application, cover letter, and resume will be forwarded to that department's coordinator.
- Department coordinators will review applications and may consider factors such as GPA, experience in a field, and other factors to determine whether to schedule an interview. Coordinators will contact students who meet their hiring criteria with further details.
- Nonselected students might not be notified.
- A student selected to be hired **must receive authorization from Human Resources and the Financial Aid Office to actually begin their position based on applicable status.**
  - International students who have not previously worked on campus **must complete a process online called GLACIER, and provide the appropriate documents prior to beginning work, in addition to completing the standard employment paperwork required by Human Resources.**
    - o If a student has not held a prior paid position on campus, s/he is required to attend a New Hire process with the Human Resources Office (HR) on the first day of the new position. The student will be sent an e-mail by the Financial Aid Office that paperwork is complete. The student must go to HR to finish the New Hire process—completing forms and providing ID documents. The job application and a Job Offer Letter are submitted to HR and the student is provided a copy upon completion of the New Hire process.
    - o If a student has had a lapse of work on campus longer than 12 months, s/he is required to attend a New Hire process with the Human Resources Office on the first day of the position. The student will be sent an e-mail by the Financial Aid Office that paperwork is complete. The student must go to HR to finish the New Hire process—completing forms and providing ID documents. The job application and a Job Offer Letter are submitted to HR and the student is provided a copy upon completion of the New Hire process.
    - o If a student has held a prior paid position on-campus within the last 12 months, s/he will be notified by the Financial Aid Office via e-mail when s/he is eligible to begin the position (working). This holds true for the same position in a subsequent term or for a new position.
- Students without a Social Security number may be employed and begin working once the hiring process is complete and permission granted. However, students are required to apply for a Social Security number (SSN) through the Social Security Administration as soon as possible. It is required for payroll. Hired students without an SSN must pick up an information packet from the Academic and 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 approve the Work Authorization forms and forward them to the Financial Aid Office for final approval.
- Students (and spouses) working on campus for the first time or again after a 12-month lapse must wait for two approvals **before they begin work**. The first e-mail will be from the Financial Aid Office informing students when it is time to go to the Human Resources Office. The New Hire Process will be completed with the Human Resources Office. Upon completion of the New Hire Process, the Human Resources Office will notify the student/spouse that he/she can officially begin work.
- Students who have worked on campus within the previous 12 months must wait for an approval-to-work e-mail from the Financial Aid Office.
- All students are limited to working 20 hours per week while enrolled in classes and 40 hours per week while classes are not in session (between terms and during terms of non-enrollment).
- **Pay rates are determined by the institution and not by individual staff, faculty, or departments**. The general rate of pay is $9.00 per hour. Pay rates are approved solely by the Director of Financial Aid.
- Work Authorizations are effective for one term, and approval to work ends no later than the last day of final exams.
- Students who continue in the same position for a subsequent trimester need to complete a new Work Authorization with the Department Coordinator for submission to the Financial Aid Office. Students must receive the Job Offer Letter from the Financial Aid Office prior to beginning work.
- Students who wish to change their work position must apply for the new position, as jobs are not automatically offered without following the employment process.
- Students may not hold more than two 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 Internships are eligible to work for a maximum of five hours per week but may not be taking any other classes.
- Students who have met graduation requirements are not eligible to work under the student employment program.
- Student spouses seeking employment on campus must follow the same process in seeking positions as students do via the Open Positions section of the Student Employment area on MTB. The student will need to log in to MTB and the Student Employment page for the spouse. There are a few 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.
- As of January 1, 2008, Thunderbird must comply with Homeland Security's new program, E-verify. This program requires all employers to verify that all new employees are eligible to work in the U.S.; this includes all foreign and domestic student workers.
- All students and spouses working on campus for the first time or who have not worked on campus for a period of 12 months must complete employment forms and show eligibility and identification documents to the Human Resources Office on the first day of work, prior to the start of the position.
- Students without a Social Security card will be required to apply for one at the Social Security Administration Office once the hiring process has been completed but may begin working. Students are required to apply for the card in a timely manner. The card must be provided to the Human Resources Office immediately upon receipt in order for the student to be paid.
- Time Sheets

- o Students and spouses paid hourly must complete time sheets signed by their supervisor and submitted to the Payroll Department by the Department Coordinator for each pay period.
  - o **Time sheets must be submitted for each pay period at the end of the applicable pay period and NOT held for future submission.**
  - o Time sheets 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. For more information, visit the Human Resources page on MTB.
- Paychecks
  - o Student employees are issued paychecks biweekly. Paychecks are placed in the student's campus box the afternoon of each pay day. Paychecks for spouses are included in the departmental batch of payroll envelopes.

OTHER FUNDING RESOURCES

PERSONAL RESOURCES

- Savings/Assets (prior to Thunderbird and from an internship, if one is done)
- Family/Relatives
- Personal Budget/Expense Reductions

VETERANS BENEFITS

Veterans may be eligible to take advantage of benefits offered by the U.S. Department of Veteran's Affairs. Thunderbird participates in the Yellow Ribbon Program and has a Thunderbird Veteran Representative in our Registrar's Office to assist veterans with this program or other veteran's benefits. Qualified, eligible veterans may contact the Veteran Representative at **veterans@thunderbird.edu** for further information on how to proceed.

CONSIDERATIONS FOR STUDENTS PARTICIPATING IN OTHER THUNDERBIRD OPPORTUNITIES—INTERNSHIPS, MODULES ABROAD, EXCHANGE PROGRAMS, INTERIMS, CROSS-REGISTRATION, BOOT CAMPS, LANGUAGE IMMERSION, TEM LAB

Students planning to participate in one of the following programs are asked to meet with someone in the Financial Aid Office in order to better understand the aid options, eligibility, and delivery of aid.

REGISTERED THUNDERBIRD INTERNSHIPS

- Students on registered Internships are eligible to apply for a continuing student grant during the term of the Internship. The deadline is usually the second Friday of the term, with no exception. If an award is made, funds will be applied toward tuition charges for the current and/or subsequent term.
- Students on registered Internships may apply for a private educational loan to assist with any tuition charges and living expenses not expected to be covered by salary or other resources. Students interested in doing so need to provide a copy of their Internship offer letter to include start 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, and addressing any assistance being provided by the company (living, transportation, etc.) will suffice. Students should submit these documents along with a Loan Request Form as soon as available.

- Loan funds are not available before departure so it is important to plan for personal financial needs. Note that loan processing may take from three to eight weeks due to regulations related to disclosures that lenders must provide under the private loan program.
- Students on registered Internships are eligible to work for a maximum of five hours per week provided no other classes are taken.

NONREGISTERED INTERNSHIPS

- Students on nonregistered Internships are eligible to apply for a continuing student grant during the trimester of the Internship. 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.
- Nonregistered Internship students are not eligible to apply for any financial assistance, including a private educational loan to assist with any expenses.
- Students on nonregistered Internships are eligible to work on campus for a maximum of five hours per week.

MODULES ABROAD

- Students attending one of Thunderbird's regular programs abroad for one or two modules are eligible to apply for financial aid, including loans, scholarships, and continuing student grants.
- Refunds are not available before departure, so it is important to plan for personal financial needs. Excess funds may not be processed for about two weeks into the term.
- Cost of Attendance is provided in the Study Abroad Program Information area on the Financial Aid Office page of MTB. If there is a change in financial aid eligibility due to the Cost of Attendance adjustment, students are eligible to submit a Loan Request Form or contact the Financial Aid Office if additional financial aid is desired.
- Students receiving any aid funds in excess of institutional charges for the term may receive a refund but must leave instructions for the handling of such refunds with the Accounting Office, such as a Funds Transfer Form.

EXCHANGE PROGRAMS

- Students attending a Thunderbird Exchange Program 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 term which determines the disbursement date for the aid.
- Refunds are not available before departure, so it is important to plan for personal financial needs. Enrollment must be confirmed before the Accounting Office will release any excess funds. The earliest this may occur is at least two weeks after the Exchange Program term begins, provided loan funds have been received. If enrollment may not be confirmed within a two-to-three-week period, Thunderbird may be required to return the funds due to regulations. It is important to have courses approved prior to departure to assist with timely delivery of excess funds. Review the information on the Exchange Program on the Academic & International Services page.
- Contact the Financial Aid Office for costs associated to Exchange Programs.
- Students receiving any aid funds in excess of institutional charges for the term may receive a refund but must leave instructions for the handling of such refunds with the Accounting Office, such as a Funds Transfer Form.

INTERIM (WINTERIM/SUMMERIM)

- Students may be eligible for Federal loan funds to help cover costs associated with Winterim or Summerim. To be eligible for Federal Financial Aid, students must also be enrolled for at

least six credits in the term <u>immediately preceding</u> the Winterim or Summerim. Students are eligible to apply for a private educational loan if they are not attending or enrolled for fewer than six credits during the preceding term.

- Students who have been awarded scholarships may request that a portion of their funds be applied toward tuition by sending an e-mail to finaid@thunderbird.edu.
- Students may already have Winterim/Summerim funds anticipated as part of their awards for the year; if they do not, they may be eligible to submit a Loan Request Form or communicate with a Financial Aid Counselor if additional financial aid is desired.
- A portion of the loan funds **should** be available before departure if the aid request was submitted on time.
- Students receiving any aid funds in excess of institutional charges for the term may receive a refund but must leave instructions for the handling of such refunds with the Accounting Office, such as a Funds Transfer Form.

CROSS-REGISTRATION

Students who wish to consider cross-registering in other courses on campus such as those in the On-Demand Program, need to prepare and apply for this well in advance given the amount of time it takes for the approval process. If a student is accepted into one or more cross-registered courses, it is his/her responsibility to inform the Financial Aid Office Financial Aid Office if that is to be taken into consideration for financial aid purposes. **Students are eligible to receive Federal Financial Aid for up to three credits per term in cross-registered courses.** *NOTE*: **Students must be enrolled for a minimum of six credits to apply for and receive Federal Financial Aid.**

BOOT CAMP COURSES

- Students who need financial assistance for any of the Boot Camp Courses are eligible to apply for a private educational loan to assist with these tuition and living expenses. Students must prepay for these courses and will be reimbursed if financial aid is received later.

LANGUAGE IMMERSION COURSES

- Students may be eligible to apply for Federal loan funds to help cover costs associated with the Language Immersion Class (minimum six credits).
- **The loan period, financial aid eligibility, and disbursement are only associated with the specific enrollment period for the Language Immersion classes.**
  - o Students are eligible to apply for a continuing student grant if criteria are met. The deadline is usually the second Friday of the term with no exception. If an award is made, funds will be applied toward tuition charges for the current term.
- Students receiving any aid funds in excess of institutional charges for the term may receive a refund but must leave instructions for the handling of such refunds with the Accounting Office, such as a Funds Transfer Form.

THUNDERBIRD EMERGING MARKETS LABORATORY (TEM LAB)

- Students may be eligible to apply for Federal loan funds to help cover costs associated with the TEM Lab (six credits) depending on Cost of Attendance, other enrollment, and/or if other funds are being provided associated with the TEM Lab.
  - o **The loan period, financial aid eligibility, and disbursement are only associated with the specific enrollment period for the TEM Lab if that is the only enrollment.**
- Students are eligible to apply for a continuing student grant if criteria are met. The deadline is usually the second Friday of the term, with no exception. If an award is made, funds will be applied toward tuition charges for the current term.

- Students receiving any aid funds in excess of institutional charges for the term may receive a refund but must leave instructions for the handling of such refunds with the Accounting Office, such as a Funds Transfer Form.
- If only enrolling in six credits of TEM Lab, the loan period, financial aid eligibility, and disbursement are only associated with the specific TEM Lab module.

FINANCIAL AID REGULATIONS, POLICIES, AND PROCEDURES

SCHOLARSHIPS AND GRANTS

ENTERING-STUDENT MERIT SCHOLARSHIPS

1. Scholarship funds are allocated in relief of tuition only and should have funds posted to the student account by the first day of classes.
2. Scholarship funds are awarded toward tuition charges in regular terms. Funds are calculated based on program of study, applied equally over three or four terms. **Students who wish to have any funds allocated for Winterim, Summerim, and/or Internship tuition must inform the Financial Aid Office in advance of the start of those programs.** Send an e-mail to finaid@thunderbird.edu or visit the Financial Aid Office.
3. Students must earn and maintain a cumulative 3.250 Thunderbird GPA to retain scholarship. If the GPA falls below 3.250, the scholarship will be cancelled until the GPA is raised to the required level. Any allocation cancelled by a lower-than-required GPA will be forfeited.
4. Award Amount and Allocation: Scholarships will apply to all credit-hour tuition payments up to a maximum of three trimesters of enrollment for the MA, MS, and Accelerated MBA Programs, or four trimesters of enrollment for the Traditional MBA Program. Scholarships are for the specified amounts and will remain constant at the value listed on the Governing Policies—Entering-Student Merit Program Form. All scholarship funds must be applied within the following timeframe starting at the time of matriculation:
   - Five terms—21 months—for the MA, MS, and Accelerated MBA Programs
   - Six terms—24 months—for the Traditional MBA
5. Students may take one Internship for a maximum of two consecutive terms OR one term of non-enrollment without affecting their scholarship funds. Students are responsible for notifying the Financial Aid Office prior to the Internship or taking the term off. Students who take additional terms off will have scholarship funds forfeited.
   - Students are responsible for notifying the Financial Aid Office prior to the Internship.
6. All scholarship funds must be applied within the following timeframe starting at the time of matriculation:
   - Five terms—21 months—for the MA, MS and Accelerated MBA Programs, including an Internship OR one term of non-enrollment.
   - Six terms—24 months—for the Traditional MBA Program, including an Internship OR one term of non-enrollment.
7. Any departure from the original prescribed schedule of scholarship must be approved by the Scholarship Committee in advance. A written petition must be submitted to the Financial Aid Office.
8. Any financial penalties due to changes in schedule during a trimester (drop in credits or withdrawal) will be the responsibility of the student; and result in a loss of scholarship funds.
9. Scholarship amounts may be adjusted for any tuition increases or decreases based on enrollment and in accordance with policies listed here. Tuition increases typically occur each August.
10. Students placed on academic suspension for any reason forfeit scholarship as of the suspension term.
11. 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 scholarships and grants awards are applied toward tuition charges for current and/or future term(s) only, unless otherwise stipulated by the donor, while students are pursuing degree requirements. Students who have met graduation requirements are not eligible to apply for any grants or scholarships.
2. A scholarship or grant will be rescinded if a student is found guilty of an honor code violation for any reason associated to the award term.
3. Review the Continuing Student Grant Policies and Information document on MTB for further details (for full-time MBA, MA, MS, Dual-Degree, and Post MBA students only).
4. Student involvement and activity information are always based on the most recent prior term. Students who are not enrolled or participating in an Internship need to apply for grants during that term of non-enrollment or they will not qualify to apply upon returning from time away from campus.
5. Review the Helpful Hints Section of this Catalog and on MTB for further information on competitive scholarships.

Deadline dates are strict.

All decisions are final.

FEDERAL FINANCIAL AID

CONDITIONS OF AWARDS

The majority of financial aid is a Federally regulated. Therefore, it is important to be aware of the many policies and procedures governing all the aspects of financial aid. It is the student's responsibility to understand and comply with these rules and regulations.

By accepting any award, the student indicates that he/she understands that:

1. Federal and institutional financial aid will be used for educational expenses.
2. The requested items on the award notification checklist must be completed.
3. The most current award letter supersedes any previous award letter. If the awardee does not attend Thunderbird, the offered award(s) must be rejected so that the Financial Aid Office may award the aid to another student.
4. Free Application for Federal Student Aid (FAFSA) eligibility requires U.S. citizenship or permanent U.S. residency. The applicant must also meet all other criteria outlined in the FAFSA to be eligible for Federal Financial Aid.
5. The information provided on a FAFSA form is subject to verification upon request by the Thunderbird Financial Aid Office. An applicant who does not provide the documentation or written verification is not eligible for Federal Financial Aid and/or his/her Financial Aid Award may be withheld. The Financial Aid Office reserves the right to review and revise or cancel the award at any time due to changes in financial or academic status, discovery of incorrect or falsified information, or errors in original applications.
6. An applicant must be admitted to, pay the tuition deposit, and enroll in a degree-seeking program at Thunderbird to receive the awards listed for which he/she qualifies.
7. Awards are based on full-time enrollment for an academic program and term of study. Award recipients must agree to immediately notify the Financial Aid Office in person or in writing if they withdraw or cease to carry the required number of credits. They must also arrange for the repayment of aid advanced to them for which they are no longer eligible, if applicable.
8. Students must maintain Financial Aid Satisfactory Academic Progress to receive Federal Financial Aid. Federal Direct Stafford and Federal Perkins loan eligibility is based on maintaining a cumulative 3.000 GPA and completing 85% of attempted credits each term to continue to be eligible under these loan programs. Financial Aid Satisfactory Academic Progress also refers to how much Federal Financial Aid is available to a student while

enrolled and pursuing degree requirements. <u>Financial aid may be withheld or canceled for failure to make Financial Aid Satisfactory Academic Progress</u>. This means that a student must complete the degree within an established timeframe as stated in this Catalog, maintain a minimum 3.000 cumulative grade-point average, and successfully complete the applicable number of credits as outlined for his/her program of study. See the section on Financial Aid Satisfactory Academic Progress in this Catalog.

9. Eligibility for Federal Financial Aid requires enrollment in a minimum of six credit hours for a specific term. Interims are included with the preceding term in the total credits enrolled.

10. Federal Financial Aid is available only for credits meeting graduation requirements with the exception of: (1) repeating one class that has previously been passed with a grade of B- or below; (2) Repeating a class that has been unsuccessfully completed; and (3) an approved written appeal discussing why the specified number of credits required for program will be exceeded.

11. Dropping courses from a module may result in a recalculation of financial aid eligibility and may be considered a withdrawal from Thunderbird unless the student provides a statement in writing that he/she plans to re-enroll in the next module during the same term.

12. Recipients agree to accept the responsibility for timely repayment of any loans awarded to them, and to complete the online entrance counseling prior to the Financial Aid Office originating/processing their first loan at Thunderbird. Recipients also agree to complete exit counseling prior to graduation or withdrawal so that the terms of loan payment can be further communicated. Recipients will keep Thunderbird and their lenders with whom they have an outstanding loan informed within ten days of their current address and phone number.

13. An offer of aid is dependent on Federal and institutional regulations. Insufficient allocation of Perkins funds and/or changes in regulations may result in a reduction in the amount of aid or a change in the type of aid offered.

14. Recipients agree to report to the Financial Aid Office any additional scholarships or other funds they may receive before or after accepting awards. This includes all scholarships, anticipated RA, TA, or other work-study positions, military benefits, vocational rehabilitation, room and board allowances or subsidies, or any other <u>source of support such as employer assistance</u>. Recipients understand that such additional resources may result in a reduction of awards and/or require repayment of financial aid already received.

15. Financial aid award(s) will be applied to pay tuition, fees, room and board, and any other charges on a student account that are permitted to be covered with the financial aid funds for the term before any funds will be refunded to the recipient.

16. Awards are not automatically renewed from year-to-year or term-to-term. Refer to Access Thunderbird for award information to see if any funds are forthcoming for a term in the current academic year. The MyDocuments Section will contain information on what forms have already been submitted or may still need to be submitted. A new Federal Application (FAFSA) is required annually, effective each Fall, and a counseling appointment or e-mail to check in may be of benefit for each new aid/loan period.

17. Recipients may not owe a refund on any grant or loan, or be in default on any loan or have borrowed in excess of the loan limits under Title IV programs at all institutions attended.

18. The amount listed as a Work/Study Award is an approximation based on the average number of hours per week that a student generally works and/or the financial aid eligibility and availability of a position. Students will be retained on their job only if they perform satisfactorily. Students may not begin to work without the appropriate authorization from the Human Resources and/or Financial Aid Offices. Students may not work if they are in a probation or suspension status. Refer to the Work/Study and Student Employment files on MTB and other guidance in this Catalog.

19. Students understand that they are responsible to be aware of the information in this Catalog regarding financial aid processes, policies, and other specific details discussed.

WITHDRAWAL FOR FINANCIAL AID RECIPIENTS

RETURN OF FUNDS POLICY FOR TITLE IV AID RECIPIENTS WHO WITHDRAW

The Higher Education Amendments of 1998, as amended, set forth regulations governing the treatment of Title IV funds when a student withdraws from an institution.

When a student withdraws during an enrollment period in which they have begun attendance and received Federal Title IV Financial Aid, Thunderbird is required to determine the amount of earned and unearned Title IV aid. A student is only eligible to retain the percentage of Title IV aid disbursed that is equal to the percentage of the enrollment period that was completed by the student (calculated daily). The unearned Title IV aid must then be returned to the appropriate Federal aid program(s). If more than 60% of the enrollment period has been completed by the student, no Title IV aid needs to be returned. A refund received prior to the withdrawal is considered in the calculation.

Please note that course material fees for courses dropped from the student's schedule after the Drop/Add period has ended will be handled on a case-by-case basis but may be nonrefundable.

It is important to meet with a Financial Aid Specialist prior to withdrawing from all classes. Students who withdraw are required to have an exit interview with a Financial Aid Specialist who reviews rights and responsibilities. Specialists are also able to inform the student how he/she may be affected by the withdrawal. A change in status may affect the student's financial aid awards and may affect his/her personal finances.

> **Completely dropping all second module courses is considered a withdrawal from Thunderbird, and the Return of Funds Policy for Title IV aid is in effect.**

The following steps will be followed when determining the amount of Title IV aid to be returned upon withdrawal:

1. Determine the percentage of enrollment completed by student. Divide the number of days attended by the number of days in the enrollment period. If the calculated percentage exceeds 60%, then the student has earned all Title IV aid for the enrollment period.
2. Calculate the amount of earned Title IV aid. Multiply the percentage of the enrollment period by the total Title IV aid disbursed (or could have been disbursed as defined by late disbursement rules).
3. Determine the amount of unearned aid to be returned to Title IV aid program accounts. Subtract the amount of earned Federal aid from the total amount of Federal aid disbursed. The difference must be returned to the appropriate Title IV aid program(s).
4. Return of Title IV funds by institution and student:
   o Thunderbird will return unearned Title IV aid up to an amount that is equal to the total institutional charges for the payment period multiplied by the percentage of the Title IV aid that was unearned.
   o The student will be responsible for the balance of unearned Title IV aid. In most cases, this will be the amount of Federal aid funds a student received in the form of a refund for non-institutional expenses multiplied by the percentage of Title IV aid that was unearned.
   If the student's portion of aid to be returned is a loan, then the student is not immediately required to repay the loan. The terms of the original loan repayment agreement will apply. That is, make scheduled payments to the holder of the loan over a period of time.
5. Unearned Title IV Funds will be returned to Federal programs in the following order:
   a. Unsubsidized Federal Direct Stafford Loan
   b. Federal Perkins Loan
   c. Federal Direct Graduate PLUS loan
   Thunderbird is required to return these funds as soon as possible, but no later than 45 days from determining the date of withdrawal.

REDUCTION IN CREDIT HOURS FOR FINANCIAL AID RECIPIENTS

Students receiving financial assistance who drop courses in a term after classes begin may no longer be eligible for all of the financial aid awarded, and may end up owing Thunderbird for any refunds that were based on enrollment in a higher number of credit hours. Financial aid monies used to pay for allowable expenses while attending Thunderbird are subject to recalculation of eligibility as well as the refund schedule in conjunction with both institutional and Federal policies due to a change in credit hour enrollment. If a student reduces the number of credit hours, he/she should inform or visit the Financial Aid Office so that a recalculation of eligibility may be completed prior to dropping credits. This consultation allows the Financial Aid Office to make the student fully aware of the financial effect that dropping credits will have. The refund schedule is located in the Payment Regulations section of this Catalog. A reduction in credit hours **may result in the return of funds** to the appropriate Federal loan program for the same term as the aid was received. A Return of Funds Policy for Title IV aid will be required if all credits are dropped for a module as this is considered a withdrawal.

Please note that course material fees for courses dropped from the student's schedule after the Drop/Add period has ended will be **handled on a case-by-case basis but may be** nonrefundable.

If a refund is provided in error, the student is responsible to repay Thunderbird upon request.

FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS

Federal regulations require that schools monitor the academic progress of each applicant for Federal financial assistance and that the school certify that the applicant is making satisfactory academic progress. Students who meet the satisfactory academic progress maintain their eligibility for Federally funded programs (Federal Perkins, Federal Direct Stafford, and Federal Direct Graduate PLUS Loans and Federal Work-Study).

BASIC ACADEMIC REQUIREMENTS

- Be admitted and enrolled for the purpose of obtaining a degree;
- Be continually progressing toward your degree;
- Be in good academic standing with a cumulative 3.000 GPA;
- Complete degree requirements within the maximum timeframe allowed.

GRADE POINT AVERAGE

- The qualitative standards for making progress will normally be monitored by the Registrar's Office, who has responsibility for keeping the Financial Aid Office informed.
- Students must maintain a cumulative 3.000 GPA, on a 4.000 scale, or better.

QUANTITATIVE STANDARDS

- Financial Aid Satisfactory Academic Progress will be evaluated after each term in order to document that students are on pace to complete their degree requirements.
  - Students are expected to complete 85% of all attempted hours over two terms in order to stay in good standing for Federal student loan programs.

MAXIMUM TIMEFRAME TO EARN A DEGREE

- Students are expected to complete their degree requirements within a reasonable time period for Federal financial aid purposes.
- The maximum timeframe to complete a Thunderbird degree is five years.
- Repeat courses may be counted as completed or attempted depending on the reason that a course has been repeated.

- Transfer credit is counted in the total hours attempted and only applies to Dual-Degree and Post MBA students.
- Programs:
  o MBA in Global Management students in the **Traditional Program** are required to complete 60 credit hours to complete the degree.
    - Students forfeit their aid eligibility once they have attempted 69 credit hours and failed to successfully earn 60 credits. MBA in Global Management students in the **Accelerated Program** are required to complete 46.5 credit hours to complete their degree. Students forfeit their aid eligibility once they have attempted 53 credit hours and failed to successfully earn 46.5 credits.
  o Dual-Degree and Post-MBA students are required to complete 30 credit hours to complete their degree.
    - Students forfeit their aid eligibility once they have attempted 35 credit hours and failed to successfully earn 30 credits.
    - MA in Global Affairs and Management, MS in Global Management, Master of Science in Global Finance or Master of Science in Global Marketing students are required to complete 45 credit hours to complete their degree with a language waiver or 51 credits if language needs to be taken. Students with a language waiver forfeit their eligibility once they have attempted 52 credit hours and failed to successfully earn 45 credits
    - Students without a language waiver forfeit their aid eligibility once they have attempted 59 credit hours and failed to successfully earn 51 credits.
  o Dual-Degree Programs with Vermont Law School are specific to the program of study:
    - MA in Global Affairs and Management, MS in Global Management, JD/MA-GAM and JD/MS-GM, MELP/MA-GAM and MELP/MS-GM students are required to complete 45 credit hours to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 52 credit hours and failed to successfully earn 45 credits. JD.MBA in Global Management students in the Traditional Program are required to complete 60 credits (45 credits if 15 JD elective credits from VLS are transferred to Thunderbird) to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 69 credit hours and failed to successfully earn 60 credits without transfer credits.
      - Students forfeit their aid eligibility once they have attempted 52 credit hours and failed to successfully earn 45 credits **with 15 JD elective transfer credits.**
    - JD/MBA in Global Management students in the Accelerated Program are required to complete 46.5 credits (33 credits if 13.5 JD elective credits from VLS are transferred to Thunderbird) to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 52 credit hours and failed to successfully earn 45 credits without transfer credits.
      - Students forfeit their aid eligibility once they have attempted 38 credit hours and failed to successfully earn 33 credits with 13.5 JD elective transfer credits.
    - MELP/MBA in Global Management students in the Traditional Program are required to complete 60 credit hours (45 credits if 15 MELP elective credits from VLS are transferred to Thunderbird) to complete their degree.
      - Students forfeit their aid eligibility once they have attempted 69 credit hours and failed to successfully earn 60 credits without transfer credits.
      - Students forfeit their aid eligibility once they have attempted 52 credit hours and failed to successfully earn 45 credits with 15 MELP elective transfer credits
    - MELP/MBA in Global Management students in the Accelerated Program are required to complete 46.5 credits (33 credits if 13.5 MELP elective credits from VLS are transferred to Thunderbird) to complete their degree.

- Students forfeit their aid eligibility once they have attempted 53 credit hours and failed to successfully earn 46.5 credits without transfer credits.
- Students forfeit their aid eligibility once they have attempted 38 credit hours and failed to successfully earn 33 credits with 13.5 MELP elective transfer credits.

INCOMPLETES AND COURSE REPEATS

- Incompletes do not count in number of courses completed until the course is graded.
  - Incomplete grades must be converted to a passing grade by the end of the following term. Incompletes which remain beyond the following term will be considered failing grades for financial aid purposes.
- Federal Financial Aid is available to repeat one course that a student has passed with a grade of B- or below and is counted toward degree requirements. This will count in overall total hours attempted and completed. Each occurrence on the academic transcript of a repeated course counts toward the maximum attempted credit limit.
  - Students are required to submit a statement indicating the reason the course is being repeated and when it will be repeated. This should be submitted to the Financial Aid Office as soon as the student has decided to repeat the course.
- For students who do not receive a passing grade for a class and will repeat that course in the subsequent term are eligible for Federal Financial Aid. Students are eligible to repeat two separate courses in which they have not received a passing grade. Each occurrence on the academic transcript of a repeated course counts toward the maximum attempted credit limit.
  - Students are required to submit a statement indicating when the course will be repeated. This should be submitted to the Financial Aid Office as soon as the student has decided when to repeat the course.

OTHER POLICIES AFFECTING FINANCIAL AID ELIGIBILITY

- Students who do not maintain the 3.250 minimum GPA as stated in the Scholarship Governing Policies Form or who are placed on probation forfeit scholarship support for the term with the lower GPA or for the term during which they are on probation.
  - Awards are voided in the case of academic suspension and may not be reinstated.
- Students who drop below the credit hours for which their aid was determined have the obligation and responsibility to notify the Financial Aid Office. Eligibility for aid received may be affected and money may need to be repaid to the Department of Education by the student. Dropping credits may have an adverse effect on future eligibility.

FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS REVIEW

To assist students in making satisfactory academic progress for financial assistance, the Financial Aid staff reviews academic records following each term. Students who fail to meet the requirements may be placed on Financial Aid Warning, Financial Aid Denial, or Financial Aid Probation. This may result in loss of part or all of the awarded assistance and/or the student may be required to repay funds received and/or refunded.

NOTE: **Financial Aid Satisfactory Academic Progress is separate from Thunderbird's academic standing policy as stated in the "Academic Policies" section.**

SATISFACTORY ACADEMIC PROGRESS

Procedures

Each aid recipient's record must be evaluated at the end of each term to determine that the student is meeting the standards described above. If the student has reached the maximum number of scheduled hours without earning the degree, the student must be excluded from further participation in Federal Financial Aid programs.

Federal regulations require that these standards apply to all graduate students, even to first time applicants who have previously enrolled at Thunderbird, or to those who have not been formally placed on Financial Aid probation.

- Students who have not achieved the required cumulative 3.000 GPA and/or are not successfully completing credit hours at the appropriate pace or are not set to be on pace to complete the appropriate number of credits hours will be placed in a Financial Aid Warning status. Students on Financial Aid Warning may continue to receive Federal financial loan aid but may not work on campus while on Financial Aid Warning. Students on Financial Aid Warning status are not required to make an appeal at this time; however, the Financial Aid Office may make recommendations to assist students in regaining a satisfactory academic progress status by the end of the Financial Aid Warning term.
- Students who do not make Financial Aid Satisfactory Academic Progress at the end of the Financial Aid Warning term will be on Financial Aid Denial and no longer eligible for Federal Financial Aid. Students are eligible to appeal this status (see Right to Appeal Section).
- Students in a Financial Aid Denial Status with a successful appeal will be placed on Financial Aid Probation and eligible for Federal Financial Aid.
- Students placed on suspension by Thunderbird are not eligible for any Federal Financial Aid.

Financial Aid Warning

There is a minimal amount of time between the time when final fall grades must be posted and the start of spring term. There is even less time between the time when final spring or summer grades may be posted and the start of summer or fall term. Students incur a financial liability to Thunderbird prior to the start of the term. Therefore, under most circumstances, Thunderbird does not retroactively remove a student's aid once the term begins **IF** this is the *first documented time* that the student has experienced academic difficulty. These students will receive a financial aid warning letter reminding them of the minimum academic requirements for their aid programs **AND** strongly urging them to take advantage of the Teaching Assistants or available tutoring. *Students will be eligible to receive Federal aid during **this term**.* These students will be notified that their records will be checked again at the end of the term and that further action may be taken if there is not significant improvement during the current semester. **Students can only receive aid for one semester under this warning status.**

Each aid recipient's record will be evaluated at the end of each term to determine that the student is meeting the standards described above. If the student has reached the maximum number of scheduled hours without earning the degree, the student must be excluded from further participation in Federal Financial Aid programs.

Financial Aid Probation: If the student has not reached the maximum number of scheduled hours and it is determined that the student has fallen below the completion ratio standards for satisfactory progress, the student will be placed on Financial Aid Probation and notified that his/her continued eligibility for Federal Financial Aid assistance is in jeopardy. Students who fail to maintain the required minimum GPA will also be placed on Financial Aid Probation. **Students will normally be allowed only one probationary semester during their academic program.**

Students on Financial Aid Probation will receive a separate letter that will outline the academic requirements the student must meet in order to receive aid for following term. If the student on Financial Aid Probation meets the terms of the probation, he/she will be permitted to continue to participate in the Federal student aid programs for a subsequent term. Students who have been placed on probation shall be considered to be making satisfactory academic progress for the purposes of receiving financial aid as long as the student continues to meet the academic requirements outlined in their probationary letter.

The Financial Aid Office will review the records of students who are on Financial Aid Probation at the end of each term.

If the student does not meet the terms of the probation, the student will forfeit eligibility for all Federal Financial Aid programs.

Loss of Eligibility Due to Lack of Satisfactory Progress: A student who has lost eligibility to participate in Federal student aid programs for reasons of academic progress can regain that eligibility only by enrolling at Thunderbird at personal expense and demonstrating that he/she is capable of completing a term without any failures, incompletes or withdrawals and showing the ability to complete degree requirements in a more regular fashion. The mere passage of time will not ordinarily restore eligibility to a student who has lost eligibility for failure to make satisfactory progress.

Right to Appeal: Students have the right to appeal any decision of ineligibility to continue to receive financial assistance. The appeal must be filed within 30 days of notification that aid eligibility has been lost, and it must be made in writing to the Director of Financial Aid. The appeal may not be based upon need for the assistance or lack of knowledge that the assistance was in jeopardy. An appeal would normally be based on an unusual situation or condition which prevented the student from passing more courses, or which necessitated that the student withdraw from classes (injury, illness, death of a relative).

Appeal Approval Conditions: Appeals can only be approved if the Financial Aid Appeals Committee determines:

- That the student will be able to meet Thunderbird's satisfactory academic progress after the next payment period; or,
- That the student has agreed to follow an academic plan that, if followed, will ensure that the student can meet Thunderbird's satisfactory academic progress guidelines by a specific point in time.

If an Appeal Is Granted: Students whose appeals are granted will receive aid on a conditional basis **for one term**. The conditions will be outlined in the letter sent to the student granting the appeal. The Financial Aid Appeals Committee will review the student's record at the end of the term to determine his/her status for the following term.

If a student does not have grounds for an appeal, or if the appeal is denied, the student may still be able to regain eligibility for future terms. This is done by enrolling at Thunderbird at personal expense -- without Federal financial assistance -- and negotiating a contract with the Financial Aid Office, in advance, for the conditions under which eligibility may be restored.

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**Please note that students are required to pay their bill to
Thunderbird and may not wait for the decision on the appeal.**

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Process

1. The student must provide an appeal that is well and clearly documented (accompanied by a letter from an attending physician or counselor addressing the specific problem, dates the students is/was unable to attend courses, comment on the student's current condition and ability to continue future coursework, if applicable).
2. The student must write a detailed letter stating the extenuating circumstance(s) that prevented Financial Aid Satisfactory Academic Progress and the student's plan for future success. The letter should contain any additional information that may support the appeal in addition to that listed in #1.
3. An academic advisor must perform a degree audit with the student and evaluate the degree audit in regard to the student's intended plans. The Registrar's Office may be required to verify that the student is completing the required coursework and confirm the expected graduation date.

4. The appeal and supporting documents must be submitted to the Director of Financial Aid within 30 days of notification of aid termination for review.
   a. If the appeal is approved, the student is placed on Financial Aid Probation and is informed of any conditions that need to be met (academic plan, etc.). The student is eligible for financial aid during this Financial Aid Probation period. Failure to meet the conditions outlined during the Financial Aid Probation period will result in a change of the student's status to Financial Aid Denial.
   b. If the appeal is not approved, the student will be informed, the status will remain at Financial Aid Denial and financial aid will not be reinstated.
5. Students may only appeal once for Financial Aid Satisfactory Academic Progress.

It is the responsibility of the student to be aware of the conditions of satisfactory academic progress as it pertains to financial aid and to ensure compliance and to avoid any surprises. Questions concerning satisfactory academic progress and aid eligibility should be directed to the Financial Aid Office staff.

VERIFICATION FOR FEDERAL FINANCIAL AID APPLICANTS

Either the Federal Processor or Thunderbird may verify the information reported on the Free Application for Federal Student Aid—FAFSA. Federal regulations require that all aid applicants selected by the Federal processor who attend Thunderbird must 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 their applications contain anomalies or if there is conflicting information on the FAFSA.

If the Financial Aid Office believes that there is erroneous information on the FAFSA, an advisor will contact the student to determine if the information may be resolved with additional documentation. If the information is not resolvable the advisor will refer the student to the Office of the Inspector General.

Students who participate in the IRS Data Retrieval process during their initial application or subsequent correction, and who accept the information from the IRS and do not change it before submitting their FAFSA, will have fewer actions to take in completing the verification process. If selected by Thunderbird for verification, the student should complete the Verification Worksheet form and return it to the Financial Aid Office with the documents requested within 30 days. Some of the documents may include:

- Signed copy of Federal tax transcript for year(s) requested on verification form. The tax transcript is obtained from the IRS by calling 1-800-829-1040
- Copies of W-2 and 1099 forms
- Verification of certain untaxed income and any other documents requested to support verification
- Non-filer statement, clearly explaining income during the tax year in question, including any cash and non-cash equivalent support (if someone else is paying bills, etc. on your behalf), the sources and amounts for 2011. This is an explanation of how the student met monthly financial obligations.
- Verification Worksheet or Non-Filer Verification Worksheet provided to you through e-mail communication.

Any discrepancies in information may cause delays in processing and receipt of funds. The student may be required to pay his/her bill prior to financial aid funds being received if the delay is due to submission of documents.

Once all the necessary documents and information required for verification are in hand and the verification review is complete, the Financial Aid Office will send the student a letter via e-mail indicating the change in contribution (EFC) figure based on the review. Thunderbird will submit

the correction(s) to the Federal Processor in most cases. Occasionally, the student makes the correction; if this occurs, Financial Aid staff will provide details of how to make the corrections.

Each time a correction is submitted to the Federal processor, the results are returned as transactions and each transaction is sequentially numbered. The student receives a SAR each time a result or transaction is produced. When Financial Aid Awards have been disbursed and the recipient's record was not originally chosen for verification, and a subsequent transaction is received that has chosen the recipient 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 the awards the recipient will be provided an amended Financial Aid Award within two weeks of file verification.

STUDENT RESPONSIBILITIES FOR VERIFICATION

Recipients are responsible for providing the requested documents within 30 days of the request. If the 30-day deadline cannot be met, a written request for an extension is required. The extension may affect eligibility for certain types of aid (Federal Perkins Loans and/or Federal Work-Study). If documents are not submitted prior to the end of a loan period, the student will be ineligible for the Federal Direct Unsubsidized Stafford and the Federal Direct Graduate PLUS loans.

Should the verification process require a correction to the FAFSA data, the Financial Aid Office will notify the student of those corrections and recalculate the expected student contribution through the Federal processor or internally. When Thunderbird recalculates the expected contribution due to corrections, the Financial Aid Office will send an EC (estimated contribution) Change letter via e-mail. If the Financial Aid Office is unable to make the correction, a Financial Aid specialist will provide the student with the information and ask that he/she make the correction.

Once the process is complete, the file proceeds to the awarding preparation step.

GENERAL APPLICATION INFORMATION

APPLICATION FORM

- FAFSA-Free Application for Federal Student Aid form, which is in effect for the Fall, Spring and Summer terms, is required for Federal Loans and Federal Work-Study. A new FAFSA must be completed each year but not each term. This should be done as soon as tax returns are filed but preferably no later than April 15.

PREFERRED FILING DATES

Preferred filing dates for submitting the following application/forms:

- Free Application for Federal Student Aid (FAFSA): Fall—March 1; Spring—September 15; Summer—February 15
- Meeting the preferred filing date allows consideration for the Federal Perkins loan and Federal Work-Study (funds are limited under these programs) and adequate time for processing of the aid package. In the event that the preferred deadline is not met, the student may be required to pay his/her bill prior to financial aid funds being received in order to meet the payment due date of the first day of classes.
- If the preferred filing date is met but Federal loan funds are delayed through no fault of the student, the Financial Aid Office will work with the Accounting Office regarding the delay in payment.
- If financial aid will not cover the entire bill, the student is required to pay the difference no later than the published payment due date.

GENERAL AWARD INFORMATION, POLICIES, AND PROCEDURES

- On-Time Files: Students who complete financial aid files within six weeks of the preferred filing date, and have Accepted their awards, completed the Master Promissory Note(s) and required Entrance Counseling(s) six weeks prior to the beginning of the term should have loan funds applied to their accounts by the first day of classes.
  - o This also includes the Federal Graduate PLUS loan as long as the Department of Education has approved the loan and all required documents are on file.
- Late Files: Students with files that were not complete within six weeks of the preferred filing date and/or have not accepted their awards and/or have not completed their Master Promissory Note(s) and/or have not completed the required Entrance Counseling(s) or have not been approved for a Federal Graduate PLUS loan six weeks prior to the beginning of the term may not have loan funds arrive until after classes have begun. Students are required to pay their bill prior to financial aid funds being received in order to meet the published payment due date, regardless of the date they were admitted or applied for financial aid.
- Excess Funds: Funds received on behalf of a student that exceed allowable institutional charges for the current term 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. Students having questions regarding the status of their refund should contact the Accounting Office after the second week of classes has begun. For questions regarding receipt of financial aid funds or status of a financial aid file, students 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 Catalog for its policies and procedures.**

ENTRANCE COUNSELING

- Entrance counseling is mandatory for all first-time Federal Loan borrowers at Thunderbird **before** the Financial Aid Office will originate or process their Federal Direct Unsubsidized Stafford and/or Federal Direct Graduate PLUS loans. This is done online and covers the requirements for Federal Direct Stafford Loan, and/or Federal Direct Graduate PLUS Loan borrowers as a combined counseling session.
  https://studentloans.gov/myDirectLoan/index.action
- A separate entrance counseling session is required for the Federal Perkins loan for those who receive this award.
- Recipients have the option to complete this through Online Entrance Counseling on the Financial Aid MTB page.
- Financial Aid staff receives confirmation electronically that the entrance counseling has taken place.
- Failure to complete the entrance counseling requirement in a timely manner may result in a delay of funds being received and require bill payment prior to financial aid funds being received in order to meet the published payment due date.

COST OF ATTENDANCE, FINANCIAL PREPARATION AND ANTICIPATED INDEBTNESS

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 on *MTB*. Living expense figures are generally derived from surveys of students, charges approved by the Board

of Trustees, local data and, on occasion, data from other organizations that do research in this area.

> The estimated cost per term for students living on campus:
> 15 credits = $29,500   13.5 credits = $27,100
> The estimated cost per term for students living off campus:
> 15 credits = $33,000   13.5 credits = $30,700

Students are expected to come to Thunderbird prepared to meet all pre-existing financial obligations with their own savings, family assistance, or other personal resources as financial aid is not available to cover these types of budget items or cover expenses for individuals other than the student. Financial aid is for educational expenses during enrollment periods. Financial aid, including but not limited to, scholarships, is not provided to meet pre-existing bills, replace salary, protect assets, become the means for family support or cover expenses during periods of non-enrollment (holiday breaks, Winterim, Summerim, etc.).

Thunderbird encourages students to plan carefully when borrowing and only borrow what is truly needed. The average indebtedness of all Thunderbird graduates in Spring 2011, who were either U.S. citizens or permanent residents and receiving Federal Financial Aid, (not including prior student loan debt or personal financial obligations) was $89,708. The minimum annual salary required to pay off this amount of debt within a standard 10 year repayment period is $159,727 or $1,065 monthly. 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 8% of gross earnings is required to make the monthly payment.

One of the repayment options is to extend repayment to 25 years. In this case, the $89,708 average indebtedness would require a minimal annual salary of $99,440 and the estimated monthly payment would be $663.

If interested, contact the Career Management Center for salary information.

EXIT COUNSELING

- Required for all Federal Loan recipients prior to separation from Thunderbird.
- Students are sent a link to complete exit counseling during their final term. A group session is then held prior to graduation at which time information regarding loan debt and repayment, repayment options, deferments, consolidation, etc. is discussed and there is an opportunity for questions. Students are provided their borrowing history at Thunderbird from the Financial Aid Office.
- Several loan repayment topics are also addressed in the Loan Repayment and Consolidation section on *MTB.*
- If needed, see a Financial Aid Specialist with questions regarding repayment options, estimated monthly payments, etc. prior to the group sessions.

COMMUNICATIONS

The Financial Aid Office communicates via the official global Thunderbird.edu e-mail address (global.t-bird.edu). There may also be notices on the MBA or MA/MS MTB financial aid pages.

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 and 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 students 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 and career search 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 and career search 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
- Failure to attend events after confirming attendance via *Global Connect*, without notice to the advisor or the CMC in advance of the event.
- Misrepresentation of work authorization status to employers
- Engaging in an active career search for full time employment with any employer after accepting a full time or employment offer with a different employer
- Failure to disclose factual, true and correct employment status or graduation status to potential employers

Upon permanent suspension of recruiting privileges, a student will have the right to appeal the decision to the Vice President for Full-Time Programs.

Following this policy will reinforce the professional reputation and high standards that are associated with the Thunderbird degree in the international marketplace.

POLICY REGARDING STUDENTS ON ACADEMIC PROBATION AND ACADEMIC SUSPENSION

Career Search activities and access to all CMC services, including access to job boards, *GlobalConnect* and employers, will be suspended for students entering a second consecutive trimester on academic <u>probation</u> status or for any student on academic <u>suspension</u> status.

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 concentration, career objectives and professional goals. The CMC maintains a presence at most of the NCCs as well. Most NCCs host a career fair in conjunction with their annual conference and career fairs occur on Friday and Saturday.

Students traveling to NCCs may have an excused absence from Thursday courses only.

Students must request an excused absence from the faculty member in advance.

Return trips to Glendale should be scheduled on Saturday evening and/or Sunday in time for course meetings on Monday. There are no excused absences for Monday courses due to NCCs.

The CMC will track student attendance at NCCs and will verify a student's attendance upon request for any faculty member.

Students can miss a maximum of two Thursday class periods per course in any one trimester due to registered participation at NCCs.

TREKS

TREKs are school-sponsored two-to-three-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 eight 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.

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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 more than 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 any person as a registered student. The IBIC does not accept a driver's license or any other form of ID.

LOAN PERIODS AND FINES

Loan periods are established so that books and other materials can be shared among all students. Because of the demands of Thunderbird's curriculum, fines are charged to be sure items are returned on time so that they are available for other users. There is no limit on the number of books that can be checked out at any given time. Only two reserve items may be checked out at the same time, however, and DVDs are limited to five at the same time. A 24-hour book drop is available at the south entrance to the IBIC. There is NO grace period on due dates. The following are the loan periods and overdue fine schedule for IBIC materials:

BOOKS AND AUDIOBOOKS

Circulate for three weeks; fine is $1/ per day.

DVDS

Circulate for seven days; fine is $1/per day.

RESERVES

Circulate for two hours; fine is $1/per hour per item.

A courtesy reminder is sent to borrowers by e-mail three days before books, audiobooks and DVDs are due. 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, DVDs and audiobooks may be renewed by calling 602-978-7232 or by bringing the items in to the Circulation Desk on or before the due date. Online renewal from on-campus and

off-campus is available via the "My Account" button on THOR. Books can be renewed up to three times, and videos/DVDs for three times unless a hold is placed by another user. Students will be notified if their items are not renewable due to unpaid fines or another user requesting a 'hold' be placed on the material.

LOST, DAMAGED, AND OVERDUE MATERIALS

If any materials are lost or returned with damage beyond normal wear and tear, the borrower is responsible for replacement charges and processing fees.

HOLDS AND RECALLS

A hold can be placed on material that is checked out so that an item cannot be renewed, and it will be held for the next user when it is returned. Users may place holds on items currently checked out online using THOR, and will be notified when item is available.

Items that have been checked out may be recalled if they are needed for reserve at the request of a faculty member. Recalls are not made for other reasons.

ALTERNATIVE PAYMENT AND APPEALS

- 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. Quiet is enforced in quiet areas; students are requested to do their talking elsewhere so it does not disturb others.
- To protect IBIC materials and computers, no food is allowed in the IBIC. Drinks are permitted but students are encouraged to use a permanent cup with a sturdy snap-on lid. Drinks in cans and paper cups may be left on the shelves by the entrance and picked up upon leaving.
- Leaving belongings or programs open on computers to "hold" a seat is not permitted because the IBIC has a limited number of carrels and workstations. IBIC routinely checks work stations and removes computer documents and belongings left for extended periods.

- Ringing cell phones and telephone conversations in study areas disturb other students. Cell phones must be turned off in the IBIC and calls made or taken outside the building or in the copy alcoves where sound will be behind a door.

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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:

- 2.4GHz or better processor with preferably 4 GB RAM or more.
- An English version of Windows 7 and an English version of Microsoft Office 2010 including Word, Excel, and PowerPoint. Depending on the course of study, a student may also want to obtain Microsoft Office Proofing Tools for specific languages other than English. I&IT cannot guarantee support or compatibility for foreign language operating systems or software.
- Macintosh users generally are supported, and should have the latest version of OS-X installed. Please be aware that certain data analysis classes may require software that is MS Windows specific. Students should consider running something like Parallels for dual-booting a Mac.
- Students must have an antivirus package installed on their computers. The latest Norton AntiVirus version (NOT NORTON SYSTEMWORKS OR INTERNET SECURITY) or AVG are recommended.
- Students should have Internet Explorer 7 or better, or Firefox 6.0 or better web browser installed.
- For network access, students need a Wireless 802.11a/b/g network card or a 10/100 network interface card (NIC) for on-campus. The Wireless card or NIC can be built-in, PCMCIA, USB, or FireWire as long as it is compatible with the student's computer. A standard Cat 5 network cable with RJ-45 connectors is needed to connect the computer to a wired network port. Thunderbird does not provide free network cables. Thunderbird has implemented a wireless network in most common areas of the Glendale campus. Also, there are over 370 wired network ports available on campus, and all dorm rooms have wireless and wired network connections. Students should strongly consider purchasing an extended (three-year) warranty for their laptops. Laptop hardware failures can be very expensive if out-of-warranty repairs are required.
- Students who purchase computer and software before arriving at Thunderbird, should bring their software installation media with them. Windows/Office and some other software products require a user to use the original media (or their copy) to add features or perform repairs and upgrades. Other copies of this software cannot be used. Students in Data Analysis courses require Excel add-ins that are not part of the default Office installation and will be unable to add these later without the original installation media.
- Other non-Windows/non-Mac computer users can connect to the campus network, but the Help Desk cannot provide support beyond providing the network settings, navigation and basic troubleshooting. Be aware that any special software needed for coursework is generally not available for non-Windows computers. Campus print drivers on the on-campus network printers are only available for Windows and Mac. Thunderbird online content may have compatibility problems.
- For a complete list of technical requirements and other IT help, please visit http://help.thunderbird.edu.

INSTITUTIONAL MARKETING AND BRAND MANAGEMENT

INTELLECTUAL PROPERTY

All inventions, patents, patent applications, copyrightable materials, trademarks (and associated goodwill), domain names, data, studies, computer code, improvements, derivative works, and any other intellectual property (collectively referred to as "Work Product"), produced by a student based upon a student's work for, or exposure to, a Thunderbird class, project, materials, club, professor, employment or activity, shall be owned solely and exclusively by Thunderbird. If a student wishes to obtain any ownership or license rights to such Work Product, it is the student's responsibility to submit a prior written request to the Vice-President of Full-Time Programs and obtain appropriate approvals.

It is understood that, by registering as a student, the student hereby assigns to Thunderbird any and all right, title, and interest they may have in such Work Product, together with all intellectual property therein. In addition, the student agrees to render all customary and reasonable assistance to Thunderbird, at Thunderbird's expense, including, without limitation, execution and delivery of any documents reasonably requested by Thunderbird to secure, perfect, register, and enforce all such rights.

PHOTO PERMISSIONS

Students have the opportunity to participate in a variety of school-related activities within and outside of the classroom. From time to time, photographs may be taken of these situations and events for later use by Thunderbird to promote Thunderbird and its multiple programs.

It is understood that, by registering as a student, the student hereby grants Thunderbird his/her consent to publish these photographs for publicity-related purposes.

COPYRIGHT

When copyrightable materials are produced, in any form, by a student in the context of a student's work for a class or project, as a teaching assistant for a professor, or as a full-time or part-time employee of any entity of Thunderbird, ownership of such copyrightable materials shall be owned solely and exclusively by Thunderbird.

If any copyrightable materials are produced using any of Thunderbird's facilities such as computers, copiers, typewriters, supplies, etc., Thunderbird has the right to use such materials, regardless of the context in which such materials were produced. If students contemplate producing copyrightable materials outside of their relationship with Thunderbird, it is the student's responsibility to make prior contact with the Vice President of Full-Time Programs and to seek appropriate written agreements.

USE OF DEGREE DESIGNATION

Degree designation may not be used on any official document until degree conferral has occurred.

NAME TRADEMARK

Thunderbird's trademarks are registered in the U.S. and in several other countries.

The official trademarked name of Thunderbird is "Thunderbird School of Global Management." Informally, or in subsequent use in writing, the name should read "Thunderbird," which is also a registered trademark. Thunderbird's logo and seal are also protected by trademark. The seal, logo, and all other Thunderbird trademarks may not be used on marketing materials, websites, or any other medium, without the express written permission of Thunderbird.

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THUNDERBIRD COMMUNITY REQUIREMENTS

THUNDERBIRD 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 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 Thunderbird and any company/organization representative on campus for recruiting, presentation, or recognition purposes with courtesy and in a professional manner. Verbal and/or physical threats or actions will not be tolerated at Thunderbird. Students who have concerns or complaints about the behavior of students, faculty, or staff should submit a written letter or electronic communication to the Vice-President for Full-Time Programs. Students may also submit concerns anonymously through an ethics hotline which can be found either as a button on the left hand side of the MTB home page or on the Honor Council's web page.

A student's continued enrollment, the receipt of academic credits, graduation, and the granting of any degree or certificate are strictly subject to the disciplinary authority of the school. **Thunderbird may cancel a student's registration at any time for conduct deemed inconsistent with the maturity expected of an international executive.**

Students whose inappropriate behavior comes to the attention of Thunderbird may be subject to disciplinary measures including reprimand, suspension, fines, and dismissal. The 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 Thunderbird campus or overseas modules pose an immediate threat to any individual (including the student in question), school property or school function, the Chief Academic Officer and 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 school days following the effective date of the interim action.
- The immediate-action withdrawal or restricted access shall remain in effect until a final decision has been made on the matter unless, before a final decision is made, the Chief Academic Officer and 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 voluntary withdrawal of the student from the school with prompt referral to a resource for evaluation or treatment. If the student is eligible for and wishes to pursue voluntary withdrawal, the Registrar will counsel the student regarding voluntary withdrawal and initiate voluntary withdrawal.

If a voluntary withdrawal is warranted and cannot be affected, an involuntary withdrawal may be initiated.

INVOLUNTARY WITHDRAWAL

A student may be considered for involuntary withdrawal when:
- The student has demonstrated behavior which is a substantial impediment to the lawful activities or basic rights of other students, school employees or visitors;
- There is substantial evidence that the student's condition demonstrates an apparent threat of harm to her/himself or others; or
- There is substantial evidence that the student's condition interferes significantly with the student's ability to understand the impact of or control his/her behavior or that the behavior is disruptive to either her/his or others' educational process
- The student, while enrolled in a Thunderbird program, is convicted of a felony offense and sentenced to one year or more, including probation

Student involuntary withdrawal procedures will be used with caution and in recognition of the school's responsibility to protect the physical safety, health, and welfare of members of the Thunderbird community through prescribed due process standards. Questions regarding this policy should be directed to the Chief Academic Officer and Provost or 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 restriction on subsequent registration until the student who has been withdrawn has met conditions for readmission

The student may be barred from campus and/or school services and activities during the withdrawal period.

The student will receive written notice of the withdrawal as well as the conditions for readmission.

APPEAL PROCESS

The decision of the Vice-President responsible for the academic program or designee is final unless the student appeals the decision in writing within three school days following the posting or personal delivery of the written decision. The written appeal has no formal format but should be addressed to the Chair of the Disciplinary Appeals Committee, Attn: Registrar. Committee procedures are defined in the Honor Council Procedures. Restricted access to the Thunderbird campus may remain in effect during the period of review except for the student's appearance before the appeals committee.

EFFECT ON ACADEMIC STATUS

A notation of Withdrawal will appear on the student's transcript for the appropriate trimester. Tuition and fee refunds 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
- 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 is 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, Thunderbird may refer violations to the Glendale Police Department, or appropriate District Attorney for investigation and/or prosecution. A new law suspends Federal student aid eligibility for students convicted under Federal or state law of possession or sale of drugs (not including alcohol or tobacco).

HEALTH RISKS ASSOCIATED WITH ALCOHOL AND CONTROLLED SUBSTANCES

> *THERE ARE NO GOOD REASONS FOR ABUSING DRUGS OR ALCOHOL.*
> *THERE IS ABSOLUTELY NO REASON TO COMBINE DRUGS AND ALCOHOL.*

The health consequences of alcohol and controlled substance abuse may be immediate and unpredictable, such as fatalities associated with alcohol poisoning and drug overdose, or more subtle and long term, such as liver and brain damage associated with the prolonged use of alcohol. In addition to health related problems, alcohol abuse and substance use are associated with financial difficulties, interpersonal conflicts, domestic violence, deterioration of the family structure, accidental injuries or fatality, and may significantly impact academic and work performance. All students should take a moment to become aware of the health risks caused by the use of alcohol and by the illegal use of controlled substances.

ALCOHOL-RELATED HEALTH RISKS
- Consumption of more than two average servings of alcohol in several hours can impair coordination and reasoning and make driving unsafe.
- Consumption of alcohol by a pregnant woman can damage the unborn child. A pregnant woman should consult her physician about this risk.
- Regular and heavy alcohol consumption can cause serious liver problems, damage to the nervous and circulatory systems, mental disorders, and other health problems.
- Drinking large amounts of alcohol in a short time may quickly produce unconsciousness, coma, and even death.

CONTROLLED SUBSTANCE-RELATED HEALTH RISKS

Use of controlled substances can result in damage to health and impairment of physical condition, including:

- Impaired short-term memory or comprehension anxiety, delusions, and hallucinations
- Loss of appetite resulting in general damage to the user's long-term health
- A drug-dependent newborn, if the mother is a drug user during pregnancy (pregnant women who use alcohol and/or drugs or who smoke should consult their physicians);
- AIDS, as a result of needle-sharing among drug users
- Death from overdose

A more complete description of the types of controlled substances can be found on the Honor Council web page.

INHALANT (GAS, AEROSOLS, GLUE, NITRITES, NITROUS OXIDE) RELATED HEALTH RISKS

Inhalants are breathable chemical vapors that produce psychoactive effects. A variety of products common in the home and in the workplace contain substances that can be inhaled They can cause some or all of the following:

- Excess stimulation
- Reduced inhibition
- Ultimate loss of consciousness
- Heart failure and death
- Severe damage to the brain, liver, and kidneys

STANDARDS OF CONDUCT AND SANCTIONS

Thunderbird students must be aware that their behavior with respect to alcoholic beverages is constrained by Federal law, Arizona state law, and Thunderbird's own policies that reflect its concern for the health and well-being of its students.

Participants in Module Abroad Programs and Exchange Programs are bound by the policies set forth in this Catalog regarding alcohol usage as well as the laws and regulations of the host nation.

THUNDERBIRD ALCOHOL POLICY REGULATIONS

The sale, distribution, and/or consumption of alcoholic beverages in or on Thunderbird owned or leased property is strictly prohibited except for areas mandated by the school's liquor license or areas designated for personal consumption. A complete list of designated areas can be obtained from Chartwells when students register an alcohol event.

DEFINITIONS

Alcohol Event

- Any calendared, registered, or sponsored event with/by TSG that is serving any amount of alcohol
- Any event on campus not sponsored by TSG, but involving more than ten individuals that is serving any amount of alcohol

Alcohol-Prohibited Zones

- Areas where the sale, distribution, and/or consumption of alcoholic beverages is strictly prohibited. These areas include all athletic facilities (volleyball/tennis/racquetball/basketball courts, gym, rugby pitch, etc.).

Bartender

- A bartender is a person who has completed level one training by the Arizona Basic Consumption and Alcohol Education (BCAE) task force and who has registered with Chartwells.
- An employee of the Thunderbird Pub.

Open Container

- Any bottle, can, or other receptacle that contains any amount of alcoholic beverage and that is open or has a broken seal, or the contents of which are partially removed.

Personal Consumption

- A reasonable amount of alcohol consumed by an individual in their dormitory or a residential space. Personal consumption varies by individual however, if the student fails to abide by the Federal or State laws or Thunderbird policy, becomes incapacitated and/or threatens to or causes harm to themselves, others, or Thunderbird property they become subject to disciplinary actions.

Residential Space

- Those areas in or immediately adjacent to active dormitories. They include the Fish by A and B dormitories, Coleman Lounge and barbeque by East Dorms, the Sobo Lounge and quad in West dorms, and the quad and small picnic area by the Executive Inn.

THUNDERBIRD COMMUNITY RESPONSIBILITIES

Bartenders

- Supervise the distribution of alcohol and monitor the consumption rates of those involved
- Are not permitted to consume alcohol before or during the distribution of alcohol at the alcohol event
- Must not provide or allow alcohol be served to anyone less than 21 years of age
- Must have a copy of the alcohol event registration sheet available for security at all times
- Must not furnish alcohol to any obviously intoxicated person
- Shall assume legal liability of the service of alcohol
  NOTE: The National Council on Alcoholism and Drug Dependence recommends the following guidelines with regard to the service of alcohol:
  - Zero drinks for individuals who are under 21, driving, chemically dependent, or pregnant
  - One drink per hour for moderate drinking
  - No more than three drinks per day

Thunderbird Student Government (TSG) Leadership

- Must ensure all State and institutional policies and procedures are upheld by Club Officials and student bartenders
- Must take corrective action once they notice a violation of this policy
- Must not hinder Security personnel in the administration of their (Security's) responsibilities
- Is responsible for all damages that occur as a result of TSG-sponsored events

Club Officials

- Must officially register all alcohol events with Chartwells
- Cannot charge for alcohol or access to alcohol without an event license or liquor license from the City of Glendale
- Must ensure that there is a means of properly disposing of partially filled and empty containers at or before the conclusion of every event
- Must hire additional security for all events with an expected attendance of 100 or more

- Are responsible for the behavior and well-being of all guests
- Must take corrective action once they notice a violation of this policy

Thunderbird Security

- Will terminate the serving of alcohol at an unregistered event or in an alcohol-prohibited zone
- Will verify that all alcohol events with more than ten people are properly registered
- Will confiscate alcohol from clubs or organizing parties failing to adhere to the Thunderbird Alcohol Policy
- Will notify local law enforcement if students/attendees are noncompliant or if there is an immediate threat to individuals or property

Individual Students

- Must be a minimum of 21 years of age to consume alcohol
- Must not misrepresent their age or identity for the purpose of obtaining or possessing an alcoholic beverage
- Must not provide or allow alcohol be served to anyone less than 21 years of age
- Must not sell alcohol to another student or group
- Must not furnish alcohol to any obviously intoxicated person
- Are responsible for the behavior and well-being of all guests
- Are responsible for all damages incurred as a result of their actions
- Must abide by all Federal, state, local, school, and pub rules/regulations
- Are subject to Thunderbird's Code of Honor and Conduct

PERSONAL CONSUMPTION

In addition to areas mandated by Thunderbird's liquor license, personal consumption is allowed in, or immediately adjacent to, the following four (4) residential areas on campus:

Residential Area Approved for Personal Consumption	Adjacent Area Approved for Personal Consumption
A and B Dorms	The Fish
East Dorms	Coleman Lounge and Adjacent Barbeque Area
West Dorms	Sobo Lounge and Adjacent Quad Area
Executive Inn	Adjacent Quad and Picnic Area

Provided that:

- The individual is a minimum of 21 years of age
- Alcohol is not furnished to anyone less than 21 years of age
- Open containers are not subsequently carried to, or displayed in, public areas, including sidewalks, parking areas or common use areas

THUNDERBIRD PUB RULES AND REGULATIONS

- No alcoholic beverages are to be taken off the patio and no alcohol may be brought in from outside the Pub. Violation of this rule carries a $750 state fine.
- Everyone purchasing or consuming alcohol must be over the age of 21, and at all times be able to present an ID that is accepted by state law. This includes a U.S. driver's license, a passport or military ID card.
- By law, Pub staff is required to refuse service to intoxicated individuals and escort them off the premises. If problems arise from this situation, Thunderbird Security will be brought in to assist in the process and a report will be filed with the Registrar regarding conduct of the student in question.
- All students are responsible for their guests' conduct while at the Pub as well as on campus

- Any intentional damage to Pub property or verbal abuse toward Pub staff will result in a report being filed with the Vice-President responsible for the program, or designee, and appropriate action will be taken
- Last Call at the Pub is at 1:00am
- State law requires patrons to be outside the Pub by 2:00am and outside the patio by 2:00am
- Smoking is prohibited inside the Pub and within 20 feet of any doors or open window at the Pub.

STATE SANCTIONS FOR ALCOHOL-RELATED OFFENSES
- The State of Arizona sets 21 as the legal drinking age. An underage person who buys, receives, possesses or consumes alcoholic beverages is guilty of a misdemeanor and may be subject to a fine and imprisonment for up to six months.
- A driver whose test results show a blood or breath alcohol concentration of .008 or more will have his/her license or permit to drive suspended or denied for not less than ninety consecutive days
- Drivers charged with DUI who refuse to be tested face suspension of their licenses or permits to drive for twelve months
- Under Arizona State Law (A.R.S. 28-1381), a person convicted of a DUI violation:
  o Shall be sentenced to serve not less than thirty (30) consecutive days in jail
  o Shall pay a fine of not less than $250
  o Shall pay additional assessments totaling $1,500
  o May be responsible for fines/assessments totaling $6,000 or more for a first-time offense
  o May be ordered by a court to perform community restitution
  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 is 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. The law also requires reporting for the sale or transfer of prescription drugs.

The following actions are prohibited by Thunderbird:

- Use or possession of any drug or controlled substance, or drug paraphernalia, on Thunderbird property or in the course of a Thunderbird program or activity or student organization activity, contrary to law. It is not a violation of Thunderbird regulations for students to possess such controlled substances if they are possessed under the terms of a valid and legal prescription for such drugs or controlled substances
- Use of Thunderbird facilities to manufacture, process, or distribute any drug or controlled substance contrary to law
- Sale, gift, or transfer of drugs, controlled substances, or drug paraphernalia to Thunderbird students, whether or not such sale, gift, or transfer occurs on university property or in the course of a university activity or student organization activity

MODULE ABROAD PROGRAMS AND EXCHANGE PROGRAMS

Participants in Module Abroad Programs and Exchange Programs are bound by the policies set forth in this Catalog regarding the possession and/or use of controlled substances, as well as the laws and regulations of the host nation.

MEDICAL MARIJUANA

Arizona state law (A.R.S. 13-3405) prohibits the possession, use, sale, or transportation of marijuana, which includes marijuana intended for medicinal use. As a recipient of Federal Title IV financial aid funding, Thunderbird must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of Federal funding for students.

The State of Arizona does not recognize the Medical Marijuana Registry Identification Card. Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any school dormitory, on school-owned property or in any public area of the campus. On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on-campus and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

FEDERAL AND STATE SANCTIONS FOR CONTROLLED SUBSTANCE-RELATED OFFENSES

- The following information concerns state and Federal criminal penalties related to drug possession or use:
  - All students are reminded that conviction under state and Federal laws that prohibit controlled substance-related conduct can result in fines, confiscation of automobiles and other property, and imprisonment. In addition, licenses to practice certain professions may be revoked, and many employment opportunities may be barred.
  - In addition, a student will be ineligible for financial aid if the student is convicted of an offense under Federal or state law involving possession or sale of a controlled substance, provided the conduct occurred while the student is enrolled and receiving financial aid. Ineligibility will run from the date of conviction for the following periods of time:
    - For drug possession: a first offense carries a one-year disqualification, a second offense carries a two-year disqualification, and a third offense makes the student ineligible indefinitely
    - For sale of a controlled substance: a first offense carries a two-year disqualification, and a second offense makes the student ineligible indefinitely

    A student can regain eligibility by successfully completing an approved drug rehabilitation program.

THUNDERBIRD SANCTIONS FOR VIOLATIONS OF ALCOHOL AND DRUG-FREE CAMPUS POLICY

Thunderbird may discipline a student for acts of personal misconduct when the acts occur in the course of school-related activities/programs that are being conducted on or off the Glendale campus or if the acts relate to the security of the Thunderbird community or the integrity of the educational process. Such acts include, but are not limited to, unauthorized use/possession/sale of alcohol and/or controlled substances, drug trafficking, etc.

Thunderbird is authorized to impose any of the following sanctions for acts of personal misconduct:

- Reprimand and warning
- Disciplinary probation
- Restitution
- Participation in a specific program (such as drug education or counseling)

- Provision of a specific service
- Expulsion from student housing
- Transfer to a different residence hall or housing unit
- Suspension from Thunderbird (all campuses)
- Expulsion from Thunderbird (all campuses)

Sanctions in each case are made only after a hearing and a determination of responsibility. Sanctions will vary depending upon the nature and circumstances of the offense and the student's record.

NOTE: Both campus disciplinary charges and criminal charges may be filed for the same action. Students may be subject to sanctions by both the campus and the courts for the same action.

DRUG AND ALCOHOL COUNSELING, TREATMENT, AND REHABILITATION PROGRAMS

Students with alcohol or drug related problems may be referred to or seek assistance from the Full-Time Programs Office. Please see the chart below for emergency help.

CONTACT NUMBERS FOR EMERGENCIES AND CONFIDENTIAL ASSISTANCE

Service	Phone Number
Emergency 9-1-1	9-1-1 (on-campus phone)
On-Campus Security	602-978-7223
Care 24/United Healthcare	1-888-887-4114
*City of Glendale/Victims Assistance	623-930-3030 (Mon-Fri, 8am-5pm)
West Valley Advocacy Center	623-930-3720
Southwest Behavioral Health Center	602-285-4288 (to schedule an appt.)
Value Options Crisis Hotline	602-222-9444 (available 24/7)
EMPACT Suicide Prevention Center	480-784-1500 (available 24/7)

POSSESSION OF WEAPONS

Thunderbird strictly prohibits the possession of illegal or dangerous weapons on the campus. Such weapons include, but are not limited to, revolvers, pistols, BB or pellet guns, stun guns, chemical weapons, knives (other than those used for cooking or small, folding blade pocket knives), slingshots, martial arts weapons, bows and arrows, and others as deemed such by the director of Campus Security or his or her designee. Possession or use of firearms, fireworks, ammunition, dangerous chemicals, bombs, and incendiary devices on a Thunderbird campus is also prohibited by Arizona state law. Any violation can result in immediate referral to the Full-Time Programs Office, the school's Judicial Board, and/or the appropriate law enforcement agency.

SEXUAL HARASSMENT AND SEXUAL VIOLENCE

The scope of this policy includes any student, staff, faculty, and third party participating in Thunderbird programs and activities.

Thunderbird will not tolerate any form of sexual harassment. Sexual harassment creates a hostile environment that, if sufficiently serious, interferes with or limits a student's ability to participate in or benefit from the school's program.

Sexual harassment is unwelcome conduct of a sexual nature. It includes unwelcomed sexual advances, requests for sexual favors, and other verbal, nonverbal, or physical conduct of a sexual nature. The definition of sexual harassment includes acts of sexual violence. Sexual violence is defined as:

- Any sexual physical contact that involves the use or threat of force or violence or any other form of coercion or intimidation;
- Any sexual physical contact with a person who is unable to consent due to incapacity or impairment, mental or physical. "Incapacity" or "impairment" normally include but are not limited to being asleep or under the influence of alcohol or drugs.
- Non-forcible sex offenses include incest and statutory rape. (34 C.F.R. Part 668, Subpt. D, App. A.)

Thunderbird defines rape as sexual assault involving an act of penetration and considers it to be an especially serious offense. Sexual assault includes both stranger rape and acquaintance rape (in which the assailant and victim know each other).

Thunderbird is committed to educating the campus community in ways to prevent sexual harassment. The school has an obligation to respond to a complaint whether the complaint is on campus or a complaint of student-on-student sexual harassment that initially occurred off the school's campus, outside the school's education program or activity.

Conduct may constitute unlawful sexual harassment under Title IX even if the police do not have sufficient evidence of a criminal violation. Title IX requires the school to use the preponderance of evidence standard (i.e., it is more likely than not that sexual harassment or violence occurred). Therefore, Thunderbird is not relieved of its duty to resolve sexual harassment complaints and must act even if a criminal investigation is on-going.

SEXUAL HARASSMENT PROCEDURES AND REPORTING

Any student, employee, or visitor who is the victim of a sex offense, forcible or non-forcible, is encouraged to report the sexual violence to campus security and/or the Glendale Police Department. The assault may be reported in person at:

- **Thunderbird Safety & Security Department, or by calling 602-978-7223**
- **A Glendale Police Department precinct, or by calling 623-930-3000**
- **The Vice President of Full-Time Programs Office, or by calling 602-978-7332**

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.

WHAT CONSTITUTES A COMPLAINT

A complaint is a written or electronic statement to the school alleging that the rights of one or more persons have been violated and requesting that the school take action. Complaints may be filed online as well as by mail, fax, or in person. If a complaint is filed electronically, by e-mail or fax, or the Thunderbird ethics hotline a signed consent form must be secured in addition to a complaint form.

If an anonymous complaint is made through Thunderbird's ethics hotline the school will investigate the incident but the individual should be aware that the response by the school may be limited.

The complaint should include a written explanation of what happened; a way to contact the complainant (if the complaint is filed by e-mail it must have the complainant's actual name and

address); identification of the person or group injured by the alleged discrimination; and identification of the person or institution alleged to have discriminated.

For the purposes of this policy students who should send the complaint to the Vice President of Full-time Programs or designee.

The following are not complaints:
- Oral allegations that are not reduced to writing;
- Anonymous correspondence;
- Courtesy copies of correspondence or a complaint filed with others;
- Inquiries that seek advice or information but do not seek action or intervention from the school.

ACTIONS IN THE EVENT OF SEXUAL VIOLENCE

Sexual violence is a criminal act, which subjects the perpetrator to criminal and civil penalties in state and Federal courts.

After a sexual violence incident, it is very important that the victim receive a medical examination for health and evidentiary reasons. A victim should not wash, use the toilet or change clothes before seeing trained medical personnel. If clothes are changed, those worn during the assault should be placed in a paper bag and taken along to the examination. Even if the victim is certain that s/he will not prosecute, it is important to gather as much evidence as possible just in case the victim decides to pursue criminal charges at a later date.

Victims of a sexual violence may also receive free, confidential, twenty-four hour, counseling by calling; *Rape Abuse Incest National Network (RAINN) at 1-800-656-4673, extension 1.* Trained counselors are available twenty-four hours a day, seven days a week.

SANCTIONS

Besides the sanctions that can be imposed in court, Thunderbird will respond administratively if a sexual assault or other criminal offense involves a student or employee as the offender. Sanctions may include suspension or expulsion for student offenders or termination of employment for employees.

If report is of a serious nature such as sexual violence or creates a hostile environment the school reserves the right to act expeditiously and may follow the procedures that included but are not limited to changing classes, changing housing arrangements, or involuntarily withdrawing a student from activities in any program at any location.

Inquiries relating to the school's sexual harassment policies and/or procedures or assistance with filing a report or complaint may be directed to the school's Title IX Coordinator.

> Crystal Shanahan
> Administrative Services Office
> Title IX Coordinator
> Thunderbird School of Global Management
> Glendale, AZ 853006-6000
> Telephone: 602-978-7224
> crystal.shanahan@thunderbird.edu

DISCLOSURE OF RESULTS

The Family Education Rights and Privacy Act (FERPA) with amendments permits a school to disclose to the harassed student information about the sanction imposed upon a student who was found to have engaged in harassment when the sanction directly relates to the harassed student. Additionally, a postsecondary institution may disclose to anyone- not just the alleged

victim—the final results of a disciplinary proceeding if it determines that the student is an alleged perpetrator of a crime of violence or nonforcible sex offense, and, with respect to the allegation made, the student has committed a violation of the institution's rules or procedures. (34 C.F.R.§99.31(a)(14)

SECURITY ESCORT SERVICE

A security escort service is available to the students, faculty, and staff of Thunderbird. A request may be made to the Thunderbird Safety & Security Department at extension 7223. An officer will respond and accompany you to a vehicle or classroom on campus.

DISABILITIES AND SPECIAL ACCOMMODATIONS

The policy of the school is to comply with all laws and regulations concerning equal opportunity and equal access to persons applying for admission, access, and treatment in school programs and activities. Students should register for disabilities services in the Human Resources Office and those requiring special housing accommodations should contact Housing Services.

EQUAL OPPORTUNITY POLICY

Thunderbird School of Global Management is committed to creating a positive educational environment that includes the talent and diversity that exists globally.

Therefore, in compliance with Titles VI and VII of the Civil Rights Act of 1964, Title IX of the Education Amendments Act of 1972, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1992, the Family and Medical Leave Act of 1993, and the Age Discrimination Act of 1975, the school does not discriminate on the basis of race, color, national origin, religion, sex, sexual orientation, disability, or age in any of its policies, procedures or practices; nor does the school, in compliance with the Age Discrimination in Employment Act of 1967, amended in 1978 and 1986, and as amended with the older workers' Benefit Protection Act of 1990, and the Vietnam Era Veterans Readjustment Act of 1974, discriminate against any employees or applicants for employment on the basis of their age or because they are disabled veterans or veterans of the Vietnam Era.

This nondiscrimination policy covers admission and access to, and treatment and employment in, the school's programs and activities. In conformance with school policy and pursuant to executive orders, pertinent laws and regulations, the school is an affirmative action, equal opportunity employer.

Inquiries regarding the school's equal opportunity policies and the filing of grievances, and requests for a copy of the grievance procedures covering discrimination complaints may be directed to:

> Marilyn Lueders
> Human Resources Office
> Title VI, and Section 504 Coordinator
> Thunderbird School of Global Management
> Glendale, AZ 85306-6000
> Telephone 602-978-7164
> marilyn.lueders@thunderbird.edu

Inquiries regarding Federal Laws and Regulations concerning nondiscrimination in education and the school's compliance with those provisions may also be directed to:

> Office for Civil Rights/Denver
> U.S. Department of Education
> 1244 Speer Boulevard
> Cesar E. Chavez Memorial Building, Suite 310

Denver, CO 80204
Telephone: 303-844-5695
Fax: 303-844-4303

GRIEVANCE PROCEDURE

This procedure is intended to provide the means to resolve any complaints of discrimination in any school program or activity. The procedure is for the use of any student or applicant for admission, employee, or applicant for employment who believes there has been unlawful discrimination on the basis of race, religion, color, national origin, disability, age, sex or sexual orientation. It is the intent of the school to include sexual harassment as a prohibited aspect of sexual discrimination.

INFORMAL PROCEDURE

Individuals who believe they have been discriminated against may choose to attempt to resolve the matter informally with the person alleged to have committed the violation or with the appropriate supervisor/administrator. An informal resolution may occur at any time.

FORMAL PROCEDURE

If the person making the complaint is unsuccessful in obtaining an informal resolution or chooses to file the initial complaint formally, the following procedures should be followed:

The complaint should be presented in writing to the compliance officer within thirty (30) days of the date on which the person making the complaint could reasonably be expected to know of the alleged violation. The complaint will be investigated by the compliance officer and a written determination given within two (2) weeks of receipt of the complaint.

If the complaint is not resolved, a committee composed of the 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 nonvoting Chairperson, will hear the complaint. A written decision will be given to the complaining person within ten (10) working days after hearing the complaint.

Based on a finding of discrimination, the compliance officer will take the necessary steps to provide for an appropriate remedy. Steps will be taken to overcome the conditions that caused the complaint. If the complaint cannot be resolved after exhausting the institution's grievance procedure, the student may file a complaint with the Arizona State Board for Private Post-Secondary Education. The student must contact the State Board for further details.

Arizona State Board for Private Post-Secondary Education
1400 W. Washington, Room 260
Phoenix, AZ 85007
Telephone: 602-542-5709
Fax: 602-542-1253
Web site: http://azppse.state.az.us

CAMPUS SAFETY AND 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.*

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. Whenever officers are out in the field, the office phone is forwarded to their cell phone so they will be available at all times. If a security officer is not immediately available or if there is a life threatening emergency, dial 911 for the metropolitan area emergency services network. Contact Thunderbird Safety & Security as soon as possible following your call to 911 so Safety & Security can direct emergency personnel to the desired location.

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 AND FOUND

The campus Lost and Found is located at the Safety and Security Office. Students are requested to put their name on their possessions and the school encourages everyone to turn in found items to the Lost and Found immediately.

All unclaimed items at the Lost and Found are held for 60 days and then stored and eventually sold at the school's Bizarre Bazaar held periodically.

If you have lost or found property, please visit Safety & Security. For more information contact Safety & Security at 602-978-7223.

REGISTRATION AND PARKING DECALS

Students, faculty and staff who operate or park a motor vehicle on campus must register the vehicle(s) and display a current parking decal on the vehicle(s). Students can register their vehicle(s) at the Safety & Security Office. Report transfer of ownership to the Safety & Security Office.

TRAFFIC REGULATIONS

The operation of a motor vehicle on campus is a privilege granted by the administration and is revocable at any time. Parking and traffic regulations are provided to students when vehicles are registered. The speed limit on campus is 15 mph. There are stop signs located at intersections. Speeding or failure to stop at stop signs may result in fines which if unpaid will result in a hold being placed on the student's account.

OUT-OF-STATE STUDENTS

All out-of-state students are encouraged to become familiar with Arizona traffic laws. Information concerning Arizona traffic laws is available at any office of the Department of Motor Vehicles (DMV). For general information regarding traffic laws and auto registration, call 602-255-0072.

SECURITY POLICIES IN OTHER COUNTRIES

Students, faculty, and guests who travel overseas will be responsible for the following:

- Review Thunderbird's General Travel Safety policy on the Thunderbird Travel page on *MTB* prior to planning travel
- Register on the International SOS site, including providing emergency contact information and other pertinent information. A link to this site is located on the Thunderbird Travel page.
- Abiding by all local rules, regulations, or laws which may govern the conduct of citizens and visitors in that country
- Understanding special health regulations and concerns for all countries to which you will be traveling, and taking necessary precautions to ensure your well-being
- Making sure you have contacted a physician prior to traveling if you have an existing illness/disability (allergies, heart disease, etc.). Be aware that medical services in other countries are not always the same as services in the U.S.
- If you become seriously ill or injured, become the victim of a crime, or become detained by authorities, contact Thunderbird. Always let someone know where you are going and who you will be with.
- Becoming familiar with the town, country, and neighborhoods you'll be traveling through, and taking precautions to ensure your safety
- Maintaining ethical conduct and showing respect for host country citizens, institutions, and procedures. Fulfilling any and all financial obligations that are incurred by you.

HOUSING SERVICES

REGULATIONS AND INSTRUCTIONS

Each residence hall on campus has a smoke/heat detector in it. These alarms are pre-set to fire department specifications. They are very sensitive and can be easily activated. Each detector is wired to an alarm which when activated sounds a loud signal. The alarm automatically notifies a central dispatcher who then calls the fire department and Thunderbird Safety & Security. If you hear an alarm, quickly check your living area. If there is a fire, follow these steps:

- Dial 911 to notify the Glendale Fire/Police Department
- Call Thunderbird Security at ext. 7223
- Alert other students in the area of the fire. Try to put the fire out by using the nearest fire extinguishers. Break the glass if the extinguisher is in a box.
- If a fire extinguisher is used, you must make Safety & Security aware that it needs to be recharged. Do not put the used extinguisher back in the holder or box. If the extinguisher was used on a small, unreported fire, please notify Safety & Security of the fire when asking to have the extinguisher recharged.
- False Alarms: If one of the smoke/heat detectors is accidentally activated, please call Thunderbird Safety & Security at ext. 7223 so the alarm can be reactivated
- Student Responsibility: You should take every precaution against fires
- 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.

USE OF ELECTRICAL APPLIANCES

Hot plates and any similar high-heat electrical appliances, including halogen lamps, are prohibited from use in student quarters. The following appliances may be used:

- Televisions
- Radios
- Microwaves
- Small refrigerators
- Stereos
- Clocks
- Computers
- Coffee Makers

RESIDENTIAL HALL FURNITURE

Furniture may not be taken outdoors, moved from room to room, or borrowed from other areas.

HOUSEKEEPING

You are responsible for keeping your quarters clean and presentable. The housekeeping staff cleans all residence hall bathrooms and common areas once a week. Cleaning supplies, vacuum cleaners and ironing boards are available from the Resident Assistant (RA). Beds are not to be removed from residence halls. The hanging of clothes, towels, rugs, etc., around the outside of the residence hall rooms is prohibited.

ROOM DAMAGE

Damage and extraordinary wear and tear on your living quarters is chargeable and becomes payable when you settle your account at the time you vacate your room.

STUDENT TELEPHONES

Each room has a telephone. Students may make unlimited local calls at no charge. To make long distance calls, you must obtain a telephone calling card. Students may not add extension phones to their room phones. For more information, call ext. 7510.

MISSING STUDENT POLICY FOR ON-CAMPUS RESIDENTS

The following policy applies to students living in on-campus housing, as mandated by the Higher Education Opportunity Act (HEOA):

Students living on-campus have the option to register a confidential contact person to be notified in case the student is determined to be missing. Only authorized campus officials and law enforcement officers in the furtherance of a missing person investigation may have access to this information.

Campus Security or local law enforcement will be notified if a student is deemed missing, regardless of whether the student has registered a contact person.

Official reports of students believed to be missing for 24 hours must be referred immediately to Campus Security or local law enforcement.

Upon notification, Campus Security will then contact the following campus personnel:
- General Manager, Executive Inn/Housing Services
- Senior Director of Operations, Full-Time Programs
- Vice-President, Full-Time Programs

Students who wish to submit an anonymous missing persons report may do so through the EthicsPoint link on *MTB* or by calling the EthicsPoint hotline (1-866-ETHICSP). In an emergency situation, however, students are encouraged to contact Campus Security.

A parent/guardian must be notified if the student is less than 18 years of age and not emancipated.

MEDICAL MARIJUANA

Arizona state law (A.R.S. 13-3405) prohibits the possession, use, sale, or transportation of marijuana, which includes marijuana intended for medicinal use. As a recipient of Federal Title IV financial aid funding, the school must adhere to its designation as a drug-free campus. Violation of this designation could jeopardize the availability of Federal funding for students.

The State of Arizona does not recognize the Medical Marijuana Registry Identification Card. Possession of a valid and appropriately held Medical Marijuana Registry Identification Card issued in a state which allows medicinal use does not authorize an individual to possess, use, or distribute marijuana in any school dormitory, on school-owned property or in any public area of the campus.

On-campus residents who receive a valid Medical Marijuana Registry Identification Card during the term of their housing contract will no longer be eligible to live on campus and may submit a request to the General Manager of Housing Services or his/her designee to be released from the contract without financial penalty.

THUNDERBIRD ADMINISTRATION

INTERIM PRESIDENT AND CEO
Ambassador Barbara M. Barrett

CHIEF OPERATING OFFICER
Mr. John Berndt

CHIEF BUSINESS OFFICER
Mr. Tim Propp

CHIEF ACADEMIC OFFICER AND PROVOST
Dr. Larry Penley

SENIOR VICE-PRESIDENT, EXECUTIVE EDUCATION
Dr. Dennis Baltzley

DEAN OF FACULTY
Dr. Dale Davison

VICE-PRESIDENT OF FULL-TIME PROGRAMS
Dr. Kay Keck

ASSOCIATE VICE-PRESIDENT, EXECUTIVE MBA PROGRAMS
Ms. Barbara Carpenter

VICE-PRESIDENT FOR DISTANCE LEARNING PROGRAMS
Dr. Humberto Valencia

VICE-PRESIDENT, MARKETING AND ENROLLMENT MANAGEMENT
Ms. Rebecca Henriksen

VICE-PRESIDENT, GLOBAL COMMUNICATIONS
Ms. Kathryn McManus

THUNDERBIRD FACULTY

AUH, SEIGYOUNG, Ph.D.
Associate Professor of Marketing

BABARINDE, OLUFEMI A., Ph.D.
Associate Professor of Global Studies

BERAN SAMUELSON, MELISSA, Ph.D. (Candidate)
Clinical Instructor of Global Entrepreneurship

BOOTH, LENA CHUA, Ph.D.
Associate Professor of Finance

BOWEN, DAVID, Ph.D.
Robert and Katherine Herberger Chair in Global Management, and
Professor of Management

BROWN, KAREN, Ph.D.
Professor of Operations Management

BUCHANAN, LAURANNE, Ph.D.
Associate Professor of Global Marketing

BULLOUGH, AMANDA, Ph.D.
Assistant Professor of Entrepreneurship

CARNEY, CARMEN, Ph.D.
Director, The Garvin Center for Cultures and Languages, and
Associate Professor of Spanish

CAVINATO, JOSEPH L., Ph.D.
ISM Professor of Supply Chain Management

DASH, KISHORE C., Ph.D.
Clinical Associate Professor of Global Studies

DAVISON, DALE L., Ph.D.
Dean of Faculty and Professor of Accounting

ETTENSON, RICHARD, Ph.D.
Thelma H. Kieckhefer Research Fellowship in Global Brand Marketing, and
Professor of Global Brand Marketing

FINNEY, MICHAEL, Ph.D.
Clinical Associate Professor of Management

FONG, GLENN R., Ph.D.
Academic Director for Master of Arts and Master of Science Programs
Associate Professor of Global Studies

GODDARD, C. ROE, Ph.D.
Associate Professor of Global Studies (Asia)

GONZALEZ, GABRIEL R., Ph.D.
Assistant Professor of Marketing

HISRICH, ROBERT, Ph.D.
Director, Center for Global Entrepreneurship, and
Garvin Professor of Global Entrepreneurship

HOSSEINI, HASSAN K., **Ph.D.**
Associate Professor of Global Business

INKPEN, ANDREW, Ph.D.
J. Kenneth and Jeannette Seward Chair in Global Strategy, and
Professor of Management

JAVIDAN, MANSOUR, Ph.D.
Garvin Distinguished Professor, and
Director, Najafi Global Mindset Institute

KALLBERG, JARL, Ph.D.
Director of Research, and
Professor of Global Finance

KIM, TAEHO, Ph.D.
Emeritus Professor
Faculty Director of Student Internships

KINSINGER, PAUL, MA
Managing Consultant, Learning Consulting Network, and
Clinical Professor of Business Intelligence

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